

Elevating
EXCELLENCE,
Pushing New
BOUNDARIES

ANNUAL REPORT | 2024



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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

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

GENERAL COMMITTEE 2024-2026

President	Ronald Ong Whatt Soon
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)

Chairman	Ronald Ong Whatt Soon
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

Captain	Dr Goh Hoon Pur
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

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

FINANCE COMMITTEE

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

FOOD & BEVERAGE COMMITTEE

Convenor	Kazuo Sugino
Members	Nico Mo David Ong Gary Ong Jessie Phua Wendy Soh-Toh Sock Yien

HOUSE & RECREATION COMMITTEE

Convenor	S K Ramadas Naidu
Members	Mel Choo Jen Goh Doreen Koh May Schooling

EVENTS & MARKETING COMMITTEE

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

DIGITALISATION COMMITTEE

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

DISCIPLINARY PANEL

Chairman	Christopher Chiu
Members	Jason Eng Victor Liew Jerome Ng Teh Kihui

LADIES' SUB-COMMITTEE

Lady Captain	Wendy Soh-Toh Sock Yien
Members	Florence Chia Jen Goh Crystal Low

Message from the PRESIDENT

FY2024 was a year of momentum for TMCC. We built on our legacy, expanded our reach and made meaningful strides in how we serve our members and shape the Club's future.

We have strengthened our position as a premier golf championship venue, enhanced our facilities, and made significant strides in digital transformation. More importantly, we have made notable progress in our strategic objectives as an Environmental, Social and Governance (ESG) champion, ensuring TMCC's long-term sustainability. These efforts reflect our unwavering commitment to excellence, continuously raising the bar, not just maintaining standards, but also setting new ones.

SUSTAINABILITY AND ENVIRONMENTAL LEADERSHIP

In FY2024, the Club made a big leap in our ESG commitments with the completion of the Solar Panel Installation Project at Garden Clubhouse on 23 December 2024, following a successful solar implementation at Tampines Clubhouse in January 2024.

The solar system, made up of over 3,700 solar modules, will generate around 3,000 megawatt-hours (MWh) of renewable electricity annually. This will result in significant cost savings for the Club and reduce TMCC's carbon footprint by approximately 1,300 tonnes of CO₂ each year, which is equivalent to planting over 20,000 trees.



RONALD ONG

The completion of the solar panel installation at the Garden Clubhouse represents a significant milestone in our commitment to combating climate change and supporting Singapore's goal of achieving carbon neutrality by 2030. As a key component of our broader ESG strategy, this project underscores our ongoing efforts to integrate sustainable practices into every aspect of our operations. It highlights TMCC's dedication to sustainability, reducing our reliance on conventional energy sources and reinforcing our long-term commitment to environmental responsibility.



Singapore's first ground-mounted solar project at TMCC Garden Clubhouse, fully commissioned with 3,700 solar modules, is set to generate approximately 3,000 megawatt-hours (MWh) of renewable electricity annually, bringing significant cost savings to the Club and serving as a key pillar of TMCC's ESG strategy.



Our commitment to responsible golf course management was further recognised with GEO Certification for both the Garden and Tampines Courses. This remarkable achievement has also earned us the Sustainability Award at the 2024 Singapore Golf Association Gala, where the Club was honoured alongside esteemed stakeholders in the golfing community. GEO Certification is an internationally recognised standard awarded by the GEO Foundation for Sustainable Golf, placing TMCC among a select group of golf clubs worldwide that meets rigorous sustainability benchmarks.



TMCC achieved GEO Certified accreditation for the Garden and Tampines Courses, recognising the Club's commitment to preserving biodiversity and promoting sustainable practices.

FINANCIAL STRENGTH FOR LONG-TERM GROWTH

As we look back on FY2024, we celebrate not only the memories and milestones we have accomplished but also the resilience and adaptability that have shaped our journey as a Club.

I am pleased to share that FY2024 marked a steady financial recovery for TMCC, with the Club returning to an operating surplus after an operating deficit in the previous financial year. In our efforts to bridge the financial gap and achieve long-term sustainability while preserving TMCC's status as a premier golf and country club, the Club focused intently on diversifying revenue streams, enhancing our efforts to attract premium events, and refining our F&B offerings.

TMCC achieved an operating revenue of \$25.4 million, marking a 14% increase compared to the previous year. This improvement was largely driven by the significant growth in social and corporate golf, food and beverage, term membership fees and subscription fees. Additionally, green fees and buggy fees experienced a modest increase, driven by higher course utilisation and the introduction of golf playing fee on 1 January 2024.

Despite the positive outlook on the revenue performance, operating expenditure rose by \$1.1 million from FY2023, reaching \$24.2 million. The increase was primarily attributed to increased staffing costs following the backfilling of vacancies and compliance with the Progressive Wage Model (PWM), alongside inflationary pressures on course maintenance, cleaning services and other operational necessities.

To mitigate the rising costs of energy and the waterborne tax, TMCC took proactive measures by securing a two-year electricity contract with a tariff rate one-third lower than the previous agreement. Additional savings were achieved through the solar panel system at Tampines Clubhouse, which became operational in early 2024.

At the non-operating level, our cash reserves were bolstered by the healthy growth in membership transfer and nomination fees. Non-operating revenue rose by \$1.1 million, higher than FY2023, amounting to \$9.6 million.

Through our relentless effort, FY2024 concluded with an operating surplus of \$1.2 million, marking a substantial improvement from the operating deficit of \$0.8 million in the previous year. The overall net loss before income tax was reduced to \$1.9 million, a notable improvement from the FY2023 deficit of \$5 million.

MESSAGE FROM THE PRESIDENT

While our strategic approach to strengthening our financial health has proven effective, the journey toward achieving full sustainability will be gradual. We remain committed to focusing on further growth and enhancing our financial stability moving forward.

EXPANDING GOLF, SPORTING AND SOCIAL OFFERINGS

At TMCC, we are always looking for ways to enhance the experience for our members, ensuring the Club remains a place of excellence, camaraderie and world-class golfing. Hosting top-tier tournaments is one way we do this, and it has been an exciting year on that front.

In March 2024, our Tampines Course took centre stage as we welcomed the Hana Financial Group Singapore Women's Open (HFGSWO). Seeing our members actively involved as volunteers was a testament to the deep sense of pride within our Club. Looking ahead, preparations are well underway for the World Amateur Team Championships (WATC) in October 2025. This will be another opportunity to showcase to the world our ability to host elite-level competitions and our Championship-ready Tampines Course, while delivering an outstanding experience for players, spectators, and, most importantly, our members.

Our commitment to excellence extends beyond tournaments. Our Course Maintenance Team has been refining both the Garden and Tampines Courses, focusing on agronomic improvements, course aesthetics and playability, so members continue to enjoy the best possible conditions year-round.

Beyond golf, we have expanded our sporting facilities to reflect the interests of our members. Dedicated pickleball courts have been introduced and our tennis courts have been resurfaced to meet International Tennis Federation (ITF) 1-Star Certification. At the same time, the Club has curated a stronger calendar of signature golf competitions and social events to bring members together in meaningful ways.

Expanding opportunities for our members has always been a priority, which is why TMCC pursued discussions to broaden access to world-class golfing experiences. Even before the close of FY2024, talks were already underway, and with effect from 1 January 2025, we are proud to see these efforts come to fruition with our new affiliation with the IMG Prestige Golf Network. This partnership grants members playing privileges at over 150 championship courses worldwide. Moving forward, we are continuing to search for new reciprocal



Club President, General Committee and management join the HFGSWO 2024 Champion, Kim Jae-hee, for a celebratory group photo.



arrangements with premier golf and country clubs that ensure our members are able to enjoy exceptional courses worldwide.

Our overseas golf tours continue to be a favourite among our members, offering not just exceptional golfing experiences but also the chance to forge stronger connections within our community. The Kyoto Autumn Golf Tour and the Sheshan-TMCC Inter-Club Match were met with great enthusiasm, bringing members together to experience renowned courses while immersing in the rich golfing traditions of each destination. These trips go beyond the fairways, creating opportunities for friendships to grow and shared experiences that make being part of TMCC even more rewarding.



TMCC members posing for a group photo at Japan Classic Country Club – King Course.

As we look ahead to FY2025, we will continue driving progress across our golf courses, facilities and events, ensuring an outstanding experience for all members.

F&B: ENHANCING DINING EXPERIENCES AND SPACES

Our F&B Team has continued to push culinary boundaries, bringing members exclusive dining experiences that go beyond the ordinary. In FY2024, they introduced a series of wine dinners and guest chef collaborations to our members’ delight. Highlights included a six-course wine pairing dinner featuring selections from Spain’s Marqués de Cáceres vineyard, an immersive appreciation session showcasing Bordeaux Saint-Émilion wines and three sold-out omakase dining experiences with celebrity Chef Justin Quek. The overwhelming success of these events reflects our members’ enthusiasm for refined and unique dining experiences, reinforcing TMCC’s commitment to continuously introducing fresh and innovative offerings.

Beyond F&B curated events, TMCC has strengthened its position as a preferred destination of choice for wedding

banquets and corporate functions. Collaboration with the Marketing Department on comprehensive sales kits and a TMCC-branded video showcasing our event spaces has proven effective. Our F&B team intensified its sales efforts, with the Banquet segment generating \$2.1 million in revenue, accounting for 30% of total F&B revenue, and marking a 19% increase from FY2023.



With its elegant décor and exquisite F&B wedding setup, the Tampines Banquet Room sets the stage for any beautiful wedding ceremony.

In a bid to elevate members’ dining experience, the F&B team has also enhanced dining spaces across the Club, ensuring that members can gather and unwind in a warm and welcoming setting. Thoughtful refurbishments and upgrades across our outlets have created an even more inviting atmosphere, making every meal at TMCC a memorable one.

The team has also introduced digital innovations to enhance convenience for our members. The introduction of e-birthday cards has made it easier for members to redeem their birthday privileges while reducing our environmental footprint.

We look forward to bringing fresh ideas to the dining experience in the coming year, offering members new and exciting culinary journeys to look forward to.

MARKETING: STRENGTHENING ENGAGEMENT AND VISIBILITY

The Club’s reputation as a premier golfing destination continues to grow. Thanks to the efforts of our Marketing Team, FY2024 saw corporate golf revenue hit a record \$2.08 million, up from \$1.89 million the previous year. This success was driven by a focused effort to secure more corporate tournaments, alongside improvements to event spaces and marketing materials. The exceptional service provided to our corporate clients has resulted in their continued return, making TMCC an even more attractive venue of choice for future corporate golf events. I would like to express my gratitude to our members for their continued support as we balance these corporate engagements with their golfing

MESSAGE FROM THE PRESIDENT

privileges, always ensuring that one course remains open for members' play during corporate events.

Since 2021, our corporate golf events have also contributed over \$440,000 to IPC charities, helping to raise more than \$20.1 million in total. This commitment to giving back reflects the Club's role as not just a premier golfing destination, but also a community that makes a meaningful impact.



Teeing off for a great cause at the Goh Chok Tong Enabled Fund Charity Golf & Dinner event hosted at the Garden Course.

Cross-departmental efforts have strengthened digital engagement, to make sure that members stay informed with greater ease. By expanding the digital signage network, adding more screens across the Garden and Tampines Clubhouses to share real-time updates on Club activities, in-club promotions and the Lightning Warning Alert, members can quickly check course conditions after bad weather or catch up on upcoming events. These small but meaningful improvements help keep everyone connected and make staying up to date more convenient.

DIGITALISATION: ENHANCING CONNECTIVITY AND SECURITY

Our Digitalisation Team has been hard at work enhancing the way members interact with the Club, making things more seamless, secure and convenient. A key focus has been the TMCC Mobile App, which now provides real-time course updates, in-app notifications and a weather warning feature. These upgrades ensure that members have timely information at their fingertips, especially during extreme weather conditions.

Beyond digital engagement, operational enhancements have made a real difference in day-to-day interactions. Smart visitor management and car plate recognition systems have streamlined Club access while

strengthening security. Meanwhile, the team has digitised over 15 administrative forms, simplifying everything from car label applications to membership transfers, making processes smoother for members.

In January 2024, the Digitalisation Team rolled out an upgraded phone system to improve call routing and response times. While there was an initial period of adjustment, the new system has significantly reduced wait times and misdirected calls, ensuring members' enquiries reach the right department faster. Even our event facilities have seen upgrades, with high-lumen projectors installed in the banquet halls to provide sharper and more vibrant visuals for Club gatherings and corporate functions.

Innovation will remain a key focus for TMCC in FY2025 and we will continue to embrace technology in ways that enhance member convenience and elevate the overall Club experience.

A NOTE OF THANKS

I would like to express my deepest appreciation to former Club Chairman, Mr Ng Kee Choe, for his dedicated leadership and invaluable contributions to TMCC over the years. His guidance has played a pivotal role in shaping the Club's progress and we are grateful for his unwavering commitment.

I also extend my thanks to our newly appointed Chairman, Mr Niam Chiang Meng, Deputy Chairman, Mr Ashok Kumar and the General Committee for their support and leadership. Their dedication ensures that TMCC continues to thrive as a premier golf and country club.

Finally, I would like to thank our members for their continued trust and support. With our collective commitment, I am confident that TMCC will continue to grow and achieve new milestones in the years ahead.

RONALD ONG

President





Captain's REPORT

As we wrap up another eventful year at TMCC, it is heartening to reflect on the progress we have made across our golf courses, tournaments and our Club initiatives. Our focus for FY2024 was to enhance the golfing experience for our members while maintaining the highest standards of course maintenance and sustainability.

The Garden Course continued its transformation into a premier golfing destination, with new greenery added to improve both aesthetics and player safety. Meanwhile, strategic course enhancements were introduced to increase the challenge, including adjustments to fairways and the introduction of roughs in selected areas. Over at the Tampines Course, our maintenance team worked diligently to manage encroachment and improve turf conditions. Notable refinements, such as softening the 5th green and modifying the 18th fairway, have improved playability while keeping the course as enjoyable as ever.

On the international tournament front, TMCC had the honour of hosting the Hana Financial Group Singapore Women's Open (HFGSWO), marking the opening event of the 2024 KLPGA Tour season. The tournament welcomed 108 top professional and amateur female golfers from across the Asia-Pacific region, showcasing world-class talent on our championship course. The event also drew large crowds, with enthusiastic spectators gathering to catch a glimpse of their favourite players in action, adding to the vibrant tournament atmosphere.



Social golf remains a cornerstone of our Club's golfing calendar, and the strong return of events like the Nations Cup and Oktoberfest further strengthened the camaraderie among members, bringing them together for friendly competitions and shared experiences. While total golf rounds played in 2024 saw a slight dip from the previous year (109,330 rounds across both courses, a 4% decrease), member engagement remained strong, with social golf exceeding budget expectations. Members have also shown an increasing preference for buggy use, which contributed positively to our financial performance.

HOSTING PRESTIGIOUS TOURNAMENTS

A key highlight of the year was hosting the Hana Financial Group Singapore Women's Open (HFGSWO) from 7th to 10th March. Despite challenging weather conditions early in the tournament, the event concluded on a high note, with Kim Jae-hee claiming her maiden victory with a remarkable score of -17 (271). The win was even more special as she celebrated her 23rd birthday in style, making it a truly memorable milestone in her career.

The Club also played an active role in organising the volunteer programme, with members enthusiastically





TMCC Volunteers pose for a group photo with South Korean amateur Oh Soo-min, who claimed the title of Best Amateur at the Hana Financial Group Singapore Women's Open.

stepping up to support the event, showcasing their dedication and community spirit. My heartfelt appreciation goes to Vice Captain Mel Choo and his team, as well as all the members who volunteered—their contributions were instrumental in making the event a resounding success.

Looking ahead, TMCC is preparing to host the World Amateur Team Championship (WATC) in October 2025. As a platform that has shaped the careers of many top golfers, this tournament is a significant milestone for the Club. The women's Espirito Santo Trophy will take place from 1 to 4 October, followed by the men's championship for the Eisenhower Trophy from 8 to 11 October. We are honoured to welcome the world's best amateur players and provide them with a premier golfing experience at TMCC.

STRENGTHENING SOCIAL GOLF TRADITIONS

Social golf events remain a key part of our Club's calendar, bringing members together through friendly competition and celebration. Events like the Mixed Doubles Championship, Nations Cup, Guns & Roses, Lunar New Year celebrations and Golf Yuletide were met with great enthusiasm. In addition, much to the delight of our members, Oktoberfest returned after a two-year break. The Greens Committee, alongside the Sub-Tournament Committee, played a vital role in ensuring the success of these events, working diligently to create memorable experiences for all involved.

A special mention goes to the Lady Captain Wendy Soh and the Ladies' Sub-Committee for their invaluable contributions, particularly in organising the successful "Ladies Social Discovery Challenge". Members enjoyed a fun-filled day of golf, solving clues and completing mini-missions using their mobile phones to capture key elements of the TMCC Garden Course, from vibrant flowers to iconic landmarks.



Group photo taken with Club Champions of golf and sports at the Champions Dinner & Annual Prize Presentation event.



Capturing the spirit of camaraderie and competition in a group photo at the CNY Golf Challenge 2024. [From Left to Right] Digitalisation Convenor Tan T Kiang, Captain Dr Goh Hoon Pur, Honorary Senior Advisor Ho Beng Huat, General Committee member Tan Boon Hoo.

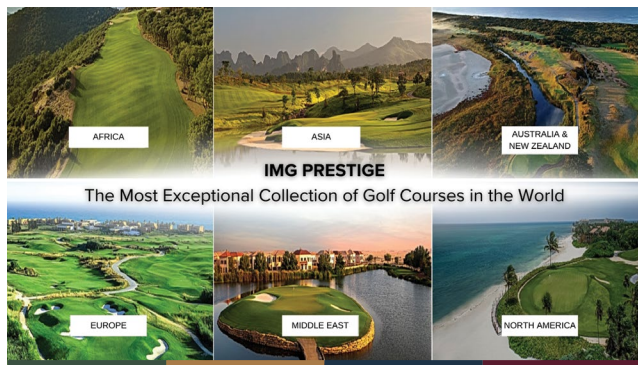


A tapestry of nations, united by a common passion for golf, at the Nations Cup 2024.

CAPTAIN'S REPORT

EXPANDING OUR NETWORK OF CLUB PARTNERSHIPS

TMCC began discussions on joining the IMG Prestige Golf Network in late 2024, with the affiliation agreement taking shape over the following months. Finalised and signed in December, the agreement took effect on 1 January 2025 granting members exclusive access to over 150 top championship golf courses worldwide through the Network.



Unlocking exclusive access to 150+ prestigious golf courses across 40 countries and 5 continents through the IMG Prestige Golf Network for TMCC members.

In 2024, the Club processed over 1,000 outbound Affiliate and Reciprocal bookings, significantly increasing the administrative workload required to support members' booking requests. The Golf Office also managed a high volume of enquiries, including processing Letters of Introduction (LOIs), checking tee time availability and confirming applicable rates. In addition, the Club frequently assists with services such as printing LOIs and handicap certificates, prompting the hiring of an additional administrator to manage the increased demand. To help offset operating costs and ensure members continue to receive a high level of support, an Administration Fee of \$10.90 (inclusive of GST) per flight booking is slated to be introduced next year. We appreciate our members' understanding and support as we continue expanding access to more reciprocal and affiliate golf clubs, enhancing the golfing experiences available to all.

DEVELOPING TALENT ON AND OFF THE COURSE

TMCC remains dedicated to developing talent, both on the course and behind the scenes. A significant milestone in this commitment was the launch of our High-Performance Programme in early 2023, designed to support golfers with exceptional promise and provide a pedestal for them to leapfrog in their golfing aspirations. Recognising the challenges of golf accessibility in land-scarce Singapore, the programme provides aspiring professionals with access to our

courses and training facilities, providing them with the resources needed to compete at the highest levels.



The bond between Sheshan International Golf Club and TMCC, captured through the lens on the last day of the friendly inter-club match dinner reception.

This year, we were proud to welcome Irvyn Tan, one of Singapore's top amateur golfers, into the programme. By offering him a strong training base, we aim to support his growth as he hones his skills and prepares for greater competitive success. As a leading golf club, TMCC embraces its responsibility to nurture talent and contribute meaningfully to Singapore's sporting landscape. Through initiatives like this, we remain committed to fostering future generations of golfers who will uphold TMCC's legacy and represent Singapore on the world stage.

Our junior golf programmes also continue to flourish, with over 70 young golfers participating in structured weekend sessions running across two semesters. TMCC successfully defended its Junior Inter-Club League (JICL) title in 2024, a testament to the dedication of our junior golfers. Regular Junior Medals were held at the Garden Course, complemented by special training sessions led by our dedicated coaches.

Beyond the game, we are equally invested in developing the expertise of our course maintenance team. This year, we were proud to support Grace Lim in earning her Asian Golf Industry Federation Certificate in Greenkeeping. Her studies covered key areas such as golf course ecology, turf management and pest control. Grace's dedication and achievements reflect our commitment to continuous learning, and we look forward to supporting her ongoing growth in this field.

MAINTAINING AND IMPROVING OUR COURSES

Both the Garden and Tampines Courses saw significant maintenance and improvement efforts throughout the year, following feedback from our members.

- **Garden Course:** Through collaborative efforts, adjustments to agronomy practices ensured more



consistent course conditions throughout the year. Phase 2 of the beautification project continued, with additional tree and shrub planting enhancing both aesthetics and safety. To further challenge players, rough areas were expanded, and selective planting was introduced, refining the course's overall playability.

- **Tampines Course:** Work focused on removing encroaching foreign grasses, enhancing approach surrounds and improving green complexes. The reshaped 5th green now offers more hole locations, while modifications to the 18th fairway improved playability.

Major maintenance efforts included routine aeration, verti-cutting, dethatching and subsoil drainage work. In response to extreme weather events, a comprehensive tree management plan was executed, with 70 trees identified for crown reduction to maintain course safety following storm damage.

CULTIVATING CAMARADERIE THROUGH INTER-CLUB COMPETITIONS

In April 2024, TMCC led a delegation of 60 members to the Sheshan-TMCC Inter-Club Match (Away Leg), marking the much anticipated return of this event to Sheshan International Golf Club, one of our esteemed affiliate clubs. It was a privilege to have TMCC Club Patron, ESM Goh Chok Tong and former TMCC Chairman, Mr Ng Kee Choe, join us for this special occasion.

In a closely contested match showcasing skill and sportsmanship, TMCC emerged victorious, securing the Champion trophy by a narrow margin. We extend our sincere appreciation to Mr Richard Cheung, Chairman of Sheshan International Golf Club, Sheshan General Manager, Mr Roger Foo and their team for their warm hospitality.

Beyond the competition, members enjoyed the opportunity to experience Shanghai's vibrant culture and play at some of its most renowned golf courses, including Shanghai Links Golf & Country Club and Enhance Anting Golf Club.

We look forward to welcoming members of Sheshan to TMCC next year, not only to reciprocate their gracious hospitality but also to further strengthen the bond between our two clubs.

LOOKING AHEAD TO FY2025

In the coming year, TMCC will focus on several key projects, including:

- **Course Enhancements** - To elevate the playing experience, the Garden Course will be made more challenging and following review adjustments will be made to hole stroke indexes. We will liaise with the SGA to conduct a review of both courses and update slope and course ratings. In addition, course furniture such as pin flags, tee markers, fairway markers and sand funnel stations will be upgraded.
- **Facility Improvements** - We will work towards improving our offerings by replacing the aging driving range netting, enhancing the outfield, reviewing the Garden Course buggy fleet and continuing machinery upgrades at Tampines Course.
- **Tournament Preparations** - In preparation for the WATC, TMCC will collaborate closely with key stakeholders, including the Singapore Golf Association (SGA), International Golf Federation (IGF) and tournament sponsors.
- **Community Development** - We will introduce a new programme for local school children aged 9 to 12 to foster interest in the sport among the youth.

APPRECIATION

I would like to extend my heartfelt gratitude to the Chairman, Vice Chairman, President, Lady Captain and members of the Greens Committee and Ladies Sub-Committee for their dedication and contributions. Special thanks also go to the Club Management team, starters, course marshals and Golf Office staff for their tireless efforts in ensuring the smooth operation of our golf courses.

Finally, a special mention to Robin Chia for his expertise in the Driving Range netting tender process and to all the volunteers who supported our events throughout the year. Your collective efforts make TMCC the premier golfing destination it is today.

As we look ahead to another exciting year, I am confident that TMCC will continue to grow, evolve and set new standards for excellence in golf.



DR GOH HOON PUR

Captain

Management's REPORT

In 2024, TMCC continued to push boundaries, enhancing every aspect of the Club experience while preparing for one of the most significant milestones in our history—the hosting of the World Amateur Team Championships (WATC) in 2025.

From fine-tuning course playability to expanding our facilities and growing our sustainability efforts, this year was about raising the bar. We deepened our Environmental, Social and Governance (ESG) commitments, earning GEO certification for both courses and expanding our use of solar energy. At the same time, we introduced new ways for members to engage with the Club, from pickleball courts to enhanced digital connectivity.

Every step we took in 2024 has been about keeping TMCC at the forefront, not just in golf but also in delivering a dynamic and future-ready Club experience.

GOLFING EXCELLENCE AND COURSE ENHANCEMENTS

TMCC's golf courses have long been a source of pride for our members, and maintaining exceptional course conditions remains our top priority.

Our maintenance team focused on enhancing playability while keeping sustainability in mind. Both courses underwent two major hollow-tining rounds, along with



regular verti-cutting and dethatching, all critical to maintaining healthy turf.

At Tampines Course, major enhancements included:

- Green reshaping at hole 5, allowing for greater variety in pin placements
- Sub-soil drainage improvements on key fairways and the driving range outfield to enhance course recovery after heavy rain
- Zoysia resodding to improve playability and reduce maintenance in high-traffic areas

Tree management took centre stage as our Course Maintenance team rose to the challenge following the Sumatra Squall on 17 September. The storm uprooted and damaged over 70 trees across the Garden and Tampines Courses. However, through dedication and teamwork, we swiftly reinstated more than half and identified 70 trees for crown reduction. Thanks to their hard work, course recovery was rapid, with no closures required—an outstanding effort that truly highlighted the team's commitment and resilience.





Severe weather struck TMCC on 17 September 2024, damaging 38 trees on the Garden Course and 39 on the Tampines Course. Thanks to the outstanding teamwork of our Golf, Course Maintenance, Facilities, Housekeeping, and Security teams, the courses and clubhouses were swiftly restored, without any course closure.

STRENGTHENING INTERNATIONAL GOLF CONNECTIONS

Beyond course improvements, we continued to expand and enhance our roster of club competitions and open events, offering members more engaging opportunities for friendly competition, skill development, and interaction.

The Sheshan-TMCC Inter-Club Match resumed in April, marking a long-awaited return to China's top-ranking Sheshan International Golf Club. 60 members travelled to Shanghai for this prestigious match, rekindling camaraderie with our friends at Sheshan after a seven-year hiatus. More than just a competition, this event reaffirmed the deep relationship between both clubs, built over years of exchange and shared passion for the game.



General Manager Elliott Gray briefing TMCC members at Golden Valley Golf Club on the final day of the Kyoto Autumn Golf Tour, thanking them for their support in making the trip a success.

Our overseas golf tours have become increasingly popular among our members, and the Kyoto Autumn Golf Tour in November was no exception. We took 30 members to four stunning courses across Shiga, Mie, and

Hyogo Prefectures, creating unforgettable memories. Building on this success, we are excited to offer even more curated overseas golf trips next year, including a planned visit to the beautiful Spring City Golf and Lake Resort in Kunming, China. We look forward to sharing these incredible experiences with our members.



TMCC members and TMCC Club officials posing for a group photo against the magnificent mountainous backdrop of Golden Valley Golf Club on the final day of the Kyoto Autumn Golf Tour.

HOSTING WORLD-CLASS GOLF TOURNAMENTS

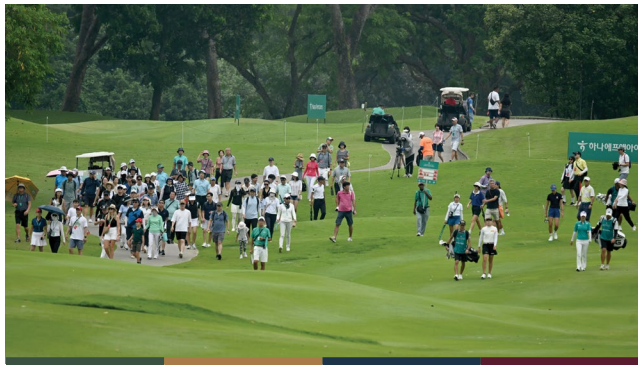
Establishing the Club as a premier destination for world-class golf events was a key strategic priority in FY2024.

In March 2024, we welcomed back the Hana Financial Group Singapore Women's Open (HFGSWO), which received glowing reviews from players and event organisers. The success of this event adds to TMCC's reputation as a premier tournament venue.

Looking ahead, WATC 2025 will be the most prestigious and internationally significant golf event ever hosted at TMCC. As a biennial tournament organised by the International Golf Federation, WATC brings together elite amateur players from across the world, making it the largest in terms of global participation and competitive stature.

MANAGEMENT'S REPORT

We are honoured to stage this championship, made possible through collaboration with the Singapore Golf Association (SGA), Singapore Tourism Board (STB) and Sport Singapore. Preparations are well underway to ensure we deliver a truly world-class experience.



The Hana Financial Group Singapore Women's Open 2024 was extremely well attended by the local golfing community of Singapore, creating an electrifying atmosphere as they witnessed world-class golf action.

SUSTAINABILITY AND ESG LEADERSHIP

Sustainability has become a core pillar of TMCC's long-term strategic objectives, guiding our efforts to integrate environmentally responsible practices into every aspect of our Club operations.

In 2024, we expanded our solar power initiative, installing a ground-mounted solar PV system at the Garden Course, making TMCC Singapore's first country club primarily powered by onsite solar energy. GEO certification for both the Garden and Tampines Courses, awarded by the GEO Foundation, validates our commitment to responsible course management.



Garden Solar Project Groundbreaking Ceremony on 4 July 2024: General Manager Elliott Gray (4th from left), the TMCC Solar Project Team, and Antoine Delafargue, VP of Solar Distributed Generation at TotalEnergies (3rd from right), along with his team, mark the commencement of the Garden Solar Project—a significant step towards sustainability.

At the 2024 Singapore Golf Association (SGA) Annual Gala and Awards Dinner, the Club was honoured with the Sustainability Award – Golf Clubs (GEO Certification). These wins mark significant progress in TMCC's

sustainability journey. This achievement underscores our ongoing dedication to sustainability and our efforts to make a positive impact on both the golf industry and the environment.



General Manager Elliott Gray receives the Sustainability Award – Golf Clubs (GEO Certification) from Mr Seah Kian Peng, Speaker of the Parliament of Singapore (Left), and Tan Chong Huat, President of SGA (Right), at the Singapore Golf Association Annual Gala and Awards Dinner on 5 December 2024.

ENHANCING THE MEMBER EXPERIENCE

Beyond golf, 2024 was about creating more ways for members to engage, play and connect.

Pickleball courts were introduced at the multi-purpose court, responding to growing interest in the sport. Tennis Courts 2 and 3 received International Tennis Federation (ITF) 1-Star Certification following resurfacing, ensuring a high-quality playing experience.

The TMCC Mobile App, launched in August 2023, has been well received, offering convenient features such as golf tee time bookings, transaction viewing, e-Statement downloads and event calendar access. In-app notifications and weather updates have further enhanced its usefulness, with over 1,700 downloads on iOS and 500 on Android. The app's user interface was also upgraded for better navigation.

To improve safety and communication during inclement weather, additional digital screens were installed, building on the Lightning Warning Alert implemented in FY2023. More strategic locations, including the Driving Range and halfway houses, are being considered for further installation.

Membership engagement remained, with the Club recording 2,513 members as of 31 December. Ordinary membership transfers increased by 24.5 per cent compared to 2023, while corporate membership transfers grew by 39 per cent. Term membership sales also saw a 15.3 per cent increase. These membership transfers contributed to a 24 per cent increase in



revenue from membership-related transactions, reflecting the Club's sustained appeal and value to both individuals and corporate members.

INVESTING IN OUR PEOPLE

One of the biggest challenges in 2024 was managing the Club amid hiring difficulties and manpower shortages. Despite these challenges, the team remained committed to maintaining high standards of service. To strengthen our talent pool and create a more positive work environment, the Human Resources (HR) Department introduced several initiatives focused on recruitment, retention and staff well-being.

Key initiatives included:

- **Enhancing Staff Benefits and Facilities:** The TMCC Staff Pantry was revamped with new amenities for staff comfort and convenience, while the Caddy Hut was upgraded to provide a better working environment for caddies. Complimentary zoo tickets were introduced as part of staff welfare perks to encourage work-life balance.
- **Developing Better Skill Sets:** Training programmes, including Occupational First Aid and a fire drill, were introduced to improve staff proficiency and preparedness.
- **Recognising and celebrating Staff:** Mental wellness workshops and team bonding activities were organised, alongside festive celebrations, an Awards Ceremony during the Annual Staff Dinner & Dance as well as a luncheon to recognise staff contributions, particularly during the HFGSWO.
- **Introducing E-Appraisal System:** A digital performance appraisal system was introduced to improve transparency and efficiency in evaluating employee performance, allowing for clearer feedback and goal-setting.
- **Adjusting Allowances:** Allowances for dental, meal, night shifts and split shifts were reviewed and adjusted to better support staff needs, promoting a more equitable and sustainable approach to compensation.
- **Enhancing Long Service Reward:** In addition to the Long Service Cash Reward, a gift reward was introduced reflecting our appreciation for our employees' commitment.

To tackle recruitment challenges and attract more local candidates, we enhanced our Staff Referral Programme to encourage employees to recommend potential candidates through their networks. Recruitment agencies were also engaged to expand hiring efforts and reach a wider pool of qualified candidates.

Several new hires joined the Club in 2024 to support the Club's operational needs:

New Personnel Hired	Designation	Department
Ken Ang	Assistant Manager, Sports & Recreation	Sports & Recreation Department
Ivy Tan	Cost Controller	Finance Department
Egbert Chua	Executive Sous Chef	F&B Department
Kathy Liew	Horticulturist	Course Maintenance Department

We are confident that their expertise will greatly contribute to the Club's success.



TMCC honoured our Long Service Award recipients at the Annual Staff Dinner & Dance 2024 for their unwavering dedication and contributions to the Club and its members.



A fire drill was conducted to prepare employees for emergencies, with appointed fire wardens efficiently guiding teams to the assembly point for a swift and orderly evacuation.

MANAGEMENT'S REPORT

FOOD AND BEVERAGE – A YEAR OF INNOVATION

New menus, exclusive dining experiences and facility enhancements made 2024 a standout year for TMCC's F&B team.

Signature weekend dishes brought live cooking stations to the terraces, with crowd favourites like *Minced Pork Noodles* and *Bak Kut Teh*. Guest chef omakase dinners and gourmet food pairings were fully booked events, setting the stage for more culinary collaborations in 2025.

Facilities received key upgrades, including a revamped bar counter at Garden View Restaurant and refreshed seating at Garden Lounge. Managing rising costs while maintaining quality and value remains a challenge, but our strategic menu revamp and kitchen optimisations have helped balance financial responsibility with member satisfaction.

LOOKING AHEAD

As part of TMCC's long-term vision to build a vibrant and sustainable membership base, efforts in 2025 will focus on increasing exposure and engagement with younger demographics through events and partnerships. The goal is to encourage young Singaporeans and permanent residents aged 21 to 40 to take up golf while making club membership more accessible through an affordable pricing and payment scheme.

This will be achieved through the launch of the Millennium Term Membership starting on 5 February 2025.

At the same time, we will continue strengthening TMCC's standing as a premier golfing destination by deepening international ties and enhancing the overall Club experience.

ACKNOWLEDGMENTS

This year's achievements would not have been possible without the dedication and leadership of many individuals who have shaped TMCC's journey.

I extend my heartfelt gratitude to former Chairman Ng Kee Choe for his 16 years of dedicated leadership and welcome our new Chairman, Niam Chiang Meng and Deputy Chairman, Ashok Kumar. My sincere thanks to President Ronald Ong, Captain Dr Goh Hoon Pur and the General Committee for their guidance and commitment. To my team—your tireless dedication makes TMCC the welcoming and exceptional place it is. And to our members, your passion and support drive us to raise the bar every day.



ELLIOTT GRAY
General Manager





Treasurer's REPORT

While the Club's financial position remains strong, we will continue to monitor expenses closely and manage spending prudently.

FY2024 marked a significant turnaround for TMCC, with the Club achieving an operating surplus after recording a deficit the previous year. This positive shift was driven by increased revenue across various streams, including social and corporate golf, F&B, term membership fees and subscription fees.

Membership transfer and nomination fees also saw healthy growth compared to the previous year, while interest income recorded a slight increase. Our balance sheet remains robust, with cash reserves closing at \$40 million as of the financial year-end 2024, up from \$36 million in FY2023, despite funding \$3.7 million capital expenditure during the year.

At the same time, the Club had to manage rising operational costs in the face of inflationary pressure in FY2024. Electricity costs, however, declined partly due to the newly installed solar panel system at Tampines, which commenced operations in January 2024. A solar energy project at the Garden Clubhouse was initiated in the middle of the year and became operational by December 2024. These initiatives will yield significant cost savings in the coming years while helping to reduce the Club's carbon footprint.



FINANCIAL PERFORMANCE

In FY2024, the Club recorded an operating revenue of \$25.4 million, representing a \$3.1 million (14%) increase from FY2023. Green fees and buggy fees rose by 10% and 22%, respectively, due to higher utilisation rates for social golf at both courses and an increase in buggy fees from January 2024.

Revenue growth was further bolstered by increased term memberships sold as well as strong F&B performance, driven by a higher number of corporate golf events and banquets.

Operating expenditure rose by \$1.1 million (5%) from FY2023, reaching \$23.1 million. This increase was mainly attributed to two factors:

1. Higher staff costs due to backfilling of vacancies and compliance with the Progressive Wage Model regulations
2. Inflationary pressures, particularly in golf course maintenance (including fertilisers, materials, spare parts and fuel) and cleaning services



However, significant cost savings were realised in electricity expenses through a newly negotiated two-year contract, effective November 1, 2023, which secured a highly competitive rate, one-third lower than the previous contracted rate. Additional savings resulted from the solar panel system at Tampines.

Consequently, the Club recorded an operating surplus of \$1.2 million for FY2024, a substantial improvement from the operating deficit of \$0.8 million in the previous year. Non-operating revenue reached \$9.6 million, an increase of \$1.1 million from FY2023, primarily driven by higher membership transfer and nomination fees resulting from an increased number of membership transfers in FY2024. Interest income also rose slightly by \$0.04 million from bond and Treasury bill investments.

Non-operating expenditure totalled \$12.7 million, slightly lower than FY2023. Notably, 87% (\$11.1 million) of this expenditure was attributed to non-cash accounting items such as asset depreciation and imputed finance costs.

As a result, the Club recorded an overall net deficit before income tax of \$1.9 million for the year, a significant reduction from the FY2023 deficit of \$5 million.

CAPITAL EXPENDITURE

The Club incurred capital expenditure of \$3.7 million in FY2024, up from \$3.5 million in FY2023. These expenditures were allocated to enhancing Golf Courses and Clubhouses, as well as acquiring machinery and equipment.

INVESTMENTS

As of December 31, 2024, the Club's total cash balance and fixed deposits stood at \$5.2 million. Additionally, \$34.6 million of surplus funds were invested in government, quasi-government and government-linked company securities to achieve better yields than standard bank deposit rates.

GOING FORWARD

While the Club's financial position remains strong, we will continue to monitor expenses closely and manage spending prudently. At the same time, various initiatives are underway to drive revenue growth and ensure the Club remains financially sustainable with an annual net positive cash flow.

The redevelopment expenses for both Golf Courses and Clubhouses, along with the payment of the lease extension premium, had previously reduced the Club's cash reserves. However, during FY2024, we successfully rebuilt the surplus funds to \$40 million. Moving forward,

we will continue to strengthen our financial position and build additional cash reserves in preparation for future capital expenditure projects, ensuring TMCC's long-term financial resilience.

PERSONAL THANKS

I wish to extend my sincere gratitude and thanks to Chairman Mr Niam Chiang Meng, Deputy Chairman Mr Ashok Kumar, President Mr Ronald Ong and members of the General Committee for their strong support and guidance. Special thanks to the Finance Committee and its advisors for their guidance and contribution. I also wish to thank the Management and staff for their excellent work and professionalism as well as all members for their invaluable support for the Club.



CHAN KOK SEONG
Treasurer

Food & Beverage Convenor's REPORT

In FY2024, we focused on enhancing food quality, expanding menu offerings and creating exclusive dining experiences for our members.

We introduced a wider variety of dishes, refreshed our beverage selections and launched thematic promotions to cater to evolving tastes. Upgrades to dining outlets and banquet facilities further elevated the ambiance and service standards, ensuring an enjoyable and refined dining atmosphere.

STRONG GROWTH IN FY2024

Our efforts to enrich the member experience also contributed to strong financial performance. The F&B Department recorded a 12.09% revenue increase to \$7.23 million, surpassing \$6.45 million in FY2023. This growth was driven by higher F&B sales, increased demand for wedding banquets and corporate events and strategic menu price adjustments in response to rising costs. A reduction in direct cost of sales due to mindful operational financial prudence, along with increased patronage at all F&B outlets, has further strengthened overall financial performance this year.

The Banquet segment was a key contributor to this success, generating \$2.1 million in total, accounting for



KAZUO SUGINO

30% of total F&B revenue and marking a 19% increase from FY2023's \$1.77 million in revenue.

ELEVATING THE CLUB'S CULINARY OFFERINGS

Over the course of the year, we conducted a comprehensive review of dining operations, focusing on food quality, variety and presentation across all outlets. By improving ingredient sourcing, refining plating aesthetics and introducing dynamic seasonal specials, we aimed to create dining experiences that members can always look forward to.

Various efforts were taken to cater to the members' evolving tastes and preferences. At Tampines Golfers' Terrace, live cooking stations featuring *Minced Pork Noodles* and *Bak Kut Teh* at Garden Course became a weekend highlight, allowing members to interact with chefs while enjoying freshly prepared signature dishes. The Club also expanded its premium whisky and cognac selection, introduced a curated wine menu from renowned vineyards and added new shochu and sake options to meet the growing demand for Japanese artisanal spirits.





Delighting members with TMCC's Premium *Minced Pork Noodles*, a Weekend Special Signature Dish, served at the Side Station in Tampines Golfers' Lounge.

We made festive celebrations more accessible with Chinese New Year and Christmas takeaway menus, allowing members to enjoy gourmet meals in the comfort of their home. Seasonal set menus provided à la carte options at accessible prices, ensuring a refined yet affordable gastronomic experience.

A YEAR OF CULINARY AND SOCIAL HIGHLIGHTS

FY2024 also had a vibrant mix of exclusive dining events, corporate functions and festive celebrations adding to the Club's reputation as an inviting place to dine, connect and celebrate. Among the highlights were three sold-out Gastronomic Nights with Chef Justin Quek, where members indulged in exquisite French-Asian omakase pairings. Wine enthusiasts enjoyed Exclusive Food & Wine Pairing Dinners, including Exploring the Spanish Vineyards of Marqués de Cáceres and A Night of Elegance with the Chancellor of the Jurade de Saint-Émilion, which featured masterclasses and premium wine tastings led by industry experts.

The F&B team also played a key role in the Club's flagship and festive events, from providing high-quality catering for the Hana Financial Group Singapore Women's Open (HFGSWO) to orchestrating lively celebrations such as Oktoberfest, the Masquerade Soirée New Year's Countdown and the Chinese New Year Golf Challenge.



Celebrity Chef Justin Quek posing for a group photo with Club President and his esteemed guests at the Gastronomic Night Omakase dinner.



Participants toasting and savouring Spanish wines at the Exploring the Spanish Vineyards of Marqués de Cáceres Wine Dinner event.



A joyful gathering of members at the exclusive event, celebrating fine wines from Bordeaux's prestigious Saint-Émilion region, paired with a sensational Chinese fusion dining experience.



Lively Oktoberfest celebrations at the poolside, featuring a golf event and a festive dinner with delicious German fare prepared by our very own F&B team.



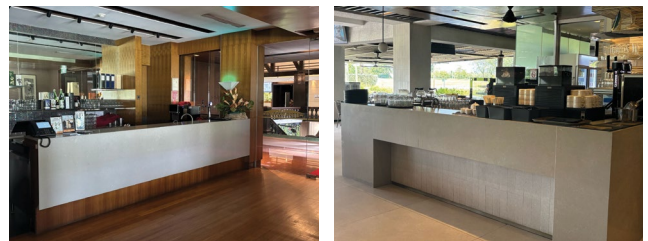
Members joyfully engage in the 'Lo Hei' tradition, exchanging auspicious wishes amid cheers at the Annual Chinese New Year Golf Challenge 2024 dinner reception.

Beyond exclusive culinary experiences, the Club successfully hosted over 90 banquet events and provided outstanding hospitality at 87 corporate golf events bringing people together with warm hospitality, seamless service and exceptional food.

ENHANCING COMFORT AND ATMOSPHERE ACROSS F&B SPACES

Alongside great dining, the Club also made several upgrades in FY2024 to enhance member comfort and make better use of F&B spaces. The bar counter at the Garden View Restaurant was refreshed to create a more welcoming and visually appealing entrance, while the Garden Golfers' Terrace received new tiling for an upgraded look. We also reconfigured the seating arrangements at the Garden Lounge to increase capacity and create a more inviting space for live performances and member gatherings.

Having heard our members' feedback, we moved to install new 3-in-1 air coolers at Tampines Golfers' Lounge to improve air circulation and temperature control. These upgrades have made the space more comfortable, ensuring a better dining experience for our members.

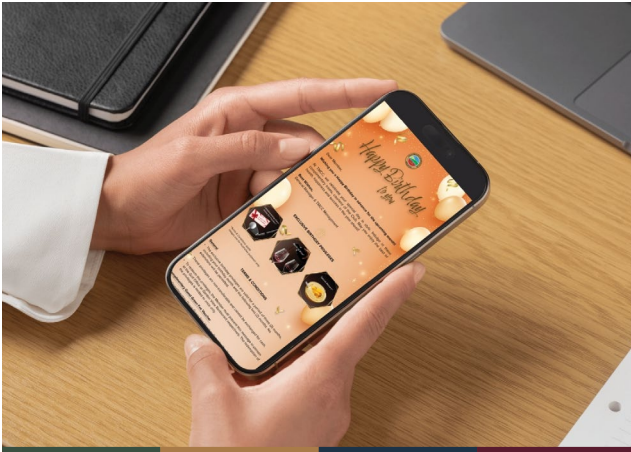


Enhancements to the bar counters at Garden View Restaurant and Garden Golfers' Terrace for improved aesthetics, along with reconfigured seating at the Garden Lounge to optimise space and comfort.



MODERNISING BIRTHDAY REWARDS FOR MEMBERS

Starting in July 2024, we worked in collaboration with the IT and Marketing Departments to transition from physical birthday cards to e-birthday cards. This initiative supports the Club's sustainability efforts while streamlining the redemption process for members and strengthening operational efficiency for the F&B Department.



Transitioning to e-birthday cards for a seamless and convenient redemption experience for members.

LOOKING AHEAD TO FY2025

The Club remains committed to delivering exceptional F&B offerings in the year ahead. Members can look forward to:

- **Expanded beverage selections**, including premium wines, spirits and sake, alongside select alcohol promotions
- **Innovative menu revamps across all outlets**, introducing fresh selections that balance classic favourites and bold new creations
- **Enhanced dining experiences**, including exclusive wine dinners, gourmet pairings and family-oriented events that provide a diverse and engaging dining experience
- **Culinary training and development for select chefs**, with a focus on Japanese cuisine, expanding the Club's gastronomic portfolio

These efforts highlight the Club's commitment to providing members with an exceptional dining experience while continuously introducing new and exciting offerings.

APPRECIATION

I extend my sincere gratitude to our newly appointed Chairman, Mr. Niam Chiang Meng, Deputy Chairman, Mr. Ashok Kumar, President Ronald Ong and the General Committee for their continuous support.

While creative menus and tantalising dishes are important, equal value must be placed on service excellence when creating a fine gastronomic experience. I would like to extend my heartfelt thanks to the newly formed F&B Committee and staff for their hard work and contributions.

The TMCC's achievements would not have been possible without the dedication of our teams, who work tirelessly to provide our members and guests with an experience befitting of a premier club.

With the members' continued support, we look forward to another exceptional year ahead in FY2025.

KAZUO SUGINO

Food & Beverage Convenor

House & Recreation Convenor's REPORT

TMCC has always been more than just about top-tier facilities; we create experiences that bring people together.

In line with the Club's broader objectives, we remain committed to our ESG initiatives, ensuring that our efforts enhance both community engagement and sustainability.

In 2024, we built on this foundation with renewed energy, elevating our recreational offerings and strengthening the bonds that make TMCC special. From exciting new activities and upgraded facilities to meaningful sustainability efforts, this has been a year of progress.

SUSTAINABILITY AND FACILITIES ENHANCEMENTS

Our championship-ready Tampines Course and pristine Garden Course remain the pride of TMCC, setting the benchmark for an exceptional golfing experience. Beyond the greens, we have been equally dedicated to ensuring that our facilities, infrastructure and sustainability efforts reflect the same commitment to excellence. In 2024, we undertook thoughtful maintenance and enhancement regime to improve every aspect of the TMCC experience, ensuring that every visit, whether for golf, recreation, dining or leisure, is seamless and enjoyable.



S K RAMADAS NAIDU

One of our proudest achievements was the official launch of the Solar System at Garden Course, making TMCC the first golf and country club in Singapore to be primarily powered by an onsite ground-mounted solar PV system. With over 3,700 solar modules in place, we are now generating over 3,000 megawatt-hours of renewable electricity annually — helping TMCC reduce its carbon footprint while achieving significant cost savings.



General Manager Elliott Gray and the TMCC Solar Project team discuss project plans with Antoine Delafargue (VP Solar Distributed Generation, TotalEnergies) and his team during the Garden Solar Groundbreaking Ceremony.





Distinguished guests at the ribbon-cutting ceremony on 14 January 2025 — Elliott Gray (TMCC General Manager), Rachel Toh (Key Account Director, TotalEnergies Renewables DG APAC); Christopher Chiu (TMCC Vice President), Antoine Delafargue (VP Solar Distributed Generation, TotalEnergies), S K Ramadas Naidu (TMCC House & Recreation Convenor), and Alexandru Buzatu, (Director, TotalEnergies ENEOS Renewables DG APAC).

Complementing our sustainability efforts, we have also made significant enhancements to our facilities to elevate the member experience.

The Garden Course saw a series of improvements, including fresh paintwork for key spaces like the halfway houses and caddy hut as well as carpark slab repairs and waterproofing works at the Garden Golfers' Terrace.

Meanwhile, major upgrades at the Tampines Course included repainting the clubhouse, guardhouse and buggy parking areas, along with the modernisation of air-conditioning systems in key function rooms to enhance member comfort.

Across both clubhouses, additional improvements were made to landscaping, lighting in common areas and locker room upgrades, to create a more welcoming environment for all members. The Sumatra Squall on 17 September 2024 brought torrential rain and gusty winds, causing water ponding on the golf course. In response, our Facilities Team, in close collaboration with the Course Maintenance Team, deployed a pump to flush out rainwater from the overflow ponds and assist in clearing blocked subsoil pipes in the ponding areas, resulting in the swift reinstatement of the Garden Course for play.

To insure against inflationary pressures, cost management remained a priority. Through strategic contract negotiations, we kept operational costs in

check while maintaining high service standards, befitting TMCC's prestigious reputation.

Housekeeping also took on more in-house projects, including painting of roof tiles and varnishing timber walls, reducing reliance on external vendors and allowing us to reinvest savings into other facility improvements.

EXPANDING SPORTS & RECREATION

Sports and recreation are at the heart of the TMCC experience, and this year we took it up a notch.

The rise of Pickleball has been phenomenal in Singapore, and our members have truly embraced this sport that is growing fast around the world. Two state-of-the-art courts were built, complemented by coaching sessions and social nights. The response has been overwhelming which has made every step of this project worth it.



Members enjoying a game of pickleball on TMCC's newly built state-of-the-art Pickleball courts.

HOUSE & RECREATION CONVENOR'S REPORT

Our 2024 calendar was also packed with vibrant sports and recreational events, from the ever-popular Family Fun Tee-Ball Challenge to the highly anticipated Annual Swim for Laps. Our ballroom dance classes introduced a new way for senior members to stay active, and Esports tournaments, including the Valorant 3 vs 3 event, gave our younger members something to rally behind.



The winners and participants of the 3 vs 3 Valorant Esports event celebrating with a victory photo.

Swimming training programmes were also expanded, offering structured lessons for all proficiency levels and helping participants achieve new milestones in their swimming journeys. In 2024, TMCC's swimming programme saw an average of approximately 45 students per month participating, showing the strong interest among members.

Tennis events saw increased participation, thanks to the introduction of innovative themed competitions, such as the Valentine's Day Tennis Mixed Doubles Tournament, which kept members engaged and inspired throughout the year. The excitement surrounding these events was further heightened by the Club achieving International Tennis Federation (ITF) 1-Star Certification for Tennis Courts #2 and #3 following resurfacing works, a recognition that reinforces our commitment to providing world-class sporting facilities for our members.



Participants of TMCC's Tennis Social Night gathered for a group photo with TMCC Tennis Coach, Sjaiful Sjahrin (right), after an evening of fun and friendly tennis competition on the court.

Overall, sports activities have witnessed remarkable growth compared to 2023, with swimming pool visits increasing from 879 to 4,466, and tennis court usage growing from 264 to 2,649, reflecting a heightened enthusiasm among our members to stay active.

Gym patronage, in particular, surged more than 11-fold from 918 visits in 2023 to 11,793 in 2024. This can be attributed to the introduction of upgraded equipment, expanded fitness programmes and enhanced wellness initiatives. Additionally, a growing focus on health and fitness, coupled with greater member engagement through personalised training sessions and group classes, has contributed to the increase.



Premium Additions of Gym Equipment - Precor Assisted Chin Up Machine, Precor Shoulder Press Machine and High-quality Medicine Balls

As demand continues to rise, we remain focused on refining our programmes and expanding opportunities to nurture the sports and recreation passion of our members and guests.

HOUSEKEEPING ENHANCEMENTS

In Housekeeping, we introduced a series of improvements, including the deployment of new mechanical road sweepers, significantly enhancing the operational efficiency of cleaning car parks and outdoor spaces. To keep our floors spotless with less effort, the Club brought in autonomous robotic floor machines and electric auto scrubbers, making cleaning faster and more effective while maintaining the highest hygiene standards. To raise hygiene standards across the Club, we now use top-tier international brand cleaning chemicals, ensuring a higher level of cleanliness and safety. We have also partnered with a trusted laundry provider to handle towels and restaurant linen, maintaining both quality and consistency in our services.

In line with our commitment to efficiency, new cost-saving policies were implemented, allowing savings to be redirected towards additional facility upgrades. Housekeeping staff also received specialised training in handling member concerns, leading to an increase in positive feedback regarding service quality and responsiveness.



STRENGTHENING SECURITY MEASURES

Keeping TMCC safe and secure is always a top priority, and 2024 saw several key improvements in both electronic and physical security measures. We upgraded our CCTV network by adding cameras to previously identified blind spots, significantly improving coverage. The Licence Plate Recognition system was also enhanced to provide more seamless access control and better monitoring of vehicle movements within the Club. Security personnel underwent a combination of in-house training and external courses as part of our continuous development programme. These sessions, aligned with WSQ regulatory frameworks, keeps our team up to date with the latest security protocols and compliance requirements from the Police Licensing Regulatory Department.

Our close collaboration with Bedok Police Division remained strong, with regular patrols and scenario-based emergency exercises developed in partnership with the Police Liaison Officer. SGSecure briefings were also frequently shared via internal bulletins and there were weekly meetings with department heads to reinforce security awareness among members and staff. Parking violations saw a decline in 2024, thanks to improved communication efforts by the Security Department. Working closely with the General Manager and Marketing Department, we ensured that members were regularly informed about parking regulations through circulations and eDMs, which were sent out at least twice during the year to remind all stakeholders of the Club's parking guidelines.

THE ROAD AHEAD

As the Club continues to evolve, TMCC remains committed to balancing heritage with innovation. Our goal is to provide an environment where members can enjoy both timeless recreational experiences and exciting new opportunities. Looking ahead, we will focus on expanding family-friendly activities, strengthening wellness initiatives and refining our facilities to meet the evolving needs of our members.

We are exploring new sports offerings, including archery, yoga, darts and cool water workouts, alongside expanding programming for children with Esports workshops, robotics classes and a multisport kids' camp. Also in our plans, a series of health and wellness workshops will be introduced, covering physiotherapy, fitness and nutrition, keeping TMCC a holistic lifestyle destination for our members.

With so much to look forward to, I find myself looking back at 2024 with a deep sense of gratitude.



Children of members taking part in a team-building activity with a rugby ball at the Discovery Kids Camp, hosted at the TMCC Sports Complex.

WORDS OF THANKS

My deepest appreciation goes to the House and Recreation Committee for their dedication, our General Committee and General Manager Elliott Gray for their leadership. Special thanks to newly appointed Chairman Niam Chiang Meng, Deputy Chairman Ashok Kumar and President Ronald Ong for their guidance.

I also want to recognise the outstanding contributions of the departments under House and Recreation. The Sports Department has worked hard to keep our activities fresh and engaging. The Facilities Department continues to ensure our Club facilities remain world-class. The Security Department's vigilance has kept TMCC safe, while the Housekeeping team's dedication has kept our spaces pristine. Your hard work, along with the enthusiasm of our members, makes TMCC what it is today.

Here's to an even brighter 2025!

S K RAMADAS NAIDU

House & Recreation Convenor

Events & Marketing Convenor's REPORT

At TMCC, Marketing plays a crucial role in enhancing the Club's branding, engaging members through prompt communications and strengthening its reputation as a premier golf and lifestyle destination.

Over the past year, the Events & Marketing Committee and the Club's Sales & Marketing Department have remained steadfast in our commitment to achieving our core tenets in FY2024 by:

- Enhancing our communication with prompt, richer, and more engaging content, while strengthening our digital presence;
- Providing 360-degree publicity for all Club events and organising the Club's signature festive celebrations;
- Hosting premier golf events to elevate our brand value; and
- Refining our sales strategy to maximise revenue streams.

From hosting world-class golf tournaments to curating signature festive events and boosting corporate golf event sales, our focus has been on delivering exceptional experiences that reflect the prestige and vibrancy of TMCC.



A YEAR OF PREMIER EVENTS AT TMCC

FY2024 was a milestone year as TMCC reinforced its reputation as a destination for world-class golf events. A key highlight was the return of the Hana Financial Group Singapore Women's Open (HFGSWO) in March 2024. This prestigious tournament was met with enthusiastic support from members and received high praise from professional golfers, their entourage and event organisers. Extensive media coverage across broadcast, print and digital platforms further amplified TMCC's global visibility, showcasing our championship-ready Tampines Course as a premier venue for elite competitions.

Organising any event requires a collective effort across the entire Club. I am deeply grateful for the tireless work of my team and all staff involved in making HFGSWO 2024 a success. The accolades and achievements are dedicated to all internal and external stakeholders, including the professional golfers, their entourages, tournament officials, and spectators.

Building on this momentum, the Club is preparing to host the World Amateur Team Championship (WATC) in October 2025. In partnership with the Singapore Golf



Association, we aim to maximise publicity exposure across all promotional channels, further elevating TMCC's profile. These events are a testament to TMCC's prestige and hosting such high-calibre events reinforces TMCC's position as a preferred venue for international tournaments and highlights the world-class standard of our golf course and facilities.

Alongside marquee golf events, the Club's event calendar was filled with experiences designed to bring members together. The Marketing Department played a key role in driving publicity while seamless collaboration across departments ensured the success of each event.

Festive celebrations were another highlight, with members coming together for signature events like Oktoberfest at The Club!, the Christmas Golf & Festive Light-Up, the Masquerade Soirée New Year's Countdown Party, and the Chinese New Year Golf Challenge. These events, conceptualised and organised by the Marketing Department, added to the lively social calendar in FY2024, fostering a stronger community and creating memorable experiences for our members throughout the year.



A group photo of the TMCC General Committee and members at the lively Chinese New Year Golf Challenge, featuring the traditional Lion Dance Performance to usher in the festive season.



The Christmas tree light-up, a symbolic act marking the start of the festive season at TMCC, was graced by Events & Marketing Convenor Mr. Benny Tay, Lady Captain Mrs. Wendy Soh, and General Manager Mr. Elliott Gray.



The TMCC General Committee took to the stage to officiate the countdown to 2025 with a spectacular celebration.

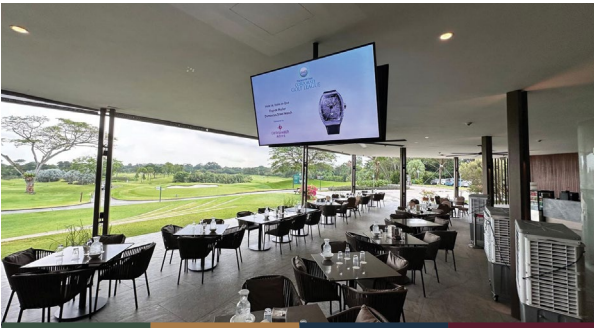
EVENTS & MARKETING CONVENOR'S REPORT

EFFECTIVE COMMUNICATIONS AND MARKETING CHANNELS

TMCC leverages various communication channels, both digital and traditional, to engage members and provide timely updates across all demographics. Platforms such as eDMs, digital signage, social media platforms, the website, the TMCC eNews Portal, and others ensure that members stay abreast of the latest happenings at the Club.

- **Digital Signage Network**

The past few years have demonstrated the effectiveness of our digital signage network in providing members with timely Club updates across the Garden and Tampines Courses. In FY2024, we further enhanced this network in close collaboration with the IT Department by integrating a Lightning Warning Alert feature, which provides real-time weather updates and play resumption status within the clubhouse, ensuring a safe and enjoyable golfing experience for all our members. To support this, we also expanded the network by installing six additional screens across the Garden and Tampines clubhouses. Looking ahead, the team will explore expanding the digital screen network to cover more key locations, including the halfway houses at both the Garden and Tampines Courses, as well as the Driving Range.

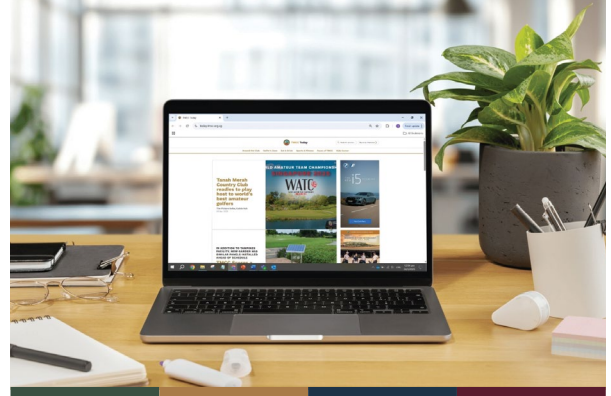


New digital screens installed to enhance coverage, support multi-content displays for any occasion, and provide lightning warning alerts for members' safety.

- **TMCC Today eNews Portal**

The TMCC Today eNews Portal is a key platform that features post-event coverage and the latest news, allowing members to stay informed about the Club's latest happenings and updates. Launched on 4 July 2023, the TMCC Today eNews Portal has quickly gained momentum, attracting 85,111 unique users and generating 23,147 page views in FY2024. A key driver of this engagement has been the inclusion of visual content, with 55 videos produced in-house over the past year. Covering everything from golfing etiquette to event highlights, these videos have

enhanced the platform's appeal and contributed to its growing readership. As awareness continues to build, we look forward to further expanding TMCC Today as a dynamic and engaging source of Club news and updates.



With a constantly refreshed content mix, the TMCC Today eNews Portal has become a go-to platform for members to stay updated on the latest Club news.

- **Social Media**

Since the launch of our social media channels in October 2019, TMCC has successfully expanded its digital reach and engagement, with continued growth. A key strategy behind this achievement is our content enrichment approach, with in-house video production for post-event coverage playing a pivotal role in enhancing our digital presence and brand outreach. The team remains committed to strengthening TMCC's presence as a nexus of communication, working closely with various departments to spotlight the Club's exceptional golfing experiences, family-friendly events, diverse F&B offerings, and all aspects of Club life.

EXCLUSIVE OVERSEAS GOLF EXPERIENCES

Beyond Club-based events, TMCC remains committed to providing members with unique golfing experiences both locally and internationally. Through overseas golf tours and inter-club matches, the Club fosters camaraderie and strengthens ties with the international golf community.

- **Kyoto Autumn Golf Tour**

The highly anticipated Kyoto Autumn Golf Tour 2024 marked the second edition of this well-received event, where 30 TMCC members embarked on an unforgettable golfing adventure across Shiga, Mie and Hyogo Prefectures from 4 to 9 November 2024. Participants had the privilege of playing at four championship courses designed by world-renowned golf architects:



- **Japan Classic Country Club King Course**
(Designed by Arnold Palmer)
- **Shigaraki Country Club Tashiro Course**
(Designed by Lee Schmidt)
- **Cherry Hills Golf Club**
(Designed by Robert Trent Jones, Jr.)
- **Golden Valley Golf Club**
(Designed by Robert Trent Jones, Jr.)

I am pleased to have received positive feedback on the team's organisation and planning, particularly regarding the logistical arrangements and travel itinerary from the participating members. Complementing this, the dedication and meticulous planning of Teppei Tani-san, Marketing Manager of Shinwa Golf Group, and his team were not only reciprocal gestures but also left lasting impressions, ensuring that Kyoto remains etched in the hearts and minds of the TMCC delegation. A special thank you to Teppei Tani-san and his team for their outstanding efforts.

Encouraged by the overwhelming enthusiasm, TMCC will continue to expand overseas golf offerings. In 2025, members can look forward to another edition of the Kyoto Autumn Golf Tour, as well as an exciting new destination in Kunming, China, where they will have the opportunity to experience the renowned Spring City Golf & Lake Resort, one of TMCC's affiliated clubs.

- **Sheshan-TMCC Inter-Club Match (Away Leg)**
Upholding the tradition of this annual event, 60 TMCC members travelled to China in April 2024 for the Sheshan-TMCC Inter-Club Match, marking the first edition held at Sheshan Golf Club since 2017. The event was a resounding success, fostering camaraderie and reinforcing the bonds between the two clubs. TMCC looks forward to hosting the return leg at our home course later this year.



Group photo with ESM Goh, former TMCC Chairman Ng Kee Choe, TMCC members, and Sheshan members at Sheshan International Golf Club—a snapshot of the inseparable bonds and enduring friendship between the two clubs.

Through these exclusive golf experiences, TMCC continues to provide members with unparalleled opportunities to explore world-class golfing destinations while building lasting friendships within the international golf community.

DRIVING REVENUE GROWTH THROUGH CORPORATE GOLF & STRATEGIC INITIATIVES

FY2024 was a successful year for corporate golf event, generating \$2.08 million in revenue, a significant increase from \$1.89 million in FY2023. The Sales and Marketing team played a key role in securing these high-profile corporate golf events and I sincerely appreciate our members' patience and support during course closures.



Teeing off to success at the BMW Corporate Golf Event.

In addition to corporate golf, the Club has successfully diversified revenue streams with a tailored premier bank cardholder golf package, offering exclusive access to golf at TMCC. This initiative saw a 77% revenue increase in FY2024. The Tourist Programme experienced an even greater surge, recording 219% growth. The Special Christmas Golf Package, launched to boost revenue during quieter periods, particularly in December, exceeded expectations with an 85% increase in revenue. Meanwhile, the Corporate Golf Voucher, launched in July 2024, has encouraged returning corporate guests, further boosting course utilisation and revenue.

TMCC's commitment to Corporate Social Responsibility (CSR) remains at the heart of our values. Since 2021, the Club has contributed over \$440,000 to IPC charities through charitable golf events, which have collectively raised more than \$20.1 million. We look forward to continued support from our charity partners to host future fundraising events at TMCC, furthering our collective efforts to make a positive impact.

EVENTS & MARKETING CONVENOR'S REPORT



TMCC's commitment to CSR remains at the heart of our values – REACH Community Services Charity Corporate Golf event at Tampines Course.

ELEVATING ENGAGEMENT & COMMUNICATION IN FY2025

Building on the success of our videography initiatives, FY2025 will see the development of the Club's Corporate Video, which will showcase TMCC's illustrious heritage and recent developments. Working with the HR Department, we plan to produce an HR branding video, highlighting the Club's values and commitment to talent development, supporting efforts to attract and retain top talent.

Additionally, the WATC in October 2025 presents an opportune moment to elevate TMCC's global visibility and engagement. This prestigious event offers a unique platform to showcase our championship-ready Tampines Course and top-tier facilities, further strengthening our reputation on the international stage and reaffirming our commitment to excellence in both golf and member engagement. The Marketing Department is strategically capitalising on the WATC to enhance TMCC's branding, leveraging this high-profile event to spotlight our exceptional offerings, reach new audiences, and solidify the Club as a premier golfing destination.

APPRECIATION

On behalf of the Events & Marketing Committee, I would like to express 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 steadfast support and leadership. Their guidance has been instrumental in driving our marketing efforts forward and strengthening TMCC's reputation as a premier golf and lifestyle destination.

A special thank you goes to the Sales & Marketing team, led by Sally Chua, for their unwavering dedication and hard work in ensuring TMCC remains the cornerstone of the Club's communications. Their commitment to executing impactful marketing initiatives, enhancing our brand presence, and delivering successful corporate golf and Club events is truly commendable.

Having served as the F&B Convenor for over a decade, I am deeply humbled by the members' trust in electing me as the Events & Marketing Convenor for the 2024/2026 term. It is an honour to serve in this role and I look forward to working alongside our team to further elevate the TMCC experience through dynamic events and innovative marketing initiatives.

BENNY TAY
Events & Marketing Convenor





Digitalisation Convenor's REPORT

Our Club's digitalisation efforts in 2024 were driven by our commitment to enhancing the member experience through the adoption of relevant technologies while improving staff productivity, ensuring secure and future-ready operations, befitting a premier golf and country club.

This year, we strengthened security, upgraded infrastructure, and optimised operations to provide a more seamless and connected experience for our members at key touchpoints across the Club. Club-wide upgrades to both physical and cybersecurity enhanced access control and data protection, while back-office technological modernisation boosted productivity.

Similarly, cost-saving measures were implemented to ensure financial resilience, enabling reinvestment in digitalisation initiatives that elevate service standards and enhance the member experience, boosting our Club's long-term vitality and sustainability.

ELEVATING THE MEMBER EXPERIENCE THROUGH DIGITAL INNOVATION

Following valuable feedback from members on the weather alerts coverage, responsiveness, and accuracy, we have enhanced and expanded the Club's inclement weather and lightning warning feature across multiple communication platforms, including the TMCC Mobile App, TMCC website, and digital screens at both Garden and Tampines Clubhouses.



Members now receive near real-time weather and lightning notifications through the Mobile App, while expanded digital signage and website integration ensure timely updates on weather and course conditions, wherever they are. Integrated with the NEA-MSS lightning alert system, this provides our members with the most accurate and reliable weather information.

Golf bookings have been made even more convenient, with tee time bookings now available through the TMCC Mobile App, in addition to the members' portal. To further enhance this experience, the golf booking system has been optimised for faster performance and greater reliability, ensuring a seamless booking process for our members.

Managing billing documents is now seamless with e-Invoices and e-Receipts through the TMCC Mobile App and members' portal, providing instant access to statements and supporting our Club's Environmental, Social and Governance (ESG) goals. We extend our sincere appreciation to our members for supporting this initiative. With 74% of our members now using e-Invoices,



this shift has played a significant role in reducing paper usage and promoting a more sustainable Club. Your continued support is greatly valued.

In January 2024, we upgraded our phone system to enhance call routing, ensuring members' enquiries are efficiently directed to the right department. This has streamlined call experiences, reduced wait times and dropped calls. While we recognised that there was a brief adjustment period for our members with the automated mainline routing, we appreciate your understanding and continued cooperation in using the mainline number to ensure calls are directed correctly and minimise delays.

As we continue to embrace technology, we remain focused on exploring new ways to add value and convenience for our members, ensuring that TMCC remains a leading and forward-thinking Club.

ENHANCING SECURITY ACROSS THE CLUB

Ensuring a secure environment both digitally and physically has been a key priority for us. In FY2024, we introduced upgrades to access control, critical infrastructure protection and overall physical security to ensure the resilience and future-preparedness of our operations.

Stronger Access Control: An integrated security system with smart visitor management and car plate recognition was implemented to streamline entry processes and enhance overall Club security, improving the experience for both members and guests.

Critical Infrastructure Protection: System resilience was strengthened with the installation of a larger server rack for improved cable management and fire suppression systems. Regular inspections and upgrades, including the removal of obsolete equipment, ensure a safe and organised environment, while new access control and CCTV systems enhance security.

Expanded Surveillance and Physical Security: Network switch racks were strategically relocated for added safety and expanded CCTV coverage as well as new lock-up systems were introduced to better safeguard network infrastructure.

DRIVING PRODUCTIVITY THROUGH DIGITALISATION

Improving operational efficiency enables our teams to focus on delivering better service to members. This year, we drove productivity through digitalisation by

streamlining administrative processes and enhancing operations across the Club. We will continue to drive innovation, improve service delivery, and strengthen financial resilience, all while maintaining the high standards our members expect.

BUILDING A SMARTER, MORE SECURE CLUB

In FY2025, digitalisation efforts will continue to drive innovation, security, and efficiency, ensuring a seamless and enhanced experience for members, staff, and stakeholders of the Club. Key future initiatives to be explored include:

- **Smarter Operations:** Adopting technology to automate everyday tasks like managing emails, scheduling, and creating documents, while moving forms online to make work easier and reduce paperwork.
- **Improved Members' Golfing Experience:** Enhancing the golf booking system with feature that enables members to easily update flightmate details, pre-register for golf balloting, and check availability, ensuring a smoother and more convenient booking experience.
- **Strengthened Security & Access Control:** Introducing biometric authentication for back-office access and integrating it with the visitor management and security systems for a more comprehensive and secure access control system across the Club.
- **Sustainability & Efficiency:** Exploring new power-saving initiatives and optimising housekeeping operations to reduce waste and improve overall efficiency.
- **Enhancing Cybersecurity Resilience:** Regularly assessing and testing our systems to identify and address security weaknesses, ensuring stronger protection against potential threats.

APPRECIATION

The formation of the Digitalisation Committee in FY2022 was a key step in TMCC's journey toward growth, innovation and operational excellence. Being co-opted as the Digitalisation Convenor for another two-year term is both an honour and a humbling responsibility and I remain committed to driving meaningful digital advancements for the Club.

I would like to express my heartfelt gratitude to our Chairman, Mr Niam Chiang Meng and Deputy Chairman,

DIGITALISATION CONVENOR'S REPORT

Mr Ashok Kumar, for their steadfast commitment to providing stability and strategic direction. My sincere appreciation also goes to Club President Mr Ronald Ong and my fellow General Committee colleagues for their invaluable guidance and support.

Thanks to the dedication of TMCC members and staff who have embraced relevant technology, digitalisation efforts continue to enhance Club operations and member experience. Our success is also driven by cross-committee and inter-departmental collaboration, including work with the House & Recreation Committee and Security Department on fire safety and surveillance.

As we move forward, I welcome all members and staff to refine and strengthen our digitalisation initiatives. Together, we can drive TMCC forward in an ever-evolving digital landscape.



TAN T KIANG

Digitalisation Convenor









Report & Financial **STATEMENTS**

YEAR ENDED DECEMBER 31, 2024

Notice of ANNUAL GENERAL MEETING

Dear Members,

NOTICE IS HEREBY GIVEN that the 42nd 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 **Friday, 25 April 2025 at 6.00 pm.**

AGENDA

- 1 Confirmation of Minutes of the Annual General Meeting held on Thursday, 25 April 2024.
- 2 To receive the Annual Report and pass the Accounts for the Financial Year ended 31 December 2024.
- 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 transact any other business of which seven clear days' notice has to be given in writing to the General Manager. **(deadline: Monday, 7 April 2025)**

By order of the General Committee



ELLIOTT GRAY
General Manager

10 March 2025



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 48 to 74 are drawn up so as to give a true and fair view of the financial position of the Club as at December 31, 2024, 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

March 28, 2025

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, 2024, 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 48 to 74.

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, 2024 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' 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

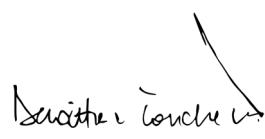
for the purpose of expressing an opinion on the effectiveness of the Club's internal control.

- 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.

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

March 28, 2025

Statement of FINANCIAL POSITION

December 31, 2024

	Note	2024 \$	2023 \$
ASSETS			
Current assets			
Cash and bank balances	3.1	4,454,042	3,948,629
Fixed deposits	3.1	787,010	768,355
Other financial assets at amortised cost	3.2	6,424,031	15,014,407
Due from members	3.3	1,274,346	1,439,072
Other receivables	3.4	988,580	698,686
Inventories	3.5	1,075,480	1,035,903
Total current assets		15,003,489	22,905,052
Non-current assets			
Other financial assets at amortised cost	3.2	28,137,307	16,281,125
Property, plant and equipment	3.6	61,720,901	65,701,149
Right-of-use assets	3.7	39,249,670	42,181,124
Total non-current assets		129,107,878	124,163,398
Total assets		144,111,367	147,068,450
LIABILITIES AND EQUITY			
Current liabilities			
Creditors and accrued expenses	3.8	4,073,057	3,920,492
Members' deposits		732,400	731,800
Contract liabilities	3.9	3,758,236	1,234,370
Income tax payable		78,000	90,891
Total current liabilities		8,641,693	5,977,553
Non-current liability			
Contract liabilities	3.9	44,147,616	47,803,981
Equity			
Accumulated funds		91,322,058	93,286,916
Total liabilities and equity		144,111,367	147,068,450

See accompanying notes to financial statements.



RONALD ONG
President
March 28, 2025



CHAN KOK SEONG
Treasurer
March 28, 2025



Statement of REVENUE OR EXPENDITURE and Other Comprehensive Income

Year Ended December 31, 2024

	Note	2024 \$	2023 \$
Operating revenue:		25,443,936	22,335,682
Green fees and cart rentals	2.1	8,750,023	7,563,008
Subscriptions	2.1	6,624,524	5,768,510
Term membership fees	2.1	1,779,541	1,544,012
F&B sales	2.1	7,230,740	6,448,858
Rental income	2.1	181,200	181,200
Entrance fees	2.1	383,572	358,081
Miscellaneous	2.1	494,336	472,013
Less: Operating expenditure:		24,250,287	23,129,177
F&B direct consumables		2,660,860	2,369,619
Staff and related costs	2.2	12,614,834	11,590,295
Other operating costs	2.3	7,149,458	6,562,655
Expenditure on golf tournaments		208,316	223,044
Water and electricity		1,616,819	2,383,564
Operating profit/(loss)		1,193,649	(793,495)
Add: Non-operating revenue:		9,677,417	8,529,801
Memberships transfer and nomination fees		5,772,000	4,667,000
Amortisation for members' top-up contribution	3.9	2,827,332	2,827,332
Interest income	2.4	1,078,085	1,035,469
Less: Non-operating expenditure:		12,758,131	12,783,731
Property tax and licence	2.5	1,541,688	1,540,439
Depreciation of movable assets	3.6	1,760,687	1,644,390
Depreciation of golf course and club facilities	3.6	5,894,140	6,090,475
Depreciation of right-of-use assets	3.7	2,931,454	2,931,454
Professional fees		95,608	2,835
Miscellaneous expense		17,353	27,578
Finance costs	3.9	517,201	546,560
Deficit for the year before income tax		(1,887,065)	(5,047,425)
Less: Income tax expense	2.6	(77,793)	(62,723)
Deficit for the year, representing total comprehensive income for the year	2.7	(1,964,858)	(5,110,148)

See accompanying notes to financial statements.

Statement of MOVEMENTS IN FUNDS

Year Ended December 31, 2024

	<u>Accumulated funds</u> \$
Balance at January 1, 2023	98,397,064
Deficit for the year, representing total comprehensive income for the year	(5,110,148)
Balance at December 31, 2023	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

See accompanying notes to financial statements.



Statement of CASH FLOWS

Year Ended December 31, 2024

	<u>2024</u>	<u>2023</u>
	\$	\$
OPERATING ACTIVITIES		
Deficit for the year before income tax	(1,887,065)	(5,047,425)
Adjustments for items:		
Depreciation expense	10,586,281	10,666,319
Amortisation for members' top-up contribution	(2,827,332)	(2,827,332)
Finance costs	517,201	546,560
Interest income	(1,078,085)	(1,035,469)
Loss on disposal of property, plant and equipment	16,583	19,813
Operating cash flows before movements in working capital	5,327,583	2,322,466
Working capital changes:		
Due from members	164,726	(324,895)
Other receivables	(59,962)	(229,463)
Inventories	(39,577)	(24,929)
Members' deposits	600	(300)
Contract liabilities/Creditors and accrued expenses	1,330,197	492,216
Cash generated from operations	6,723,567	2,235,095
Income tax paid	(90,684)	(16,832)
Net cash from operating activities	6,632,883	2,218,263
INVESTING ACTIVITIES		
Fixed deposits pledged (Note 3.1)	(18,655)	(20,403)
Interest received	848,153	858,287
Proceeds from disposal of property, plant and equipment	7,238	33,934
Purchase of property, plant and equipment	(3,698,400)	(3,528,204)
Proceeds from redemption of other financial assets at amortised cost	25,816,950	28,512,573
Purchase of other financial assets at amortised cost	(29,082,756)	(30,676,002)
Net cash used in investing activities	(6,127,470)	(4,819,815)
Increase/(Decrease) in cash and cash equivalents	505,413	(2,601,552)
Cash and cash equivalents at beginning of year	3,948,629	6,550,181
Cash and cash equivalents at end of year (Note 3.1)	4,454,042	3,948,629

See accompanying notes to financial statements.

Notes to FINANCIAL STATEMENTS

December 31, 2024

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, 2024, were authorised for issue by the General Committee on March 28, 2025.

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, 2024. 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 significance 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 than the quoted price included 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

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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% (2023 : 1.20%) per annum. The carrying amount of the contract liabilities at the end of the reporting period is disclosed in Note 3.9.

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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>2024</u>	<u>2023</u>
	\$	\$
TIMING OF REVENUE RECOGNITION		
At a point in time:		
Green fees and cart rentals	8,750,023	7,563,008
F&B sales	7,230,740	6,448,858
Miscellaneous income	494,336	472,013
	16,475,099	14,483,879
Over time:		
Subscription fees	6,624,524	5,768,510
Term membership fees	1,779,541	1,544,012
Entrance fees	383,572	358,081
Rental income	181,200	181,200
	8,968,837	7,851,803
	25,443,936	22,335,682

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>2024</u>	<u>2023</u>
	\$	\$
Cost of defined contribution plans included in staff costs	1,186,266	1,088,857

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

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2.3 Other operating costs

	<u>2024</u>	<u>2023</u>
	\$	\$
Advertisements	14,409	7,523
Club functions	284,784	247,581
Clubhouse supplies	136,779	137,849
Competitions	69,414	91,974
Donations	194,602	98,155
External audit fees	38,000	37,000
Forecaddies/Runners Fees	209,640	192,785
Golf course maintenance	2,578,422	2,338,307
Internal audit fees	17,000	23,000
Insurance	109,119	110,769
Laundry and toiletries	171,126	152,352
Legal fees	3,232	18,285
Miscellaneous	333,005	262,643
Outsourced general cleaning of club facilities	1,077,680	944,780
Outsourced kitchen cleaning and dishwashing service	458,975	434,634
Publications	13,558	36,629
Postage, phone and fax	87,002	135,878
Printing and stationeries	71,414	79,796
Repairs and maintenance	1,281,297	1,212,715
Total	7,149,458	6,562,655

2.4 Interest income

	<u>2024</u>	<u>2023</u>
	\$	\$
Interest income on fixed deposits and debt instruments	1,078,085	1,035,469

2.5 Property tax and licence

	<u>2024</u>	<u>2023</u>
	\$	\$
Property tax	1,539,200	1,534,900
Others	2,488	5,539
Total	1,541,688	1,540,439



2.6 Income tax expense

	<u>2024</u>	<u>2023</u>
	\$	\$
Current	78,000	62,723
Overprovision in prior years	(207)	-
	77,793	62,723

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 2023 and 2024, 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 2024 and 2023 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% (2023 : 17%).

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

	<u>2024</u>	<u>2023</u>
	\$	\$
Deficit before income tax	(1,887,065)	(5,047,425)
Income tax benefit at statutory rate of 17% (2023 : 17%)	(320,801)	(858,062)
Effect of expenses that are not deductible in determining taxable profits	6,250,629	6,016,856
Effect of revenue that is exempt from taxation	(5,756,552)	(5,036,930)
Effect of tax exemption	(17,425)	(17,425)
Effect of tax concession	(77,851)	(41,716)
Overprovision of prior year income tax	(207)	-
	77,793	62,723

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December 31, 2024

2.7 Deficit for the year

Deficit for the year has been arrived at after charging:

	<u>2024</u>	<u>2023</u>
	\$	\$
Depreciation of plant and equipment	7,654,827	7,734,865
Costs of inventories recognised as expenses	2,660,860	2,369,619

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

Amount recognised in profit or loss relating to leases

	<u>2024</u>	<u>2023</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>2024</u> \$	<u>2023</u> \$
Cash and bank balances	4,454,042	3,948,629
Fixed deposits	787,010	768,355
	<u>5,241,052</u>	<u>4,716,984</u>
Fixed deposits pledged	(787,010)	(768,355)
Total cash and cash equivalents	4,454,042	3,948,629

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 ranging from 1.48% to 1.83% (2023 : 2.2% to 2.4%) per annum and for tenure ranging from 6 months to 12 months (2023 : 6 months to 12 months).

Certain fixed deposits amounting to \$787,010 (2023 : \$768,355) are pledged to secure bank guarantees granted to the Commissioner of Lands, SP Services Ltd, Senoko Energy Supply Pte Ltd and Public Utilities Board.

3.2 Other financial assets at amortised cost

	<u>2024</u> \$	<u>2023</u> \$
Debt instruments	34,561,338	31,295,532
Less: Non-current portion	(28,137,307)	(16,281,125)
Current portion	6,424,031	15,014,407

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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>2024</u>	<u>2023</u>
	\$	\$
Subscription fees receivable	1,274,346	1,439,072

The average credit period of the subscription fees receivable is 30 days (2023 : 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>2024</u>	<u>2023</u>
	\$	\$
Prepaid expenses	105,670	130,880
Deposits	60,850	53,263
Interest receivable	229,932	177,182
Recoverable from golf functions	541,360	287,593
Others	50,768	49,768
	988,580	698,686

3.5 Inventories

	<u>2024</u>	<u>2023</u>
	\$	\$
Spare parts for ground equipment	277,395	272,991
Fertilisers and insecticides	648,390	655,059
Others	149,695	107,853
	1,075,480	1,035,903

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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
	\$	\$	\$	\$	\$	\$	\$	\$
Cost								
At January 1, 2023	50,214,281	56,945,060	26,802,163	7,789,390	1,863,112	3,091,172	474,655	147,179,833
Additions	631,481	279,515	189,677	1,437,349	242,742	542,375	205,065	3,528,204
Disposals	-	(9,724)	-	(758,360)	(77,734)	(313,909)	(175,637)	(1,335,364)
At December 31, 2023	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
Accumulated depreciation:								
At January 1, 2023	12,599,073	32,699,480	21,767,606	5,827,553	1,565,281	2,436,102	323,181	77,218,276
Depreciation	3,287,977	2,345,112	457,386	1,077,624	152,713	364,865	49,188	7,734,865
Disposals	-	(2,431)	-	(751,262)	(51,954)	(300,333)	(175,637)	(1,281,617)
At December 31, 2023	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
Carrying amount:								
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
At December 31, 2023	34,958,712	22,172,690	4,766,848	2,314,464	362,080	819,004	307,351	65,701,149



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.

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.

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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>
	\$
Cost:	
At January 1, 2023	114,922,592
Additions	19,694
At December 31, 2023 and 2024	114,942,286
Accumulated depreciation:	
At January 1, 2023	69,829,708
Depreciation	2,931,454
At December 31, 2023	72,761,162
Depreciation	2,931,454
At December 31, 2024	75,692,616
Carrying amount:	
At December 31, 2024	39,249,670
At December 31, 2023	42,181,124

The leasehold land has an average remaining lease term of 16 years (2023 : 17 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>2024</u>	<u>2023</u>
	\$	\$
Other payables	2,175,292	2,401,497
Accrued expenses	1,465,696	1,069,664
Other funds	432,069	449,331
	4,073,057	3,920,492

The average credit period on purchases of goods and services is 30 days (2023 : 30 days).

3.9 Contract liabilities

	<u>2024</u>	<u>2023</u>
	\$	\$
Entrance fees received in advance ⁽ⁱ⁾	5,761,372	4,723,470
Term membership fees received in advance ⁽ⁱ⁾	1,019,316	880,356
Members' top-up contribution received in advance ⁽ⁱⁱ⁾	41,120,639	43,430,770
Finance Lease Liability	4,525	3,755
	<u>47,905,852</u>	<u>49,038,351</u>
Less: Non-current portion (Entrance fees and Members' top-up contribution received in advance)	(44,147,616)	(47,803,981)
Current portion	3,758,236	1,234,370

- (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 \$358,081 (2023 : \$354,014).
- (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 \$41,120,639 (2023 : \$43,430,770) as at December 31, 2024.

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% (2023 : 1.20%) per annum.

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Accordingly, a finance cost of \$517,201 (2023 : \$546,560) has been recognised in profit or loss towards the contract liabilities as at December 31, 2024.

Revenue will be recognised against the contract liability over the renewed land lease period or remaining membership period. For the year ended December 31, 2024, non-operating income of \$2,827,332 (2023 : \$2,827,332) has been recognised in profit or loss against the contract liabilities as at December 31, 2024. 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>2024</u>	<u>2023</u>
	\$	\$
FINANCIAL ASSETS		
Amortised cost	41,959,646	38,019,394
FINANCIAL LIABILITIES		
Amortised cost:		
Members' deposits	732,400	731,800
Creditors and accrued expenses	4,073,057	3,920,492
	4,805,457	4,652,292

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, 2024, 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, 2024

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)
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
In default	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL - credit-impaired
Write-off	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
				\$	\$	\$
December 31, 2024						
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
December 31, 2023						
Due from members	3.3	(i)	Lifetime ECL (simplified approach)	1,439,072	-	1,439,072
Other receivables	3.4	Performing	12-month ECL (low credit risk asset)	567,806	-	567,806
Other financial assets at amortised cost	3.2	Performing	12-month ECL (low credit risk asset)	31,295,532	-	31,295,532

(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, 2024

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.

Non-derivative financial assets

The following table details the expected maturity for non-derivative financial assets, other than the Club's available-for-sale financial assets. The inclusion of information on non-derivative financial assets is necessary in order to understand the Club's liquidity risk management as the Club's liquidity risk is managed on a net asset and liability basis. The tables below have been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets except where the Club anticipates that the cash flow will occur in a different period.

	Effective interest rate at year end	Within 1 year	Within 2 to 5 years	Adjustment	Total
	% p.a.	\$	\$	\$	\$
2024					
Non-interest bearing		6,611,297	-	-	6,611,297
Fixed interest rate instruments ⁽ⁱ⁾	1.33 to 4.61	7,211,042	28,137,307	-	35,348,349
		13,822,339	28,137,307	-	41,959,646
2023					
Non-interest bearing		5,955,507	-	-	5,955,507
Fixed interest rate instruments ⁽ⁱ⁾	1.33 to 4.61	15,787,639	16,281,125	(4,877)	32,063,887
		21,743,146	16,281,125	(4,877)	38,019,394

(i) Included in the fixed interest rate instruments are debt instruments carried at amortised cost amounting to \$34,561,338 (2023 : \$31,295,532) as disclosed in Note 3.2.



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>2024</u>	<u>2023</u>
	\$	\$
Subscription fee income from General Committee members	44,160	38,400

6.2 Capital expenditure commitments

	<u>2024</u>	<u>2023</u>
	\$	\$
Estimated amounts committed for future capital expenditure but not provided for in the financial statements	459,000	412,550

Notes to FINANCIAL STATEMENTS

December 31, 2024

6.3 Operating lease arrangements

The Club as a lessee

At December 31, 2024, the Club is committed to \$108,024 (2023 : \$131,215) for low-value leases.

Amount recognised in profit or loss relating to leases

	<u>2024</u>	<u>2023</u>
	\$	\$
Expense relating to leases of low-value leases	27,456	27,132

The Club as a lessor

The Club rents out its shop units under operating leases. Rental income earned during the year was \$181,200 (2023 : \$181,200).

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

	<u>2024</u>	<u>2023</u>
	\$	\$
Within one year	181,200	181,200



TMCC MEMBERSHIP STRENGTH

MEMBERSHIP CATEGORY

PATRON 2

HONORARY 8

FOUNDER 0

TERM MEMBERSHIP 63

ORDINARY 1,530

CORPORATE 658

SUBSCRIBING A 36

SUBSCRIBING B 216

TOTAL 2,513

TAMPINES COURSE | HOLE 7

COMMITTEE ATTENDANCE *Records 2024*

GENERAL COMMITTEE

From Jan to Apr 2024

From May to Dec 2024

MEMBERS	18-Jan	28-Mar	MEMBERS	30-May	25-Jul	26-Sep	22-Nov
Ronald Ong Whatt Soon	✓	✓	Ronald Ong Whatt Soon	✓	✓	✓	✓
Chris Liew Peng Fook	✓	✓	Christopher Chiu	✓	✓	✓	✓
Dr Goh Hoon Pur	✓	✓	Dr Goh Hoon Pur	✓	✓	✓	✓
Chan Kok Seong	✓	✓	Chan Kok Seong	✓	✓	-	-
Christopher Chiu	✓	✓	Melvin Choo Kwok Ming	✓	✓	✓	✓
Benny Tay Yew Lim	✓	✓	Benny Tay Yew Lim	✓	✓	-	✓
Tan T Kiang	✓	✓	Tan T Kiang	✓	✓	✓	✓
Joey Chang Wei Nang	✓	✓	Tan Boon Hoo	✓	✓	✓	✓
Melvin Choo Kwok Ming	✓	✓	Kazuo Sugino	✓	✓	✓	✓
Alan Foo Siang Huat	✓	-	S K Ramadas Naidu	✓	✓	✓	✓
Mikio Mori	-	✓	Jen Goh	✓	✓	✓	✓
Ashok Kumar	✓	✓	Wayne Goh Huay Hin	✓	✓	✓	✓
Tan Boon Hoo	✓	✓	Jerome Ng En Yong	✓	✓	✓	✓
Yeo Su-Lynn	✓	✓	Randy Ong Kai Sin	✓	-	✓	✓

EXCO

From Jan to Dec 2024

MEMBERS	No meetings
Ronald Ong Whatt Soon	NA
Christopher Chiu	NA
Dr Goh Hoon Pur	NA
Chan Kok Seong	NA
Melvin Choo Kwok Ming	NA
Kazuo Sugino	NA
S K Ramadas Naidu	NA
Benny Tay Yew Lim	NA
Tan T Kiang	NA



DIGITALISATION COMMITTEE

From Jan to Apr 2024		From May to Dec 2024			
MEMBERS	19-Jan	MEMBERS	13-Jun	18-Sep	13-Nov
Tan T Kiang	✓	Tan T Kiang	✓	✓	✓
Joey Chang Wei Nang	✓	Wilfred Goh Teck Yew	-	✓	✓
Wilfred Goh Teck Yew	✓	Gillian Sim Siu Lin	-	-	✓
Gillian Sim Siu Lin	-	Yeo Su-Lynn	✓	✓	✓
Koh Jun Wei	-	Randy Ong Kai Sin	✓	✓	-
Alan Foo Siang Huat	✓	Jen Goh	-	-	-

FOOD & BEVERAGE COMMITTEE

From Jan to Apr 2024			From May to Dec 2024				
MEMBERS	31-Jan	26-Mar	MEMBERS	20-Jun	27-Aug	22-Oct	17-Dec
Benny Tay Yew Lim	✓	✓	Kazuo Sugino	✓	✓	✓	✓
Chan Wing Leong	✓	-	Nico Mo	-	✓	✓	-
Charles Quek	✓	✓	David Ong Kim Huat	✓	-	✓	-
Nico Mo	✓	-	Gary Ong Kian Heng	✓	✓	✓	✓
Mikio Mori	-	✓	Jessie Phua	✓	✓	✓	✓
Yeo Su-Lynn	-	✓	Wendy Soh-Toh Sock Yien	✓	-	✓	✓
			Yeon Jin Hee (Joined Dec 2024)	NA	NA	NA	✓

HOUSE & RECREATION COMMITTEE

From Jan to Apr 2024			From May to Dec 2024			
MEMBERS	15-Jan	21-Mar	MEMBERS	29-May	15-Aug	5-Dec
Christopher Chiu	✓	✓	S K Ramadas Naidu	✓	✓	✓
May Schooling	✓	✓	May Schooling	✓	✓	✓
Melvin Choo Kwok Ming	✓	✓	Melvin Choo Kwok Ming	✓	-	✓
S K Ramadas Naidu	-	-	Doreen Koh Swee Hoon	✓	✓	✓
Hia Hui Kim	-	✓	Jen Goh	✓	-	-
Tan Ju Kuang	-	-				

COMMITTEE ATTENDANCE *Records 2024*

EVENTS & MARKETING COMMITTEE

From Jan to Apr 2024		From May to Dec 2024			
MEMBERS	10-Jan	MEMBERS	7-Jun	17-Sep	18-Nov
Joey Chang Wei Nang	✓	Benny Tay Yew Lim	✓	✓	✓
Christopher Chiu	✓	Wayne Goh Huay Hin	✓	✓	✓
Tan Ju Kuang	✓	Jerome Ng En Yong	✓	✓	-
Wong Weng Yew	✓	Randy Ong Kai Sin	✓	✓	✓
		Tan T Kiang	✓	✓	✓
		Yeo Su-Lynn	✓	✓	✓
		Jolene Chia	✓	✓	✓

FINANCE COMMITTEE

From Jan to Apr 2024		From May to Dec 2024			
MEMBERS	28-Feb	MEMBERS	27-Jun	29-Aug	30-Oct
Chan Kok Seong	✓	Chan Kok Seong	✓	✓	✓
Chris Liew Peng Fook	✓	Christopher Chiu	✓	-	✓
Wilfred Goh Teck Yew	-	Chris Liew Peng Fook	✓	✓	✓
Ashok Kumar	✓	Tan Boon Hoo	✓	✓	✓
Tan T Kiang	✓	Tan T Kiang	✓	✓	-
Wee Jim Hock	✓				
Yeo Su-Lynn	✓				

AUDIT COMMITTEE

From Jan to Apr 2024		From May to Dec 2024	
MEMBERS	13-Mar	MEMBERS	1-Oct
Niam Chiang Meng	✓	Ashok Kumar	✓
Po'ad Mattar	✓	Po'ad Mattar	✓
S K Ramadas Naidu	✓	Peter Sim Swee Yam	✓
Peter Sim Swee Yam	✓	Ernest Seow Teng Peng	✓
Ernest Seow Teng Peng	✓	Cheng Ah Lain	✓
Tan Boon Hoo	✓		



GREENS COMMITTEE

From Jan to Apr 2024			From May to Dec 2024				
MEMBERS	11-Jan	14-Mar	MEMBERS	16-May	18-Jul	11-Sep	13-Nov
Dr Goh Hoon Pur	✓	✓	Dr Goh Hoon Pur	✓	✓	✓	✓
Christopher Chiu	✓	-	Melvin Choo Kwok Ming	✓	✓	✓	✓
Gillian Sim Siu Lin	-	✓	Wendy Soh-Toh Sock Yien	✓	✓	-	✓
Francis George Remedios	✓	✓	Francis George Remedios	✓	✓	-	✓
Hia Hui Kim	✓	✓	Hia Hui Kim	✓	✓	✓	✓
Melvin Choo Kwok Ming	✓	✓	Jerome Ng En Yong	✓	-	-	✓
Ken Sugino	✓	✓	Nico Mo	✓	✓	✓	-
Tan Boon Hoo	✓	✓	Tan Boon Hoo	✓	✓	✓	✓
S K Ramadas Naidu	-	✓	Wayne Goh Huay Hin	✓	✓	✓	✓

LADIES GOLF SUB-COMMITTEE

From Jan to Apr 2024		From May to Dec 2024			
MEMBERS	12-Mar	MEMBERS	30-Jun	8-Sep	15-Dec
Gillian Sim Siu Lin	✓	Wendy Soh-Toh Sock Yien	✓	✓	✓
Yeo Su-Lynn	✓	Crystal Low Yen Fong	✓	✓	✓
Lynnette Yeo Ee-Lyn	✓	Florence Chia Kim Noi	✓	✓	✓
Sarah Tan Wei	✓	Jen Goh	✓	✓	✓

Club OFFICIALS

GOLFING DEPARTMENT

General Manager
Executive Assistant

Elliott Gray
Sandra Chua

Director of Golf
Assistant Golf Operations Manager
Golf Executive
Senior Course Superintendent
Landscaping & Turf Specialist
Horticulturist

Brodie MacDonald
Samantha Leong
Joie Mesa Elumba
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
Senior Executive, Membership Services

Eileen Lin
Teo Ling Ling

FOOD & BEVERAGE DEPARTMENT

F&B Manager
Assistant F&B Manager (Banquet Service)
Assistant F&B Manager (Operations)
Assistant F&B Manager (Beverage)
Executive Sous Chef

Khoo Leng Fong
Kelvin Tong
Sharon Lee
Tolentino Lovely Yusi
Egbert Phua



**SPORTS & RECREATION
DEPARTMENT**

Assistant Manager, Sports & Recreation

Ken Ang

**SALES & MARKETING
DEPARTMENT**

Assistant Director, Sales & Marketing

Sally Chua

Assistant Marketing Manager
Senior Sales & Marketing Executive
Senior Marketing Executive
Marketing & Events Executive

Ryan Chia
Wong Pei Ying
Norafyza Binte Ishak
Dennis Tay

**HUMAN RESOURCES
DEPARTMENT**

Manager, Human Resources

Sheyanne Ho

Senior Executive, Human Resources
Executive, Human Resources
Associate, Human Resources

Shirley Siew
Lim Shi Pei
Yong Kai Bin

IT DEPARTMENT

Senior Manager, IT & Business Processes

Lee Yung Lon

Senior Executive, IT
IT Specialist
IT Executive

Harrison Tay
Tay Pei Fang
Fatin Farhana

FACILITIES DEPARTMENT

Facilities Manager

Willie Sia

Facilities Executive

Anthony Ong

HOUSEKEEPING DEPARTMENT

Housekeeper

Hassan Bin Ali

SECURITY DEPARTMENT

Assistant Manager (Fire, Safety & Security)

Razali Nawai







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