



# Celebrating *Achievements,* Shaping the *Future*

ANNUAL REPORT | 2025



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# General **COMMITTEE** 2024/2026



**STANDING (LEFT TO RIGHT):**

Randy Ong, Tan Boon Hoo, Jen Goh, Mel Choo (Vice Captain), Tan T Kiang (Digitalisation Convenor), S K Ramadas Naidu (H&R Convenor), Wayne Goh, Jerome Ng

**SEATED (LEFT TO RIGHT):**

Benny Tay (Events & Marketing Convenor), Chan Kok Seong (Treasurer), Christopher Chiu (Vice President), Ronald Ong (President), Niam Chiang Meng (Chairman), Ashok Kumar (Deputy Chairman), Dr Goh Hoon Pur (Captain), Kazuo Sugino (F&B Convenor)



# Committees & Subcommittees 2024/2026

<b>Patron</b>	Emeritus Senior Minister Goh Chok Tong
<b>Emeritus Chairman</b>	Ng Kee Choe
<b>Chairman</b>	Niam Chiang Meng
<b>Deputy Chairman</b>	Ashok Kumar
<b>Honorary Senior Advisor</b>	Ho Beng Huat

## GENERAL COMMITTEE 2024-2026

<b>President</b>	<b>Ronald Ong Whatt Soon</b>
Vice President	Christopher Chiu
Captain	Dr Goh Hoon Pur
Vice Captain	Mel Choo
Treasurer	Chan Kok Seong
Convenor (F&B)	Kazuo Sugino
Convenor (H&R)	S K Ramadas Naidu
Convenor (Events & Marketing)	Benny Tay Yew Lim
Convenor (Digitalisation)	Tan T Kiang
Members	Tan Boon Hoo Randy Ong Jen Goh Wayne Goh Jerome Ng

## EXECUTIVE COMMITTEE (EXCO)

<b>Chairman</b>	<b>Ronald Ong Whatt Soon</b>
Members	Christopher Chiu Dr Goh Hoon Pur Chan Kok Seong Benny Tay Yew Lim Kazuo Sugino S K Ramadas Naidu Tan T Kiang

## GREENS COMMITTEE

<b>Captain</b>	<b>Dr Goh Hoon Pur</b>
Vice Captain	Mel Choo
Lady Captain	Wendy Soh-Toh Sock Yien
Members	Francis G. Remedios Wayne Goh Hia Hui Kim Nico Mo Jerome Ng Tan Boon Hoo

## AUDIT COMMITTEE

<b>Chairman</b>	<b>Ashok Kumar</b>
Members	Cheng Ah Lain Po'ad Mattar Peter Sim Swee Yam Ernest Seow Teng Peng

## FINANCE COMMITTEE

<b>Treasurer</b>	<b>Chan Kok Seong</b>
Members	Christopher Chiu Chris Liew Peng Fook Tan Boon Hoo Tan T Kiang

## FOOD & BEVERAGE COMMITTEE

<b>Convenor</b>	<b>Kazuo Sugino</b>
Members	Nico Mo David Ong Gary Ong Jessie Phua Wendy Soh-Toh Sock Yien Yeon Jin Hee

## HOUSE & RECREATION COMMITTEE

<b>Convenor</b>	<b>S K Ramadas Naidu</b>
Members	Mel Choo Jen Goh Doreen Koh May Schooling

## EVENTS & MARKETING COMMITTEE

<b>Convenor</b>	<b>Benny Tay Yew Lim</b>
Members	Wayne Goh Jerome Ng Randy Ong Tan T Kiang Yeo Su-Lynn Jolene Chia

## DIGITALISATION COMMITTEE

<b>Convenor</b>	<b>Tan T Kiang</b>
Members	Wilfred Goh Gillian Sim Siu Lin Yeo Su-Lynn Randy Ong Jen Goh

## DISCIPLINARY PANEL

<b>Chairman</b>	<b>Christopher Chiu</b>
Members	Jason Eng Victor Liew Jerome Ng Teh Kihui

## LADIES' SUB-COMMITTEE

<b>Lady Captain</b>	<b>Wendy Soh-Toh Sock Yien</b>
Members	Florence Chia Jen Goh Crystal Low

# Message from the **PRESIDENT**

*FY2025 was a year in which Tanah Merah Country Club celebrated meaningful achievements while laying important foundations for the years ahead.*

The Club delivered steady progress across our golf operations, financial management, sustainability commitments and Member engagement efforts. At the same time, we remained disciplined in preparing TMCC for a changing operating landscape — one defined by rising costs, evolving expectations and the need to balance performance with responsible stewardship.

#### **RESPONSIBLE STEWARDSHIP AND SUSTAINABILITY**

FY2025 marked the first full year of operational impact from the solar panel installations at both the Garden and Tampines Clubhouses, a cornerstone initiative within our broader ESG roadmap.

The installations now generate more than 3,800 MWh of renewable energy annually. At the Garden Course, over 3,000 MWh supply approximately 51.6% of electricity demand, while Tampines generates about 842 MWh, meeting 33.7% of our requirements. At Garden alone, this translates to an estimated reduction of 1,300 tonnes of



carbon emissions each year, roughly equivalent to removing more than 280 passenger vehicles from the road annually.

Across our golf courses, irrigation practices and agronomic inputs are calibrated carefully, particularly in response to more volatile weather patterns. Resource use is reviewed regularly to ensure that course conditioning remains balanced with environmental responsibility.

Our approach to sustainability is deliberate and integrated, aligning environmental stewardship with financial prudence and operational discipline.

In recognition of our sustained ESG efforts, TMCC was awarded the Distinguished Contribution to Golf Award at the Asian Golf Industry Federation (AGIF) Annual International Summit 2025.

During the World Amateur Team Championships (WATC), TMCC collaborated with the International



Golf Federation's Sustainability Programme to install more than 30 bird boxes across the Tampines Course, enhancing biodiversity and ecological resilience on the course. Together with our GEO Certification for both courses, these initiatives reflect our practical approach to sustainability.



Brodie MacDonald, Director of Golf (left), receiving the Distinguished Contribution to Golf Award on behalf of TMCC at the Asian Golf Industry Federation (AGIF) Annual International Summit 2025, in recognition of the Club's ongoing ESG initiatives.

**STRENGTHENING FINANCIAL RESILIENCE**

As the Club navigates rising operating costs and evolving Member expectations, maintaining financial discipline remains essential to sustaining our standards and long-term stability.

FY2025 saw continued strengthening of the Club's financial position, supported by steady revenue growth and prudent cost management.

Operating revenue rose to \$27.5 million in FY2025, representing an 8% increase from \$25.4 million in FY2024. Growth was supported by stronger corporate and social golf demand, improved Food & Beverage (F&B) performance and continued membership engagement.

Corporate golf revenue increased to \$2.48 million, up 19% year-on-year. F&B revenue reached \$7.67 million, exceeding budget and reflecting

disciplined pricing adjustments, stronger banquet activity and improved cost controls.

Operating expenditure rose in line with staffing adjustments, Progressive Wage Model (PWM) obligations and broader inflationary pressures across utilities, maintenance and compliance requirements. Total operating expenditure reached \$25.4 million, reflecting measured cost increases necessary to support service standards and operational reliability.

Despite these pressures, disciplined cost management enabled the Club to deliver an operating surplus of \$2.1 million, compared to \$1.2 million in the previous year. This marks a continued strengthening of the Club's financial position and reinforces the sustainability of our operating model.

At the non-operating level, membership-related revenue, including transfer and nomination fees, contributed \$4.9 million, supporting the reserves and long-term capital planning.

Energy management initiatives continue to moderate cost pressures. The first full-year impact of solar operations at both courses contributed meaningfully to electricity cost offsets, reducing grid reliance. At the same time, the implementation of PUB's waterborne tax charges from October 2025 underscores the need for continued prudence in resource management.

Financial resilience enables the Club to invest responsibly in its courses, facilities and community, safeguarding standards today while preparing TMCC for the years ahead.

**HOSTING A CHAMPIONSHIP OF GLOBAL SIGNIFICANCE**

In October 2025, TMCC hosted the WATC at the Tampines Course — the first time Singapore staged this prestigious biennial tournament organised by the International Golf Federation.

First held in 1958 for the men's Eisenhower Trophy and in 1964 for the women's Espirito Santo Trophy, the Championships are widely regarded as the premier amateur team competition in world golf. National teams compete for the Espirito Santo Trophy (Women's Championship) and the Eisenhower Trophy (Men's Championship) with

## MESSAGE FROM THE PRESIDENT

many past participants having progressed to successful professional careers at the highest levels of the sport.

The 2025 edition brought elite amateur golfers from the Americas, Europe, Asia-Pacific and Africa to Singapore, placing TMCC within a global field of championship venues that have previously hosted the event. Extensive international media coverage elevated the Club's profile, reinforcing our reputation as a global championship-ready venue.



Club President, General Committee, and management join the Espirito Santo Trophy USA Women's Champion and Eisenhower Men's Team Champion for a celebratory group photo.

This achievement was the result of close collaboration with the Singapore Golf Association, International Golf Federation, Sport Singapore and the Singapore Tourism Board, as well as a whole-of-Club effort from our Committees, Management and staff.

I am especially proud of our Members, many of whom volunteered their time to support tournament operations. Their enthusiasm and hospitality reflected the spirit of our Club.

## EXPANDING GOLFING OPPORTUNITIES AND FACILITIES

Enhancing the Member golfing experience guides our course and facilities improvements.

The Garden's buggy fleet was upgraded with 97 new units in Q4, improving reliability, comfort and operational efficiency. Stroke Index allocations were revised following a detailed scoring review, and both courses underwent re-rating in collaboration with the Singapore Golf Association under the World Handicap System.

The replacement of driving range netting and the installation of drainage enhancements improved both safety and operational reliability.

In January 2025, TMCC commenced its affiliation with the IMG Prestige Golf Network, granting Members access to over 150 championship courses worldwide. Additional affiliations were secured in China, Indonesia, Thailand and Japan, further expanding reciprocal opportunities.

Overseas tours to Kunming Spring City and Kobe were met with strong Member participation, strengthening camaraderie beyond our home courses.



47-member delegation at Spring City Golf & Lake Resort, celebrating friendship, camaraderie, and shared memories.



**ENHANCING SOCIAL AND DINING EXPERIENCES**

Our F&B and Events teams curate vibrant experiences across the Club.

The year saw a strong calendar of themed dining events, wine pairings and festive celebrations, reflecting Members' growing appetite for experiential offerings beyond traditional dining. Signature golf events such as the Nations Cup and Mixed Doubles Championship continued to anchor the Club's competitive calendar, fostering camaraderie and friendly rivalry among Members.

The Banquet segment recorded strong growth, contributing \$2.2 million and accounting for approximately 29% of total F&B revenue. Improved marketing materials and venue presentation strengthened TMCC positioning as a preferred destination for weddings and corporate functions.

The upcoming Garden Golf Simulator Lounge, scheduled for completion in April 2026, will expand recreational and social offerings for Members.

**CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY IMPACT**

TMCC's commitment to being a force for good remains central to our identity.

Since 2021, the Club has contributed over \$706,000 to IPC charities, enabling more than \$29.8 million to be raised through charity golf events.

Through the Grow Golf Programme, TMCC partnered with Angsana Primary School to introduce 80 students to golf for the first time, supporting Singapore's Vision 2030 to promote sports as a way of life.

In collaboration with the Singapore Association of the Visually Handicapped, TMCC piloted a workplace inclusion initiative within our F&B operations, reaffirming that inclusivity should be reflected in our practice.

**INTRODUCING THE MILLENNIUM TERM MEMBERSHIP**

In February 2025, the Millennium Term Membership was introduced to Members' families, followed by public release in March.

To date, 132 new Millennium Term Members have joined. Designed to attract Singapore Citizens and Permanent Residents aged 21 to 40, the initiative strengthens our demographic pipeline while maintaining course utilisation at healthy levels of 70-75%.

The membership structure balances affordability with governance safeguards, including General Committee approval and defined tenure. This measured expansion ensures generational renewal and preserves Member experience.

**THE GARDEN COURSE LEASE**

In July 2025, the Club was formally informed by the Singapore Land Authority that the Garden Course lease, which expires in 2035, will not be extended.



Proudly hosting the NAFA Charity Golf event at the Tampines Course in support of a meaningful cause.

While aligned with broader national land-use policies, the announcement marks an important development for the Club and warrants careful consideration. Strategic planning discussions and consultations have commenced to evaluate future pathways. Members will be kept informed as clarity develops.

We are committed to safeguarding Members' interests, maintaining transparency and ensuring that TMCC remains vibrant and resilient in the years ahead.

**STRENGTHENING ENGAGEMENT AND DIGITAL CONNECTIVITY**

Throughout FY2025, digital enhancement initiatives across departments improved communication and Member convenience.

## MESSAGE FROM THE PRESIDENT



The TMCC General Committee and Members come together for a lively group photo at the Chinese New Year Golf Challenge, celebrating tradition, camaraderie and prosperity.

Expanded digital screens across both Clubhouses provide real-time updates and weather alerts. The TMCC Mobile App supports timely course and event information.

Administrative processes were digitised, streamlining membership applications and event registrations while strengthening coordination across departments. Enhancements to access and communication systems have improved responsiveness and service reliability for Members.

### A NOTE OF APPRECIATION

TMCC's achievements are the result of collective effort.

I extend my appreciation to Chairman Mr Niam Chiang Meng, Deputy Chairman Mr Ashok Kumar and Members of the General Committee for their guidance, leadership and counsel.

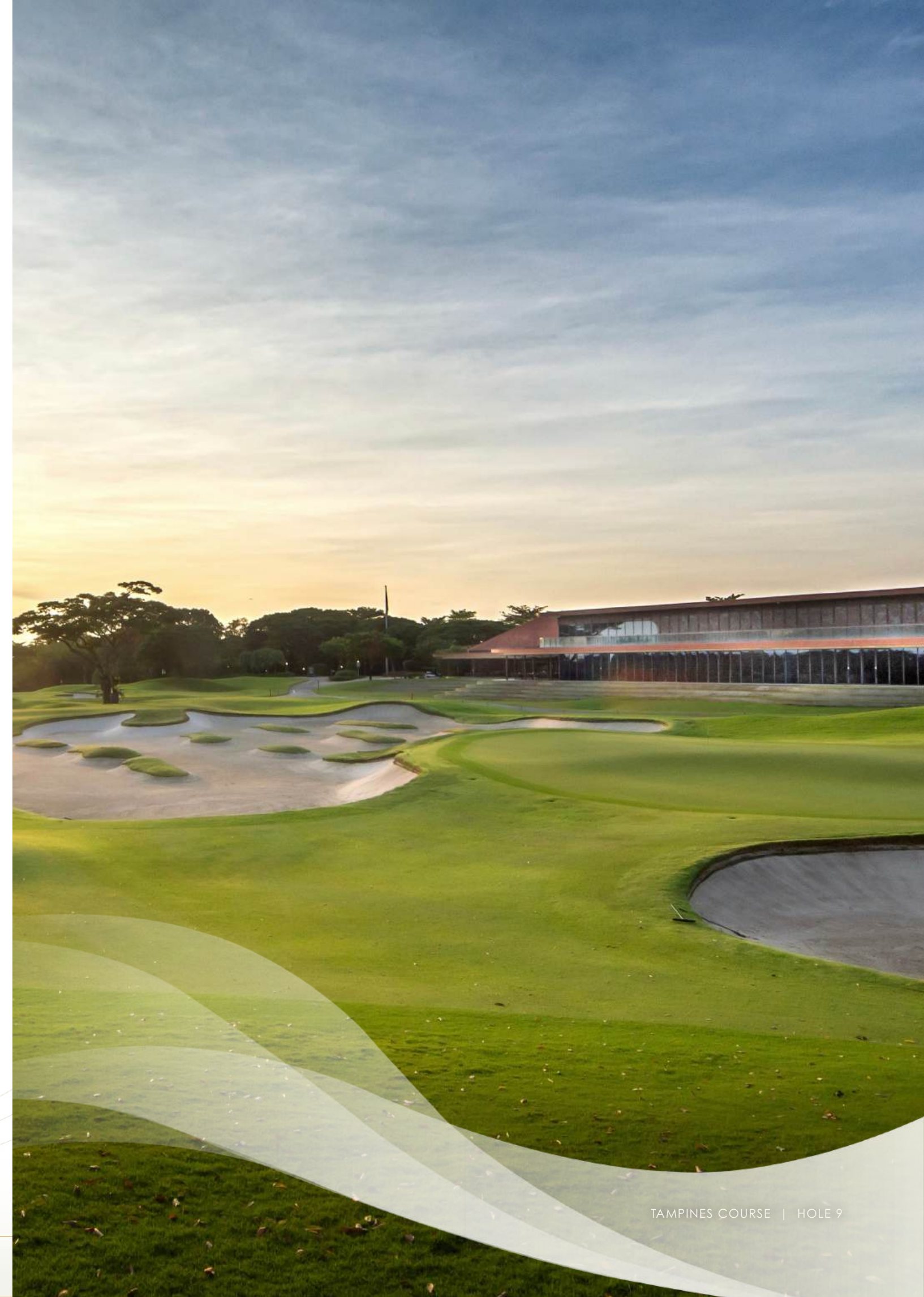
My gratitude goes to our Management team and staff across all Departments for their dedication and professionalism.

I also thank our Members for your continued trust and support. I am confident that with steady leadership and the support of our Members, the Club will uphold its standards and navigate future developments with care.

A handwritten signature in black ink, appearing to read 'Ronald Ong'.

**RONALD ONG**  
President





# Captain's REPORT

*From preparing Tampines Course for world-class championships to steady refinement of the Garden Course and strengthening social golf, our focus in FY2025 was to enhance the golfing experience for Members while upholding disciplined course management and stewardship.*

## EVOLVING OUR COURSES

The Garden Course continued its transformation this year, progressing to the next phase of its beautification and playability journey. Strategic planting of Pennisetum and additional shrubs enhanced its "garden" identity while improving safety and definition. Rough areas were extended along Hole 13 and both sides of Hole 16 to introduce greater strategic challenge without compromising enjoyment.

A particularly gratifying milestone was the phased enhancement of the 16th tee complex, overseen in-house under the leadership of Assistant Course Superintendent Grace Lim. Completed in two stages to ensure uninterrupted play, the project improved surface consistency and increased usable tee marker positions, a thoughtful upgrade delivered with cost efficiency and attention to detail.



Following the success of Thursday plate day trial, in November, Black Tees were introduced at the Garden Course, catering to golfers with handicaps of 9.9 and below. The longer layout offers a sterner test for low-handicap Members seeking a greater challenge and it has been well received.

A comprehensive scoring review was also conducted, during which the Stroke Index (SI) allocations for both the men's and ladies' tees were revised to ensure fair handicap distribution and enhance playability. Tee distances from Blue, White and Red markers were recalibrated to better reflect actual playing yardage and support pace of play. In collaboration with the Singapore Golf Association (SGA), both courses were re-rated to ensure slope and course ratings accurately reflect playing difficulty. We trust Members are enjoying the refreshed challenge.

At Tampines Course, attention centred on turf purity and presentation. Encroaching foreign grasses



were removed, approach surrounds were cleaned and Zoysia dominance was preserved from tee to apron. These refinements, while subtle, contribute significantly to turf consistency and playability.

**HOSTING THE WORLD AMATEUR TEAM CHAMPIONSHIPS**

A key highlight of the year was hosting the 2025 World Amateur Team Championships.

The top 36-ranked nations competed in October at Tampines, with the women contesting the Espirito Santo Trophy from 1–4 October and the men competing for the Eisenhower Trophy from 8–11 October. The field featured the world's top amateur players with some already established on professional tours or national squads, including Singapore's Hiroshi Tai.

The two-week event concluded on a high note, with the United States Women's team reclaiming the Espirito Santo Trophy, their first title since 2018, and the South African Men's team winning the Eisenhower Trophy for the first time in history.

Preparations began months in advance. Tournament tees were closed a month prior, buggy usage was restricted to the track and a full course closure in the final week allowed course conditioning to mature naturally. Two United States Golf Association (USGA) site visits, in November 2024 and May 2025, provided valuable technical exchange and training for our team preparing the course.

The introduction of the USGA GS3 Smart Ball and FieldScout™ moisture meters enabled data-driven measurement of green speed, firmness and smoothness. These tools strengthen our agronomic precision not only for WATC, but also for long-term course management.

Enhancements extended beyond the playing surfaces. Landscaping at the Tampines entrance and clubhouse driveway was refreshed and improvements were made to the driving range outfield, including contour adjustments and upgraded target greens to ensure a welcoming experience for the players.

Delivering back-to-back championships required close collaboration across the Greens Committee,



World Amateur Team Championship 2025 – Espirito Santo Trophy Women's Team Champion – United States of America



World Amateur Team Championship 2025 – Eisenhower Trophy Men's Team Champion – South Africa



Updating the leaderboard is just one of the many important roles our TMCC volunteers played in ensuring the success of the WATC.

## CAPTAIN'S REPORT

Management, operational departments, and external stakeholders, including golf bodies such as the SGA, IGF, R&A, USGA, and the event coordinator, Palladium. I extend my appreciation to the Course Maintenance team, led by Director of Agronomy Adrian Tng, as well as Management and all departments involved, for their dedication and support in ensuring smooth operations throughout.

The Club took an active role in coordinating the volunteer programme, and it was heartening to witness many of our Members step forward enthusiastically to support the events, reflecting their dedication and TMCC spirit. I am particularly grateful to the Members who gave their time, and to Volunteer Team Leaders Mel Choo, John Baey, Jolene Tan, Alvin Goh, and Gregory Trinh, whose guidance and careful organisation of the volunteers helped make the events such a resounding success.

Beyond the tournament itself, the experience strengthened our team's expertise and reaffirmed TMCC's capability to host world-class events. Players, officials, and stakeholders alike complimented the exceptional course conditions and the "good old" TMCC hospitality that was showcased throughout the event. TMCC was proud to be recognised with the "Distinguished

Host Venue Award 2025: World Amateur Team Championships", alongside esteemed host venues such as the Singapore Island Country Club and Sentosa Golf Club, organisers of the Moutai Singapore Open and the HSBC Women's World Championship and LIV Singapore respectively, at the Singapore Golf Association (SGA) Annual Gala and Awards Dinner in January 2026.

## STRENGTHENING SOCIAL GOLF AND PARTICIPATION

Social golf remains the heartbeat of our Club. In 2025, 118,568 rounds were played across both courses, an 8.4% increase year-on-year. Member-guest rounds rose by 10%, while social golf revenue exceeded budget by 7%, reaching just under \$7 million. Corporate golf also performed strongly, with scheduling structured to ensure at least one course remained available for Members.

Monthly Medals were enhanced to accommodate golfers across handicap groups, with improved prize offerings. Signature events such as the Nations Cup, Mixed Doubles Championship, Guns & Roses, SG60-themed Texas Scramble and Drive for Pink were enthusiastically supported. The Lady Captain and Ladies' Sub-Committee once again brought creativity and energy to the calendar, delivering a vibrant calendar of social formats that reinforce camaraderie across the Club.



Members from different countries, united by a shared love of golf at the Nations Cup 2025.





At the annual Guns & Roses Matchplay at the Tampines Course, 44 men and 44 ladies competed with friendly banter and plenty of laughter, with the ladies taking the win!

It has also been a pleasure to welcome many Millennium Term Members this year. Their enthusiastic participation in both competitions and social events highlights the energy and vibrancy of our golfing community, reinforcing the spirit and camaraderie that make TMCC such a special place.

Expanding Our Global Golfing Network  
FY2025 marked a significant expansion of our affiliate and reciprocal partnerships.

Our entry into the IMG Prestige Golf Network, effective 1 January 2025, granted Members access to more than 150 championship courses worldwide. Additional partnerships were established regionally, including:

- **China:** Spring City Golf & Lake Resort
- **Indonesia:** Suvarna Jakarta Golf Club
- **Thailand:** Thai Country Club, Amata Spring Country Club, Blue Canyon Country Club
- **Japan:** Tsu Country Club

Members can soon look forward to the addition of Royal Canberra Golf Club, a 27-hole property in Australia, as a reciprocal partner, as the Club continues to explore further opportunities in the region. While Siam Country Club in Bangkok is already part of our affiliate network, discussions are underway to potentially add four of their Pattaya courses, Old Course, Plantation Course, Waterside Course and Rolling Hill Course, further expanding Members' access to golf courses worldwide.



Club champions in golf and sports gather for the Champions' Dinner & Annual Prize Presentation, celebrating a year of outstanding achievements.

Members continued to play extensively at outbound destinations, particularly in Malaysia, Thailand and Australia. Overall, Members' rounds abroad continue to grow in leaps and bounds, reflecting Members' enthusiasm to experience premier courses abroad.

These partnerships meaningfully broaden the golfing landscape available to Members while strengthening TMCC's global standing.



Students from Angsana Primary School showing their enthusiasm in the Club's 'Grow Golf' initiative, guided by coaches Craig Barry (with beard), Goh Kun Yang (with sunglasses), and Joshua Yap (far right).

**DEVELOPING TALENT ON AND OFF THE COURSE**  
TMCC remains committed to nurturing talent at every level.

Under the Champions of Life and High-Performance initiatives, we welcomed Golf Professional Joshua Yap and budding Golf Amateur Justin Kuk, providing them with access

## CAPTAIN'S REPORT

to facilities and training support. Team Singapore was also granted practice access ahead of WATC, including hosting the National Team summer camp at Tampines Course

Our Junior Golf Programme now comprises 85 participants across three levels, with non-member juniors representing approximately 30% of enrolment, a positive sign of widening access. The Junior Inter-Club League saw TMCC achieve a hat-trick of runners-up positions in 2025. Holiday camps in June and December, monthly Junior Medals and structured on-course training further strengthened development pathways.

Through the Grow Golf initiative, 80 Primary six students from Angsana Primary School completed eight structured sessions introducing them to golf fundamentals. Participants were equipped with junior equipment and commemorative TMCC attire, underscoring the Club's long-term commitment to youth development and community outreach.

Behind the scenes, staff development remained a priority. Grace Lim continued to take on leadership responsibilities at the Garden Course, supported by Adrian, who was promoted to Director of Agronomy in January 2026. Team members attended regional conferences, volunteered at international tournaments and participated in professional training workshops, strengthening technical expertise within our operations.

### MANAGING OUR COURSES RESPONSIBLY

Stewardship of our courses goes beyond presentation. It requires disciplined management of land, water and resources — particularly in a climate that is becoming increasingly volatile.

The year saw severe storm activity followed by extended heat advisories. Comprehensive tree inspections and crown reduction works were undertaken with a structured tree management plan now embedded into routine maintenance to safeguard both players and the landscape.

Water management has become an increasingly critical consideration. From October 2025, PUB's waterborne applies at \$0.51 per m<sup>3</sup>, rising to \$1.09 per m<sup>3</sup> from April 2026, hence even greater

discipline in irrigation practices is required. The introduction of soil moisture monitoring tools has strengthened our ability to calibrate watering decisions precisely, reducing unnecessary usage while protecting turf health. The Club continues to review sustainable agronomic practices to improve long-term efficiency.

Operational upgrades were approached with the same philosophy. During the Q1 driving range netting replacement, additional sub-soil drainage and turf enhancements were carried out to strengthen resilience after heavy rainfall. In Q4, the Garden Course buggy fleet was renewed with 97 Pro-Car units, recalibrated to align with actual utilisation patterns while improving efficiency without excess capacity.

Responsible course management is reflected in steady, measured decisions that protect the quality of play today while respecting the land, natural systems and resources entrusted to us. This commitment was recognised on the regional stage when the Club received the "Distinguished Contribution to Golf" Award at the Asian Golf Industry Federation (AGIF) Annual International Summit 2025 on 29 October in Kuala Lumpur. This accolade affirms the Club's stewardship in integrating environment, social and governance (ESG) initiatives into our course management practices.

### LOOKING AHEAD

In FY2026, our key priorities will include:

- Continued refinement of green speed consistency, with target speeds of up to 9.5 feet on weekdays and 10 feet on weekends at the Garden Course
- Implementation of the next phase of Tampines machinery renewal
- Re-leveling of teeing areas on Holes 7 and 8 at the Garden Course
- Expansion of community golf initiatives

The announcement that the Garden Course lease will not be extended beyond 2035 inevitably shapes our longer-term thinking, although it does not alter our immediate priorities. While the horizon is now defined, our responsibility remains to manage the courses entrusted to us with care,



responsibility and transparency as long as they are in our stewardship. Planning will continue and Members will be kept informed as discussions progress.

The quality of our courses is shaped not only by how we manage them but also in how we play the game. Golf course etiquette and pace of play remain shared responsibilities. With continued discipline and consideration from all Members, TMCC can continue to set the standard in Singapore, not only for course quality, but also for the golfing culture we uphold.

**APPRECIATION**

I would like to extend my sincere thanks to the Chairman, Vice-Chairman, President, Lady Captain, Vice-Captain, Greens Committee, and Sub-Committees for their guidance and collaboration throughout my two-term tenure as Captain. I also take this opportunity to wish Chris Chiu, the incoming Captain, and his Greens Committee every success in their tenure.

My gratitude goes to our Director of Agronomy Adrian Tng and Director of Golf Brodie MacDonald, Course Maintenance team, Starters, Course Marshals and Golf Office staff. Much of their work begins before the first tee time and continues long after the final putt drops.

Special thanks to Robin Chia for his expertise in the driving range tender process, and to Coach Justin Tang for his years of service to our Junior Programme.

Finally, thank you to our Members for your participation, understanding and continued support.



**DR GOH HOON PUR**  
Captain



# Management's REPORT

*In 2025, TMCC translated preparation into performance, successfully hosting the World Amateur Team Championships (WATC) while advancing broader priorities in infrastructure, sustainability and organisational capability.*

From delivering a global championship at tournament standard to strengthening our infrastructure, systems and workforce capability, FY2025 was a year of disciplined execution and forward momentum. Stronger contributions from corporate golf events, improved F&B performance and steady membership income supported a positive financial outcome. This provided the assurance to continue reinvesting in our courses, facilities and people while maintaining the standards Members expect.

At the same time, we embedded sustainability more deeply into daily operations, realised the full-year impact of our solar installations and refined systems across the Club.

## **MEMBERSHIP STABILITY AND RENEWAL**

A stable and engaged membership base is fundamental to long-term sustainability. Renewal performance in FY2025 remained steady, reflecting Members' continued confidence in the Club. Renewal cycles were monitored closely throughout



ELLIOTT GRAY

the year as we maintained clear communication touchpoints and streamlined administrative processes to make renewals straightforward and timely. Small improvements to subscription workflows reduced processing time and minimised friction for Members.

Course utilisation was managed carefully to balance Member access with corporate events. By calibrating bookings across both courses, we maintained vibrancy without compromising playability.

The introduction of the Millennium Term Membership was integrated thoughtfully into overall capacity planning. Admissions were aligned with operational thresholds to support generational renewal while safeguarding Member experience.

We take the steady renewal performance in FY2025 as a testament of Members' confidence in the Club's direction and delivery of standards across golf, facilities and services.





Welcoming New Millennium Term Members at the New Members Introduction Night — an evening where new Members and General Committee Members connect, mingle, and kick off meaningful friendships within the Club.

**EMBEDDING SUSTAINABILITY INTO DAILY OPERATIONS**

With both solar systems operating at scale for a full financial year, focus shifted to monitoring output, improving on-site utilisation and integrating energy awareness into daily operations. We can now count on more predictable energy costs across both Clubhouses, particularly during peak consumption periods. At the Garden Course alone, solar generation now supports more than half of total electricity demand.

Our facilities and maintenance teams reviewed servicing schedules and tightened preventive maintenance routines to ensure the solar systems operate reliably throughout the year. These practical steps keep systems running efficiently and avoiding unnecessary repair costs.

Sustainability initiatives were further embedded into tournament and daily operations. During WATC preparations, biodiversity enhancements were incorporated into course management, and printed materials were replaced with digital displays wherever feasible. Waste-reduction measures were implemented across major events to reduce single-use plastics and improve resource efficiency.

Collectively, these initiatives strengthened energy resilience, improved cost management discipline and embedded sustainability into day-to-day decision-making.

**DELIVERING WATC 2025**

Hosting the World Amateur Team Championships in October 2025 was operationally demanding. Our focus was on preparing thoroughly, coordinating carefully and delivering with consistency.



The WATC drew strong attendance from the local golfing community, officials, and overseas delegations, as spectators watched intently while Christiaan Maas of the South African Men's Team approached the finishing hole in the Eisenhower Trophy event

Preparations began months in advance and required the temporary closure of the Tampines Course for conditioning and tournament setup. Course preparation cycles were intensified, logistics workflows were mapped across departments and manpower planning was recalibrated to support two full weeks of international competition without compromising service standards elsewhere in the Club.

The scale of coordination extended beyond course maintenance. Security, accreditation, transportation flows, F&B provisioning, IT systems, media operations and stakeholder liaison required structured cross-functional planning. Vendor management and contingency protocols were strengthened to manage weather variability, scheduling shifts and heightened public attention.

Importantly, the event tested our internal systems under peak demand conditions. Tee-time allocation adjustments, Member communications, staffing redeployment and hospitality delivery were managed concurrently.

The successful execution of WATC 2025 affirmed the Club's ability to host a prestigious tournament and validated the strength of our planning processes, interdepartmental collaboration and leadership bench strength.

## MANAGEMENT'S REPORT

Operational lessons gained will strengthen future large-scale event planning and reinforce our readiness for complex undertakings ahead. Receiving the Distinguished Host Venue Award 2025 – World Amateur Team Championships at the Singapore Golf Association Annual Gala and Awards Dinner was truly the icing on the cake.



General Manager Mr. Elliott Gray receives the Distinguished Host Venue Award 2025: World Amateur Team Championships from SGA Vice President Mr. Ivan Chua at the SGA's Annual Gala and Awards Dinner on 21 January 2026.

### GOLF OPERATIONS AND COURSE EXCELLENCE

Maintaining consistent playing conditions across both Garden and Tampines required careful coordination in FY2025, particularly in a year that included the hosting of WATC.

From a management perspective, the priority was not simply course preparation, but continuity. The temporary closure of Tampines ahead of the Championships required detailed manpower planning, sequencing of maintenance works and close monitoring of play volumes at Garden to ensure Member experience remained steady. Maintenance cycles were intensified at Tampines, while ensuring standards at Garden were preserved without overstressing resources. This balancing act demanded disciplined scheduling, cross-course coordination and close communication between the Golf Operations and Course Maintenance teams.



Efficient leaf management and regular hollowtining form an integral part of our golf course maintenance programmes, ensuring that our courses remain in pristine condition for Members year-round.

Operational reliability was further strengthened through the refresh of the Garden buggy fleet, reducing downtime and improving service flow during peak play periods. The re-rating of both courses under the World Handicap System was managed smoothly, ensuring alignment with international standards while minimising disruption to regular competitions.

The entry into the IMG Prestige Golf Network also required administrative integration and reciprocal coordination, expanding access for Members while maintaining internal allocation controls.

FY2025 demonstrated the Club's ability to manage increased complexity without compromising everyday play, sustaining course standards while delivering a global championship.

### FACILITIES & INFRASTRUCTURE ENHANCEMENT

Beyond course conditions, maintaining reliable and welcoming facilities across both Clubhouses remained a steady focus throughout FY2025.

The year was centred on disciplined upkeep and practical reinvestment. Repainting works were



completed across common areas to maintain presentation standards, while lobby restroom refurbishments improved comfort and functionality in high-traffic zones in direct response to Member feedback.

At the driving range, we replaced the netting as a safety priority. In selected areas, drainage was enhanced to cope with periods of heavy rainfall, reducing the likelihood of operational disruption.

In the area of preventive maintenance, works across terraces, patios and structural surfaces were carefully phased to minimise inconvenience and avoid peak periods of Member activity. Our objective is to reduce reactive repairs and extend asset lifespan.

The Garden Golf Simulator Lounge is on schedule for completion in April 2026, adding year-round practice and social flexibility for Members. And planning is underway for the dining spaces at Tampines where we aim to improve layout efficiency and service flow.

**ELEVATING F&B EXPERIENCES**

In F&B, the focus this year was on consistency, strengthening margins and enhancing the dining experiences that Members value.



BMW, the Club's major sponsor, hosted the 4-day BMW Golf Cup 2025 at our championship-ready Tampines Course.

Overall sales strengthened, supported by increased wedding banquets, corporate meetings and event-related dining. Calibrated menu price adjustments were implemented carefully to offset rising ingredient and manpower costs, while closer oversight of cost-of-sales and procurement controls helped protect margins.

**Enhancing Everyday Dining**

Menu development focused on balancing familiar favourites with new engagement-driven offerings. Live-cooking stations featuring Minced Pork Noodles, Bak Kut Teh Sets and Mee Sua Bak Kut Teh added theatre and freshness on weekends, increasing interaction between chefs and Members.

The monthly Chef's Recommendation at Garden View Restaurant continued to refresh interest and encourage repeat visits, while festive takeaway menus for Chinese New Year and Christmas extended the Club's dining presence into Members' homes.

Ingredient sourcing was refined to improve quality consistency while maintaining cost discipline, an important operational improvement during a year of inflationary pressure.

**Supporting Major Events and Peak Demand**

The F&B team supported a substantial calendar of corporate and championship-related events, including WATC 2025 and the BMW Golf Cup National Final. These required extended service hours, precise rostering and close coordination with Golf, Marketing and Operations — all delivered without disruption to regular Member dining.

Banquet operations in particular saw stronger contributions in FY2025, reflecting both improved sales efforts and enhanced event presentation standards.

**Sports & Recreation Participation and Facility Readiness**

Sports and Recreation saw strong engagement in FY2025, with growing participation in selected areas and steady usage across core facilities.

**Engaging Members and Meeting Expectations**

Pickleball continued its upward momentum, with social sessions drawing noticeably higher participation than in FY2024. The growth has been organic and Member-driven, and in response, plans have been finalised to convert Tennis Court #4 into three dedicated competition-grade pickleball courts. Works will commence in 2026 to support both recreational play and future tournaments.

## MANAGEMENT'S REPORT

Swimming programmes remained active, with strong participation across events. Facilities such as Glass Gym, Swimming Pool, and Tennis Courts saw consistent use, while interest in Squash, Table Tennis, and the E-Zone shifted. New initiatives like Archery Clinics, Physio Workshops and the Sports Complex Open House successfully engaged Members across different age groups.

### **Managing Capacity and Facility Standards**

As participation patterns evolved, booking demand was monitored closely to manage peak periods and minimise congestion, particularly over weekends. This ensured fair access while maintaining a smooth Member experience.

Maintenance schedules were tightened across courts, gym equipment and common areas to keep facilities safe, clean and ready for use. Minor refurbishment works were carried out where necessary to preserve usability and presentation standards. Sports & Recreation remains an important part of Club life. As interests evolve, programming and facility planning will adapt to ensure Members enjoy vibrant, well-managed recreational spaces.

## **DIGITALISATION AND OPERATIONAL SUPPORT**

Technology continues to play an increasingly important role in supporting operations and service delivery. In FY2025, several digital initiatives were implemented to strengthen operational efficiency, system resilience and cybersecurity safeguards.

Key developments included:

- **Digitisation of Membership Records and Forms**  
Membership personal files were fully digitised and migrated into a secure repository, enabling faster retrieval and improved data protection. Frequently used forms were converted into digital workflows, reducing manual processing and improving coordination across departments.
- **Procurement Workflow Automation**  
A centralised Procurement Management System was introduced to streamline requisition and approval processes. This improved visibility of departmental spending, strengthened governance over procurement activities and shortened approval cycles.

- **Strengthening Cybersecurity and System Resilience**

Cybersecurity safeguards were enhanced through a comprehensive Vulnerability Assessment and Penetration Testing (VAPT) exercise, the introduction of a USB control security solution, and upgrades to the Club's backup and disaster recovery systems. A centralised electronic door access control system was also implemented across 40 back-office locations to improve access governance and accountability.

- **Improvements to the TMCC Mobile App**

System optimisation efforts carried out with MiClub improved the responsiveness of the booking platform, significantly reducing congestion during peak booking periods. Adoption of the mobile app also continued to grow, with iOS downloads increasing from approximately 1,700 in FY2024 to over 3,000 in FY2025, and Android downloads rising from over 500 to more than 1,000.

These initiatives strengthened our digital infrastructure while enabling the Club to run more efficiently and deliver effective, more reliable services to Members.

## **NURTURING OUR PEOPLE AND CAPABILITIES**

Our team remains central to the Member experience. In a year marked by manpower constraints across the hospitality industry, maintaining standards required adaptability, teamwork and steady leadership across departments.

Attrition declined to 11.6%, extending a three-year downward trend and reflecting improvements in onboarding, engagement and retention efforts.



30 Long Service Award recipients were honoured at the annual Staff Dinner & Dance 2025 for their dedication and contributions to the Club and its Members.



**Strengthening Staff Support**

HR initiatives in FY2025 focused on providing a supportive and stable working environment. Improvements to staff facilities at the Tampines Course Maintenance area enhanced day-to-day comfort, while expanded medical insurance coverage provided broader support, including faster claims processing and access to Traditional Chinese Medicine (TCM), occupational therapy and physiotherapy.

At the same time, smaller but meaningful engagement touches — such as enhanced birthday benefits and curated welcome packs for new hires — reinforced a culture of appreciation and belonging.

Nine staff engagement activities were organised during the year, culminating in the Annual Staff Dinner & Dance, where 30 Long Service Award recipients were recognised. These initiatives strengthen morale and reinforce continuity across teams.

**Developing Capability and Leadership Skills**

A total of 1,131.5 training hours were recorded across 68 participants, reflecting a structured investment in leadership development, service excellence and digital readiness. Preparatory exposure to AI-enabled administrative tools was introduced ahead of planned system integration in FY2026.

Selected staff completed Occupational First Aid and emergency preparedness certifications, strengthening regulatory compliance and operational preparedness.

To enhance manpower flexibility, multi-skilling initiatives were expanded. Housekeeping staff are progressively trained to support multiple operational posts across the Clubhouses, improving deployment efficiency and service continuity during peak operational periods.

**Strengthening Recruitment and Succession Planning**

Hiring conditions remained challenging in several operational roles throughout FY2025. In response, recruitment channels were broadened

through partnerships with employment agencies and participation in NTUC's Employment and Employability Institute (e2i) drives, widening the candidate pool.

A dedicated HR branding video was developed in collaboration with the Marketing team to strengthen employer visibility and communicate the Club's culture and values more clearly to prospective hires.

Strategic executive appointments across Culinary, IT, Human Resources and Sports & Recreation functions reinforced operational depth, while internal promotions strengthened succession continuity and recognised developing talent within the organisation.

We head into FY2026 with a strong head start. The Club's organisational efforts and people-focused initiatives were recognised externally, with TMCC being one of the first golf and country clubs in Singapore to be listed among Singapore's Top 300

Employers in the 2025 Singapore Opportunity Index (SOI). This accolade reflects the sustained vibrancy of our workforce, the strength of our HR strategies, and the Club's commitment to nurturing talent and operational excellence.

**MOVING FORWARD WITH CONFIDENCE**

Looking ahead, our priority is to deliver dependable course conditions, welcoming facilities, thoughtful dining and engaging programmes, all supported by disciplined operations behind the scenes.



TMCC is proud to be recognised among Singapore's Top 300 Employers in the 2025 Singapore Opportunity Index, and the first golf and country club to receive this distinction.

## MANAGEMENT'S REPORT

The experience of hosting WATC has strengthened our coordination and readiness, and those lessons now shape how we operate day to day. We will advance sustainability efforts and prudent reinvestment, keeping the Club resilient and relevant for future generations.

Regarding the issue of the Garden Course lease, my team is working closely with the General Committee to review the next steps carefully, always with Members' long-term interests at heart.

### WORDS OF APPRECIATION

Looking back on FY2025, I am grateful to everyone who contributed to the Club's achievements. Our Members' enthusiasm and participation in golf, sports, social events and community initiatives inspire everything we do.

I want to acknowledge the dedication of our Management team and staff. Their professionalism and commitment are the reasons why the Club can be so consistent over the years in delivering positive experiences for Members.

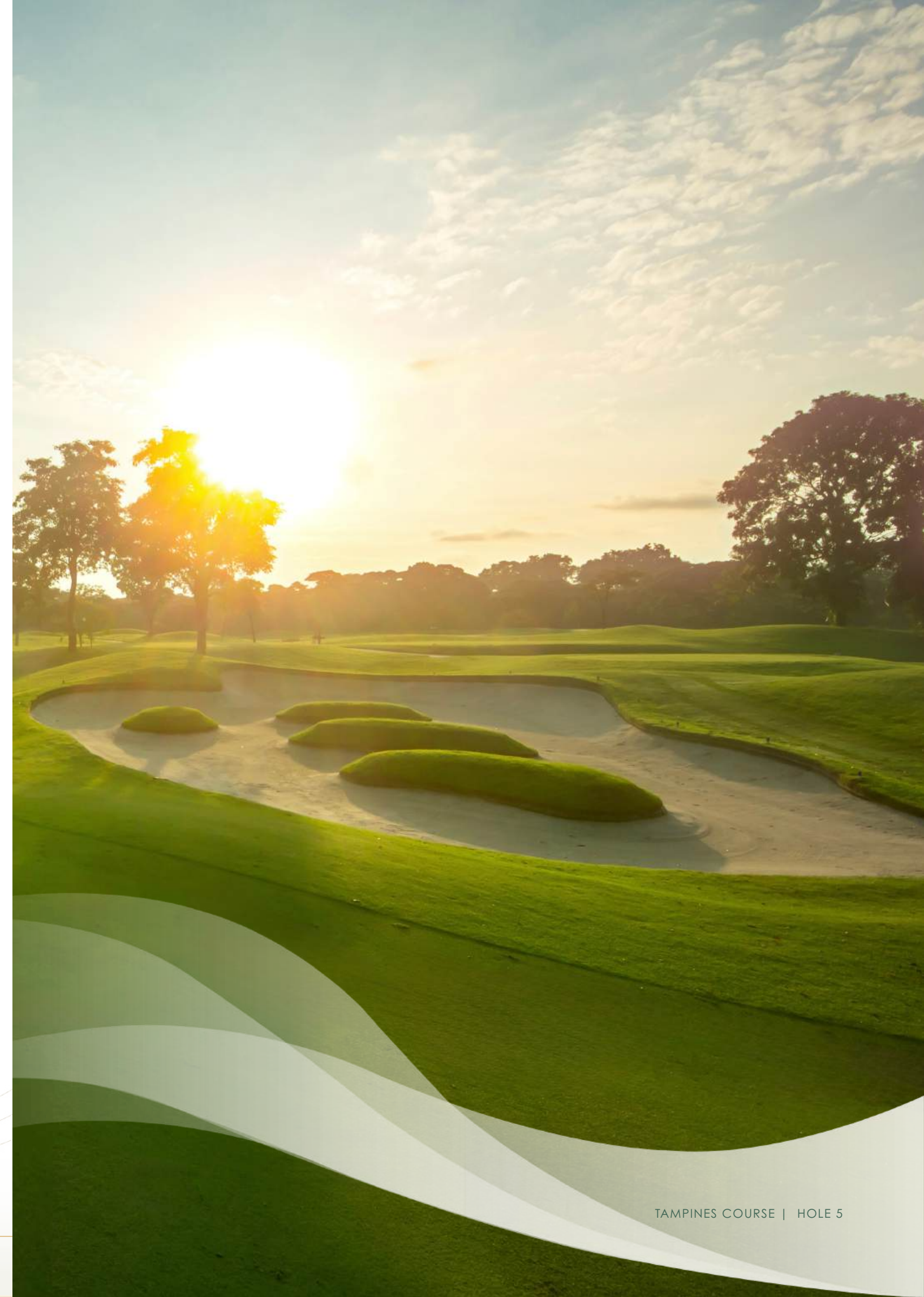
My sincere thanks also go to Chairman Mr Niam Chiang Meng, Deputy Chairman Mr Ashok Kumar, President Mr Ronald Ong, and Members of the General Committee for their guidance and support.

We move into FY2026 with confidence and momentum, committed to strengthening the Club and serve our Members well.



**ELLIOTT GRAY**  
General Manager





# Treasurer's REPORT

FY2025 was a year of continued financial strengthening for Tanah Merah Country Club (TMCC), as the Club built on the positive momentum achieved in the previous year. Through steady revenue growth and disciplined cost management, TMCC delivered improved operating performance while maintaining a prudent and resilient financial position.

The Club's financial performance reflects a balanced approach to growth and stewardship, as we navigated a more challenging operating environment marked by rising costs, regulatory requirements and evolving Member expectations.

## FINANCIAL PERFORMANCE

In FY2025, the Club recorded operating revenue of \$27.5 million, representing an increase of \$2.1 million (8%) over FY2024. This growth was supported by stronger corporate and social golf demand, improved Food & Beverage performance and continued membership engagement.

A key contributor to this growth was the introduction of the Millennium Term Membership programme during the year. As at 31 December 2025, a total of 132 new Millennium Term Members have joined the Club. This initiative contributed positively to entrance fees and subscription income, while also supporting higher utilisation in social golf and increased spending in Food & Beverage (F&B) outlets.

Operating expenditure increased to \$25.4 million, reflecting higher staffing costs arising from Progressive Wage Model (PWM) requirements, manpower adjustments and ongoing inflationary pressures across maintenance, utilities and compliance-related expenses.



CHAN KOK SEONG

Despite these cost pressures, the Club achieved an operating surplus of \$2.1 million, an improvement from \$1.2 million in FY2024, reflecting continued cost discipline and operational efficiency.

At the non-operating level, revenue amounted to \$8.9 million, mainly contributed by membership transfer and nomination fees of \$4.9 million, together with interest income of \$1.1 million from the Club's investment portfolio.

Non-operating expenditure totalled \$13.2 million, of which the majority relates to non-cash accounting items, including depreciation of Club facilities and right-of-use assets, as well as imputed finance costs.

As a result, the Club recorded an accounting deficit before income tax of \$2.17 million, compared to \$1.89 million in FY2024. This is primarily attributable to non-cash charges and does not affect the Club's underlying cash generation capability.



### COST MANAGEMENT AND SUSTAINABILITY

FY2025 marked the first full year of operational impact from the solar panel installations at both the Garden and Tampines Clubhouses. In particular, the Garden Course solar system commenced operations in early FY2025, complementing the Tampines installation and enhancing the Club's renewable energy capacity.

These systems contributed meaningfully to reducing electricity costs and mitigating exposure to energy price volatility. Utilities expenses declined to \$1.46 million from \$1.62 million in FY2024, demonstrating the tangible financial benefits of these sustainability initiatives.

At the same time, the introduction of PUB's waterborne tax charges in October 2025 represents a new cost consideration for the Club. Together with ongoing inflationary pressures, this underscores the importance of continued vigilance in cost management and resource optimisation.

### CAPITAL EXPENDITURE

The Club incurred capital expenditure of approximately \$4.9 million in FY2025, primarily for the enhancement of golf course facilities, clubhouse infrastructure and operational equipment.

This included \$1.2 million for golf course maintenance machinery replacement and \$0.9 million for the new Garden Course buggy fleet, alongside other infrastructure and equipment upgrades. These investments are aligned with the Club's strategy to sustain course quality, operational reliability and Member experience.

### CASH FLOW AND FINANCIAL POSITION

The Club continues to generate strong operating cash flows, with net cash from operating activities of approximately \$9.0 million for the year, reflecting the strength of its underlying operations.

As at 31 December 2025, the Club's total financial assets, including cash, fixed deposits and investments in debt instruments, amounted to approximately \$45 million, reflecting a strong and liquid financial position.

Accumulated funds stood at \$89.1 million, providing a solid capital base to support the Club's long-term commitments.

The Club maintains a prudent investment strategy, with funds placed in government, quasi-government and investment-grade instruments to preserve capital while generating stable returns.

### GOING FORWARD

Looking ahead, the Club remains focused on strengthening its financial resilience amid an evolving operating landscape.

While revenue growth is expected to remain steady, cost pressures from manpower, regulatory requirements and utilities will continue to require careful management. The introduction of waterborne charges and broader sustainability considerations will further shape the Club's cost structure.

The recent announcement regarding the non-extension of the Garden Course lease in 2035 represents an important development. The Club will approach this with financial discipline and strategic foresight to safeguard Members' interests and ensure long-term sustainability.

With a strong balance sheet, healthy operating cash flows and a disciplined approach to financial management, TMCC remains well-positioned to support its future development and navigate upcoming challenges.

### PERSONAL THANKS

I wish to extend my sincere appreciation to Chairman Mr Niam Chiang Meng, Deputy Chairman Mr Ashok Kumar, President Mr Ronald Ong and Members of the General Committee for their continued guidance and support.

My thanks also go to the Finance Committee and its advisors for their valuable contributions, as well as to the Management and staff for their dedication and professionalism.

Finally, I would like to thank all Members for their continued support and confidence in the Club.



**CHAN KOK SEONG**  
Treasurer

# Food & Beverage Convenor's REPORT

*FY2025 proved that disciplined management and thoughtful innovation can deliver results, even in a demanding operating environment.*

Amid rising operating costs, manpower constraints and evolving consumer expectations within Singapore's Food & Beverage (F&B) sector, the F&B team remained focused and disciplined. Revenue increased and the operating deficit narrowed significantly, while service standards were maintained across all outlets and events.

Beyond the numbers, the year was defined by steady refinement — strengthening banquet operations, refreshing menus, curating beverage offerings and supporting major international and corporate events with professionalism and care. These efforts ensured that dining at Tanah Merah Country Club (TMCC) remained both dependable and distinctive.

## **RESILIENT PERFORMANCE IN A CHALLENGING YEAR**

FY2025 presented significant operating headwinds, including inflationary pressures, rising energy costs and persistent manpower shortages across the F&B



sector — trends that were consistent with broader national price and labour data in Singapore.

Total F&B revenue reached \$7.67 million, exceeding both the budgeted target of \$7.30 million and FY2024's \$7.23 million. Growth came from improved overall outlet sales, stronger banquet contributions and calibrated menu price adjustments implemented to offset rising operating costs.

The Banquet segment remained an important contributor to the Club, generating \$2.24 million, representing a 6.7% increase from FY2024 and accounting for nearly 30% of total F&B revenue. Outlet sales rose 6.0% year-on-year to \$5.43 million, reflecting steady Member patronage across our dining venues.

The F&B Department closed FY2025 with a modest deficit of -\$18K, significantly outperforming the budgeted deficit of -\$36K and marking a substantial improvement over FY2024's -\$338K deficit.





A toast to camaraderie as Members from TMCC and Sheshan International Golf Club gather over a specially curated dinner by the F&B team.

In a demanding operating climate, this outcome was the result of tighter cost control, better management of direct costs and consistent Member support.

**ENHANCING FOOD QUALITY AND VARIETY**

The heart of our success lies in culinary consistency and continual innovation.

Across Garden Golfers' Terrace, Tampines Golfers' Terrace and Garden View Restaurant, the F&B team maintained a structured approach to menu development, refining ingredient sourcing, refreshing presentation standards and introducing new selections that balance classic favourites with evolving tastes.

The previously introduced Weekend Signature Dishes continued to perform strongly. At Tampines Golfers' Terrace, the Minced Pork Noodles (soup and dry versions) remained popular. At the Garden Course, the Bak Kut Teh Set and Mee Sua Bak Kut Teh were introduced to a positive response from Members. These dishes are prepared at

dedicated live stations, providing an engaging chef-to-Member interaction — a small touch that enhances the overall dining experience.

At Garden View Restaurant, the monthly Chef's Recommendation menu was refreshed regularly to maintain dining excitement, refresh Members' palates and encourage repeat patronage.

**CURATED BEVERAGE OFFERINGS**

The Club's beverage menu was also reviewed and refined throughout the year.

Selections of premium whiskies and cognacs were expanded. The wine list was updated with carefully chosen labels from established vineyards worldwide, offering improved pairing options across menus. In response to growing interest in Japanese artisanal spirits, the range of premium shochu and sake was further broadened.

These refinements ensure a well-balanced beverage programme that complements the Club's culinary offerings and elevates Members' dining occasions.



In true TMCC style, Members joyfully celebrate the 'Lo Hei' tradition, sharing festive wishes at the Annual Chinese New Year Golf Challenge 2025 dinner.

### FESTIVE MENUS AND MEMBER ENGAGEMENT

Festive celebrations remained an important touchpoint in strengthening Member engagement.

Newly curated takeaway menus for Chinese New Year and Christmas enabled Members to enjoy celebratory meals at home, while dine-in set menus and accessible à la carte options provided flexibility and choice during peak festive periods.

Beyond daily dining, the F&B team supported a significant volume of events in FY2025:

- 96 corporate golf events
- 84 non-golf events, including weddings, seminars, corporate meetings and social celebrations

The F&B team also supported flagship social events such as Oktoberfest at the Club, Chinese New Year Golf Challenge 2025, Christmas Golf & Festive Light-up 2025 and the Hollywood Bollywood New Year's Eve Party 2025.

### SUPPORTING MAJOR EVENTS WITH EXCELLENCE

FY2025 included several high-profile events that tested both scale and coordination.

During the World Amateur Team Championships (WATC) 2025, the team provided seamless catering across a dynamic two-week championship. Close coordination with the Singapore Golf Association, International Golf Federation, The R&A and the United States Golf Association ensured service delivery remained smooth despite evolving operational demands. The success of WATC reinforced TMCC's capability as a host venue for major international events.

The BMW Golf Cup National Final 2025 further demonstrated the team's ability to deliver high-quality corporate hospitality over four days of competition, earning commendation from organisers.





Tampines Banquet Room and its outdoor matrimony space amidst the lush golf course make TMCC a sought-after venue for wedding celebrations.

In Q4 of FY2025, the F&B team commenced banquet planning and menu curation for the TMCC–Sheshan Inter-Club Match 2026, kicking off the new year with proactive operational readiness and a strong focus on execution. The event, an important fixture in the Club's golfing calendar and a valued platform for regional camaraderie, welcomed 116 players. A thoughtfully curated Peranakan-themed buffet lunch and an elegant seven-course dinner showcased Singapore's rich culinary heritage, reinforcing the Club's reputation for distinctive dining experiences and refined hospitality. Members from both TMCC and Sheshan International Golf Club spoke highly of the dining experience, affirming the team's efforts in delivering service excellence.

**MAINTENANCE AND OUTLET IMPROVEMENTS**

To preserve safety, accessibility and ambience across dining outlets, several targeted maintenance works were undertaken:

- Re-waterproofing of the glass canopy at Garden Golfers' Terrace
- Reinforcement of wooden patio flooring at the Garden Koi Pond area
- Repainting of ceilings and revarnishing of wooden flooring at Garden View Restaurant
- Installation of stainless-steel hand railings at Garden Golfers' Terrace in compliance with the Building and Construction Authority (BCA) accessibility requirements

These improvements ensure structural integrity while maintaining a welcoming and comfortable dining environment for Members.



The Garden View Restaurant received fresh paint and new carpeting, while the Garden Koi Pond patio flooring at the Garden Golfers' Terrace was reinforced for safety. Hand railings were also added to enhance accessibility for senior Members.

**ADDRESSING MANPOWER AND PROMOTING INCLUSIVITY**

Manpower shortages continued to pose challenges in FY2025. The Department worked closely with the Human Resources Department to diversify recruitment channels, including partnerships with tertiary institutions and engagement of part-time adjunct staff.

## FOOD & BEVERAGE CONVENOR'S REPORT



TMCC's NYE Countdown Party 2025 supper delights Members and guests with a curated spread of Teochew porridge dishes.



Over two weeks of the World Amateur Team Championships, the F&B Team delivered exceptional buffet service, ensuring a memorable experience for all hospitality guests.

In line with the Club's corporate social responsibility objectives, the F&B team partnered with the Singapore Association of the Visually Handicapped (SAVH), becoming the first premier golf and country club in Singapore to pilot such an initiative. This trial engagement promoted inclusivity while contributing meaningfully to daily operations.

### LOOKING AHEAD TO FY2026

Several initiatives are being considered to enhance the Member experience and diversify revenue streams:

- Potential redevelopment of Tampines Golfers' Lounge and Terrace, including feasibility studies for an open kitchen concept, wine cellar and outdoor bar.
- Exploration of introducing Japanese cuisine at Tampines, with potential chef training collaboration with the Japanese Association Singapore.

- Establishment of a dedicated Banquet Sales and Operations Team to expand corporate and social function opportunities and build a more balanced and sustainable banquet portfolio.
- Adoption of calibrated automation solutions, including potential self-service vending machines at selected golf course and clubhouse locations to optimise manpower allocation while providing 24/7 access to selected offerings.

These initiatives are being evaluated with prudence, balancing innovation with financial discipline.

### A NOTE OF GRATITUDE

As I conclude my final term as Food & Beverage Convenor, I am sincerely grateful for the opportunity to serve TMCC over these past years. It has been both a responsibility and a privilege to contribute to an area of the Club that plays such an important role in bringing Members together.

I extend my sincere thanks to Chairman Mr Niam Chiang Meng, Deputy Chairman Mr Ashok Kumar, President Mr Ronald Ong and Members of the General Committee for their guidance, trust and steadfast support throughout my tenure.

To the F&B Committee and the entire F&B team — thank you. Your long hours, resilience and quiet dedication behind the scenes are what make every successful event and enjoyable meal possible. The progress achieved this year reflects your teamwork and professionalism.

Most importantly, I thank our Members for your continued patronage and constructive feedback. Your support has encouraged us to keep improving and refining what we do.

While my term may have been defined by its time, I hope it has also been defined by steady progress and strengthened foundations for the years ahead.

It has been an honour to serve the Club.

**KAZUO SUGINO**

Food & Beverage Convenor





GARDEN COURSE | CLUB HOUSE

# House & Recreation Convenor's REPORT

*A great Club is measured not only by its facilities, but by the experiences it creates and the care with which it is maintained.*

In FY2025, the House & Recreation (H&R) Committee focused on strengthening the foundations that support our daily operations while expanding the recreational experiences that bring our community together. From major infrastructure upgrades and sustainability milestones to vibrant sporting programmes and enhanced security measures, this has been a year of steady progress and purposeful refinement.

These achievements align closely with the Club's strategic objectives, our ESG commitments, and our long-term vision for the sustainability and vibrancy of TMCC for the benefit of all Members.

## **SUSTAINABILITY AND FACILITIES ENHANCEMENTS**

Our commitment to sustainability took a significant step forward with the commissioning of the Solar Panel Installation Project at the Garden Course in January 2025, complementing the Tampines installation completed in 2024.



S K RAMADAS NAIDU



From upgraded toilets and a freshly repainted Club façade to essential drainage improvements, all part of our ongoing efforts to uphold operational excellence and provide Members with a well-maintained and enjoyable environment.



I am pleased that this initiative has taken shape and is now delivering tangible results. At the Garden Course, over 3,751 solar modules were installed, generating more than 3,000 MWh annually and supplying approximately 51.6% of its electricity needs. At the Tampines Course, over 1,172 modules now generate approximately 842 MWh per year, supplying about 33.7% of electricity consumption. Together, these installations substantially reduce reliance on grid electricity, lower operating costs and reinforce TMCC's long-term sustainability objectives, while reducing carbon emissions by approximately 1,300 tonnes annually at the Garden Course.

In addition to demonstrating TMCC's environmental stewardship, these efforts contribute to a more comfortable and efficiently run Club environment.

Beyond sustainability, comprehensive building improvements and preventive maintenance programmes were carried out across both Clubhouses and golf courses, ensuring a consistently high-quality environment and enriching the experience of Members both on and off the fairways.

**Renovation & Refurbishment Works:**

Male and Female toilets at the Garden Clubhouse Main Lobby and the Garden Course Halfway House were refurbished, enhancing hygiene standards and user comfort.

**Electrical & Infrastructure Upgrades:**

Underground cables and lighting systems at Tampines were replaced, improving operational reliability and safety. Waterproofing works, roof replacements and drainage reconstruction addressed ageing infrastructure and strengthened resilience against weather-related disruptions.

**Carpark & External Works:**

Driveway resurfacing and drainage system upgrades at Tampines Clubhouse enhanced vehicle safety and reduced flooding risks for Members and visitors.

**Repainting & Aesthetic Improvements:**

Extensive repainting across clubhouses, halfway houses, sports complexes and external façades

refreshed the overall appearance of the Club while protecting building surfaces.

All works were carried out with careful, calibrated project management to minimise disruption to Club operations, in full compliance with relevant building regulations and safety standards, under the supervision of appointed contractors and the Club's management team.

To maintain high standards of operational reliability, the Facilities team continued daily inspections and preventive maintenance, ensuring mechanical and electrical systems remain safe, efficient and dependable for Members' continued enjoyment.

**STRENGTHENING SECURITY MEASURES**

Maintaining a safe and secure environment requires disciplined governance, regulatory vigilance and operational readiness, all of which remain central to preserving the welcoming atmosphere of the Club.

In FY2025, targeted enhancements were implemented to strengthen access control and operational oversight across the Club.

The Visitor Management System (VMS) was upgraded to enhance registration accuracy, traceability and reporting for visitors and contractors.



The TMCC Crisis Management Team, together with Changi NPC Police Officers and members of the Safety and Security Watch Group – Changi Cluster, successfully conducted a joint emergency preparedness exercise on 29 July 2025 at the Garden Course.

## HOUSE & RECREATION CONVENOR'S REPORT

Biometric and facial recognition access controls were progressively implemented at strategic staff-only access points, enhancing security and accountability while reducing reliance on physical access cards or keys, which are susceptible to loss. Access permissions were tailored according to staff hierarchy, ensuring that different roles have appropriate levels of entry. A comprehensive blueprint was also developed to guide the phased rollout across all relevant areas, supporting consistent implementation, future scalability and ongoing operational oversight.

Patrol routes were reviewed and ad-hoc patrols introduced, with greater emphasis on high-traffic areas such as carparks. These measures, together with improved deployment planning, contributed to a decline in parking-related offences compared to FY2024.

Security also worked closely with the Marketing Department to communicate carpark guidelines through EDMs, reinforcing awareness and encouraging responsible parking behaviour among Members and guests.

Security awareness was further reinforced through SGSecure briefings, Crisis Management Plan updates aligned with Business Continuity Plans, and the Club's inaugural joint emergency exercise with the Singapore Police Force to test bomb threat response readiness.

The Club continues to work closely with the Bedok Police Division Liaison Officer to align our security posture with national SGSecure initiatives and evolving threat advisories.

In July 2025, TMCC collaborated with the Singapore Police Force (SPF), Bedok Police Division – Changi Neighbourhood Police Centre (NPC), to conduct a joint emergency preparedness exercise at the Garden Course. As part of the Club's proactive efforts to strengthen crisis response capabilities and enhance community resilience, the exercise simulated a high-alert bomb threat scenario arising from the discovery of an unattended bag at the Sports Complex's Poolside Café. This collaborative initiative underscored the shared commitment of TMCC and SPF to ensuring a swift, coordinated and effective response to potential security threats, while equipping staff with the readiness and

confidence required to respond decisively in times of crisis.

### HOUSEKEEPING ENHANCEMENTS

Maintaining clean, comfortable and safe facilities is central to delivering an exceptional Member experience.

In FY2025, Housekeeping implemented structured work schedules covering daily to annual cleaning cycles, supported by clearly defined Quality and Operational Efficiency Key Performance Indicators (KPIs). This framework improved consistency, measurable cleanliness outcomes, and efficient resource utilisation, allowing Members to enjoy an immaculate and welcoming environment every day.

To further enhance comfort and hygiene, automated soap dispensers and scent diffusion systems were installed, while upgraded flytrap systems helped reduce insect disturbances around the poolside and outdoor areas.

A transition to a new housekeeping contractor was undertaken to streamline manpower utilisation and achieve cost efficiencies, without compromising service quality. TMCC Housekeeping supervisors continue to provide structured oversight to ensure performance expectations are met consistently.

Environmental responsibility remains a key focus. In late FY2025, groundwork began to strengthen waste-tracking processes, including improved recycling data reporting from our waste-management contractor, reinforcing TMCC's commitment to sustainability.

### EXPANDING SPORTS & RECREATION

Sports and recreation are central to the vibrancy of the Club. Compared with the previous year, we saw healthy growth in facility utilisation across all areas, supporting our Members' fitness and recreational pursuits while fostering a stronger sense of community.

Gym and swimming remained the most popular activities among Members, according to patronage statistics. Pickleball visits tripled, showing its surge in popularity as a social sport. Tennis continued to enjoy steady participation, while squash experienced a notable rebound,





26 young swimmers took part in the TMCC Swim & Kick Meet on 23 March, supported by their families in the spirit of friendly competition.

highlighting Members' renewed interest in indoor racquet sports.

In response to the growing demand for Pickleball, plans were initiated in Q4 to convert one of the Tennis Courts into three competition-grade Pickleball Courts. This decision followed a comprehensive review of overall facility utilisation and careful deliberation by the H&R Committee, reflecting the sport's increasing popularity among Members of all ages and skill levels. The new courts will provide a purpose-built facility, enabling the Club to host Pickleball tournaments and events while maximising space efficiency and access for Members across different sports. Members can look forward to using the new facility from March 2026.

In FY2025, we also curated a range of refreshed activities designed to capture the minds and hearts of our Members. One such initiative was the Social Nights combining Tennis and Pickleball, which fostered stronger interaction among racquet sport enthusiasts and achieved higher participation than in 2024.

Several new activities were also introduced during the year. Archery clinics attracted 60 participants across four sessions, while Physio Workshops drew more than 30 participants, offering Members valuable insights into injury prevention and physical wellbeing. The Sports Complex Open House welcomed 79 participants, providing Members with an opportunity to explore the facilities and programmes available at the Club. Other key events included the Swim and Kick Meet and the Swim Sprint Series, which attracted 60 swimmers across 26 events.



Bharatt Lamsal, TMCC Fitness Trainer, guiding Members in their fitness journey at The Glass Gym.

**HOUSE & RECREATION CONVENOR'S REPORT**



The Sports Experiential Series: Archery garnered a strong turnout, introducing Members and their children to the sport and offering a fun opportunity to try something new while staying active.



Tennis Court #4 is being converted into three competition-grade pickleball courts to support Members' growing pursuit of the sport, slated for completion in Q1 FY2026.

One of H&R's chief responsibilities is to ensure our facilities are maintained in prime condition to support the sporting aspirations and recreational pursuits of our Members.

These facility upgrades included:

- Installation of shaded benches around racquet courts
- Re-upholstering of poolside loungers
- Upgrading of gym flooring to shock-suppressing rubber tiles
- Refreshing the gym with new equipment and machines to support safer and more efficient workout sessions

Our team worked tirelessly to uphold TMCC's reputation as a premier golf and country club in

the region, offering world-class facilities for our Members. Despite escalating manpower costs and external inflationary pressures, we delivered these upgrades within a prudent and carefully managed budget.

**INVESTING IN OUR PEOPLE**

H&R operates at the heart of the Club's daily operations, where teamwork across departments ensures that facilities, safety and recreational programmes function seamlessly for our Members. In FY2025, staff engagement remained a key focus, with activities such as Archery clinics, Laser Tag



Staff Pantry at Tampines Course



Golf Marshal and Caddies' rest area



Staff Pantry at Garden Course



sessions, Bowling socials and staff Pickleball games designed to foster camaraderie and strengthen connections across departments.

The completion of the TMCC Staff Pantry at Garden Course and Tampines Course provided a refreshed communal space that encourages informal interaction and strengthens team cohesion. In addition, we refurbished the Golf Marshal and Caddies' rest area with new fitted lockers, cooling fans and interior upgrades to enrich their work environment.

Skill development was equally prioritised. Key management staff underwent Risk Assessment and Company Emergency Response Team (CERT) certifications, while relevant personnel were sent for First Aid and AED courses to enhance operational readiness and regulatory compliance. In parallel, recruitment drives and HR branding initiatives were undertaken to strengthen the Club's talent pipeline.

Housekeeping staff are also being progressively multi-skilled to cover various posts across the Clubhouses, strengthening manpower flexibility and operational resilience.

Through these efforts, we continue to nurture a capable and motivated workforce that upholds TMCC's service standards.

### THE ROAD AHEAD

As we celebrate the achievements of FY2025, our focus extends beyond individual projects to the long-term stewardship of the spaces and experiences that define life at Tanah Merah Country Club (TMCC). H&R plays a vital role in shaping how Members experience the Club each day — from the condition of our facilities and the safety of our environment to the vibrancy of our sporting and social programmes.

Looking ahead, we will continue refining our facilities, strengthening operational resilience and expanding programmes that bring Members and families together. Plans are underway for additional pickleball courts, a broader range of group exercise offerings and the return of well-received initiatives such as Archery and Physio Workshops. We will continue building on what works well, strengthening what needs improvement and

ensuring that TMCC remains a place where Members are proud to call their Club.

Building on this foundation, the committee has mapped out initiatives for FY2026 that align with the Club's strategic objectives of championing Corporate Social Responsibility, inclusivity, and revitalising the Club's vibrancy.

The groundwork has been laid, and this year will focus on further exploration and execution of these programmes:

- **Community Engagement and CSR:** We have identified schools for potential partnerships, offering access to TMCC facilities to support their enrichment programmes — particularly for activities not readily available on their own premises, such as Tennis, Swimming, and Pickleball. We are also exploring collaborations with sports personalities connected to the Club to enhance visibility, inspire young participants, and strengthen our community outreach efforts.
- **Inclusivity and Community Wellness:** We are evaluating the introduction of Swim Safer assessments at TMCC. Discussions with Singapore Aquatics are ongoing to determine programme suitability. Once executed, these assessments will equip children and families with essential water safety skills, fostering an inclusive environment for all members.

These initiatives are underpinned by a focus on long-term sustainability and the rejuvenation of the Club's vibrancy, ensuring TMCC remains relevant and dynamic.

### WORDS OF THANKS

I extend my sincere appreciation to the H&R Committee for their unwavering dedication and commitment over the years. I am also deeply grateful to the Chairman, Deputy Chairman, President, Members of the General Committee and our General Manager for their leadership, guidance and steadfast support.

I would especially like to recognise the Facilities, Security, Housekeeping and Sports teams. Your professionalism, resilience and hard work form the backbone of the Club's daily operations, ensuring

## HOUSE & RECREATION CONVENOR'S REPORT

that our Members continue to enjoy a safe, vibrant and welcoming environment. My thanks also go to the Marketing team for their prompt support in publicity and promoting Club activities, as well as keeping Members informed through timely communications on upgrading works and operational updates.

Last but not least, I thank the many Members who have offered constructive feedback to both the Committee and me. Your insights have been invaluable and have made a meaningful difference throughout my term as H&R Convenor.



**S K RAMADAS NAIDU**

House & Recreation Convenor





# Events & Marketing Convenor's REPORT

*The role of Events & Marketing extends beyond event delivery. It shapes the Club's profile, strengthens Member engagement and supports commercial sustainability. In FY2025, this function underpinned several of TMCC's key milestones.*

From staging one of the world's most prestigious amateur golf championships to expanding digital engagement and growing corporate partnerships, FY2025 was defined by visibility, vibrancy and strategic progress. The Events & Marketing Committee and the Sales & Marketing Department remained focused on advancing our core priorities:

- Elevating brand presence through integrated marketing and strategic communications;
- Delivering comprehensive publicity support for Club events and initiatives;
- Curating signature social experiences and overseas golf programmes;
- Hosting premier tournaments to strengthen TMCC's global positioning; and
- Optimising revenue streams while supporting meaningful CSR contributions.



## HOSTING A GLOBAL STAGE

A defining highlight of FY2025 was the successful hosting of the World Amateur Team Championships (WATC) at the Tampines Course — the first time Singapore staged this prestigious biennial tournament. For Events & Marketing, the responsibility was to position TMCC confidently on the global stage while ensuring that the Club's identity and standards were communicated with clarity and consistency.

A coordinated publicity strategy was developed well ahead of tournament week, spanning media engagement, digital content, radio partnerships and in-house production. A Media Golf Day introduced more than 20 media representatives and key opinion leaders to the championship-ready Tampines Course, generating significant buzz and strong coverage across online publications and social media platforms.

The three-week Kiss92FM radio campaign, delivered in partnership with the Singapore



Golf Association (SGA), was complemented by targeted interview with Antony Scanlon, Executive Director of the International Golf Federation (IGF) and digital amplification, extending awareness beyond the golfing community. Across the Club-owned platforms, WATC-related content generated strong overall impressions, supported by a series of in-house produced video features and influencer reels developed in the lead-up to and during the Championships. Coverage was shared across the Club's digital platforms, including the TMCC Today eNews Portal, extending visibility well beyond tournament week.

In parallel, the Sales & Marketing team supported the positioning and promotion of the WATC Fundraiser Golf Event, working closely with the SGA to secure participation and sponsorship support. The event raised over \$500,000, demonstrating the Club's ability to align branding, stakeholder engagement and partnership outcomes effectively.

WATC 2025 demonstrated the Club's ability to translate global opportunity into sustained brand visibility and meaningful partnership value for TMCC.

**DRIVING MEMBERSHIP VITALITY**

FY2025 saw the introduction of the Millennium Term Membership (MTM), a strategic initiative aimed at strengthening generational renewal within the Club. From an Events & Marketing perspective, the priority was to communicate the programme clearly and responsibly to both Members' families and prospective applicants.



Kiss92FM Radio interview with Antony Scanlon, Executive Director of the International Golf Federation [third from the left], sharing his insights on hosting the WATC in Singapore for the first time.

A phased communications plan was implemented, beginning with direct outreach to Members before extending to selected external platforms. Updates were shared across the Club-owned digital channels, including the TMCC Today eNews Portal and social media platforms, to ensure clarity and consistency of messaging. The campaign included:

- **TMCC Today eNews** featuring three Millennium Term Members: Kylie Teo, online influencer and founder of the golf community Tee Time Girls; Lee Tze Yuan, SEA Games gold medallist



Hosting media friends, celebrities and key opinion leaders at the WATC Media Golf Day on 10 September 2025, giving them a first-hand experience of Tampines Course under championship conditions ahead of this prestigious amateur tournament.

## EVENTS & MARKETING CONVENOR'S REPORT

in Wushu; and Melvin Chen, golf coach and entrepreneur.

- **Golf retail tie-ups** to extend visibility through in-store activations and promotional privileges.
- **External media coverage** in Golf Asia Magazine and SGA's GOLF:SG Online Magazine, supporting broader awareness during the public launch phase.

As at 31 December 2025, 132 Millennium Term Members have joined, reflecting the sustained vibrancy and appeal of the Club's membership pathway.

### CURATING SIGNATURE SOCIAL EXPERIENCES

Beyond marquee tournaments, the Club's social flagship events continued to anchor the Member calendar.

The Chinese New Year Golf Challenge, Oktoberfest at The Club, Christmas Golf & Festive Light-Up, and the Hollywood Bollywood New Year's Eve Party drew strong participation across age groups. The Events & Marketing team supported event conceptualisation, sponsorship alignment, publicity planning and on-site coordination to ensure consistent quality and presentation.



A lively and festive atmosphere at the Chinese New Year Golf Challenge, brought to life by an exhilarating lion dance performance to welcome the season's celebrations.

Across the year, emphasis was placed on elevating experiential detail — from thematic staging and entertainment programming to integrated communications — reinforcing the Club's reputation for delivering well-conceived occasions that bring Members together meaningfully.



Christmas Golf & Festive Light-Up 2025 in style, graced by Events & Marketing Convenor Mr. Benny Tay, Captain Dr. Goh Hoon Pur, and General Manager Mr. Elliott Gray.



The TMCC General Committee took to the stage to officially countdown to 2026, marking the occasion with a spectacular celebration.

### EXPANDING INTERNATIONAL GOLF EXPERIENCES

Overseas golf tours remain a valued extension of the TMCC experience, strengthening camaraderie while reinforcing the Club's international and reciprocal relationships.

In FY2025, 47 Members participated in the Kunming Spring City Golf Tour and 39 Members joined the Kobe Autumn Golf Tour. These programmes were curated to combine competitive golf with cultural immersion and thoughtful logistics, reflecting the Club's commitment to delivering well-organised and meaningful experiences beyond our home courses.

The TMCC-Sheshan Inter-Club Match (Home Leg) welcomed 116 players across 29 flights, reaffirming the longstanding friendship between the two clubs. Close coordination with our Sheshan counterparts





Beyond golfing, Members indulged in the wonders of Kunming's Shilin Stone Forest during the 6D5N Kunming Autumn Golf Tour 2025.



A 39-member delegation explored the rolling fairways and vibrant autumn colours of Kobe, Japan.

ensured a distinctive and well-received hosting experience, further deepening institutional ties.

Looking ahead to FY2026, a curated series of overseas golf experiences is planned, offering Members a diverse mix of competitive play and destination golf opportunities.

**STRENGTHENING CORPORATE PARTNERSHIPS & CSR IMPACT**

Corporate golf remained a significant revenue contributor in FY2025, generating \$2.48 million — a 19% increase from FY2024. This growth reflects sustained demand from corporate clients while preserving a careful balance with Member access and course utilisation.

The team secured a series of high-profile corporate events and repeat bookings, supported by strengthened partnerships with golf agents, hotels and financial institutions. The Premier Bank Cards Programme expanded with two new banking partners, enhancing reciprocal visibility and corporate engagement opportunities.



TMCC's commitment to CSR is at the heart of our values – hosting the NKF Charity Golf Day corporate event at Tampines Course.

Targeted initiatives such as the Special Christmas Golf Package and the Corporate Golf Voucher programme continued to encourage return visits and deepen corporate relationships, contributing to recurring revenue streams.

Beyond commercial performance, Corporate Social Responsibility remains integral to TMCC's corporate positioning. Since 2021, the Club has contributed over \$706,000 to IPC charities through hosted golf events, enabling more than \$29.8 million to be raised for charitable causes. This sustained effort reflects the Club's belief in leveraging golf as a means of contributing meaningfully to the wider community.

**ENHANCING DIGITAL ENGAGEMENT & COMMUNICATION**

Effective communication remains fundamental to Member engagement.

**TMCC Today eNews Portal**

Building on its launch in FY2024, the Portal continued to mature as the Club's central digital communications platform. In FY2025, it recorded 28,105 page views — a 21% increase year-on-year — alongside 11,883 new users. A total of 57 in-house video features were produced during the year, supporting tournament coverage, social events and Club announcements.

The Portal now serves as an established storytelling channel, complementing traditional communications and supporting more timely engagement with Members.

## EVENTS & MARKETING CONVENOR'S REPORT

### Digital Signage Network

Two additional screens were installed in FY2025 — a 98-inch display at the Garden Clubhouse lobby and a 55-inch screen at the Tampines Driving Range. These complement the existing network in promoting events, disseminating notices and providing real-time lightning alerts. Further expansion is planned, including integration at the upcoming Garden Golf Simulator Lounge.

### Social Media

Digital reach continued to grow steadily across platforms, strengthening overall audience engagement. LinkedIn, in particular, has enhanced TMCC's visibility among corporate stakeholders and the wider business community, complementing the Club's broader brand positioning.

### LOOKING AHEAD TO FY2026

In FY2026, the Committee and team will continue advancing TMCC's brand visibility and Member engagement through refreshed event formats, curated international golf programmes and enhanced digital integration.

Through strategic marketing, cross-department collaboration and continued innovation, we aim to deliver meaningful experiences that uphold TMCC's reputation as a premier golf and lifestyle destination.

### APPRECIATION

On behalf of the Events & Marketing Committee, I extend my heartfelt gratitude to Chairman Niam Chiang Meng, Deputy Chairman Ashok Kumar, President Ronald Ong, the General Committee and General Manager Elliott Gray for their guidance and support.

A special thank you to the Sales & Marketing team, led by Director of Sales & Marketing Ms Sally Chua, for their dedication and professionalism in delivering impactful campaigns and seamless events throughout the year.

As this marks my final term as Events & Marketing Convenor, I am deeply grateful for the trust Members have placed in me during the 2024–2026 term. It has been a privilege to serve and to contribute to elevating the TMCC experience.



**BENNY TAY**  
Events & Marketing Convenor





# Digitalisation Convenor's REPORT

*The seamless Member experience today is supported by secure and reliable systems behind the scenes, allowing the Club to uphold its traditions while embracing digital progress.*

Tanah Merah Country Club has always been defined by its rich traditions, exceptional golfing environment and the warm hospitality extended to our Members. As the Club continues to evolve, technology plays an increasingly important role in seamlessly supporting these traditions, enabling the Club to serve Members more efficiently while preserving the character and heritage that make TMCC special.

In FY2025, the Digitalisation Committee (DigiCom) continued to strengthen the Club's digital foundation. Our focus has been on enhancing governance, improving operational efficiency and reinforcing system resilience. While much of this work takes place behind the scenes, it is essential in ensuring that Members continue to enjoy seamless experiences across the Club.

## **ELEVATING OPERATIONAL EFFICIENCY THROUGH DIGITAL WORKFLOWS**

Improving internal processes enables our teams to serve Members more effectively. By 2026, physical



TAN T KIANG

Membership personal files will be fully digitised and migrated into a secure digital repository. This will significantly reduce manual retrieval time, improved data accuracy and strengthened PDPA compliance through structured access controls and audit trails. Administrative handling has been streamlined, enabling faster responses to Membership-related enquiries.

We also digitised the most frequently used Membership and operational forms, transitioning from paper-based submissions to structured digital workflows. For example, the Millennium Term Membership Application Form was converted into an e-form that is automatically routed to the Membership Department for immediate review and follow-up, reducing delays and improving processing efficiency. This has improved the experience of the new Members and reduced processing time, minimised manual errors and improved inter-department coordination.



Other membership applications — including Ordinary, Term and Corporate Membership forms — are now submitted electronically, alongside key operational forms such as Membership Card and Bag Tag replacements, and applications for TMCC Car Labels. These enhancements improve convenience for Members while strengthening backend tracking, accountability and inter-department coordination.

A centralised Procurement Management System was also implemented to streamline requisition and approval processes. This enhances finance visibility, strengthens compliance with procurement policies and supports better cost control across departments.

Together, these initiatives have shortened processing cycles, strengthened data control, improved visibility across departments, and enhanced the quality and consistency of responses to Members.

#### **STRENGTHENING CYBERSECURITY AND ACCESS CONTROL**

As the Club continues to embrace digital tools, ensuring the security and resilience of our systems remains a fundamental priority.

In FY2025, the Club conducted a comprehensive Vulnerability Assessment and Penetration Testing (VAPT) exercise to proactively identify and address potential system vulnerabilities. This exercise further strengthens the Club's cybersecurity posture and reinforces sound IT risk management practices, helping to safeguard both the Club's infrastructure and Member data.

#### **SUPPORTING GOLF OPERATIONS AND MEMBER EXPERIENCE**

Technology also plays an important role in supporting the Club's golf operations and maintaining the high standards of course conditions that Members expect.

To enhance operational reliability, a backup irrigation process was implemented to ensure uninterrupted irrigation even in the event of system disruptions. This safeguard helps protect turf conditions, prevent costly recovery works and maintain consistent course playability.

For the TMCC Mobile App, the focus in FY2025 was placed on improving performance stability rather than introducing additional features. Working closely with our technology partner, backend enhancements were implemented to address congestion previously experienced during the popular 7.00am booking window. These improvements have significantly enhanced booking responsiveness, making the experience smoother for Members.

Adoption of the mobile app continues to grow steadily. iOS downloads increased from approximately 1,700 in FY2024 to over 3,000 in FY2025, while Android downloads rose from over 500 to more than 1,000. Member feedback remains an important guide as we continue refining the platform to better support Members' needs.

#### **ADVANCING OUR DIGITAL ROADMAP**

DigiCom's approach to digital development is guided by a long-term perspective. Rather than focusing solely on individual systems, we seek to strengthen the Club's digital foundation progressively to ensure that technology continues to support the Club's operations while complementing the traditions and service culture that Members value.

The digitisation of membership records and operational forms has already begun reducing manual processes and improving administrative efficiency. At the same time, strengthened cybersecurity controls, improved backup architecture and enhanced access governance continue to reinforce system resilience and business continuity.

Equally important is the close collaboration across departments in adopting these technologies. Through careful implementation and ongoing communication, the Club continues to embrace digital tools in ways that enhance operational effectiveness while maintaining the warm and personal service that defines the TMCC experience.

Together, these efforts strengthen the Club's digital backbone and position Tanah Merah Country Club to move confidently into the future, while preserving the heritage that our Members hold dear.

## DIGITALISATION CONVENOR'S REPORT

### APPRECIATION

Digital progress is a continuing journey, one that builds on the strengths of today while preparing the Club for tomorrow. The progress achieved in FY2025 reflects the collective commitment of many individuals who share the goal of enhancing the Club's operations and Member experience.

I would like to express my sincere appreciation to Chairman Niam Chiang Meng, Deputy Chairman Ashok Kumar, President Ronald Ong and Members of the General Committee for their guidance and support.

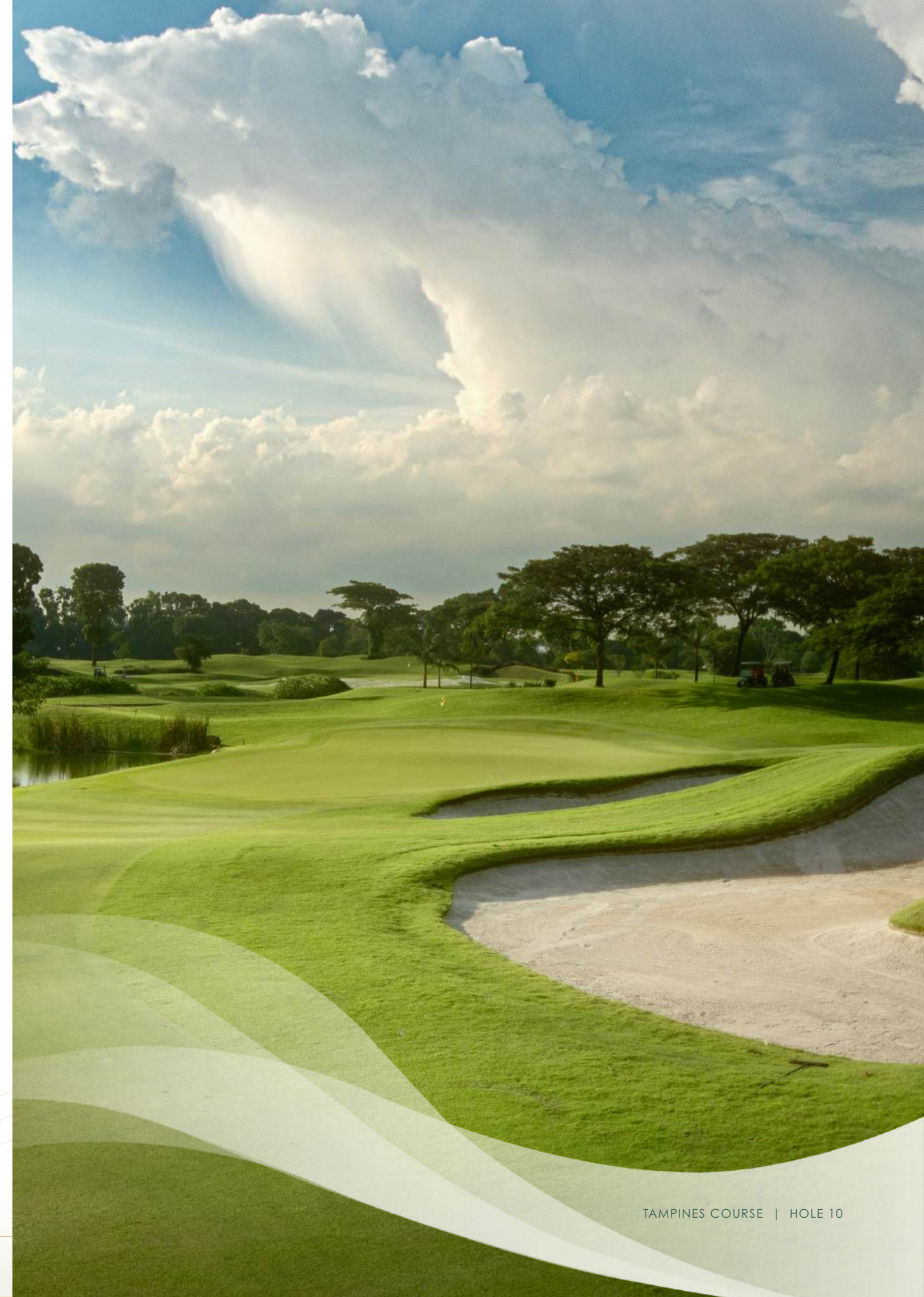
My heartfelt thanks also go to the IT team for their dedication and expertise, as well as to fellow Committees, Management and staff across departments for their collaboration and openness in embracing these initiatives.

Finally, I would like to thank our Members for their continued trust and support. With your encouragement, we will continue to strengthen the Club's digital capabilities while preserving the traditions and spirit that make Tanah Merah Country Club truly special.



**TAN T KIANG**  
Digitalisation Convenor







*Report & Financial*  
**STATEMENTS**

YEAR ENDED DECEMBER 31, 2025



# Notice of ANNUAL GENERAL MEETING

Dear Members,

**NOTICE IS HEREBY GIVEN** that the 43<sup>rd</sup> Annual General Meeting of Tanah Merah Country Club will be convened and held at Garden Banquet Room, 1 Tanah Merah Coast Road, Singapore 498722 on **Wednesday, 29 April 2026 at 6:00 pm.**

## AGENDA

- 1 Confirmation of Minutes of the Annual General Meeting held on **Friday, 25 April 2025.**
- 2 To receive the Annual Report and pass the Accounts for the Financial Year ended **31 December 2025.**
- 3 To re-appoint Messrs Deloitte & Touche as external Auditors of the Club for the ensuing year, and to authorise the Audit Committee to fix the Auditor's remuneration.
- 4 To elect Members of the General Committee, subject to Rule 32.
- 5 To transact any other business of which seven clear days' notice has to be given in writing to the General Manager / Club Secretary (**Deadline: Friday, 10 April 2026**)

By order of the General Committee



**ELLIOTT GRAY**  
General Manager

11 March 2026



# Statement by **THE GENERAL COMMITTEE**

*To the Members of Tanah Merah Country Club*

In accordance with a resolution of the General Committee and in the opinion of the General Committee members, the financial statements set out on pages 60-86 are drawn up so as to give a true and fair view of the financial position of the Club as at December 31, 2025, and the financial performance, movements in funds and cash flows for the financial year then ended, and at the date of this statement there are reasonable grounds to believe that the Club will be able to pay its debts when they fall due.

ON BEHALF OF THE GENERAL COMMITTEE



**RONALD ONG**  
President



**CHAN KOK SEONG**  
Treasurer

27 March 2026

# Independent AUDITOR'S REPORT

To the Members of Tanah Merah Country Club

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### OPINION

We have audited the financial statements of Tanah Merah Country Club (the "Club"), which comprise the statement of financial position as at December 31, 2025, and the statement of revenue or expenditure and other comprehensive income, statement of movements in funds and statement of cash flows for the year then ended and notes to the financial statements, including material accounting policy information, as set out on pages 60-86.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 ("the Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Club as at December 31, 2025 and of the financial performance, movements in funds and cash flows of the Club for the year ended on that date.

### BASIS FOR OPINION

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Club in accordance with the Accounting and Corporate Regulatory Authority 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.

### INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The General Committee is responsible for the other information. The other information comprises the Statement by the General Committee which we obtained prior to the date of the auditor's report and the Annual Report which is expected to be made available to us after that date but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Annual Report which is expected to be made available to us after the date of this auditor's report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.



### RESPONSIBILITIES OF THE GENERAL COMMITTEE FOR THE FINANCIAL STATEMENTS

The General Committee is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

The General Committee's responsibilities include overseeing the Club's financial reporting process.

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

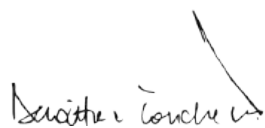
- a. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting 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.
- b. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Club's internal control.
- c. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the General Committee.
- d. Conclude on the appropriateness of the General Committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Club's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Club to cease to continue as a going concern.
- e. 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.

## INDEPENDENT AUDITOR'S REPORT

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

### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

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



**PUBLIC ACCOUNTANTS AND  
CHARTERED ACCOUNTANTS  
SINGAPORE**

27 March 2026





# Statement of REVENUE OR EXPENDITURE and Other Comprehensive Income

Year Ended December 31, 2025

	Note	2025 \$	2024 \$
<b>Operating revenue:</b>		<b>27,528,218</b>	<b>25,443,936</b>
Green fees and cart rentals	2.1	9,458,526	8,750,023
Subscriptions	2.1	6,842,121	6,624,524
Term membership fees	2.1	1,827,866	1,779,541
F&B sales	2.1	7,668,563	7,230,740
Rental income	2.1	191,961	181,200
Entrance fees	2.1	1,021,259	383,572
Miscellaneous	2.1	517,922	494,336
<b>Less: Operating expenditure:</b>		<b>25,435,132</b>	<b>24,250,287</b>
F&B direct consumables		2,673,543	2,660,860
Staff and related costs	2.2	13,671,311	12,614,834
Other operating costs	2.3	7,498,895	7,149,458
Expenditure on golf tournaments		130,010	208,316
Water and electricity		1,461,373	1,616,819
<b>Operating profit</b>		<b>2,093,086</b>	<b>1,193,649</b>
<b>Add: Non-operating revenue:</b>		<b>8,914,224</b>	<b>9,677,417</b>
Memberships transfer and nomination fees		4,872,500	5,772,000
Amortisation for members' top-up contribution	3.9	2,827,332	2,827,332
Interest income	2.4	1,113,245	1,078,085
Other income		101,147	-
<b>Less: Non-operating expenditure:</b>		<b>13,172,577</b>	<b>12,758,131</b>
Property tax and licence	2.5	1,564,571	1,541,688
Depreciation of movable assets	3.6	2,373,410	1,760,687
Depreciation of golf course and club facilities	3.6	5,733,728	5,894,140
Depreciation of right-of-use assets	3.7	2,931,454	2,931,454
Professional fees		29,700	95,608
Miscellaneous expense		51,387	17,353
Finance costs	3.9	488,327	517,201
<b>Deficit for the year before income tax</b>		<b>(2,165,267)</b>	<b>(1,887,065)</b>
Less: Income tax expense	2.6	(62,000)	(77,793)
<b>Deficit for the year, representing total comprehensive income for the year</b>	<b>2.7</b>	<b>(2,227,267)</b>	<b>(1,964,858)</b>

See accompanying notes to financial statements.



# Statement of FINANCIAL POSITION

December 31, 2025

	Note	2025 \$	2024 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and bank balances	3.1	3,350,153	4,454,042
Fixed deposits	3.1	799,659	787,010
Other financial assets at amortised cost	3.2	1,840,615	6,424,031
Due from members	3.3	1,198,138	1,274,346
Other receivables	3.4	792,733	988,580
Inventories	3.5	1,030,946	1,075,480
<b>Total current assets</b>		<b>9,012,244</b>	<b>15,003,489</b>
<b>Non-current assets</b>			
Other financial assets at amortised cost	3.2	39,049,101	28,137,307
Property, plant and equipment	3.6	58,515,053	61,720,901
Right-of-use assets	3.7	36,318,216	39,249,670
<b>Total non-current assets</b>		<b>133,882,370</b>	<b>129,107,878</b>
<b>Total assets</b>		<b>142,894,614</b>	<b>144,111,367</b>
<b>LIABILITIES AND EQUITY</b>			
<b>Current liabilities</b>			
Creditors and accrued expenses	3.8	3,662,321	4,073,057
Members' deposits		771,100	732,400
Contract liabilities	3.9	3,880,390	3,758,236
Income tax payable		140,000	78,000
<b>Total current liabilities</b>		<b>8,453,811</b>	<b>8,641,693</b>
<b>Non-current liability</b>			
Contract liabilities	3.9	45,346,012	44,147,616
<b>Equity</b>			
Accumulated funds		89,094,791	91,322,058
<b>Total liabilities and equity</b>		<b>142,894,614</b>	<b>144,111,367</b>

See accompanying notes to financial statements.



**RONALD ONG**  
President  
27 March 2026



**CHAN KOK SEONG**  
Treasurer  
27 March 2026

# Statement of MOVEMENTS IN FUNDS

Year Ended December 31, 2025

	<u>Accumulated funds</u> \$
Balance at January 1, 2024	93,286,916
Deficit for the year, representing total comprehensive income for the year	(1,964,858)
Balance at December 31, 2024	91,322,058
Deficit for the year, representing total comprehensive income for the year	(2,227,267)
<b>Balance at December 31, 2025</b>	<b>89,094,791</b>

See accompanying notes to financial statements.



# Statement of CASH FLOWS

Year Ended December 31, 2025

	2025	2024
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Deficit for the year before income tax	(2,165,267)	(1,887,065)
<b>Adjustments for items:</b>		
Depreciation expense	11,038,592	10,586,281
Amortisation for members' top-up contribution	(2,827,332)	(2,827,332)
Finance costs	488,327	517,201
Interest income	(1,113,245)	(1,078,085)
(Gain) Loss on disposal of property, plant and equipment	(96,622)	16,583
Operating cash flows before movements in working capital	5,324,453	5,327,583
<b>Working capital changes:</b>		
Due from members	76,208	164,726
Other receivables	257,755	(237,144)
Inventories	44,534	(39,577)
Members' deposits	38,700	600
Contract liabilities/Creditors and accrued expenses	3,248,819	1,330,197
Cash generated from operations	8,990,469	6,546,385
Income tax paid	-	(90,684)
<b>Net cash from operating activities</b>	<b>8,990,469</b>	<b>6,455,701</b>
<b>INVESTING ACTIVITIES</b>		
Fixed deposits pledged (Note 3.1)	(12,649)	(18,655)
Interest received	1,051,337	1,025,335
Proceeds from disposal of property, plant and equipment	131,953	7,238
Purchase of property, plant and equipment	(4,936,621)	(3,698,400)
Proceeds from redemption of other financial assets at amortised cost	6,423,131	25,816,950
Purchase of other financial assets at amortised cost	(12,751,509)	(29,082,756)
Net cash used in investing activities	(10,094,358)	(5,950,288)
(Decrease) Increase in cash and cash equivalents	(1,103,889)	505,413
Cash and cash equivalents at beginning of year	4,454,042	3,948,629
<b>Cash and cash equivalents at end of year (Note 3.1)</b>	<b>3,350,153</b>	<b>4,454,042</b>

See accompanying notes to financial statements.

# Notes to FINANCIAL STATEMENTS

December 31, 2025

## 1 GENERAL INFORMATION

The Club was registered under the Societies Act 1966 on March 19, 1980, with its principal place of business and registered office at 1 Tanah Merah Coast Road, Singapore 498722. The financial statements are expressed in Singapore dollars.

The principal activities of the Club are to provide golfing and other recreational activities for members.

The financial statements of the Club for the year ended December 31, 2025, were authorised for issue by the General Committee on 27 March 2026.

### 1.1 Basis of preparation

*This section describes the financial reporting framework within which the financial statements are prepared.*

The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with Financial Reporting Standards in Singapore ("FRSs").

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

### 1.2 Adoption of new and revised standards

*This section details the financial impact on the new and revised FRS pronouncements adopted in the current year.*

In the current year, the Club has applied all the new and revised FRSs that are mandatorily effective for an accounting period that begins on or after January 1, 2025. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

At the date of authorisation of these financial statements, the Club has not applied the following relevant FRS pronouncements that have been issued but are not yet effective:

#### Effective for annual periods beginning on or after January 1, 2026

- Amendments to FRS 109 and FRS 107: *Amendments to the Classification and Measurement of Financial Instruments*

#### Effective for annual periods beginning on or after January 1, 2027

- FRS 118: *Presentation and Disclosure in Financial Statements*

The Club anticipates that the adoption of the new or revised FRSs in future periods will not have a material impact on the financial statements in the period of its initial adoption except as below:



FRS 18 will replace FRS 1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after January 1, 2027. The new standard introduces the following key new requirements.

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

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

### 1.3 Material accounting policy information

*This section sets out the (1) material accounting policy information upon which the Club's financial statements are prepared as a whole and (2) other material accounting policy information not otherwise described in the notes to the financial statements. Where material accounting policy information is specific to a line item in the financial statements, the policy is described within the note for that line item.*

**FAIR VALUE MEASUREMENTS** - Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Club takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purpose in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of FRS 17 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in FRS 2 *Inventories* or value in use in FRS 36 *Impairment of Assets*.

In addition, for financial reporting purpose, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significant of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other the quoted price include within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

# Notes to FINANCIAL STATEMENTS

December 31, 2025

FINANCIAL INSTRUMENT - Financial assets and financial liabilities are recognised on the Club's statement of financial position when the Club becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value, except for trade receivables that do not have a significant financing component which are measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets and financial liabilities, as appropriate, on initial recognition.

## Financial assets

### Classification of financial assets

The Club classifies its financial assets based on the Club's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

Financial assets (comprising cash and cash equivalents, trade and other receivables) are subsequently measured at amortised cost as they are held within a business model whose objective is to collect the contractual cash flows which are solely payments of principal and interest on the principal amount outstanding ("SPPI").

### Impairment of financial assets

The Club recognises a loss allowance for expected credit losses ('ECL') on trade receivables, other receivables, and contract assets. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial asset. The ECL incorporates forward-looking information and is a probability-weighted estimate of the difference between all contractual cash flows that are due to the Club in accordance with the contract and all the cash flows that the Club expects to receive, discounted at the original effective interest rate. Details about the Club's credit risk management and impairment policies are disclosed in Note 4.3.

### Derecognition of financial assets

The Club derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Club neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Club recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Club retains substantially all the risks and rewards of ownership of a transferred financial asset, the Club continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

## Financial liabilities

Members' deposits and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.



Derecognition of financial liabilities

The Club derecognises financial liabilities when, and only when, the Club's obligations are discharged, cancelled or they expire.

**1.4 Critical accounting judgements and key sources of estimation uncertainty**

*This section sets out the critical accounting judgements that have been applied as well as the key sources of estimation uncertainty that may have a material impact on the Club's financial statements. Details of critical accounting judgements and key sources of estimation uncertainty which are specific to a line item in the financial statements are described within the note for that line item.*

In the application of the Club's accounting policies, which are described in Note 1, the General Committee is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. 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 estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying the Club's accounting policies

The General Committee is of the opinion that any instances of application of judgements are not expected to have a significant effect on the amounts recognised in the financial statements.

Key sources of estimation uncertainty

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

**i. Useful lives of property, plant and equipment**

The current lease of the Club's leasehold land for the Garden Course and the Tampines Course will expire on December 31, 2035 and December 31, 2040, respectively. Certain property, plant and equipment associated with the 2 courses are depreciated on a straight-line basis over their estimated useful lives of 3 to 20 years. The General Committee is of the view that the useful lives are appropriate. The assumption regarding the useful lives are reviewed annually and if the estimated useful lives are revised, such difference will impact the depreciation prospectively in the year in which the estimated useful lives changes.

The carrying amount of the Club's property, plant and equipment is disclosed in Note 3.6.

**ii. Discount rate used to determine contract liabilities**

The Club has adjusted the value of its contract liabilities for the effects of the time value of money as the timing of the satisfaction of the performance obligation over the extended period provides the Club with a significant benefit of financing in the form of up-front cash payment from members. The time value of money calculation applied a discount rate of 1.20% (2024 : 1.20%) per annum. The carrying amount of the contract liabilities at the end of the reporting period is disclosed in Note 3.9.

# Notes to FINANCIAL STATEMENTS

December 31, 2025

## 2 FINANCIAL PERFORMANCE

This section provides information on the Club's financial performance.

### 2.1 Revenue

A disaggregation of the Club's revenue for the year is as follows:

	<u>2025</u>	<u>2024</u>
	\$	\$
<b>TIMING OF REVENUE RECOGNITION</b>		
<b>At a point in time:</b>		
Green fees and cart rentals	9,458,526	8,750,023
F&B sales	7,668,563	7,230,740
Miscellaneous income	517,922	494,336
	<b>17,645,011</b>	<b>16,475,099</b>
<b>Over time:</b>		
Subscription fees	6,842,121	6,624,524
Term membership fees	1,827,866	1,779,541
Entrance fees	1,021,259	383,572
Rental income	191,961	181,200
	<b>9,883,207</b>	<b>8,968,837</b>
	<b>27,528,218</b>	<b>25,443,936</b>

#### Material accounting policy information

The Club recognises revenue from the following major sources:

- Entrance and conversion fees, membership transfer and nomination fees
- Subscription fees and term membership fees
- Green fees and cart rentals, F&B sales
- Rental income

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Club recognises revenue when it transfers control of a product or service to a customer.



Entrance and conversion fees, membership transfer and nomination fees

Subscribing members can access the Club and its facilities upon the payment of entrance fees. Such revenue is recognised over time over the membership period.

Conversion fees is recognised at the point in time when the Club approves the subscribing members' request to convert their membership to ordinary membership.

Membership transfer and nomination fees are recognised at the point in time when the Club approves the membership transfer.

Subscription fees and term membership fees

All Club members are entitled to enjoy the Club's facilities upon receipt of monthly subscription fee by the Club. Such revenue is recognised on a straight line basis over the subscription period.

The Club allows non-members to subscribe to term memberships for a period of 12 or 24 months in order to use the Club's facilities and such fees are recognised on a straight line basis over the membership period.

Green fees and cart rentals

The Club provides access to its golf courses to its customers as well as rentals of its carts. Revenue is recognised at the point in time when members register for the golf course, generally upon the usage of the golf courses for green fees and usage of carts for cart rentals.

F&B sales

Revenue is recognised at the point in time when control of the goods has transferred to the customer, being at the point the customer makes F&B purchases at the club. Payment of the transaction price is due immediately at the point the customer purchases the goods.

Rental income

Rental income is earned from pro-shops and driving range from the customer. Such revenue is recognised over the rental period.

**2.2 Staff and related costs**

	<u>2025</u>	<u>2024</u>
	\$	\$
<b>Cost of defined contribution plans included in staff costs</b>	<b>1,179,489</b>	<b>1,186,266</b>

The General Committee of the Club is not entitled to any remuneration.

# Notes to FINANCIAL STATEMENTS

December 31, 2025

## 2.3 Other operating costs

	<u>2025</u>	<u>2024</u>
	\$	\$
Advertisements	14,935	14,409
Club functions	233,374	284,784
Clubhouse supplies	179,580	136,779
Competitions	69,155	69,414
Donations	302,380	194,602
External audit fees	40,000	38,000
Forecaddies/Runners Fees	240,655	209,640
Golf course maintenance	2,708,614	2,578,422
Internal audit fees	20,000	17,000
Insurance	106,281	109,119
Laundry and toiletries	195,243	171,126
Legal fees	7,537	3,232
Miscellaneous	378,160	333,005
Outsourced general cleaning of club facilities	952,045	1,077,680
Outsourced kitchen cleaning and dishwashing service	485,570	458,975
Publications	44,615	13,558
Postage, phone and fax	97,316	87,002
Printing and stationeries	76,705	71,414
Repairs and maintenance	1,346,730	1,281,297
<b>Total</b>	<b>7,498,895</b>	<b>7,149,458</b>

## 2.4 Interest income

	<u>2025</u>	<u>2024</u>
	\$	\$
<b>Interest income on fixed deposits and debt instruments</b>	<b>1,113,245</b>	<b>1,078,085</b>

## 2.5 Property tax and licence

	<u>2025</u>	<u>2024</u>
	\$	\$
Property tax	1,562,700	1,539,200
Others	1,871	2,488
<b>Total</b>	<b>1,564,571</b>	<b>1,541,688</b>



**2.6 Income tax expense**

	<u>2025</u>	<u>2024</u>
	\$	\$
Current	62,000	78,000
Overprovision in prior years	-	(207)
	<b>62,000</b>	<b>77,793</b>

Section 11(1) of the Income Tax Act 1947 states that if more than 50% of the Club's gross takings are from its members, the Club is exempted from income tax. In 2024 and 2025, the Club received more than 50% of its gross takings from its members and is therefore exempted from income tax.

The income tax expense in 2025 and 2024 is related to the income tax payable on income received by the Club which is not related to the activities of the Club. Investment income, interest income and rental income are taxable at the statutory rate of 17% (2024 : 17%).

The total charge for the year can be reconciled to the accounting deficit as follows:

	<u>2025</u>	<u>2024</u>
	\$	\$
Deficit before income tax	(2,165,267)	(1,887,065)
Income tax benefit at statutory rate of 17% (2024 : 17%)	(368,095)	(320,801)
Effect of expenses that are not deductible in determining taxable profits	6,533,339	6,250,629
Effect of revenue that is exempt from taxation	(5,973,330)	(5,756,552)
Effect of tax exemption	(17,425)	(17,425)
Effect of tax concession	(112,489)	(77,851)
Overprovision of prior year income tax	-	(207)
	<b>62,000</b>	<b>77,793</b>

# Notes to FINANCIAL STATEMENTS

December 31, 2025

## 2.7 Deficit for the year

Deficit for the year has been arrived at after charging:

	<u>2025</u>	<u>2024</u>
	\$	\$
Depreciation of plant and equipment	8,107,138	7,654,827
Costs of inventories recognised as expenses	2,673,543	2,660,860

The General Committee of the Club is not entitled to any remuneration.

Amount recognised in profit or loss relating to leases

	<u>2025</u>	<u>2024</u>
	\$	\$
Depreciation of right-of-use assets	2,931,454	2,931,454

There is no cash outflow for leases.



**3 OPERATING ASSETS AND LIABILITIES**

This section contains details pertaining to the assets utilised for and liabilities that arose from the Club's principal activities.

**3.1 Cash and cash equivalents**

Cash and cash equivalents in the statement of cash flows consist of the following:

	<u>2025</u>	<u>2024</u>
	\$	\$
Cash and bank balances	3,350,153	4,454,042
Fixed deposits	799,659	787,010
	<u>4,149,812</u>	<u>5,241,052</u>
Fixed deposits pledged	(799,659)	(787,010)
<b>Total cash and cash equivalents</b>	<b>3,350,153</b>	<b>4,454,042</b>

Material accounting policy information

Cash and cash equivalents comprise cash and bank balances, and fixed deposits (with original maturities of three months or less) that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents are subsequently measured at amortised cost.

Fixed deposits bear interest at rates 0.28% (2024 : 1.48% to 1.83%) per annum and for tenure ranging from 6 months to 12 months (2024 : 6 months to 12 months).

Certain fixed deposits amounting to \$799,659 (2024 : \$787,010) are pledged to secure bank guarantees granted to the SP Services Ltd, Senoko Energy Supply Pte Ltd and TotalEnergies-Eneos Singapore.

**3.2 Other financial assets at amortised cost**

	<u>2025</u>	<u>2024</u>
	\$	\$
Debt instruments	40,889,716	34,561,338
Less: Non-current portion	(39,049,101)	(28,137,307)
<b>Current portion</b>	<b>1,840,615</b>	<b>6,424,031</b>

# Notes to FINANCIAL STATEMENTS

December 31, 2025

The debt instruments are held by the Club within a business model whose objective is to collect their contractual cash flows which are solely payments of principal and interest on the principal amount outstanding. Hence they are classified as at amortised cost.

For the purposes of impairment assessment, the debt instruments are considered to have low credit risk as the counterparties to these investments have a minimum A - credit rating. Accordingly, for the purpose of impairment assessment for these financial assets, the loss allowance is measured at an amount equal to 12-month ECL.

In determining the expected credit losses for these assets, management has taken into account the historical default experience, the financial position of the counterparties, as well as the future prospects of the industries in which the issuers of the corporate bonds operate obtained from economic expert reports, financial analyst reports and considering various external sources of actual and forecast economic information, as appropriate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for these financial assets.

### 3.3 Due from members

	<u>2025</u>	<u>2024</u>
	\$	\$
<b>Subscription fees receivable</b>	<b>1,198,138</b>	<b>1,274,346</b>

The average credit period of the subscription fees receivable is 30 days (2024 : 30 days). No interest is charged on the outstanding balance.

The aging of the amount due from members which are past due but not impaired are within 1 to 3 months overdue.

Loss allowance for trade receivables has always been measured at an amount equal to lifetime expected credit losses (ECL). The ECL on the amount due from members are estimated by reference to past default experience of the debtor, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. The Club has recognised a full loss allowance against all receivables over 90 days past due because historical experience has indicated that these receivables are generally not recoverable.



There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

A receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has entered into bankruptcy proceedings, or when the receivables are over two years past due, whichever occurs earlier. None of the receivables that have been written off is subject to enforcement activities.

**3.4 Other receivables**

	<u>2025</u>	<u>2024</u>
	\$	\$
Prepaid expenses	168,635	105,670
Deposits	60,850	60,850
Interest receivable	291,840	229,932
Recoverable from golf functions	235,072	541,360
Others	36,336	50,768
	<b>792,733</b>	<b>988,580</b>

**3.5 Inventories**

	<u>2025</u>	<u>2024</u>
	\$	\$
Spare parts for ground equipment	231,314	277,395
Fertilisers and insecticides	634,126	648,390
Others	165,506	149,695
	<b>1,030,946</b>	<b>1,075,480</b>

# Notes to FINANCIAL STATEMENTS

December 31, 2025

## 3.6 Property, plant and equipment

	Golf course	Clubhouse	Recreation buildings and swimming pool	Plant, machinery and equipment	Furniture and fittings	Office, kitchen and general equipment	Motor vehicles	Total
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost</b>								
At January 1, 2024	50,845,762	57,214,851	26,991,840	8,468,379	2,028,120	3,319,638	504,083	149,372,673
Additions	597,069	168,071	124,522	1,878,239	281,961	646,688	1,850	3,698,400
Disposals	-	-	-	(703,702)	(294,119)	(757,649)	-	(1,755,470)
At December 31, 2024	51,442,831	57,382,922	27,116,362	9,642,916	2,015,962	3,208,677	505,933	151,315,603
Additions	798,115	378,164	712,943	2,304,638	271,756	471,005	-	4,936,621
Disposals	-	-	-	(1,668,962)	(259,280)	(126,240)	-	(2,054,482)
At December 31, 2025	52,240,946	57,761,086	27,829,305	10,278,592	2,028,438	3,553,442	505,933	154,197,742
<b>Accumulated depreciation:</b>								
At January 1, 2024	15,887,050	35,042,161	22,224,992	6,153,915	1,666,040	2,500,634	196,732	83,671,524
Depreciation	3,319,664	2,088,221	486,255	1,086,737	199,741	424,873	49,336	7,654,827
Disposals	-	-	-	(700,667)	(292,997)	(737,985)	-	(1,731,649)
At December 31, 2024	19,206,714	37,130,382	22,711,247	6,539,985	1,572,784	2,187,522	246,068	89,594,702
Depreciation	3,375,929	1,814,470	543,329	1,622,915	226,022	475,096	49,377	8,107,138
Disposals	-	-	-	(1,646,048)	(255,993)	(117,110)	-	(2,019,151)
At December 31, 2025	22,582,643	38,944,852	23,254,576	6,516,852	1,542,813	2,545,508	295,445	95,682,689
<b>Carrying amount:</b>								
At December 31, 2025	29,658,303	18,816,234	4,574,729	3,761,740	485,625	1,007,934	210,488	58,515,053
At December 31, 2024	32,236,117	20,252,540	4,405,115	3,102,931	443,178	1,021,155	259,865	61,720,901



Material accounting policy information

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

Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

Facilities

Golf course	6 $\frac{2}{3}$ %, or remaining period of the lease if shorter
Clubhouse	5%
Recreation buildings and swimming pool	5%

Movable assets

Plant, machinery and equipment	20% to 33 $\frac{1}{3}$ %
Furniture and fittings	20% to 33 $\frac{1}{3}$ %
Office, kitchen and general equipment	20% to 33 $\frac{1}{3}$ %
Motor vehicles	20%

Depreciation on the facilities commences from the month in which these facilities are commissioned. A full year's depreciation is provided on the movable assets in the year of acquisition and no depreciation is provided in the year of disposal. Property, plant and equipment with unit cost of \$200 or less are written off in the year of purchase.

The estimated useful lives and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in profit or loss.

At the end of each reporting period, the Club reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Club estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

# Notes to FINANCIAL STATEMENTS

December 31, 2025

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

### 3.7 Right-of-use assets

	<u>Leasehold land</u>
	\$
<b>Cost:</b>	
At January 1, 2024	114,942,286
Additions	-
At December 31, 2024 and 2025	114,942,286
<b>Accumulated depreciation:</b>	
At January 1, 2024	72,761,162
Depreciation	2,931,454
At December 31, 2024	75,692,616
Depreciation	2,931,454
At December 31, 2025	78,624,070
<b>Carrying amount:</b>	
<b>At December 31, 2025</b>	<b>36,318,216</b>
At December 31, 2024	39,249,670

The leasehold land has an average remaining lease term of 15 years (2024 : 16 years).

#### Material accounting policy information

The Club assesses whether a contract is or contains a lease, at inception of the contract. The Club recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low-value assets. For these leases, the Club recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.



**3.8 Creditors and accrued expenses**

	<u>2025</u>	<u>2024</u>
	\$	\$
Other payables	1,580,813	2,175,292
Accrued expenses	1,723,524	1,465,696
Other funds	357,984	432,069
	<b>3,662,321</b>	<b>4,073,057</b>

The average credit period on purchases of goods and services is 30 days (2024 : 30 days).

**3.9 Contract liabilities**

	<u>2025</u>	<u>2024</u>
	\$	\$
Entrance fees received in advance <sup>(i)</sup>	9,331,165	5,761,372
Term membership fees received in advance <sup>(i)</sup>	1,113,603	1,019,316
Members' top-up contribution received in advance <sup>(ii)</sup>	38,781,634	41,120,639
Others	-	4,525
	<u>49,226,402</u>	<u>47,905,852</u>
Less: Non-current portion (Entrance fees and Members' top-up contribution received in advance)	(45,346,012)	(44,147,616)
<b>Current portion</b>	<b>3,880,390</b>	<b>3,758,236</b>

(i) Revenue relating to entrance fees and term membership fees are recognised over the membership period. The amount of entrance fees revenue recognised in the current reporting period which relates to brought-forward contract liabilities is \$383,572 (2024 : \$358,081).

During the financial year, the Club introduced a Millennium Term Membership program. Under this program, members are granted membership rights for a fixed tenure till 2040, subject to the Club's prevailing rules and regulations. Members are required to pay an initial upfront fee of approximately 20%, with the remaining balance payable via instalments of entrance fees over a period of up to 10 years.

In the event of non-payment of instalments, the membership is subject to termination in accordance with the Club's policies, and no refund is provided for amounts already paid. Management assessed and determined that the program represents a right-to-access membership service over the membership period. Accordingly, entrance fees received in

# Notes to FINANCIAL STATEMENTS

December 31, 2025

advance are recognised as contract liabilities and revenue on entrance fees is recognised on a straight line basis over the membership period.

During the financial year, entrance fees collected under this program amounted to \$4,479,000 of which \$622,000 was recognised in profit or loss as entrance fees revenue.

- (ii) Members' top-up contribution received in advance relates to the consideration received in advance and application from the Club's Member's in order to extend and apply their membership period to December 31, 2040, which coincides with the expiry date of the renewed land lease period of the Tampines Course. This gave rise to a contract liability of \$38,781,634 (2024 : \$41,120,639) as at December 31, 2025.

The Club has adjusted the value of its contract liabilities for the effects of the time value of money as the timing of the satisfaction of the performance obligation over the extended period provides the Club with a significant benefit of financing in the form of up-front cash payment from members. The time value of money calculation applied a discount rate of 1.2% (2024 : 1.20%) per annum.

Accordingly, a finance cost of \$488,327 (2024 : \$517,201) has been recognised in profit or loss towards the contract liabilities as at December 31, 2025.

Revenue will be recognised against the contract liability over the renewed land lease period or remaining membership period. For the year ended December 31, 2025, non-operating income of \$2,827,332 (2024 : \$2,827,332) has been recognised in profit or loss against the contract liabilities as at December 31, 2025. The contract liabilities have decreased during the year as a result of the recognition of the above income against the contract liability in the current year.



**4 FINANCIAL INSTRUMENTS AND FINANCIAL RISKS**

This section presents information on the categories of financial assets and liabilities as well as their fair values. Details on the exposure to various financial risks and approach to managing financial risks are also included in this section.

**4.1 Categories of financial instruments**

The following table sets out the financial instruments as at the end of the reporting period:

	<u>2025</u>	<u>2024</u>
	\$	\$
<b>FINANCIAL ASSETS</b>		
Amortised cost	46,861,764	41,959,646
<b>FINANCIAL LIABILITIES</b>		
<b>Amortised cost:</b>		
Members' deposits	771,100	732,400
Creditors and accrued expenses	3,662,321	4,073,057
	<b>4,433,421</b>	<b>4,805,457</b>

**4.2 Fair value of financial assets and financial liabilities**

The carrying amounts of the Club's financial assets and financial liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments. The carrying amount of the non-current financial asset approximates its fair value as the financial asset carries interest rate that approximates the discount rate.

**4.3 Financial risk management policies and objectives**

**i. Overview of the Club's exposure to credit risk**

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Club. As at December 31, 2025, the Club's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Club due to failure to discharge an obligation by the counterparties and financial guarantees provided by the Club arises from the carrying amount of the respective recognised financial assets as stated in the statement of financial position.

# Notes to FINANCIAL STATEMENTS

December 31, 2025

Although the Club's credit exposure is concentrated mainly in Singapore, it has no significant concentration of credit risk with any single customer or group of customers.

In order to minimise credit risk, the Club has tasked its Finance Committee to develop and maintain the Club's credit risk gradings to categorise exposures according to their degree of risk of default.

The credit rating information is supplied by independent rating agencies where available and, if not available, the Finance Committee uses other publicly available financial information and the Club's own trading records to rate its major customers and other debtors. The Club's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

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

Category	Description	Basis for recognising expected credit losses (ECL)
<b>Performing</b>	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
<b>Doubtful</b>	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
<b>In default</b>	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL - credit-impaired
<b>Write-off</b>	There is evidence indicating that the debtor is in severe financial difficulty and the Club has no realistic prospect of recovery.	Amount is written off



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

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
				\$	\$	\$
<b>December 31, 2025</b>						
Due from members	3.3	(i)	Lifetime ECL (simplified approach)	1,198,138	-	1,198,138
Other receivables	3.4	Performing	12-month ECL (low credit risk asset)	624,098	-	624,098
Other financial assets at amortised cost	3.2	Performing	12-month ECL (low credit risk asset)	40,889,716	-	40,889,716
<b>December 31, 2024</b>						
Due from members	3.3	(i)	Lifetime ECL (simplified approach)	1,274,346	-	1,274,346
Other receivables	3.4	Performing	12-month ECL (low credit risk asset)	882,910	-	882,910
Other financial assets at amortised cost	3.2	Performing	12-month ECL (low credit risk asset)	34,561,338	-	34,561,338

(i) The Club has applied the simplified approach to measure the loss allowance at lifetime ECL and in determining, has taken into account the historical default experience and the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

The carrying amount of financial assets recorded in the financial statements, grossed up for any allowances for losses, represents the Club's maximum exposure to credit risk without taking into account of the value of any collateral obtained.

The credit risk on bank deposits and balances placed in banks are limited because the counterparties are banks with high credit ratings assigned by International credit rating agencies.

# Notes to FINANCIAL STATEMENTS

December 31, 2025

## ii. Interest rate risk management

The Club's cash and bank balances and fixed deposits and are exposed to financial market risk due to fluctuations in interest rates, which may affect the Club's interest income.

The Club believes that interest rate risk is minimal as most of the financial assets carry interest at fixed rates.

No sensitivity analysis is prepared as the Club does not expect any material effect on the Club's revenue or expenditure arising from the effects of reasonably possible changes to interest rates on interest bearing assets.

## iii. Liquidity risk management

Liquidity risk arises from the possibility that members may not be able to settle obligations to the Club within the normal terms of trade. The Club believes that liquidity risk is minimal as the Club is able to fund its operations from its accumulated fund.

The Club's non-derivative financial liabilities are due within 12 months from the end of reporting period and/or non-interest bearing.

## 5 CAPITAL STRUCTURE

*This section provides further information about the Club's capital structure and how capital is managed.*

### 5.1 Capital management policies and objectives

The Club reviews its capital structure at least annually to ensure that it will be able to continue as a going concern. The capital structure of the Club comprises only the Accumulated Fund. The Club's overall strategy remains unchanged from prior year.



**6 OTHERS**

**6.1 Related party transactions**

The General Committee members are related parties to the Club.

During the financial year, the Club has the following significant transactions with its related parties. The amount due from related parties is unsecured, interest-free, repayable on demand and expected to be settled in cash.

	<u>2025</u>	<u>2024</u>
	\$	\$
Subscription fee income from General Committee members	44,160	44,160

**6.2 Capital expenditure commitments**

	<u>2025</u>	<u>2024</u>
	\$	\$
Estimated amounts committed for future capital expenditure but not provided for in the financial statements	444,138	459,000

# Notes to FINANCIAL STATEMENTS

December 31, 2025

## 6.3 Operating lease arrangements

*The Club as a lessee*

At December 31, 2025, the Club is committed to \$113,808 (2024 : \$108,024) for low-value leases.

Amount recognised in profit or loss relating to leases

	<u>2025</u>	<u>2024</u>
	\$	\$
<b>Expense relating to leases of low-value leases</b>	<b>26,968</b>	<b>27,456</b>

*The Club as a lessor*

The Club rents out its shop units under operating leases. Rental income earned during the year was \$191,961 (2024 : \$181,200).

At the end of the reporting period, the Club has contracted with tenants for the following future minimum lease receipts:

	<u>2025</u>	<u>2024</u>
	\$	\$
<b>Within one year</b>	<b>191,961</b>	<b>181,200</b>



# TMCC MEMBERSHIP STRENGTH

## MEMBERSHIP CATEGORY

PATRON	2
HONORARY	8
FOUNDER	0
TERM MEMBERSHIP	65
MILLENNIUM TERM MEMBERSHIP	132
ORDINARY	1,533
CORPORATE	658
SUBSCRIBING A	34
SUBSCRIBING B	215
TOTAL	2,647

TAMPINES COURSE | HOLE 7

# COMMITTEE ATTENDANCE Records 2025

## GENERAL COMMITTEE

From Jan to Dec 2025

MEMBERS	16-Jan	27-Mar	22-May	24-Jul	18-Sep	20-Nov
Ronald Ong Whatt Soon	✓	✓	✓	✓	✓	✓
Christopher Chiu	✓	✓	✓	✓	✓	-
Dr Goh Hoon Pur	✓	✓	-	✓	✓	✓
Chan Kok Seong	✓	✓	-	-	-	✓
Mel Choo	✓	✓	✓	✓	-	✓
Benny Tay Yew Lim	✓	✓	-	✓	✓	✓
Tan T Kiang	✓	✓	-	✓	✓	✓
Tan Boon Hoo	✓	✓	-	✓	✓	✓
Kazuo Sugino	✓	✓	✓	✓	✓	✓
S K Ramadas Naidu	✓	✓	-	✓	✓	-
Jen Goh	-	-	-	-	-	✓
Wayne Goh	✓	✓	✓	✓	✓	✓
Jerome Ng	✓	✓	✓	✓	-	✓
Randy Ong	✓	✓	-	✓	✓	✓

## EXCO

From Jan to Dec 2025

MEMBERS	No meetings
Christopher Chiu	NA
Dr Goh Hoon Pur	NA
Chan Kok Seong	NA
Mel Choo	NA
Kazuo Sugino	NA
S K Ramadas Naidu	NA
Benny Tay Yew Lim	NA
Tan T Kiang	NA



**DIGITALISATION COMMITTEE**

From Jan to Dec 2025				From Jan to Feb 2026		
MEMBERS	26-Feb	29-May	27-Aug	MEMBERS	4-Feb	
Tan T Kiang	✓	✓	✓	Tan T Kiang	✓	
Wilfred Goh Teck Yew	✓	✓	✓	Wilfred Goh Teck Yew	✓	
Gillian Sim Siu Lin	✓	-	-	Gillian Sim Siu Lin	✓	
Yeo Su-Lynn	✓	✓	✓	Yeo Su-Lynn	-	
Randy Ong	✓	-	-	Randy Ong	✓	
Jen Goh	-	-	-	Jen Goh	-	

**FOOD & BEVERAGE COMMITTEE**

From Jan to Dec 2025					
MEMBERS	5-Mar	24-Apr	26-Jun	29-Aug	29-Oct
Kazuo Sugino	✓	✓	✓	✓	✓
Nico Mo	-	-	✓	-	-
David Ong	-	✓	✓	✓	✓
Gary Ong	✓	-	-	-	-
Jessie Phua	-	-	-	✓	-
Wendy Soh	-	✓	✓	-	✓
Yeo Jin Hee	-	✓	-	✓	✓

**HOUSE & RECREATION COMMITTEE**

From Jan to Dec 2025					
MEMBERS	19-Feb	30-Apr	19-Jun	20-Aug	22-Oct
S K Ramadas Naidu	✓	✓	✓	✓	✓
May Schooling	✓	✓	✓	✓	✓
Mel Choo	-	✓	✓	✓	✓
Doreen Koh	✓	✓	✓	✓	✓
Jen Goh	✓	-	-	✓	-

# COMMITTEE ATTENDANCE Records 2025

## EVENTS & MARKETING COMMITTEE

From Jan to Dec 2025				From Jan to Feb 2026		
MEMBERS	17-Feb	7-Jul	16-Oct	MEMBERS	3-Feb	
Benny Tay	✓	✓	✓	Benny Tay	✓	
Wayne Goh	✓	✓	✓	Wayne Goh	✓	
Jerome Ng	✓	✓	✓	Jerome Ng	✓	
Randy Ong	-	✓	✓	Randy Ong	✓	
Tan T Kiang	-	✓	✓	Tan T Kiang	✓	
Yeo Su-Lynn	-	✓	✓	Yeo Su-Lynn	-	
Jolene Chia	-	✓	✓	Jolene Chia	✓	

## FINANCE COMMITTEE

From Jan to Dec 2025					
MEMBERS	27-Feb	27-Jun	28-Aug	30-Oct	
Chan Kok Seong	✓	✓	✓	✓	
Christopher Chiu	✓	✓	-	✓	
Chris Liew Peng Fook	✓	✓	✓	✓	
Tan Boon Hoo	-	✓	✓	✓	
Tan T Kiang	-	✓	✓	✓	

## AUDIT COMMITTEE

From Jan to Dec 2025			
MEMBERS	14-Mar	5-Nov	
Ashok Kumar	✓	✓	
Po'ad Mattar	✓	✓	
Peter Sim	✓	✓	
Ernest Seow	✓	✓	
Cheng Ah Lain	✓	✓	



**GREENS COMMITTEE**

From Jan to Dec 2025

MEMBERS	9-Jan	13-Mar	8-May	17-Jul	11-Sep	6-Nov
Dr Goh Hoon Pur	✓	✓	✓	✓	✓	✓
Mel Choo	✓	✓	✓	✓	✓	✓
Wendy Soh	✓	-	✓	✓	-	✓
Francis George Remedios	✓	✓	✓	✓	✓	✓
Hia Hui Kim	✓	-	✓	-	-	-
Jerome Ng	✓	-	✓	✓	✓	✓
Nico Mo	✓	✓	✓	✓	✓	✓
Tan Boon Hoo	✓	✓	✓	✓	-	✓
Wayne Goh	✓	✓	✓	✓	✓	-

**LADIES GOLF SUB-COMMITTEE**

From Jan to Dec 2025

MEMBERS	17-Feb	17-Mar	19-Jun	1-Jul	11-Aug
Wendy Soh	✓	✓	✓	✓	✓
Crystal Low	✓	✓	✓	✓	✓
Florence Chia	✓	✓	✓	✓	✓
Jen Goh	✓	✓	✓	-	-

# CLUB OFFICIALS

## GOLFING DEPARTMENT

**General Manager**  
Executive Assistant

**Elliott Gray**  
Sandra Chua

**Director of Golf**  
Assistant Golf Operations Manager  
Golf Executive

**Brodie MacDonald**  
Samantha Leong  
Joie Mesa Elumba

## COURSE MAINTENANCE DEPARTMENT

**Director of Agronomy**  
Assistant Course Superintendent  
Horticulturist

**Adrian Tng**  
Grace Lim  
Kathy Liew

## FINANCE DEPARTMENT

**Director of Finance**  
Purchasing Manager  
Accountant  
Senior Accounts Supervisor  
Senior Accounts Supervisor  
Senior Accounts Supervisor

**Lau Tak Kee**  
Patrick Poon  
Lee Soo Chien  
Sin Suat Choo  
Alice Koh  
Charis Ong

## MEMBERSHIP DEPARTMENT

**Manager, Membership Services**  
Executive, Membership Services

**Eileen Lin**  
Teo Ling Ling

## FOOD & BEVERAGE DEPARTMENT

**F&B Manager**  
Manager (Banquet Operations)  
Assistant F&B Manager (Operations)  
Assistant Manager, Service  
(Garden View Restaurant)  
Assistant Manager, Service  
(Tampines Golfers' Terrace)  
Assistant Manager Service  
(Garden Golfers' Terrace)  
Assistant F&B Manager, Beverage  
Senior Banquet Executive  
  
Senior Administrative Executive  
Executive Sous Chef

**Khoo Leng Fong**  
Kelvin Tong  
Sharon Lee  
Loke Wai Fun

Iris Tay

Mavis Tang

Tolentino Lovely Yusi  
Devendran A/L  
Selvaganesan  
Ramna Ramli  
Egbert Phua



**SPORTS & RECREATION /  
HOUSE KEEPING DEPARTMENT**

**Manager, Recreation and Housekeeping**  
Sports & Recreation Executive

**Ken Ang**  
Jeremiah Lim

**SALES & MARKETING  
DEPARTMENT**

**Director of Sales & Marketing**  
Manager, Marketing & Communications  
Assistant Manager, Business Development  
Senior Marketing Executive  
Marketing & Events Executive

**Sally Chua**  
Ryan Chia  
Wong Pei Ying  
Nora Ishak  
Dennis Tay

**HUMAN RESOURCES  
DEPARTMENT**

**Manager, Human Resources**  
Executive, Human Resources  
Executive, Human Resources  
Associate, Human Resources

**Sheyanne Ho**  
Lim Qian Ru  
Yong Kai Bin  
Keryn Goh

**IT DEPARTMENT**

**Senior Manager, IT & Business Processes**  
Senior Executive, IT  
IT Specialist  
IT Executive  
Cybersecurity & IT Operation Executive

**Lee Yung Lon**  
Harrison Tay  
Tay Pei Fang  
Fatin Farhana  
Johnson Chia

**FACILITIES DEPARTMENT**

**Facilities Manager**  
Facilities Executive

**Willie Sia**  
Anthony Ong

**SECURITY DEPARTMENT**

**Assistant Manager (Fire, Safety & Security)**

**Razali Nawai**







## TANAH MERAH COUNTRY CLUB

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1 Tanah Merah Coast Road, Singapore 498722  
T. +65 6542 3040 F. +65 6542 9294  
[www.tmcc.org.sg](http://www.tmcc.org.sg)