

20 23 ANNUAL REPORT





OUR VISION

To be recognised as a premier city and country club offering a total range of excellent facilities and services, both locally and regionally.

我们的愿景

成为公认的第一流城市与乡村俱乐部，
提供本地和区域性的全方位优越设施和服务。

CONTENT PAGE

4	Management Committee	50	各委员会和各小组委员会
7	Committees and Subcommittees	52	理事会致辞
10	Management Committee Message	54	审计委员会
12	Audit Committee	55	数码化委员会
13	Digitalisation Committee	56	纪律委员会
14	Disciplinary Panel	57	财务委员会
15	Finance Committee	59	餐饮委员会
17	Food & Beverage Committee	61	产业委员会
19	House & Grounds Committee	63	人力资源委员会
21	Human Resource Committee	65	土地租赁续签委员会
23	Land Lease Renewal Committee	66	生活时尚委员会
24	Lifestyle Committee	68	舞蹈小组委员会
26	Dance Subcommittee	69	运动小组委员会
27	Exercise Subcommittee	70	休闲小组委员会
28	Leisure Subcommittee	71	青年与儿童小组委员会
29	Youth & Kids Subcommittee	72	营销委员会
30	Marketing Committee	73	会籍关系委员会
31	Membership Relations Committee	74	区域网络委员会
32	Regional Networking Committee	75	体育与运动委员会
33	Sports & Games Committee	77	羽毛球小组委员会
35	Badminton Subcommittee	78	台球与斯诺克小组委员会
36	Billiards & Snooker Subcommittee	79	保龄球小组委员会
37	Bowling Subcommittee	80	定约桥牌小组委员会
38	Contract Bridge Subcommittee	81	高尔夫球小组委员会
39	Golf Subcommittee	82	匹克球临时小组委员会
40	Pickleball Pro Tem Committee	83	壁球小组委员会
41	Squash Subcommittee	84	游泳小组委员会
42	Swimming Subcommittee	86	乒乓小组委员会
44	Table Tennis Subcommittee	87	跆拳道小组委员会
45	Taekwondo Subcommittee	88	网球小组委员会
46	Tennis Subcommittee	89	水球小组委员会
47	Water Polo Subcommittee	90	招标委员会
48	Tender Committee	91	愿景2050委员会
49	Vision 2050 Committee	92	Financial Reports/财政报告表

MANAGEMENT

Mr Foo Choon Yeow

Mr Edmund Tan

Mr Gerard Ng

Mr Dick Lee
Vice-Captain

Mr Victor Chia
President



Mr Eugene Ng

Ms Christine Koh

Mr Goh Peng Koon

Mr Michael Leong

Mr Jonathan Kuah
Vice President
(Finance)

COMMITTEE

Mr John Chew
Captain



Mr Ong Eng Keong



Mr Johnson Ong



Mr Kee Teck Koon
Co-Opted Member



Ms Dorothy Tay
Co-Opted Member



Mr Peter Liew
Vice President
(General)



Mr Peter See



Mr Chia T-Jian



Mr Steven Tan



Mr Edwin Lim
Co-Opted Member



President

Victor Chia

CSC OFFICE BEARERS



EXCO MEMBERS

From left to right

1. **Mr Dick Lee**
Vice-Captain
2. **Mr John Chew**
Captain
3. **Mr Victor Chia**
President
4. **Mr Jonathan Kuah**
Vice President (Finance)
5. **Mr Peter Liew**
Vice President (General)

COMMITTEES

MANAGEMENT

President

Mr Victor Chia

Vice President (General)

Mr Peter Liew

Vice President (Finance)

Mr Jonathan Kuah

Captain

Mr John Chew

Vice-Captain

Mr Dick Lee

Members

Mr Chia T-Jian
Ms Christine Koh
Mr Edmund Tan
Mr Eugene Ng
Mr Foo Choon Yeow
Mr Gerard Ng
Mr Goh Peng Koon
Mr Johnson Ong
Mr Michael Leong
Mr Ong Eng Keong
Mr Peter See
Mr Steven Tan

Co-opted Members

Ms Dorothy Tay
Mr Edwin Lim
Mr Kee Teck Koon

AUDIT

Chairman

Mr Steven Tan

Deputy Chairman

Mr Caleb Lye

Members

Mr Joseph Howe
Mr Peter Yap
Mr Tan Eng Sun

CONSTITUTION REVIEW

Chairperson

Ms Dorothy Tay

Advisor

Mr Victor Chia

Members

Mr Calvin Thean
Mr Michael Leong
Mr Steven Tan

DIGITALISATION

Chairman

Mr Ong Eng Keong

Deputy Chairman

Mr Eugene Khoo

Members

Mr Caleb Lye
Mr Woo Yingxi

DISCIPLINARY PANEL

Chairman

Mr Eugene Ng

Deputy Chairman

Mr Hoon Tai Meng
Mr Mak Kok Weng

Members

Mr Albert Loh
Ms Angeline Low
Mr Bryan Lee
Mr Colin Kew
Mr David Khoe
Mr Edwin Lim
Mr Fred Tan
Mr Joseph Low
Mr Lee Chiwi
Ms Melisa Wee
Ms Melissa Chew
Mr Mustaffa Lim
Ms Ong She-Na
Mr Peter Yap
Mr Roy Toh
Mr Steven Chia
Mr Wu Chee Yiun

FINANCE

Chairman

Mr Jonathan Kuah

Deputy Chairman

Mr Foo Choon Yeow

Advisor

Mr Vincent Kuek

Members

Mr Benjamin Kuah
Ms Calene Goh
Mr Christopher Wong
Mr Edmund Tan
Mr Robert Lee

FOOD & BEVERAGE

Chairman

Mr Johnson Ong

Ex Officio

Mr Peter Liew

Deputy Chairman

Mr Richard Choo

Members

Mr Bobby Tng
Ms Foong Wei Min
Ms Linda Tay
Mr Nathaniel Kwek
Mr Peter See

HOUSE & GROUNDS

Chairman

Mr Peter See

Ex Officio

Mr John Chew

Members

Mr Albert Loh
Mr Lim Shyong Piau
Mr Richard Choo

HUMAN RESOURCE

Chairman

Mr Dick Lee

Deputy Chairman

Mr Michael Leong

Members

Mr Michael Gian
Mr Nathaniel Kwek

COMMITTEES

INVESTMENT

Chairman

Mr Ong Eng Keong

Ex Officio

Mr Jonathan Kuah

Members

Mr Edmund Tan

– Resigned Jan 2024

Mr Foo Choon Yeow

– Resigned Jan 2024

Mr Kee Teck Koon

LAND LEASE RENEWAL

Chairman

Mr Michael Leong

Advisor

Mr Victor Chia

Members

Mr Kee Teck Koon

Mr Lim Shyong Piau

Mr Wu Chee Yiun

LIFESTYLE

Chairman

Mr Gerard Ng

Deputy Chairman

Ms Christine Koh

Ex Officio

Mr Peter Liew

Advisor

Mr Goh Peng Koon

Members

Mr Bryan Lee

Mr Daryl Lim

Mrs Jenny Chew

Mr Lim Meng Jui

Mdm Sharon Heng

Ms Tan Kim Lian

MARKETING

Chairman

Mr Edmund Tan

Members

Mr Benedict Kuah

Mr John Peh

Mr Jonathan Kuah

Ms Linda Tay

Ms Mayda Jutahkiti

MEMBERSHIP RELATIONS

Chairman

Mr Eugene Ng

Deputy Chairman

Mr Dick Lee

Members

Mr Lee Chiwi

Mr Mark Tan

Mr Roy Toh

Mr Seah Sheng Yong

REGIONAL NETWORKING

Chairman

Mr Johnson Ong

Members

Mr Chia Shih Yun

Mr Edwin Lim

Mr Mustaffa Lim

Mr Wong Kok Leong

SPORTS & GAMES

Captain

Mr John Chew

Vice Captain

Mr Dick Lee

Convenors

Mr Allan Kwek

Mr Michael Hoon

Ms Ong She-Na

Ms Tan Kim Lian

Ms Christine Koh

Mr Desmond Phoa

Mr Ng Eik Pin

Mr Chia T-Jian

Mr Eric Fong

Mr Christopher Lim

Mr Robin Ng

Mr Lau Kum Weng

TENDER

Chairman

Mr Goh Peng Koon

Deputy Chairman

Mr Wu Chee Yiun

Members

Mr David Khoe

Ms Dorothy Tay

Mr Tan Lai Choon

VISION 2050

Chairman

Mr Foo Choon Yeow

Advisor

Mr Jonathan Kuah

Members

Ms Dorothy Tay

Mr Edmund Tan

Mr Gerard Ng

Mr Johnson Ong

Mr Peter See

PATRON

Dr Chua Thian Poh

TRUSTEES

Mr Peter Liew

Mr Vincent Kuek

Mr Michael Leong

Mr Jonathan Kuah

AUDITOR

PKF-CAP-LLP

SUBCOMMITTEES

BADMINTON

Convenor

Mr Allan Kwek

Advisor

Mr Albert Chua

Members

Mr Alvin Fu
Mr Alvin Ng
Mr Joseph Sng
Mr Ricky Foo
Mr Ong Eng Keong
Mr Woo Yingxi

BILLIARDS & SNOOKER

Convenor

Mr Michael Hoon

Ex-Officio

Mr Peter Liew

Members

Mr Dominic Pan
Mr John Tan
Mr Nicky Teh
– Resigned Nov 2023
Mr Paul Pang
Mr Tan Lye Hon
Mr Tom Lim

BOWLING

Convenor

Ms Ong She-Na

Advisor

Ms Dorothy Tay

Members

Mr Bryan Lee
Mr Calvin Thean
Mr Felix Lee
Mr Gerard Ng
Mr Richard Chia
Mr Robin Teo

CONTRACT BRIDGE

Convenor

Ms Tan Kim Lian

Members

Ms Angie Ng
Ms Lee Pinn May

Mr Phang Siew Loon
Ms Tan Siew Ngo
Mr Tham Beng Kiong

DANCE

Convenor

Mr Lim Meng Jui

Members

Mdm Florence Lee
Mr John Wee
Mdm Sharon Heng
Mr Wai Meng Keong

EXERCISE

Convenor

Mr Bryan Lee

Members

Mdm Clara Lee
Mr Felix Lee
Mr Jevin Li

GOLF

Convenor

Ms Christine Koh

Advisor

Mr Steven Tan

Members

Ms Angeline Low
Mr Ivan Lim
Ms Jackie Tan
Mr Mustaffa Lim
Mr Tim Koh

LEISURE

Convenor

Mrs Jenny Chew

Members

Mdm Christina Tan
Mdm Delvene Chew
Mdm Jessica Tan
Mdm Mary Chua

PICKLEBALL (PRO TEM)

Convenor

Mr Desmond Phoa

Advisor

Mr Ng Eik Pin

Members

Ms Agnes Kim
Ms Angeline Low
Mr Christopher Mok
Ms Lee Pinn May
Mr Lim Tian Hock
Ms Yapp Pui Li

SQUASH

Convenor

Mr Ng Eik Pin

Members

Mr Linus Ching
Mdm Kris Chan
Mr Sakhalkar Supriyakumar
Shrikant

SWIMMING

Convenor

Mr Chia T-Jian

Members

Mr Edwin Lim
Mr Jason Gan
Mr Kuah Teck Beng
Mr Steven Chia

TABLE TENNIS

Convenor

Mr Eric Fong

Patron

Mr Tan Kwee Hoe

Members

Mdm Kris Teo
Mr Marcus Sunny Tan
Mr Phang Siew Loon
Mdm Sim Hoon Kuan
– Resigned Jun 2023
Mr Tan Ann Jee

TAEKWONDO

Convenor

Mr Christopher Lim

Ex-Officio

Mr John Chew

Members

Ms Melissa Chew

TENNIS

Convenor

Mr Robin Ng

Patron

Mr Koh Chee Hua

Advisor

Mr David Khoe

Members

Mr Calvin Ng
Mr Julian Tan
Mr Mark Lai
Mr Rick Hartono
Mr Robyn Koh

WATER POLO

Convenor

Mr Lau Kum Weng

Advisor

Mr Ong Kay Yong

Members

Mr Alvin Wong
Mr Gerald Say
Mr Goh Boon Yong
Mr Ismail Bin Muhamed
Abdullah
Mr Lee Teck Keong
Mr Leong Hoe Yin

YOUTH & KIDS

Convenor

Mdm Sharon Heng

Members

Mdm Angie Teo
Ms Calene Goh
Mr Chua Kee Soon
Mdm Valerie Heng
Mdm Wong Bee Lian

SPORTS AWARDS

Chairman

Mr John Chew

Deputy Chairman

Mr Dick Lee

Members

Mr Chia T-Jian
Mr Steven Tan

MANAGEMENT COMMITTEE

Victor Chia

President



Introduction

2023 marked a year of resilience, adaptation, and transformative change on various fronts with climate change, diversity initiatives, and advancement in technology. As we reflect on the events of the past year, I am proud to share with you our remarkable accomplishments amidst the formidable challenges we encountered in 2023 in the ensuing pages of the Annual Report.

Highlights

Firstly, my heartfelt gratitude to our members who played a pivotal role in supporting the renewal of our Sports Complex's 30-year lease at the EOGM held on 25 August 2023. With this renewal, we are poised to expand our efforts in nurturing sports talents and providing unparalleled facilities to ensure that our club remains a vibrant hub for sports excellence and participation as well as a home away from home for members.

We increased the subscription fees for all principal members by \$10 to mitigate expected rise in utilities cost and this also helped the club to register a healthy 14.3% improvement in Earnings Before Interest, Tax, depreciation, and Amortisation (EBITDA) to \$3.5

million. Without the September 2022 fee review, the club would have ended 2023 with a deficit of \$641k. The total comprehensive gain for the year was \$626k, an improvement of \$1.5 million, or 167%, compared to 2022.

In 2023, our club saw significant growth in membership, with 8436 principal memberships. In addition, 50.26% of eligible junior members were successfully converted to full-fledged ordinary or associate Members, highlighting our commitment to nurturing the next generation of members.

With increased member patronage and events in our function rooms, total revenue rose across all food and beverage outlets in 2023 by 6% to \$5.1 million. The new QR ordering system mitigated the labour shortage and made the ordering process more efficient and convenient for members.

The sports fraternity had a successful year of competing at various national and international events in 2023. At the 32nd Southeast Asian (SEA) Games 2023, seven swimmers performed exceptionally well, winning a total of 10 medals (6 Gold, 1 Silver and 3 Bronze). Mikkel Lee also set a national record for the anchor leg of the men's 4x100m freestyle relay at the 19th Asian Games 2023, clocking in at 0:47.25.



Winner of the SAQ Club Challenge Cup at the 53rd Singapore National Swimming Age Group 2023 (Seniors)

Our honorary member, Loh Kean Yew, had a productive year as well. He won the Men's Team Bronze at the 32nd SEA Games 2023 and finished as the first runner-up in the 2023 Badminton Asia Championships held in Dubai from 25 to 30 April. Another honorary member, Aloysius Yapp, also had a successful year, finishing first in the Kanas City 9-Ball Classic 2023 and winning Silver in the 32nd SEA Games 2023 (9-Ball Singles).

Furthermore, our Boys' Under-16 Water Polo team demonstrated their skills and emerged champions at the 2nd Kuching Invitational Water Polo Cup, which was held in Kuching, Malaysia, from 23 to 26 November.

Locally, the swim team won the SSA Club Challenge Cup in both the junior and senior categories at the 53rd Singapore National Age Group Swimming Championships (SNAG) 2023, defending their title for the second consecutive year.

We also had great success in bowling, pickleball, squash and table tennis, with our teams placing top three in various competitions such as the 26th Adult Inter-Club Bowling Mixed League, National Squash League, Singapore Pickleball Open 2023 and WTT Singapore Smash Open Team Competition 2023.

In addition, we hosted the 16th edition of the CSC Age Group Badminton Tournament, which was a roaring success. The event, which took place from 4 to 10 September, featured a record 1,359 participants from Singapore, Indonesia, and Malaysia, and showcased talents from juniors to seasoned veterans.

Catering to the growing family members with young children, the Le 乐 Playroom at level 2 of the arrival pavilion was completed in June 2023. It has a nursing room, changing stations, hot & cold-water dispenser, and a parents' waiting lounge. It is a popular spot for parents to entertain their toddlers while their older siblings are training in the club.

In 2023, our club organised a series of club-wide events, including two inaugural events - Water Family Carnival Day and Halloween Movie Screening. The ever-popular Cinema Alfresco made a comeback in June and was very well-received by our members. We rounded off the year with our last event, the Christmas light-up, where our members had a jolly good time soaking in the festivities.

With the combined efforts of staff, members, and guests, we helped the less fortunate by raising \$20,000 through various activities for the President's Challenge 2023.

Looking Ahead

The procurement of a new 30-year lease is not by chance, but the result of the club's long-term strategic thinking, our prudent financial management and sustainable leadership. We are now ready to execute on the strategy in phases, over the years.

We have plans to maximise the club's full potential, including a refurbished F&B outlet, a family karaoke room, and an expanded Man Zhu Alfresco to offer more food options. We are also committed to supporting the government's green initiative and are actively working on energy-saving projects.

As part of the club's Vision 2050, we will use comprehensive data analysis, smart management, and community involvement, to transform our recreation complex into a dynamic lifestyle hub with diverse programmes for physical, mental, and social well-being of our members. We are confident that the new changes will provide an enriching and enjoyable member experience, making our club a perfect home away from home.

We will continue to holistically review our staff benefits, communications, and training, to keep them engaged and motivated to provide a consistent positive experience for our members.

Appreciation

I wish to extend my deepest gratitude to the Management Committee and dedicated staff, whose unwavering commitment helped us provide exceptional service to our valued members. My sincere appreciation to our members for their continued support and active engagement in making Chinese Swimming Club a vibrant community. Let us continue to collaborate through the opportunities and challenges ahead to build a brighter future together for the club.



Spring Festival 2023



AUDIT COMMITTEE

Steven Tan

Chairman



Introduction

The primary purpose of the Audit Committee is to provide oversight of the financial reporting process, the audit process, the company's system of internal controls, and compliance with laws and regulations.

Highlights

The club's appointed internal auditor, Mazars LLP, had conducted and completed the second-year internal audit. The club has requested Mazars change the areas of review that were initially planned for:

- 1) IT General Control Review
- 2) Business Continuity Management
- 3) Personal Data Protection Act ("PDPA")

To the following areas:

- 1) Procurement and Payables
- 2) Revenue Management
 - a. Membership Management (includes billing)
 - b. Rental Income
 - c. Facility Booking

The changes made in the areas of review were necessary due to high staff turnover in 2022. Several positions were filled in 2023. This is important as the newly hired staff would need ample time to understand the club's processes and controls.

The internal audit report was presented to the Audit Committee in December 2023. No major issues were found. However, several controls were put in place following the findings from Mazars.

Looking Ahead

The next review will concentrate on IT General Control, PDPA and Business Continuity. This would be the club's final year of the 3-year review they signed up for.

Appreciation

I would like to express my heartfelt gratitude to the Management Committee, as well as my fellow committee members and the CSC staff for their contributions, efforts, and support in the past year.



DIGITALISATION COMMITTEE

Ong Eng Keong

Chairman



Introduction

2023 has proven to be exceptionally successful for the club, marked by the triumphant renewal of our land lease for an additional 30 years. This significant achievement is attributed to the commendable efforts of the Management Committee and the dedicated management team.

With the extended land lease, the club's vision now stretches beyond Vision 2030, reaching ambitiously into 2050. Our forward-thinking approach to digitalisation is set for a transformative shift, aiming to be revolutionary rather than merely evolutionary.

Highlights

Continuing our digitalisation journey, a notable project involved successfully implementing a Flexi-Pass purchasing function on our members' online portal. Members can conveniently purchase exercise passes and book classes in one seamless online experience, enhancing their fitness journey.

Additionally, we replaced the point-of-sale (POS) system for Man Zhu Cafe, Mingle@Amber, and 3 Bars in the last quarter of 2023. This upgrade enhances overall F&B efficiency, elevating the member experience at these outlets.

On the backend operations front, we embraced cloud technology for documentation and club management systems, digitising processes and reducing dependence on offline servers. These advancements underscore our commitment to leveraging digital technologies for the benefit of our club members.

Looking Ahead

Exciting initiatives await as we integrate the point-of-sale (POS) system with a user-friendly QR code self-ordering service for Man Zhu Café, 3 Bars, and



Mingle@Amber. This integration promises significantly improved serving times at our F&B outlets.

Further, the club's WIFI network will undergo an upgrade to accommodate more members and enhance connectivity quality. Meanwhile, backend operations will witness an upgrade from a legacy phone system to a cloud VOIP system, ensuring significant cost savings.

Our commitment to leveraging cloud technology persists, with ongoing efforts to streamline the club's IT infrastructure and establish a resilient IT ecosystem.

Lastly, we will apportion our resources to fortify our IT policies and compliance.

All these initiatives aim to bring comfort, assurance, and convenience to our club members.

Appreciation

I extend my heartfelt gratitude to the Management Committee, esteemed colleagues, the management team, and the dedicated CSC staff for their unwavering contributions, tireless efforts, and invaluable support throughout the past year.

DISCIPLINARY PANEL

Eugene Ng

Chairman



Introduction

At the 108th Annual General Meeting, 20 voting members were elected to form the Disciplinary Panel. A separate and independent body from the Management Committee, the Disciplinary Panel is committed to ensuring our club remains a beacon of respect, integrity, and fellowship.

This year, a Disciplinary Committee was formed comprising of members of the Disciplinary Panel to look into and deliberate upon a complaint of unruly and disrespectful behaviour.

Case 1 – September 2023

Brief Facts

A complaint was lodged against a member of the club arising from an incident that took place in the common Karaoke Room at 3 Bars.

Decision by the Disciplinary Panel

The Disciplinary Panel deliberated and found that the said member's misconduct, including threats of physical violence and verbal abuse towards members and staff, was serious and not tolerable under any

circumstances. Also taken into consideration was the fact that the very same member was disciplined for misbehaviour in the past.

It was thus decided that the member's membership be suspended for 12 months, pursuant to the club's Constitution – Article 6.1(v) and (vi).

On behalf of the Management Committee, I would like to take this opportunity to emphasize all club members and guests of the importance of maintaining a civil and respectful demeanour within our club. It is also paramount that all club staff are treated with kindness, respect, and understanding. Our interactions should be guided by friendliness and politeness, fostering an environment where everyone feels welcome and valued.

Appreciation

My sincere appreciation goes to all my fellow members of the Disciplinary Panel who have generously contributed their precious time and effort volunteering on the Disciplinary Panel.



FINANCE COMMITTEE

Jonathan Kuah

Chairman



Introduction

Total surplus* for the club rose by 3.6% to \$12.3 million for the year, leading to a net surplus of \$239,269 compared to a loss of \$167,383 previously. Including fair value gain from our fixed income portfolio, total comprehensive revenue for the financial year totalled \$626k, an improvement of \$1.5 million or 166.5% over 2022. A free cashflow (FCF) of \$2.37 million was achieved resulting in cash reserve of \$23.4 million after the payment to SLA for the land lease renewal of \$10.89 million.

The financial performance for the year was mainly attributed to the 8.5% rise in subscription fees following the \$10 increase in September 2022 to mitigate the expected rise in utilities cost. However, if the increase in subscription fees were to be excluded, the club would have ended the year with a deficit of \$641k. The Fruit Machines also did well with a 117.2% increase in contribution. These helped the club register a healthy 14.3% improvement in Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) to \$3.5 million. The above helped offset the increase in utilities cost as well as weaker F&B performance where losses rose to \$395,222 amidst rising cost of materials and labour costs.

All said, the club's reserves remain healthy with prudent fiscal management. A sum will also be set aside for upgrading the club's facilities over the next few years so that CSC will enhance its attractiveness as a premier club in Singapore.

Highlights

Land lease renewal

The club successfully renewed its land lease at the Sports Complex with the Singapore Land Authority on 28 August 2023. The SLA accepted our surrender of the existing 30-year lease and reissued the club a fresh

30-year lease in lieu of it. The unexpired term of the existing 30-year lease is carried over to the new lease. The cost of the land lease renewal totalled \$10.89 million, made up of a \$10.44 million land premium fee and a \$453k stamp duty. The sum was entirely paid out from the club's reserves.

1. Membership fees

- Subscription fees (the club's main source of income)
Subscription revenue for the year was \$8.7 million, an improvement of \$681k from last year. This variance was due to the \$10 subscription fee increase, which started in September 2022.
- Transfer fees:
The resumption of travel after the Covid-19 pandemic had a negative impact on transfer fee revenue, which declined by 35.5% to \$829k.
- Entrance and conversion fees
Entrance and conversion fee revenue increased by 7.2% to \$445k, thanks to more Term members joining the club.

2. Fruit Machines

The tightening of food consumption in the Jackpot room did not deter the Fruit Machines' performance for FY2023. The Fruit Machines managed to register a 5% increase in total turnover to \$22.6 million, compared to \$21.5 million the year before. With a reasonable Return to Player (RTP) ratio, the Fruit Machines segment achieved the club's share of \$1.15 million.

The fruit machines' operations improved by 117% to \$699k, because of higher club share, lower payroll cost (from a reduction of two headcounts) and a lower operation cost.

*surplus accounts for the net contributions of activities after their respective costs.
Table: (Please refer to page 93 for a detailed breakdown.)

3. Rental income

As the F&B business continued to pick up for our tenant, Fu Lin Men Cantonese Dining, the club's rental income increased by 4.5% to \$490k. Gross turnover (GTO) was the main contributor to the increase in rental income.

4. Interest income

In 2023, the club actively allocated funds to short-term fixed deposits with high interest rates and subscribed to Treasury Bills and investment grade Singapore Dollar Bonds. As a result, the interest income amounted to \$654k, representing an increase of \$262k, or 67%, from the previous year's income of \$393k.

5. Lifestyle & Flex Gym

Lifestyle activities and Flex Gym generated a surplus of \$123k, a decline of 16% or \$24k compared to the previous year's (2022) surplus of \$147k. The lower performance was due to increased staff costs, as the vacant positions in 2022 were filled in 2023.

6. Food & Beverage outlets

The food and beverage outlets registered a total sale of \$4.77 million, a 6.6% increase from last year's (2022) \$4.47 million. Due to the recent increase in subscription, the club decided to hold back on any increase in food prices during this period. Other income sources and the unutilised F&B levy registered a total income of \$295k, the same as last year. However, the labour cost for the three outlets was higher due to a very competitive labour market.

Man Zhu Café's total sales declined by 2% to \$3.32 million as more members chose to travel during the school holidays. The total operating cost increased by 1.3% to \$2.57 million due to increased labour costs amidst the tight labour market.

3 Bars' total sales increased by 42%, or \$315k compared to the previous year's \$759k. Despite higher sales, 3 Bars registered a net deficit of \$293k,

which was 82% worse off than the previous year, (2022) due to higher operating costs.

Mingle@Amber's sales increased by 12% to \$369k, but high labour costs resulted in a 31% decrease in net surplus to \$48k.

7. Sports & Games

Sports & Games registered a net surplus of \$284k, which is a decline of 33.2%, or \$141k, year-on-year, despite a 23% increase in revenue, or \$702k. The total operating cost increased by \$507k, or 39.2%, due to the increase in staff costs.

8. Administration

Administrative operating expenditure saw a decline of \$240k or 5.9% from a total of \$4.1 million to \$3.86 million. This reduction was due to the resignation of a few heads of departments in 2022.

9. Club premises

The club's premises expenditure increased by \$218k, or 4.7%, year-on-year (YOY). The rise in utility cost and repair and maintenance were the primary reasons for the increase.

Looking Ahead

With the recent renewal of the club's land lease by the Singapore Land Authority, the club has more clarity and certainty on space planning and enhancement of facilities. The Finance Committee is currently working closely with the Vision 2050 Committee to set aside funds for upgrading needs.

Appreciation

I would like to express my gratitude to my fellow members of the Management Committee and the Finance Committee, and not forgetting the staff of the Chinese Swimming Club for their invaluable support and contributions during this term of office. More importantly, we would also like to thank our members for their unwavering support.



FOOD & BEVERAGE COMMITTEE

Johnson Ong

Chairman



Introduction

Against a backdrop of fiscal challenges, this year's Food and Beverage Annual Report serves as a transparent reflection of our commitment to financial prudence and operational agility. Faced with a below-budget scenario, we navigated uncertainties with resilience and strategic decision-making. While the financial landscape posed hurdles, our focus on cost management, efficiency, and adaptive strategies enabled us to weather the storm. Join us as we dissect the intricacies of our fiscal journey, showcasing not just the hurdles but the innovative solutions that have positioned us for renewed growth in the coming year.

Highlights

We are happy to report that there has been an increase in revenue for all food and beverage outlets due to more members patronising the outlets and holding various events in our function rooms. Total revenue increased by 6.6% to \$4.77 million in 2023. Unfortunately, due to the increased cost of labour and raw materials, our deficits have increased by 206% to \$395k compared to 2022. In order to show appreciation to our members and reduce their burden due to inflation, the Management Committee decided to freeze the menu prices for 2023.



Launch of QR Code ordering at Man Zhu Café



Penang Char Kway Teow during the Penang Food Fare

We continue to maintain high hygiene standards at Man Zhu, Mingle@Amber, and 3 Bars and we thank the staff for their continuous efforts to uphold high standards of cleanliness and tidiness at these outlets.

Man Zhu Café

Man Zhu continued to capitalise on the various festive celebrations such as New Year, Chinese New Year, Easter, Penang Food Fare, Oktoberfest, and Christmas, to roll out popular promotions and products in 2023. However, a drop in patronage during the June and December school holidays caused sales to decrease by 2% (\$60k) to \$3.32 million, compared to \$3.38 million last year.

In 2023, we implemented a new POS system that incorporates a QR Ordering system to cope with the labour shortage, and to make the ordering process more efficient and convenient for members

Operating costs increased by \$33k, due to increased costs related to contract dishwashing, kitchen cleaning, and cooking fuel and gas.



Johnnie Walker & Sons XR21 Whisky Dinner



Oktoberfest 2023

3 Bars

3 Bars registered a 42% sales increase to \$1.07 million compared to \$759k in 2022. We have seen an increase in events hosted in our ballroom for various functions such as corporate meetings, annual dinners, and birthday celebrations. There was a 25% increase in alcohol revenue, reaching \$569k, due to a wider selection of whiskies, reasonable pricing, and more events and promotions, compared to last year's \$457k.

The Tippling Masters Initiative (Wine Club) performed well, as we have garnered 200 members so far. This has generated revenue of more than \$20k in alcohol sales.

3 Bars reported a deficit of \$293k compared to 2022's \$161k.

Mingle@Amber

Since its opening in 2022, Mingle@Amber has consistently attracted teenagers, students, and even executives who work or study from home. With an increase in product selection at our Grab N Go service, we have generated more revenue and provided greater convenience to our members. As a result, and with proper cost management, Mingle's revenue has increased by \$39.5k to \$369k in 2023, representing an 12% increase over last year's revenue of \$329k.

Looking Ahead

We have more exciting plans to entice our members in 2024!

In 2024, we aim to open a new café, karaoke room, and expand Man Zhu alfresco kitchen to provide our members with more food options. As Mingle@Amber is gaining popularity with members, we plan to expand the alfresco area to offer a lush environment for our members to enjoy their cakes, pastries, and beverages with their family or friends. We will review menus yearly, introduce more F&B and festive promotions, and host more wine and whisky dinners for members.

Over the years, the F&B Committee has been working hard to give our members high-quality food of different cuisines at affordable prices. We welcome feedback from members to help us improve and continue to serve you better.

Appreciation

I would like to take this opportunity to thank all CSC members, the Management Committee, the Food & Beverage Committee, and the Management and Staff of CSC for their support, contributions, and hard work in 2023. The F&B Committee shall continue to focus on the core mission of offering our members excellent service and a value-for-money wine & dining experience.

Thank you.

HOUSE & GROUNDS

Peter See

Chairman



Introduction

The House & Ground Committee continues to collaborate closely with the various Standing Committees and club management to attract member participation and support, to achieve the club's Vision 2050 objectives.

During the year in review, the committee took the opportunity to repair and replace club facilities, ACMV equipment, civil engineering and Addition & Alteration (A&A) works, to enhance and improve the safety of the premises.

The demand for office space at Work@CSC has been high, leading to an expansion in Q4 2023.

We have built a new children's playroom, named Le 乐 Playroom at level 2 of the Arrival Pavilion (AP), catering to families with young children under five-years-old.

There are two nursing rooms & baby changing stations with wash basin, hot & cold-water dispenser, and parents' waiting lounge inside the playroom.

We have repaired the overflow drainage and replaced the pool grating to minimise water splashing over onto the decking in the Recreation Complex (RC) swimming pool.

The introduction of the body camera for our security officers has helped to enhance a friendly and secure environment for members and staff.

The Committee will continue to give its fullest support to the club's Property Management Team to ensure that upkeep is conducted cost-effectively and efficiently without compromising on the quality, safety, and standard of club facilities.



Le 乐 Playroom

Highlights

General Maintenance and Repair Works on Existing Facilities and Services

The following maintenance, repair, and improvement works were conducted in the year:

- Replacement of the domestic booster pump at the AP
- Replacement of air-conditioning systems and parts in 3 Bars and its kitchen
- Replacement of water heaters and shower accessories at the Sports Complex (SC)
- Chemical and steam cleaning of the air conditioning system
- Termite treatment and prevention
- Regular checks and replacement of malfunctioning toilet amenities and light fittings
- Repair and replacement of outdoor decking support beam and skirting
- Installation of fairy lights at Man Zhu Café's Alfresco to enhance members' dining experience
- Replacement of broken poolside tiles at SC
- Painting of RC car park lots and road signs
- Minor painting works at SC, RC walls, and ceiling boards
- Improvement of the lighting & lumens at the RC lobby area with LEDs to save energy
- Addition of an outdoor sound system at SC poolside for swimming events and movie screenings
- Enhancement of the RC basement carpark exit ramp section to prevent vehicles from knocking and scratching the wall while negotiating a turning
- Annual cleaning of the domestic water tank
- Renewal of permit to operate for lifts and equipment

Major Contract Awards

The following contracts were renewed in 2023:

- Air-conditioning maintenance services
- Mechanical ventilation maintenance services
- Pump maintenance services
- Lift maintenance service
- Exhaust fan maintenance services
- Generator maintenance service
- Fishpond maintenance services
- Lifeguard services
- Refuse collection services
- Landscaping maintenance services

Looking Ahead

The committee will work towards implementing practical measures to control the cost of maintenance work. This is being done to ensure that the facilities are managed effectively and efficiently without compromising on member safety and security. Additionally, the Committee is aligning itself with the government's green movement and is working towards energy-saving initiatives. We will also constantly review, upgrade, and develop the premises to meet member needs and fulfil our vision of becoming a premier club in Singapore.

Appreciation

The House & Ground Committee would like to express its gratitude to the Management Committee, the Standing Committees, the management team and staff, for their effort and commitment in making 2023 a successful and rewarding year.



HUMAN RESOURCE COMMITTEE

Dick Lee

Chairman



Staff EXSA Award 2023 Recipients
From Left to Right: Teo Hong Chay, Ng Chye Moi, Lim Lian Tee, Monogaram Blaise Joanita Nee Francisco, Wong Xeng Hau

Introduction

As we reflect on the post-pandemic environment in 2023, we acknowledge the exacerbated challenges of recruitment, employee turnover, and retention. Chinese Swimming Club has realigned its HR priority to adopt a holistic approach to employee wellness that aims to build a more resilient workforce. We would like to take this opportunity to express our deepest gratitude to all our staff members' unwavering loyalty, and relentless pursuit of professionalism and commitment during this challenging year.

Highlights

Chinese Swimming Club has taken significant steps to promote employee wellness. This includes adopting consistent employee engagement activities, regular communication, and reviewing the total compensation programme to ensure a positive employee experience. We believe that employees' motivation and engagement are linked to the experiences of club members.

We are proud to announce that the Singapore Hotel Association has recognised five of our service staff with the Excellent Service Award (EXSA). This highly

prestigious national recognition celebrates individuals who have consistently delivered quality service. Our members have commended these staff members for their professionalism, dedication, and willingness to go above and beyond the call of duty.

- (1) Star Award:** Lim Lian Tee, Junior Duty Manager (Member Relations & Sales)
- (2) Gold Award:** Wong Xeng Hau, Captain (F&B)
- (3) Silver Award:** Monogaram Blaise Joanita Nee Francisco, Receptionist (S&L)
- (4) Silver Award:** Ng Chye Moi, Receptionist (S&L)
- (5) Silver Award:** Teo Hong Chay, Junior Executive (F&B)



Staff Appreciation Night 2023

The staff members unanimously selected the S.E.A. Aquarium as the venue for the annual Staff Appreciation Dinner. The main purpose of this event was to show gratitude to the staff for their past contributions and acknowledge their ongoing efforts towards the success of the club. During the dinner, the long-serving staff who have been with the club for over 25 years were recognised for their unwavering dedication, which has played a crucial role in the club's enduring success. Exceptional Employees of the Year awards for the front-of-house (Kenny Chong) and back-of-house (Mong Chai Lin & Wong Teck Yong) were also presented during the staff event.



Staff President Challenge Event 2023
From Left to Right: Edmund Lee, Victor Yong & Katherine Palacio Benedicto

Our staff participated in a corporate social responsibility event—a charity flea market. They generously donated pre-loved items and snacks, with all proceeds going to the beneficiary organisations associated with the President's Challenge. Additionally, all unsold items were also donated to these beneficiary organisations.



Onsite staff health screening 2023

In addition to annual staff events, we have also organised insurance benefit sessions, a health and wellness intervention programme, and fitness activities to promote camaraderie.

Looking Ahead

As we enter 2024, we anticipate inevitable increases in manpower operating costs due to inflation and the competitive employment market in Singapore. The tightening of national foreign manpower policies and low unemployment rates have caused a labour shortage, particularly in the hospitality and service industries, resulting in intensified competition. As a

result, the Chinese Swimming Club is likely to face challenges in attracting and retaining talent.

Nevertheless, we are adopting a prudent approach to hiring initiatives, such as collaborating with the Workforce Singapore (WSG) and the Employment and Employability Institute (e2i), tapping on available national funding, and participating in career fairs. We also introduced internships in partnership with various institutions, polytechnics, and universities, to supplement the labour shortage.

Despite the challenges in 2023, the HR team managed to fill more than 70% of the club's vacant positions.

In an all-out effort to build and strengthen the talent pipeline, our priority is to recognise and retain our core employees and high-performing staff who have worked relentlessly to provide seamless quality service to our members amidst the challenging and fast-growing financial year.

We are holistically reviewing compensation, introducing new benefits, increasing HR policy transparency, and improving staff communication to constantly engage our staff. Jobs will also be re-designed and with the necessary staff training provided to ensure our members consistently have a positive experience at the club. We believe that engaged and motivated employees elevate service standards across the board for our members.

Appreciation

I would like to take this opportunity to express my gratitude to the Management Committee, the HR Committee, and the club's management and staff for their dedicated efforts and contributions in 2023 and for their continued diligence in contributing to the club's success for many years ahead.

LAND LEASE RENEWAL COMMITTEE

Michael Leong

Chairman



Introduction

The lease renewal journey for the Sports Complex that started in 2019 finally came to fruition with the Singapore Land Authority (SLA) granting the club another 30-year tenure from 2023. This early renewal would provide certainty for the club which will enable it to plan ahead not just only for membership retention but for a dynamic future to meet ever-evolving members' profile and their needs and aspirations.

Highlights

Following the \$10.9 million offer from SLA which entailed surrendering the unexpired term in exchange for a fresh 30-year tenure commencing from 2023, the club held an Extraordinary General Meeting on 25 August 2023 and sought approval from members to empower the Management Committee to accept and deal with the SLA's offer. The resolution to proceed was passed by members present with an overwhelming majority of 98%.

Looking Ahead

The Land Lease Renewal Committee will now hand the baton over to the Management Committee for it to continue with the next lap of executing and delivering the club's much anticipated 'home-away-from-home' positioning for current and future members.

Appreciation

I would like to thank the resolute support of our members who gave us their precious time to attend the EOGM despite a tight deadline and to pass the resolution that was tabled. My appreciation to the management team for all the hard work and assistance rendered in completing this challenging but rewarding task. A special shout-out to my fellow Management Committee and Land Lease Renewal Committee members for all their advice and support over the last few years.



LIFESTYLE COMMITTEE

Gerard Ng

Chairman



Water Carnival Family Day

Introduction

As we close the chapter on 2023, I am pleased to report that the past year was successful, filled with many large and small activities that catered to our members' diverse needs.

Highlights

The year started with the Spring Festival celebration in January, featuring the lion and dragon dances that bestowed blessings upon the club and our members. It was an auspicious event, with members relishing the diverse performances and delicious snacks.

An Easter race and craft workshop were organised in April on Easter Sunday, and parents and their children had fun bonding.

The club held our first Water Carnival Family Day on Labour Day. The event captured the essence of summer and provided a fun and refreshing escape from the hot weather. One of the highlights was the water obstacle course, which challenged children and parents to display remarkable agility and speed.

Our ever-popular Cinema Alfresco screening by the pool returned in June. It was a sight to behold, as members enjoyed the movie screening under the starry night sky. In August, we hosted our annual durian party, which saw an amazing turnout. Durian lovers gathered and indulged in the sumptuous King of Fruits and strengthened their bonds over their shared love for this fruit.

In September, we celebrated the enchanting Mid-Autumn Festival with an array of activities. Members enjoyed a guzheng performance, mooncake treats, craft activities and a balloon giveaway. As the night progressed, the celebration continued with a movie screening by the pool, creating an enchanting atmosphere for all to enjoy. In October, we organised our inaugural Halloween movie screening. Our members came dressed in their spooktacular Halloween costumes and watched two spine-chilling movies.



Durian Party



Halloween Movie Marathon



Christmas Light-Up

Mid-Autumn Festival

We wrapped up the year with our Christmas light-up in November, where the ceremony was officiated by our Club President, Mr Victor Chia. Members had a jolly good time and enjoyed the harp and violin duo performances, craft workshop, and popcorn treats. Members also took photos with Santa Claus and received candy treats from him.

Aside from club events, we opened a new children's playroom in July called the Le 乐 Playroom and received positive feedback from members. Workshops and classes under the various Subcommittees – Dance, Exercise, Leisure and Youth & Kids – all did well, thanks to the strong member support.

Looking Ahead

Going forward, the Lifestyle Committee will continue to curate and create activities for a wider demographic and cater to different interests and enrich the overall membership experience.

Appreciation

I would like to extend my heartfelt appreciation to the Management Committee, all subcommittees, club management and the administrative staff for their unwavering support.

On behalf of the Lifestyle Committee, I would also like to thank our members for actively participating in our events. Your involvement has been instrumental in making the club a home away from home, where members will stay longer and spend more time.

Thank you!

DANCE SUBCOMMITTEE

Lim Meng Jui

Convenor



Introduction

I am pleased to share that, with the full resumption of activities in 2023, our dance community has done well in the past year, with the support of our dancers and instructors.

Highlights

We are appreciative and thankful to all dancers who have participated in our Latin/Standard Ballroom Dance classes by Mr. Peter Wong on Mondays and Fridays, Line Dance classes by Mr. Philip Sobrielo on Tuesdays and Sundays, and Solo Latin Dance for Ladies by Mr. Alvin Low on Wednesdays.

It is delightful to see how our dance community has grown. We are grateful to the dancers for their support.

The line dance team held the Hawaii-themed Dance Jam on 15 April 2023 and the rain did not hamper the passion of the line dancers, despite the relocation of the event venue. Our students also participated in the

Kinex Line Dance Jam, organised by our instructor, Mr. Philip Sobrielo.

I am pleased to report that the average number of participants for Social Dance Night increased in 2023. We organised four social dance parties, namely, the Valentine's Day, the Peranakan, the Red & White, and the Shanghai Night dance parties. Once again, a big thank you, to all who supported us in our dance parties!

Looking Ahead

We will continue to organise more themed dance parties and social dance sessions for all dance lovers! We are excited to have everyone participate more and create more memories together.

Appreciation

As we welcome 2024, we are grateful and appreciative to the Management Committee, the Lifestyle Committee, the Dance Subcommittee members, staff, dance instructors, and members who helped make 2023 a spectacular year. Thank you.



Peranakan-Themed Social Dance Party

EXERCISE SUBCOMMITTEE

Bryan Lee

Convenor



Total Body Conditioning Class

Introduction

Reflecting on 2023, I am pleased to report on members' journey towards better health and fitness.

Highlights

Classes such as Pilates, yoga, Total Body Conditioning, and Taiji Qigong, remain extremely popular among our members under the Exercise Flexi-Pass programme.

The on-going Yang Style Taiji class remains steadfast in enrolment with the loyal support of existing participants, and the participation rate for new classes such as Zumba Gold and Cardio Dance has also been encouraging.

Our 3-session trial package has been a hit with the new members joining the programme for the first time.

From aerobic classes such as cardio dance and Zumba Gold to anaerobic classes like yoga and Pilates, our variety of workout classes under our Exercise Flexi-Pass provides our members with a diversified choice to work the body and mind.

Looking Ahead

The Exercise Subcommittee will strive to organise new and trendy activities to offer more variety to members as well as to promote a culture of well-being in the club. We hope to see more new members coming onboard to serve on the subcommittee.

Appreciation

I would like to thank the Management Committee, the Lifestyle Committee, the Exercise Subcommittee, club members, and CSC staff for their support and contributions in 2023.

LEISURE SUBCOMMITTEE

Jenny Chew

Convenor



Red Packet Lantern-Making Workshop



Mother's Day Health Talk

Introduction

As we welcome 2024, I am pleased to report on the activities that the Leisure Subcommittee organised in 2023.

Highlights

To ring in the Chinese New Year festive celebrations, the subcommittee kicked off the year with a red packet lantern-making workshop. Members enjoyed learning to make various kinds of lanterns and putting old red packets to good use.

A parent-and-child cake-baking workshop and a health talk on detoxification were organised for Mother's Day. In October, another health talk was held to educate members on managing diabetes and dementia care. There were also parent-and-child bonding workshops, such as a chocolate Ganache cake-making event during the school holidays, which received positive feedback.

Interest in Chinese calligraphy increased incredibly, and the Chinese brush painting class experienced steadfast enrolment, thanks to the faithful support from our members.

Our urban garden has been flourishing all year, with a bountiful harvest of fresh produce. The addition of a new water irrigation system has enabled us to expand our edible vegetable garden and further enhance its productivity.

Looking Ahead

The Leisure Subcommittee endeavours to organise a range of activities catered to families, adults, and kids, to foster a vibrant club environment. We look forward to members' support for our activities and welcome any suggestions to enhance our leisure programmes.

Appreciation

I would like to thank the members of the Management Committee, the Lifestyle Committee, Leisure Subcommittee members, and CSC staff for their support and contributions in 2023. We are thankful for members' continuous support for the activities organised by the subcommittee.

Thank you!

YOUTH & KIDS SUBCOMMITTEE

Sharon Heng

Convenor



Introduction

As we reflect on the past year, I am pleased to share the 2023 achievements of the Youth & Kids Committee.

Highlights

In July, we welcomed our members to the Le 乐 Playroom. This space is not just a room filled with toys, but a vibrant space for children to explore their interests and create lasting memories.

We are also pleased to share that enrolment in children's ballet and wushu increased throughout 2023. Children who joined the children's ballet in 2023 had their grades promoted consistently. Together with our instructors' guidance, we will continue to uphold and maintain teaching standards and nurture the children's passion and love for ballet.

Our wushu competitive class on Thursdays has also seen an increase in sign-ups. One of the students, Lim Enya, who participated in the National School Games 2023 (Primary), came in 4th place.

We also introduced a new abacus and mathematics class last August. This class focuses on sharpening arithmetic skills and enhancing concentration, memory, and problem-solving abilities.

A big "thank you" to members, for their support in our ad hoc holiday programmes, such as the Art Camp, Hip Hop & Jazz Dance Workshop, Wushu Camp, and Mooncake Making Workshop.

Looking Ahead

Looking ahead, we aspire to provide our members with more diversified activities where children and young adults can explore their potential.

Appreciation

I would like to extend my thanks to the Management Committee, the Lifestyle Committee, and fellow subcommittee members and administration staff for their support and for making 2023 a great year for the Youth & Kids Subcommittee.



Wushu Holiday Camp



Mooncake-Making Workshop

MARKETING COMMITTEE

Edmund Tan

Chairman



Introduction

As we reflect on the milestones and achievements of 2023, I am delighted to report the progress the club has made and the successes we have achieved together the past year.

Highlights

Firstly, I am thrilled that the news of the renewal of the land lease at the Sports Complex garnered widespread attention. Articles have been published in mainstream news outlets such as The Straits Times, The Business Times, and Lianhe Zaobao. The significant accomplishment was celebrated within by our members, and beyond, thanks to an impactful press release created in collaboration with our marketing department. This media coverage provided an opportunity for our Club President, Mr Victor Chia, to highlight the diverse and vibrant community that we have at the club.

Throughout the year, our marketing and communications efforts have played a pivotal role in shaping our identity, building meaningful connections with our members, and driving engagement across the various platforms. This is reflected in an increase of 563

followers (49.7% increase) on our Facebook page and 6.7k content interactions (226.6% increase).

I wish to assure you that we are committed to keeping you informed and engaged with all the activities, events, and programmes offered by our club. We use both traditional marketing and digital marketing strategies to convey important information to our valued members.

We encourage you to actively participate in the events and programmes that interest you and to spread the word among your friends and family.

Looking Ahead

As we look ahead, we are excited to share that exciting plans are in store for the future, as we introduce engaging campaigns, exclusive events, and attractive content.

In 2024, we will launch digital floor-standing kiosks that display notices and posters about upcoming events and activities at the club. This feature helps ensure members are seamlessly connected to the club's vibrant calendar and customer experience is enhanced.

Our focus remains on ensuring that every member feels connected, is informed, and that they are a vital part of the club. We are committed to ensuring that every member has a positive and fulfilling experience.

Appreciation

I would like to extend my heartfelt gratitude to the Marketing Committee and the Management Committee for their strategic vision and unwavering commitment that helped transform the club into a "home away from home" for all members. Here's to a wonderful 2024 filled with continued success!

MEMBERSHIP RELATIONS COMMITTEE

Eugene Ng

Chairman



Introduction

The Membership Relations Committee is delighted to present its annual report for the year 2023. The committee's focus is on strengthening the membership community and enriching the membership experience through innovative initiatives and enhanced engagement opportunities.

Membership Growth

In 2023, the club saw a substantial increase in membership, reaching a total of 8436 Principal Memberships. The year was marked by 190 successful third-party transfers. A notable achievement was the conversion of more than half of eligible Junior Members to full-fledged Ordinary or Associate Members, underscoring our commitment to nurturing the next generation of club members.

Highlights

Our efforts to welcome and integrate new members were particularly successful, with the resumption of Members Initiation events held in May and November. The themes, a Retro 80s Party and a Hawaiian Luau Party, provided a lively, entertaining, and interactive environment for new members to familiarize themselves with the club facilities, meet fellow new members as well as the club Management Committee.

These 2 events, coupled with many other events throughout 2023 notably the Durian Party, Oktoberfest, Cinema Alfresco, and the Christmas Tree Light-up, catered to a variety of interests and allowed members and their families to connect and create fond memories of fun and relaxation at the club.

Looking Ahead

The Membership Relations Committee remains dedicated to understanding and staying attuned to the preferences of members, and working towards



Hawaiian-Themed Members Initiation Event

Category of Memberships



enhancing the club's offerings and ensuring our members feel valued and engaged.

We will continue to seek innovative ways to cater to our members' needs and interests, building on the strong foundation of 2023's achievements.

Appreciation

While we celebrate continued membership growth and engagement achievements in the past year, the committee acknowledges that there is room for further improvement.

The Membership Relations Committee is grateful to all members for their support, active participation, and feedback, which have been invaluable in shaping our club's direction.

REGIONAL NETWORKING COMMITTEE

Johnson Ong

Chairman



Introduction

The Regional Networking Committee is thrilled to present the annual report for 2023. This year, we focused on revitalising our connections with reciprocal and affiliated clubs across the region, a pivotal step as we emerged from the pandemic's constraints. Our commitment to fostering robust international relations has been at the forefront of our endeavours, aiming to enrich our club's regional network and enhance member experiences.

Highlights

A significant milestone in 2023 was the comprehensive update of all contacts and agreements with our reciprocal and affiliated clubs. This foundational work ensures up-to-date and effective communication channels, laying the groundwork for sustained international cooperation. Additionally, we entered into a 3-year reciprocal agreement with the Singapore Swimming Club, a testament to our proactive approach in expanding and strengthening our network.

We also proudly welcomed members from esteemed overseas clubs, including The Royal Bangkok Sports Club, The British Club Thailand, the United Services Recreation Club in Hong Kong, and the Ipoh Swimming Club, and others. Our members reciprocated by visiting various affiliated clubs abroad, such as The Seoul Club, Penang Sports Club, and others, fostering goodwill and fellowship.

In our pursuit of enhancing the club's global network and focusing on more meaningful exchanges, the committee made the strategic decision to conclude our reciprocal arrangement with The American Club Taipei after careful consideration. This decision reflects our commitment to prioritising relationships that offer the most value and effective engagement opportunities for our members with a select group of



Photo: Royal Bangkok Sports Club

affiliated clubs. We believe this approach allows us to dedicate more resources to fostering deeper and more beneficial connections moving forward.

Looking Ahead

As we look to the future, the committee is dedicated to further enhancing our regional and international relationships. We will continue to explore new partnerships and agreements that offer our members unique and diverse experiences. The foundation laid this year will serve as a stepping stone for more ambitious projects and collaborations, reinforcing our club's position as a vibrant and interconnected community.

Appreciation

Our heartfelt thanks go to everyone involved in this year's successes, especially our members for their enthusiastic participation and support. We also extend our gratitude to the committee members, whose diligence and commitment have been instrumental in achieving our goals. Together, we look forward to building on this momentum and bringing even more exciting opportunities to our club in the coming years.

SPORTS & GAMES COMMITTEE

John Chew

Chairman



Introduction

Sports & Games enjoyed a resurgent year as the club returned to its vibrancy post-COVID. Our numbers were at a record high for both recreational and competitive levels, and our athletes also made waves on the local and international stage.

Highlights

Our swimming team successfully defended the SSA Club Challenge Cup for both the Junior and Senior divisions in the 53rd Singapore National Age Group Swimming Championships 2023 for the second year.

Our Junior swimmers made us proud by winning the 'Overall Club Winner' title at the 5th CSC Super Junior Swimming Invitational. They also broke three meet records at the 36th Junior Inter-Club Swimming Championships, where CSC was named the 'Overall Champion'.

On the international stage, our swimmers took part in key meets such as the World Aquatics Championships in Japan, the 19th Asian Games in China, and the Commonwealth Youth Games in Trinidad and Tobago. For the 32nd SEA Games 2023 in Cambodia, they won a total of six gold medals, one silver medal and three

bronze medals. The women's 4x100m medley was a national and meet record.

The 45th SEA Age Group Swimming Championships 2023 held in Indonesia saw 32 swimmers win a total of six gold medals, 11 silver medals and four bronze medals and achieving 45 personal best times. Swimmer, Tedd Windsor Chan also set the U14 National Record for the 50m Backstroke. 58 swimmers aged 7 to 16 represented the club in the 22nd RBSC Invitational Swim Meet, the first overseas meet since the pandemic, and 10 were awarded the Most Valuable Player awards as Chinese Swimming Club lifted the H.R.H Princess Maha Chakri Sirindhorn's Cup.

Having swimmers represent the Singapore and the club in local and international competitions is a barometer that our swimming programme is on the right track to success.

Not to be outdone, our bowling, table tennis and water polo teams won the Bowling Inter-Club Mixed League, World Table Tennis Singapore Smash Open Team, and Pesta Sukan Water Polo Men's Open, respectively, while our squash team took 3rd place in the National Squash League Novice and Veteran Division 1.



Our swimming coaches carrying the 53rd Singapore National Age Group Swimming Championships 2023 trophies (Junior and Senior)



Club President Victor Chia and Captain John Chew present tokens of appreciation to the MVPs of the 53rd Singapore National Age Group Swimming Championships 2023



CSC-Ultimate Squasher Squash Try-Out



CSC-LJW Holiday Table Tennis Camp

Our young athletes translated their potential into amazing results, winning the Singapore Tennis Association (STA) Inter-Club Singles League Under-10 and Under-12, as well as the Water Polo ActiveSG League and the 2nd Kuching Invitational Water Polo Cup Under-16.

Honorary members Loh Kean Yew and Aloysius Yapp shared 17 podium finishes between them in all competitions. Coincidentally, they ended the year ranked number 10 in the Badminton World Federation Men's Singles and World Pool Association Men, respectively.

2023 saw the return of the CSC Super Junior Swimming Invitational and CSC Tennis Invitational Tournament since the last edition in 2019, while the CSC Age Group Badminton Tournament and Table Tennis Youth Tournament both saw a record entry of 1,359 and 222 participants, respectively.

The Contract Bridge & Golf Section remained active with their regular games and golf trips, and our Taekwondo trainees maintained the club's 100% pass rate for the quarterly gradings. The new sport on the block, pickleball, attracted a huge following since its inception.

In December, our members got a rare chance to participate in an overseas exchange programme with the Nara Prefecture for badminton. We also hosted Olympic medallists, Mr. Irie Ryosuke and Ms. Yui Ohashi, for their overseas swimming training camp. They conducted a combined training with our High-Performance team and a swim clinic, as well as a meet-and-greet session.

Year-on-year, our training programme and section numbers increased by 7.3% to 2,296 participants, and our revenue for training, section, and bookings, increased by 18.2% to \$1.43m.



National Snooker League

The Sports & Games community also continued the tradition of helping the less fortunate by raising over \$16,000 for the President's Challenge 2023.

Looking Ahead

As all the major competitions are back in full swing, we also look forward to the return of our Sports Awards to recognise the achievements of our athletes for the past year. With a new 30-year lease for our Sports Complex, plans are underway to optimise space usage and engage members holistically so that they can spend more time enjoying the facilities and programmes, and their home away from home.

Appreciation

I wish to extend my appreciation for the dedication of our athletes, the unwavering support of their parents, and the guidance of our coaches for an outstanding 2023. My heartfelt gratitude goes to the committed management team and the different Sports Subcommittees' tireless efforts in elevating our club to new heights. Finally, "thank you", to my Management Committee colleagues for overseeing the various aspects of our club as part of the strategic vision to build a thriving community.

BADMINTON SUBCOMMITTEE

Allan Kwek

Convenor



Badminton Friendly with Nara Prefecture

Introduction

The year 2023 unfolded as a chapter brimming with camaraderie, sportsmanship, and remarkable achievements. Our section members participated in an array of events throughout the year, and our CSC Badminton Academy continued its unprecedented growth.

The Age Group tournament remained an important milestone for the young players to display their techniques and resilience, in their quest to emulate their sporting heroes, such as our honorary member Loh Kean Yew.

Highlights

The section began the year with a gathering in January. On 8 and 9 April, we held the CSC Doubles Open Championship, which was won by the Chong brothers Gabriel and Raphael. The Badminton Section Team Challenge was held from 30 July to 7 August and attracted 40 players. We also hosted friendly games with NUSS on 31 March 2023 and Penang Sports Club on 1 September. As part of giving back, our badminton section raised a total of \$2,000 during section training in October for the President's Challenge.

Our honorary member, Loh Kean Yew, had a fruitful year, finishing first runner-up in the 2023 Badminton Asia Championships held in Dubai from 25 to 30 April, and the Korea Open from 18 to 23 July. He also took

second runner-up in the Yonex French Open from 24 to 29 October and won the Men's Team Bronze at the 2023 SEA Games from 8 to 11 May. He then finished 10th in the prestigious 2023 Sudirman Cup held in Suzhou from 14 to 21 May.

The 16th edition of the CSC Age Group Badminton Tournament was a roaring success, with a record 1,359 participants from Singapore, Indonesia, and Malaysia. The 7-day event from 4 to 10 September showcased talents from juniors to seasoned veterans.

I would like to thank Mr. Lawrence Leow, President of the Singapore Badminton Association (SBA) and our Management Committee for gracing the finals. I also want to take this opportunity to thank our generous sponsors for their unwavering support. They are: Liebherr Singapore, Kim Soon Lee Pte Ltd, Sports-match Marketing Pte Ltd, Li-Ning, JK Technology, Ram E, and 89 Hotel Batam.

Our badminton academy grew to over 200 trainees, the second biggest training programme in the club. Our holiday programmes for beginners were also fully taken up. Our trainees had a sparring session and cultural exchange with the Nara Amateur Sports Association (Japan) on 26 December 2023.

Looking Ahead

Our top priority is to build upon this year's achievements and groom our trainees to be more competitive in both the inter-club and age group categories. We will continue to collaborate with the SBA to organise sanctioned tournaments to provide more competition opportunities and foster a welcoming environment for all badminton enthusiasts.

Appreciation

My heartfelt appreciation to the Management Committee, Sports & Games Committee, and my fellow subcommittee members. Last but certainly not least, my immense thanks to the vibrant and passionate badminton section members whose enthusiasm and commitment form the heart of our thriving community.

BILLIARDS & SNOOKER SUBCOMMITTEE

Michael Hoon

Convenor



Introduction

2023 was a pleasant year for Billiards & Snooker. Besides participation from our section members in the various activities, the number of members playing the sport in the club also increased.

Highlights

The CSC Snooker team concluded the National Snooker League in May 2023 and Div 1&2: CSC Lotus was ranked eighth.

With the hard work the team is putting in, I am confident that we can improve our ranking in the coming year.

The club continued our annual tradition of hosting Changi Beach Club, Cuesports Development and Singapore Cricket Club at the National Day Gathering cum Wee Aik Koon 6 Reds Snooker Challenge 2023 on 9 August 2023. It was great to see the players enjoy themselves after the game.

2023 was a year of achievements for our honorary member Aloysius Yapp. He is currently ranked 10th in the world and has cemented his position as a world-class player on the international stage.

Below are Aloysius' achievements for the year:

International Competitions

- Kansas City 9-Ball Classic 2023: Champion
- Jay Swanson "Swanee" Memorial 9-Ball Tournament 2023: 4th Position
- WPA World 10-Ball Championship 2023: 5th Position
- 32nd SEA Games (9-Ball Singles): 2nd Position
- US Pro Billiard Series Michigan Open 2023: 2nd Position
- US Open 9-Ball Championship 2023: 3rd Position
- Battle of the Bull 9-Ball Champion 2023: Champion
- 2023 International Open Bigfoot 10-Ball Challenge: 3rd Position
- International 9-Ball Open 2023: Champion
- Medalla Light Puerto Rico Open 2023: 3rd Position
- Chinese Taipei Open 2023: 5th Position
- All Japan Championship 2023: 3rd Position



Aloysius Yapp: Champion for the Battle of the Bull 9-Ball Championship 2023

Local Competitions

- Lion Cup 9-Ball Invitational 2023: Champion
- ARC 9-Ball Open Ranking 2023: Champion
- National 9-Ball Championship 2023: Champion
- National Snooker Championship 2023: Champion

Looking Ahead

The Billiards & Snooker Subcommittee will work together to plan more activities for the section, rejuvenate the sport and promote the prominence of billiards and snooker in the club. We will also train and work hard together to achieve better results in the National Snooker League this year.

Appreciation

I would like to express my gratitude to the Management Committee and Sports & Games Committee for their guidance and support. I would also like to express my heartfelt appreciation to the subcommittee and our Patrons, Mr. Patrick Ho, Mr. Tay Tiang Guan, and Mr. Wee Hian Chuan, for their contribution and support throughout the year.

Finally, I would like to thank the section members for their continued support!

BOWLING SUBCOMMITTEE

Ong She-Na

Convenor



26th Inter-Club Bowling
Mixed League

Introduction

All activities resumed in full force in 2023, and the much-awaited Inter-Club Bowling League finally resumed after three long years. I am pleased to report the achievements for bowling.

Highlights

We started the year with the Annual Bowling Championship at our 12 Lanes Bowling Alley and Bryan Lee and Tan Kayne Jin won the Open and Classified Divisions, respectively. Well done to all participants for completing the gruelling eight games leading up to the final ladder!

We hosted the Tanglin Club for a friendly game in March, and it was a great experience for our young bowlers, who took part and won 4-1.



Halloween Fun Bowl

We held the bi-monthly medal games on the last Sunday of every odd month from March to November. Our section members actively participated in the games, to qualify for the Annual Bowling Championships.

The 26th Adult Inter-Club Bowling Mixed League finally resumed after a three-year hiatus due to the pandemic. Eight clubs pitted against each other over 21 weeks from April to September. I am pleased to announce that our club emerged as the overall champion, and in the Masters' hosted by NSRCC on 30 September 2023, Jonah Goh won the Men's category, while Gerard Ng and I were first runners-up in our respective categories.

In support of the Chinese Swimming Club's initiative to raise funds for the President's Challenge 2023, we organised the CSC Charity Bowl on 16 September 2023 and raised a total of \$1,988. The ever-popular CSC Halloween Bowl was held on 28 October 2023, and everyone came dressed in their favourite Halloween costume for a spooktacular night.

Looking Ahead

Our CSC Bowling Academy Centre Of Excellence (COE) programme is in its sixth year of operation, and we are looking to grow the elite team with the dedication of coach Eugene Yong. The Bowling Subcommittee is always exploring new ideas to rejuvenate the club's bowling section scene, and we earnestly invite all levels of bowlers to join us, to experience the joy of our favourite game.

Appreciation

I wish to express my heartfelt appreciation to the invaluable and passionate section members who bring their skill and dedication to the lanes when called upon. A big thank you to coach Eugene for his efforts to grow our Bowling Academy, and for his astute guidance to our COE and Learn-to-Bowl trainees.

Last but not least, kudos to my subcommittee members for their tireless efforts behind the scenes, the Sports & Games Committee for their strategic vision, and the steadfast Management Committee, whose leadership paves the way for our continued excellence.

CONTRACT BRIDGE SUBCOMMITTEE

Tan Kim Lian

Convenor



National Day President's Challenge Bridge Pairs Event

Introduction

As we reflect on the past year, it brings me immense joy to report that in 2023, we held contract bridge games every Wednesday and Saturday and organised four tournaments for the year.

Our contract bridge team demonstrated their dedication and passion for the game by regularly holding physical games.

Highlights

Following the first successful physical event in late 2022, the section continued the momentum and held the Angbao Game in early February. The May Day Game soon followed in late April. In May, some CSC contract bridge section members participated in a tournament organised by the Singapore Contract Bridge Association and brought back valuable experience to CSC.

The second half of the year was just as eventful. In July, we conducted the first contract bridge beginner class since the Circuit Breaker, and in August, the National Day Game was held, where members came together and celebrated our nation's independence together.

In December, we continued our Christmas Game tradition. The contract bridge section enjoyed an

afternoon of good games and food and had a raffle where every participant walked away with something.

Looking Ahead

The Contract Bridge Subcommittee aims to sustain the momentum to bring CSC's contract bridge standards to a higher competitive level in 2024, and to enrich our members' game experience.

We will also organise a beginner's course and introduce variations of the game to attract more young players to the section.

We hope to witness more displays of strategy and sportsmanship that capture the spirit of contract bridge.

Appreciation

I would like to express my greatest gratitude to the Management Committee and Sports & Games Committee for their support. A huge thank you to the section members for participating in the physical games and for inviting guest players.

I would also like to thank the Contract Bridge Subcommittee for their hard work in ensuring the weekly games and tournaments run smoothly.

GOLF SUBCOMMITTEE

Christine Koh

Convenor



CSC 29th Annual Golf Championship winner: Benjamin Ng (2nd from the right)

Introduction

With the reopening of borders, 2023 has been a vibrant year for the golf section. The Golf Subcommittee organised 11 golf events in the year, including five local and six overseas games. Golfers of all levels competed and forged wonderful memories.

Highlights

In January, a medal game was held at Palm Resort Golf & Country Club in Johor Bahru. The CSC-SSC Golf Bilateral returned in February after three years, due to the pandemic. Team CSC won the bilateral and bonded with fellow golfers over the green. Eighteen golfers travelled to Danang, Vietnam, and played three games. It was such a great experience that some golfers even extended their stay!

Rounding up the first quarter of the year, two medal games were played at Johor Bahru and Batam in March and April.

In June, the golf section played at Keppel Club's new golf course at Sime for the first time. Instead of our

usual medal game, a novelty game of random pairing was played, and the participants had a roaring good time. In the same month, 22 golfers experienced the "Forest Experience", at the Forest City Golf Resort in Johor Bahru for a 2D1N golf trip.

The golf section night was held in July, together with the July Medal, and it was a great opportunity for the subcommittee to share our plans with section members. It was a night of good fun and laughter.

The CSC Annual Golf Championships returned in September, where the best golfers in CSC battled it out at the Keppel Club to earn the right to be named "Best Golfer in CSC Golf Section". Mr. Benjamin Ng emerged as the new champion with a gross score of 84. Our sincere congratulations to all golfers who demonstrated exceptional skills and fostered camaraderie at the event.

The golf section organised a golf trip to Haikou, China, in October, and played three games in five days. We were mesmerised by the amazing scenery of Haikou. Concluding the year, the year-end golf bash was held at the Changi Golf Club, where our advisor, Mr. Steven Tan, produced interesting game formats that brought tonnes of laughter and fun for the participants!

Looking Ahead

Looking ahead, the Golf Subcommittee is committed to bringing more fun and interesting events to section members, with more attractive prizes to be won!

Appreciation

I wish to express my deepest gratitude to the golf section members for their unwavering support and patience. I also wish to express my appreciation to the Management Committee, Sports & Games Committee, and my fellow golf subcommittee members for their support throughout the year. Thank you for being an integral part of our golfing community!

PICKLEBALL PRO TEM COMMITTEE

Mr Desmond Phoa

Convenor



Introduction

The Pickleball Pro Tem Committee was formed in May 2023. We started the sport in October 2022 with 34 members and have grown to 110 members. We are glad to see an increase in members' participation in pickleball.

Highlights

The pickleball section played two friendly games against the Singapore Island Country Club on 10 June and 8 August, and one against the Singapore Recreation Club on 17 November. These friendlies were an eye-opener for our members, as we were playing against very experienced teams.

The year 2023 was also worth celebrating, as the CSC pickleball team achieved the following results:

- **Asia Pickleball Open 2023**
Pang Hian Tee achieved 3rd Position in the Men's 50+ Open Doubles Category
- **Singapore Pickleball Open 2023**
Pang Hian Tee and partner were champions in the Senior Men's Doubles Category
- **Singapore Pickleball Novice 2023 Open**
1 Gold, 1 Silver and 1 Bronze
- **Pesta Sukan**
3 Golds and 6 Bronzes
- **Tampines North Mid-Autumn Mixed Doubles 2023**
1 Gold and 1 Silver
- **Year-End Smash 2023**
CSC Team 1 Mixed and CSC Team 1 Men's – Quarter Finalist



CSC vs SICC Friendly



1st CSC Inter-Club Pickleball President's Challenge

1st CSC Inter-Club Pickleball President's Challenge

We organised the 1st CSC Inter-Club Pickleball President's Challenge on 29 October 2023, in keeping with the club's tradition of donating to the President's Challenge.

The event attracted 12 teams and 100 players to play for a good cause. A total of S\$3,600 was raised for the President's Challenge.

The section ended the year on a good note, as members gathered together for a joyful night of CSC Pickleball Year-End Smash on 28 December 2023.

Looking Ahead

The Pickleball Pro Tem Committee aims to organise more pickleball activities and participate in tournaments, to increase member interest in the sport.

We look forward to future friendlies with other clubs to forge new friendships on and off the courts.

Appreciation

I would like to express my gratitude to the Management Committee and the Sports & Games Committee for their guidance. I would also like to thank the pro tem committee and section members for their support during the year.

SQUASH SUBCOMMITTEE

Ng Eik Pin

Convenor



Taliah Cheong (left) secured second place at the SEA Junior Individual Championship 2023

Introduction

The squash section had a successful and enjoyable 2023, as we saw the full resumption of activities. The members actively participated in the National Squash League tournaments, expanding friendships on and off the courts.

Highlights

The National Squash League 2023 was yet another fruitful season for our team members, who pitted their skills against other teams in Singapore. Seven teams represented the club during Seasons A and B, and two teams stood out with the following commendable results:

Season A

Veterans Division 1: 3rd Position

Season B

Novice: 3rd Position

Our junior members also actively participated in external competitions and increased their exposure to the sports. We would like to congratulate the following for their outstanding performances:

ONCOCARE 2023 SGSquash Junior Circuit 3 (6 – 10 September 2023)

Girls U11 4th Position: Gwendolyn Betty Lim

Girls U15 4th Position: Taliah Cheong

Girls U15 7th Position: Kelihla Cheong

The club organised the 6th CSC Squash Handicap & Junior Tournament 2023 in support of the President's Challenge. The tournament took place from 29 June to 1 July 2023 and attracted 25 adult and 12 junior participants. This year, we commenced the adoption of the first-ever junior category and were encouraged by the positive response to this charitable tournament. We raised a total of \$3,153 for the President's Challenge.

The following players managed to achieve the following results for the tournament:

Open Handicap Category

Champion: Chua Man Tong

2nd Position: James Nicholas

3rd Position: Kok Tsung-Hao

4th Position: Joel Leon Ng

Junior Category

Champion: Taliah Cheong

2nd Position: Timothy Kok

3rd Position: Nic Tay

4th Position: Gabriel Chew

Looking Ahead

The Squash Subcommittee will collaborate closely with Team Ultimate Squasher to organise more activities for our members. We look forward to meeting more squash enthusiasts who are keen to join our section and represent the club in future games and in the National Squash League.

Appreciation

I would like to express my gratitude to the Management Committee, Sports & Games Committee, my fellow subcommittee members, section members, and Team Ultimate Squasher for their support and contributions.



6th CSC Squash Handicap & Junior Tournament 2023 for President's Challenge

SWIMMING SUBCOMMITTEE

Chia T-Jian

Convenor



Introduction

As we look back on the achievements of 2023, it is my pleasure to present the annual report, and highlight the incredible journey of our swimming programme.

From local meets to major games, our swimmers have displayed their talents and shown determination in their races. Their outstanding performances are a testament to the success of the Chinese Swimming Club's swimming programmes. The dedication and hard work of our swimmers, parents, coaches, and administrators, are all instrumental to this success.

Highlights

The swim team kicked off 2023 by defending its title and winning the SSA Club Challenge Cup in both the junior and senior categories of the 53rd Singapore National Age Group Swimming Championships (SNAG) 2023 for the second consecutive year. This would not have been possible without the unwavering support of our swimmers, parents, and the commitment of our staff.

SNAG 2023, the first major meet of the year and a precursor to many others, was well-organised.

The last CSC Super Junior Swimming Invitational was held in 2019, and the 5th edition of our marquee event in 2023 was a resounding success! This was Chinese Swimming Club's first major club event following the pandemic.

The objective of the event is to provide opportunities for competitive swimmers under the age of 12 and to foster better relations between local and foreign swimming clubs.

We are thankful for the participation from our local fraternity as well as overseas teams from China, Thailand, and Indonesia. A big congratulations to all medallists and CSC for winning the 'Overall Club Winner' title!

I would also like to thank all our sponsors for their generosity and for making the event a success!

Our junior swimmers also made us proud at the 36th Junior Inter-Club Swimming Championships. Not only



22nd RBSC Invitational 2023



5th Super Junior Swimming Invitational 2023



Swim Kick Challenge Series 4

Artistic Swimming



SwimSafer Programme



Basic Water Safety Programme for The HUT, a centre for underprivileged children



A warm welcome for our national swimmers after the 32nd SEA Games 2023



Japan National Swimmers visit at CSC



45th SEA Age Group Swimming Championships 2023

did the club win the overall championship, but our swimmers also broke three meet records.

On the international stage, our swimmers represented the nation and the club at the following events:

- 32nd Southeast Asian Games 2023, Cambodia: seven swimmers delivered excellent performances and won a total of 10 medals (6 Gold, 1 Silver and 3 Bronze)
- 2023 Commonwealth Youth Games, Islands of Trinidad and Tobago: three swimmers represented Singapore in swimming and one swimmer in triathlon.
- World Aquatics Championships 2023, Japan: one swimmer
- 45th SEA Age Group Swimming Championships 2023, Indonesia: 32 swimmers won a total of 21 medals (6 Gold, 11 Silver, 4 Bronze) and achieved 45 personal best times. Tedd Windsor Chan also broke the National U14 Record for 50m Backstroke.
- 19th Asian Games 2023, China: Five swimmers made the finals, and Mikkel Lee swam a superb time of 0:47.25 for the anchor leg of the men's 4x100m freestyle relay.
- 22nd RBSC Invitational Swim Meet, Thailand: A total of 58 swimmers aged 7 to 16 represented the club at the first overseas meet since the pandemic. CSC was the winner of the H.R.H Princess Maha Chakri Sirindhorn's Cup and 10 swimmers were awarded the Most Valuable Player (MVP) award.

Our Learn-to-Swim section continued to grow in strength. Internal swim meets such as the Swim Kick Challenge series and Novice Age Group remained well-received by our members. These internal meets play a pivotal role in the development of our swimmers and provide them with regular opportunities to showcase their progress and build friendships within the club.

Our artistic swimmers continued to hone their creative skills, with their active participation in the ASPIRE programme by Singapore Aquatics.

On the social responsibility front, I am pleased to report that the swimming coaches, together with help from our older swimmers, conducted a Basic Water Safety programme for the underprivileged youths from 'The HUT'. This is aligned with the club's corporate social responsibility vision of giving back to society, especially to the less fortunate.

Looking Ahead

As we enter 2024, CSC Swimming is poised for continued growth and success. We will continue with our vision of developing CSC swimmers with positive racing character traits and, most importantly, swimmers with heart, and to provide a nurturing environment that is crucial for the personal and athletic development of our swimmers.

Appreciation

On behalf of the Swimming Subcommittee, I would like to extend my deepest gratitude to the Management Committee, Sports and Games Committee, and my fellow subcommittee members for their support.

I would also like to thank our swim staff, coaching team, swimmers, and parents for their contribution to the success of our swimming programme. Your support and dedication form the driving force behind our achievements.

Together, we will continue to make waves and challenge ourselves because we are ONE CSC! Thank you!

TABLE TENNIS SUBCOMMITTEE

Eric Fong

Convenor



Introduction

2023 was a fulfilling year for our section members, who represented the club in various tournaments. Our partnership with the Li Jiawei (LJW) Table Tennis Academy also achieved an increase in the enrolment of junior trainees for the academy.

Highlights

The subcommittee started the year by collaborating with World Table Tennis (WTT) to organise the CSC-WTT Singapore Smash Elite Team Challenge on 12 February 2023. We welcomed the top eight table tennis teams in Singapore to compete for the top spot.

We are pleased to report that our junior trainees have benefitted from the coaching of Ms. Li Jiawei & Mr. Li Wanxiang, who are the head coaches of the CSC-LJW Table Tennis Academy. Our holiday table tennis camps, helmed by the two coaches, have also attracted many budding players to participate, and we would like to thank the parents for their support.

Congratulations to the CSC Table Tennis team for putting in the hard work to achieve the following results this year:

- 5th IIG Table Tennis Competition 2023: 2nd Position
- WTT Singapore Smash Radin Mas CSN Challenge 2023: 2nd Position
- WTT Singapore Smash Open Team Competition 2023: Champion
- VTTC International Table Tennis Tournament 2023 (Doubles XD80): Champion
- STTA Inter Full-Members Table Tennis Mini-Competition 2023: Champion
- Hong Kah North CSN Table Tennis Tournament 2023: 2nd Position
- Pesta Sukan 2023: 3rd Position
- Bukit Batok CSN Open Table Tennis 2023: Joint 3rd Position
- VTTC International Team Championship 2023 (Team W35): Champion
- Henderson-Dawson Invitation Open Team Competition 2023: Joint 3rd Position
- Yuhua CSN/Bukit Gombak CSN Table Tennis Invitational Championship 2023: Joint 3rd Position



President's Challenge Charity Invitational Table Tennis Championship 2023

Continuing the club's tradition, we organised the President's Challenge Charity Invitational Table Tennis Championship 2023 on 28 October 2023, and raised a total of \$3,600 for the President's Challenge.

We ended the year with the 2nd CSC U9/U12 Table Tennis Tournament 2023, held on 3 to 5 November. The event attracted a record high of 222 participants this year.

Looking Ahead

The Table Tennis Subcommittee looks forward to another year of great collaboration with the LJW Table Tennis Academy to organise more table tennis activities for our junior trainees. With the vast coaching experience of Mr. Li Wanxiang, we are hopeful that our junior trainees will improve their skills. We also look forward to continuing the winning streak achieved by our table tennis team by participating in more competitions.

Appreciation

I would like to express my gratitude to the Management Committee, the Sports & Games Committee, and section members for their support. I would also like to thank the subcommittee and our Patron, Mr. Terry Tan, for their hard work and contributions throughout the year.

TAEKWONDO SUBCOMMITTEE

Christopher Lim

Convenor



Introduction

The year 2023 was a successful one for Taekwondo, as we celebrated the self-discipline and dedication displayed by our trainees.

Highlights

A total of four rounds of grading were held in 2023, resulting in over 150 promotions, and we also witnessed some trainees being promoted more than once. I would like to extend my heartfelt congratulations to our trainees who achieved new belt levels!

I am pleased to share that the Taekwondo subcommittee attended an engagement session with the governing body of Taekwondo in Singapore, the Singapore Taekwondo Federation (STF). Through the engagement session, the subcommittee secured a clearer view of the direction of Taekwondo in the club.

We also introduced a new intensive training class for our trainees to nurture more competitive Taekwondo athletes for CSC.

Looking Ahead

The Taekwondo subcommittee is committed to expanding and growing the sport in the future. A new beginner's class has been scheduled to start in 2024. With training intensifying, we expect our trainees to compete in more competitions and participate in other programmes sanctioned by the STF.

The subcommittee also looks forward to working closely with STF to help the CSC Taekwondo community gain more experience.

Appreciation

My deepest appreciation to the Management Committee and the Sports & Games Committee for their support, and to Coach Nordon Lim for his commitment and dedication in guiding the next generation of Taekwondo practitioners.

I would like to express my gratitude to our trainees and parents for supporting us in the pursuit of excellence in skill and character-building, and in raising CSC Taekwondo to a higher level!



Students at the Taekwondo Junior Training Programme

TENNIS SUBCOMMITTEE

Robin Ng

Convenor



STA Inter-club Singles League 2023 - U10 & U12 Champions

Introduction

2023 has been an eventful year, as players of all ages and skills graced our courts. Events such as the CSC Invitational Tennis Tournament and Team Challenge, which were dearly missed, finally returned.

The demand for the TAG Junior Programme was met with the addition of three new classes, while the demand for private coaching continued to grow.

Highlights

I am proud to report that our U10 and U12 junior teams dominated in their play and successfully defended the STA Inter-Club Singles League title. The U10 team went on to win the STA Inter-Club Doubles Knockout. The future of CSC tennis certainly looks promising!

We organised the CSC Tennis Singles Open and Tennis Junior Singles (Series 1) in February. In April, the tennis courts were resurfaced, which provided an enjoyable playing experience.

It was a month of tennis in May as four events were held: the Family Challenge, the CSC Invitational Tennis Tournament, the Junior Singles (Series 2) and the Veteran Singles.

The CSC Invitational Tennis Tournament saw four teams from Malaysia participating – the Penang Sports Club, the Penang Swimming Club, the Ipoh Swimming

Club and the Royal Lake Club. It was a weekend of great tennis and fun!

The Junior Singles Series ran for three more rounds before the year came to an end. In December, we also saw the return of the Team Challenge, which was last held three years ago. The Team Challenge ended with a Christmas gathering, where the players had a wonderful time!

Events and Tournaments held in 2023

CSC Tennis Junior 2023 (Series 1 – 5)
CSC Singles Open 2023
CSC Doubles Open 2023
CSC Family Challenge 2023
CSC Veteran Singles 2023
CSC Invitational Tennis Tournament 2023
CSC Team Challenge

Competitions participated in 2023

STA Inter-Club Singles League 2023
STA Inter-Club Doubles League 2023
STA Edwin Lee Yong Chuan Cup 2023
STA Inter-Club Doubles Knockout 2023

Looking Ahead

In 2024, the Tennis Subcommittee initiated the “Tennis Social Night” to bring together players of various skill levels and ages to play the sports we are passionate about. Together with TAG, we are hopeful that our junior team will continue their winning ways and bring glory to the club.

We look forward to creating more memories, on and off the court, in the coming year!

Appreciation

I would like to thank the Management Committee, Sports & Games Committee, and my fellow subcommittee members for their unwavering support throughout the year. I would also like to thank the parents of our junior team for their support and dedication.

WATER POLO SUBCOMMITTEE

Lau Kum Weng

Convenor



Introduction

I am pleased to report resounding accomplishments for water polo in 2023. Our trainees took part in various competitions both locally and internationally and outdid themselves with performances beyond their young age.

Highlights

Our club welcomed the Taiwan Water Polo Club on 31 January for a friendly game and gained valuable experience through practising different tactics and strategies.

We participated in three seasons of the ActiveSG Water Polo Internal League, held from 13 to 17 March, 14 to 21 June, and 4 to 8 September 2023, respectively. I am proud to report the following achievements:

Season 1 – 14-Under Champion and 10-Under: 3rd place

Season 2 – 12-Under Mixed and 14-Under: Champion

Season 3 – 12-Under Mixed, 14-Under Mixed and 16-Under: Champion

We took part in the Singapore Water Polo National League that was held in the first half of the year, in the following categories:

Categories	Date	Results
12 & Under Mixed	28 Jan to 19 Mar	3 rd place
Men's Open	28 Jan to 02 Apr	5 th place
10 & Under Mixed	29 Apr to 10 Jun	4 th place
14 & Under	29 Apr to 10 Jun	2 nd in Division one, 4 th in Division two
16 & Under	1 to 16 Jul	2nd place

Our men's team won the open championship and our Under-12 and Under-10 finished 2nd and 5th, respectively, for the Pesta Sukan competition held on 7 and 8 August 2023.

The 2nd Kuching Invitational Water Polo Cup was held in Kuching, Malaysia, from 23 to 26 November, and our Boys Under-16 reigning champion defeated the Power Aquatics Swimming Club of Sarawak (14-12) in the finals to retain the Cup.



ActiveSG Water Polo Internal League: CSC Under 12 & Under 14 Teams

Training fees were revised in August 2023 to support the 23% increase in trainee numbers and an additional Tuesday training session. It was announced during the parents' meeting that non-members who want to continue training after one year are required to buy a CSC membership. Consequently, 11 parents bought memberships in 2023.

Looking Ahead

Looking forward, we hope to build on our success and strive for honour across all age groups, fostering a culture of excellence and sportsmanship. Additionally, we are eager to embark on the exciting venture of forming a girls' team, and we invite all interested prospects to join us on this journey. To enhance our players' skills and broaden their horizons, we are exploring training trips to China and Spain.

Appreciation

To our enthusiastic parents, thank you for your unwavering support that forms the backbone of your children's commitment and growth. My utmost respect goes to our dedicated coaches for their guidance in shaping our trainees' character and instilling a lifelong love for water polo.

Finally, I wish to extend my deepest gratitude to my fellow subcommittee members for your tireless efforts, the Sports & Games Committee for your support, and the Management Committee for your leadership that paves the way for our collective triumphs.



TENDER COMMITTEE

Goh Peng Koon

Chairman



Introduction

The objective of the Tender Committee is to promote and facilitate transparency in awarding contracts for goods and services required for the club's day-to-day operations, capital expenditures and items, and projects. The Tender Committee is pleased to present its report for 2023.

Highlights

1. General Cleaning Services Contract

- An open tender was advertised in The Straits Times for the general cleaning services contract.
- Three (3) contractors submitted their bids for this tender.
- Two (2) contractors attended the site show.
- After evaluation, the club renewed the above-mentioned contract with Chye Thiam Maintenance Pte Ltd for another 2 years for a total of \$2,026,600, effective 1 January 2024.

2. F&B Dishwashing Cleaning Services Contract and Night Kitchen Cleaning Services Contract

- An open tender was advertised in The Straits Times for the F&B dishwashing cleaning services and night kitchen cleaning services contracts.
- Five (5) contractors submitted their bids for this tender.
- After evaluation, the club renewed the above-mentioned contract with Primech Services & Engrg Pte Ltd for another 2 years for a total of \$648,000, effective 1 January 2024.

3. Copier services

- With the recent change in the club's standard operating procedure (SOP), the club called for the first time an invitation to tender, to lease three (3) Copiers.
- Four (4) vendors were invited to participate in our tender exercise in November 2023.
- After evaluation, the club renewed the above-mentioned contract with Fujifilm Business Innovation Singapore Pte Ltd for 5 years for a total of \$82,980 effective 1 January 2024.

Looking Ahead

There will be some projects to be conducted in 2024. The Tender Committee will continue to play its part to ensure transparency in the procedure for calling and awarding tenders by the club. This committee will select the preferred contractor that offers the best price, best services and/or products, including quality that meets the club's needs and expectations.

Appreciation

I would like to express my heartfelt gratitude to the Management Committee, as well as my fellow committee members and CSC staff for their valuable contributions, tireless efforts, and support in the past year.



VISION 2050 COMMITTEE

Foo Choon Yeow

Chairman



Introduction

On behalf of Vision 2050 Committee, I extend my heartfelt gratitude to the preceding Committee Chairman and Land Lease Renewal Committee Chairman for successfully renewing the club's Sports Complex leasehold land ahead of schedule. This renewal allows the club to strategically plan for the long term and embark on future endeavours with renewed vigour.

Highlights and Looking Ahead

To enhance the club's vitality and ensure the club stays relevant by catering to the changing and evolving needs of members, efforts were directed towards accumulating resources for the current and future lease renewals, thus safeguarding its long-term tenure. Concurrently, a comprehensive rejuvenation of membership profile was conducted to streamline operations and effectively cater to evolving member needs.

The committee, in collaboration with the management team, has been diligently analysing membership data to gain deeper insights into the membership profile and facility usage for decision-making. This includes changes to the club's Constitution, space utilisation, enhancement of facilities and activity planning to enhance the club's vibrancy over the years. The development of the club's activities and facilities aligns with the Vision 2050 strategy, which prioritises the objective of attracting "more" members to the club and encouraging them to stay "longer", resulting in regularity of visits and a deeper level of engagement while they are in the club.

Consistently, the data reveals a trend towards an influx of younger members and those with families joining our club. To capitalise on this opportunity, we have allocated more funds to address these emerging needs. One such initiative involved transforming the Collaboration Room into the Le 乐 Playroom, building upon past successful endeavours like Mingle@Amber and Work@CSC. These efforts aim to create an environment that increases footfall and dwell time. Our overarching vision remains to focus on fostering an environment which is a home away from home for our members and their families, including both youths and seniors.

In August 2023, the club achieved a significant milestone by renewing its Sports Complex land lease for another 30 years with the Singapore Land Authority, eight years ahead of schedule. The planning process which started in 2015 under the former V2030 team allowed us to afford the renewal without imposing any additional financial burden on members, with surplus funds available for another phase of exciting development aimed at enhancing the club's facilities to cater to members' needs. Consequently, the Vision 2030 Committee has been renamed as Vision 2050, enabling the committee to adopt a longer-term perspective for strategic planning and positioning of the club.

The committee has diligently and comprehensively explored a diverse range of options to enrich the club experience for its members and their families. These options encompass a new dining concept, a revitalised children's wet playground, pickleball as well as enhanced family karaoke and ballroom facilities. The committee plans to embark on this journey starting from 2024 and it will be conducted in phases. We need your support to give us the mandate to proceed with these exciting plans at the upcoming AGM. We have more than sufficient resources to fund the entire project but will continue to remain prudent in evaluating each proposal's viability.

We do envisage a slew of new opportunities for the club to expand with new developments such as the Thomson-East Coast Line and the East Coast bridge to better serve members and elevate the club's status amongst social clubs in Singapore. We have initiated evaluations and strategic planning to address the financial needs for future lease renewals. Moreover, we're allocating resources to ensure the continual improvement and sustainability of the club's facilities. Our aim is to establish CSC as a lasting institution that will leave a meaningful legacy for future generations to enjoy.

Appreciation

I would like to extend my appreciation to the Management Committee, the various standing committees, my fellow committee members, as well as the management and staff for their unwavering dedication and support.

各委员会

理事会

会长

谢真发先生

副会长 (统务)

廖祥海先生

副会长 (财务)

柯俊贤先生

队长

周金辉先生

副队长

李益發先生

委员

谢迪健先生
许秀枝小姐
陈锦豹先生
伍佑宁先生
胡俊耀先生
黄奕澍先生
吴炳坤先生
王建和先生
梁俊辉先生
王荣康先生
施金成先生
陈加兴先生

增选会员

郑乐娣小姐
林豪民先生
纪德坤先生

审计

主席

陈加兴先生

副主席

黎国财先生

委员

侯志贤先生
叶金基先生
陈荣山先生

章程审核

主席

郑乐娣小姐

顾问

谢真发先生

委员

鄧兆良先生
梁俊辉先生
陈加兴先生

数码化

主席

王荣康先生

副主席

邱益民先生

委员

黎国财先生
胡映熙先生

纪律

主席

伍佑宁先生

副主席

云大明先生
麦国荣先生

委员

罗永照先生
刘垂玉女士
李稳盛先生
丘均达先生
邱丰盛先生
林豪民先生
陈应强先生
卢大山先生
黎志伟先生
黄蕙娘小姐
周芝莉女士
Mustaffa Lim 先生
王丝娜小姐
叶金基先生
卓锐聪先生
谢锦才先生
吴祉云先生

财务

主席

柯俊贤先生

副主席

胡俊耀先生

顾问

郭誉禧先生

委员

柯添耀先生
吴慧慧小姐
黄志鍵先生
陈锦豹先生
李成章先生

餐饮

主席

王建和先生

当然委员

廖祥海先生

副主席

朱明哲先生

委员

汤顺辉先生
冯慧敏女士
郑诗慧小姐
郭威汛先生
施金成先生

产业

主席

施金成先生

当然委员

周金辉先生

委员

罗永照先生
林雄彪先生
朱明哲先生

人力资源

主席

李益發先生

副主席

梁俊辉先生

委员

严聚兴先生
郭威汛先生

投资

主席

王荣康先生

当然委员

柯俊贤先生

委员

陈锦豹先生
- 于2024 年1月退出
胡俊耀先生
- 于2024 年1月退出
纪德坤先生

土地租赁续签

主席

梁俊辉先生

顾问

谢真发先生

委员

纪德坤先生
林雄彪先生
吴祉云先生

生活时尚

主席

黄奕澍先生

副主席

许秀枝小姐

当然委员

廖祥海先生

顾问

吴炳坤先生

委员

李稳盛先生
林志恒先生
周黄莹女士
林明裕先生
王锦鸾女士
Tan Kim Lian小姐

营销

主席

陈锦豹先生

委员

柯添耀先生
白睿腾先生
柯俊贤先生
郑诗慧小姐
Mayda Jutahkiti 小姐

会籍关系

主席

伍佑宁先生

副主席

李益發先生

委员

黎志伟先生
陈良威先生
卓锐聪先生
余信荣先生

区域网络

主席

王建和先生

委员

谢世勇先生
林豪民先生
Mustaffa Lim 先生
黄国良先生

体育与运动

队长

周金辉先生

副队长

李益發先生

召集人

郭蕊肇先生
云伟福先生
王丝娜小姐
Tan Kim Lian小姐
许秀枝小姐
潘在豪先生
黄翼斌先生
谢迪健先生
冯俊豪先生
林玉顺先生
黄孝思先生
刘锦荣先生

招标

主席

吴炳坤先生

副主席

吴祉云先生

委员

邱丰盛先生
郑乐娣小姐
陈来春先生

愿景2050

主席

胡俊耀先生

顾问

柯俊贤先生

委员

郑乐娣小姐
陈锦豹先生
黄奕澍先生
王建和先生
施金成先生

名誉会长

蔡天宝博士

理事会

廖祥海先生
郭誉禧先生
梁俊辉先生
柯俊贤先生

审计

PKF-CAP-LLP

各小组委员会

羽毛球

召集人

郭蕊肇先生

顾问

蔡友财先生

委员

符志辉先生
伍汉耀先生
孙庆福先生
符芳彬先生
王荣康先生
胡映熙先生

台球与史诺克

召集人

云伟福先生

当然委员

廖祥海先生

委员

潘基业先生
陈显顺先生
郑明安先生
– 于2023年11月退出
潘禹明先生
陈来丰先生
林其捷先生

保龄球

召集人

王丝娜小姐

顾问

郑乐娣小姐

委员

李稳盛先生
鄧兆良先生
李文丰先生
黄奕澍先生
谢警蛟先生
张哲玮先生

定约桥牌

召集人

Tan Kim Lian小姐

委员

黄玉英女士
李娉眉小姐
彭少伦先生
陈秀娥小姐
譚永强先生

舞蹈

召集人

林明裕先生

委员

李曼桢女士
黄金鑫先生
王锦鸾女士
韦明强先生

运动

召集人

李稳盛先生

委员

李颖贞女士
李文丰先生
李兆园先生

高尔夫球

召集人

许秀枝小姐

顾问

陈加兴先生

委员

刘亞玉小姐
林骏南先生
陈楚娟小姐
Mustaffa Lim先生
許英舜先生

休闲

召集人

周黄莹女士

委员

陈爱莘女士
周靖雯女士
陈秀娴女士
蔡美丽女士

匹克球 (临时)

召集人

潘在豪先生

顾问

黄翼斌先生

委员

Ms Agnes Kim 小姐
刘亞玉小姐
莫振興先生
李娉眉小姐
林天福先生
叶培妮小姐

壁球

召集人

黄翼斌先生

委员

曾晔竣先生
陈忆淇女士
Sakhalkar Supriyakumar
Shrikant先生

游泳

召集人

谢迪健先生

委员

林豪民先生
颜志荣先生
柯德民先生
谢锦才先生

乒乓

召集人

冯俊豪先生

赞助人

陈贵和先生

委员

张淑慧女士
陈琛傑先生
彭少伦先生
沈云娟女士
– 于2023年6月退出
陈安如先生

跆拳道

召集人

林玉顺先生

当然委员

周金辉先生

委员

周芝莉女士

网球

召集人

黄孝思先生

赞助人

许志华先生

顾问

邱丰盛先生

委员

黄进贤先生
陈家良先生
赖君扬先生
Rick Hartono先生
许洋溢先生

水球

召集人

刘锦荣先生

顾问

王格雄先生

委员

黄文豪先生
谢忠昇先生
吴文勇先生
Ismail Bin Muhamed
Abdullah 先生
李德强先生
梁浩贤先生

青年与儿童

召集人

王锦鸾女士

委员

张永丽女士
吴慧慧小姐
蔡祺顺先生
王锦美女士
黄美莲女士

体育奖项

主席

周金辉先生

副主席

李益發先生

委员

谢迪健先生
陈加兴先生

理事会

谢真发

主席



简介

随着气候开始变化、多元化倡议的推行以及科技的发展和
创新，本会在2023年需要在各方各面展现出坚韧的复原力，
适应能力和进行全面性的改变。在回顾2023年的种种发展的
当儿，虽然本会面临着重重挑战但仍取得了许多骄人成绩。
让我在常年报告的随后页面中与诸会员一同分享这些成就。

年度亮点

首先，本人由衷感谢参与于2023年8月25日举行的特别会员大
会且投票支持本会为体育中心土地进行全新30年期土地租赁续
签的会员们。在完成了土地租赁续签后，本会将做好准备扩展
体育选手的栽培计划并为会员们提供无可比拟的设施，
确保本会在成为一个鼓励和栽培体育选手发展的活力枢纽的同
时也能够让会员们在此感到宾至如归。

本会将所有主会员的月费增加了\$10以应付公用事业成本的
上涨，而本会的息税折旧摊销前利润(EBIDTA)也因此增加了
14.3%，达到了\$350万。若没在2022年9月进行月费调整，

本会在2023年可能遭受\$64.1万的亏损。本会在2023年所取
得的总综合收益为\$62.6万，年比增加了\$150万或167%。本
会的会员人数在2023年显著增加，而主会员人数也达到了
8,436名。此外，在所有可进行会籍转换的青年会员中，有
50.26%转换其会籍至普通会员或准会员。这证明了本会栽培
下一代会员的决心。

随着光顾本会的会员人数和在活动室举办的活动数量有
所增加，本会餐饮场所在2023年的总收入额增加了6%达\$510
万。新推出的QR码点菜系统也成功缓解了劳动力短缺的问题
并让会员能够更轻松有效地完成点餐。

本会的体育团队在2023年参加了许多本地和国际赛事并
取得了许多佳绩。在2023年的第32届东运会上，本会的7名泳
手表现出色，为新加坡赢得了10面奖牌（6面金牌、1面银牌
和3面铜牌）。Mikkel Lee也在2023年第19届亚运会的男子
4x100米自由泳接力赛的最后一棒中游出了47.25秒的成绩，
成功打破了全国纪录。



在第53届新加坡全国分龄游泳赛（青年组）赢得SAQ俱乐部挑战杯

本会的荣誉会员骆建佑也在2023年取得了不错的成绩。他在第32届东运会上取得了羽球男子团队赛铜牌，同时也在于4月25日至30日期间在迪拜举行的2023年亚洲羽球锦标赛上获得了亚军。另一名荣誉会员，Aloysius Yapp 同样表现出色。他在Kansas City 9-Ball Classic 2023上获得冠军，同时也在第32届东运会中的9球单打赛上取得亚军。

此外，本会的男子16岁以下水球代表队展现了出色的技巧并赢得了第2届古晋水球邀请赛。此赛事于11月23日至26日在马来西亚古晋举行。

本地赛事方面，本会的游泳团队在第53届新加坡全国分龄游泳锦标赛2023中的儿童和青年组别获得SSA俱乐部挑战杯冠军，连续第二年获得冠军。

本会的体育代表队也在保龄球、匹克球、壁球和乒乓球赛事方面取得不错的成绩。他们分别在例如第26届成人会际保龄球混合联赛、全国壁球联赛、新加坡匹克球公开赛2023以及WTT新加坡Smash团队公开赛2023等比赛中取得了前三名的成绩。此外，本会也举办了极为成功的第16届CSC分龄羽球冠军赛。此赛事于9月4日至10日举行并吸引了来自新加坡、印尼和马来西亚的破纪录1,359名参赛者参加。他们来自各个年龄层，从青年选手到宿将。

为了满足拥有幼童的家庭的需求，本会在迎宾楼的2楼开设了一个名为Le“乐”的游戏室，而该设施也于2023年6月完成。此设施不仅拥有母婴室，同时还拥有饮水机（热水和冷水）以及家长等候室。当幼童的哥哥或姐姐在本会训练时，家长们可携带幼童到此处玩耍。

本会在2023年举办了各项活动，而其中就包括了两项首次举办的活动，即水上家庭嘉年华和万圣节电影播放。大受欢迎的户外电影播放活动也于6月份重新举行并受到会员们的喜爱。本会也在年底举办了圣诞节亮灯仪式让会员们能够一同体验圣诞佳节的欢乐气息。

在本会员工、会员和来宾的齐力帮助下，本会通过各种活动为总统挑战2023筹集了\$2万，为较不幸的人士出一份力。

展望未来

本会能够成功完成新30年期的土地租赁续签并非侥幸，而是靠着本会的长期策略计划、谨慎的财务管理以及可持续领导力。我们现已做好准备按阶段执行各项策略。

我们计划最大限度地发挥本会的潜力，而其中就包括重新翻新一家餐饮场所，开设一间家庭卡拉OK房以及扩大满足咖啡屋的户外用餐空间以提供更多餐饮选项。本会也致力于支持本地政府的绿化倡议，并积极执行各项节能计划。

做为本会愿景2050的一部分，本会将使用全面性的数据分析、智能管理以及社区参与来将本会的文娱中心转化为一个能够为会员们提供种类广泛的活动的活跃生活时尚中心来促进他们的身体健康、心理健康以及社会健康。本会坚信这些新的改变将会为会员带来更丰富且愉快的体验，让本会成为他们的第二个家。

我们也将继续在各方面改善员工福利、沟通渠道和培训计划，让他们更有动力地投入工作中，为会员们提供出色的会员体验。

致谢

本人在此衷心感谢理事会和努力不懈的本会全体员工。他们坚持不懈的工作态度让本会能够为宝贵的会员提供出色的服务。真心感谢所有继续支持着本会，让本会能够成为一个活跃社群的会员们。让我们继续合作，借助各种契机并克服各种挑战，一同为本会建立一个更光明的未来。



春节庆祝会2023

审计委员会

陈加兴
主席



简介

审计委员会的主要目的是对财务报告流程、审计流程进行监督，以及确保本会遵守法律和各项条规。

年度亮点

本会指定Mazars LLP为俱乐部进行内部审计。并以完成了第二年的内部审计。本会要求Mazars更改最初评估计划领域：

- 1) IT信息系统审计
- 2) 业务持续性管理
- 3) 个人资料保护令 (“PDPA”)

更改至以下领域：

- 1) 采购与应付项目
- 2) 收益管理
 - a. 会籍管理 (包括收费)
 - b. 租金收入
 - c. 设施预订收入

由于本会在2022年经历了大量的员工流动，我们也在2023年填补了新职位因此有必要针对这些领域进行评估。因为新聘员工需要多一点时间来了解本会的流程与管控措施。

Mazars于2023年12月以向审计委员会呈上了内部审计报告，报告并未显示任何重大问题。但是，本会在了解了Mazars的审计报告后实施了几项管控措施。

展望未来

下一轮的评估将集中在信息系统审计、个人资料保护令以及业务持续性上。这将是本会签署的3年审查的最后一年的评估。

致谢

在此，我衷心感谢管理委员会，各位委员和理事会以及员工在过去一年中所做出的贡献，努力和支持。



数码化委员会

王荣康
主席



简介

2023年对本会来说是个非常成功的一年。本会成功完成了额外30年的土地租赁续签，而这都得归功于理事会和尽心尽力的管理层团队。

在成功延长土地租赁后，本会的眼光不仅局限于愿景2030而是放眼2050。本会对数码化的超前想法将会为本会带来革命性的改变。

年度亮点

在本会的数码化计划中，本会成功实施了一项非常成功的项目，即在本会会员的在线服务平台实施灵活通行证购买功能。会员现可通过线上平台轻松购买运动通行证及预订课程，协助他们改善身心健康。

此外，我们也在2023年的最后一个季度更换了满足咖啡屋、Mingle@Amber以及吧三通的零售管理系统。此举措将提升本会餐饮部的整体效率，提升会员们的用户体验。

在后端营运方面，本会利用了云端科技进行记载和支持本会管理系统，将流程数码化并减少对线下服务器的依赖性。这些举措证明了本委员会想利用数码科技来让本会会员们受益。

展望未来

本委员会也计划将满足咖啡屋、吧三通和Mingle@Amber的零售管理系统与易用的QR码自助点餐服务结合在一起。此举将会显著提升本会餐饮场所的服务效率。



此外，本会的无线网络也将进行提升以改善网络连接质量并让更多会员能够同时使用。与此同时，本会的后端营运也将进行升级。本会将把传统的电话系统提升至云端VOIP系统，协助本会节省大量成本。

本委员会也致力于利用云端技术来简化本会的IT基础设施，并建立一个可靠的IT生态系统。

最后，本委员会也将会分配部分资源来强化本会的IT政策与合规性。

这些举措都旨在为会员们带来稳定性、安全性与便利。

致谢

本人欲在此由衷感谢在2023年奉献良多及给予宝贵支持的理事会、委员会同仁、本会管理层以及本会工作人员。

纪律委员会

伍佑宁
主席



简介

20名拥有投票权的会员于第108届常年会员大会上获选组成了纪律委员会。纪律委员会是个与理事会无关的独立个体并且负责确保本会建立一个互相尊重、正直且友好的环境。

本委员会成员在今年组成了一个纪律小组以针对任何不守规矩和无礼行为的投诉进行调查和商讨。

案件1 – 2023年9月

案情摘要

一名本会会员涉及了一件发生在吧三通公用卡拉OK房的事件并且遭到了投诉。

纪律小组的决定

纪律委员会经深思后认为该会员对其他会员和本会员工进行了暴力威胁以及口头谩骂，而该行为是非常严重且不可接受的。同时纪律小组在做出决定时也考虑到该会员以往也因行为不检而遭到了纪律处分。

本委员会根据本会章程的第6.1(v)和(vi)条款，决定暂停该会员的会籍12个月。

本人在此代表理事会，借此机会向本会会员和来宾们强调在本会维持有礼待人且互相尊重的环境的重要性。我们同样也需善待本会员工，给予他们尊重与谅解。我们需友善和礼貌对待他人，塑造一个让大家感受到被接纳及重视的环境。

致谢

本人欲在此感谢在2023年对纪律小组贡献良多的纪律委员会同仁。



财务委员会

柯俊贤

主席



简介

本会在2023年的总盈余*增长了3.6%达\$1,230万。相较于去年的\$167,383亏损，今年取得了净盈余\$239,269。包括固定收益投资组合的公允价值收益在内，此财政年度的总收入额为\$62.6万，相比2022年增加了\$150万或增幅为166.5%。向新加坡土地管理局(SLA)支付了\$1,089万的土地租赁续约费用后，现拥有\$237万的自由现金流，使得本会的现金储备达到\$2,340万。

本年度之所以会取得不错的财政表现主要归功于本会在2022年9月上调了会员月费\$10后使得月费上涨了8.5%以缓解公用事业费用上涨所带来的压力。如果我们不将会员月费增加计算在内，本会将会在此财政年度取得\$64.1万的亏损。老虎机的收入也增加了117.2%。这些有利因素协助本会的息税折旧摊销前利润(EBITDA)增加了14.3%达\$350万。

上述利好因素有助抵消了公用事业成本的上涨以及餐饮场业绩疲软。在材料和劳动成本上涨的情况下，餐饮场业亏损了\$395,222。

总之，本会的储备金在谨慎的财务管理下而保持在健康的状态。本会也将拨出一笔资金，用于在未来几年内改善俱乐部各项设施，让本会继续成为人人想要前来的新加坡顶级俱乐部。

年度亮点

土地租赁续签

本会成功地在2023年8月28日与新加坡土地管理局达成协议，成功为体育中心的土地完成土地租赁续签。新加坡土地管理局同意收回本会现有的30年期限土地租赁并向本会重新发出了一份年期30年的新土地租赁。现有的30年期限土地租约的未到期期限转入新租约。土地租赁续签的总成本为\$1,089万，而其中就包含了\$1,044万的土地溢价和\$45.3万的印花税。土地租赁续签所需的费用是利用本会的储备金来支付。

*盈余包括了各项活动扣除其成本后的净利润。

表：包含分类（参阅第93页）

1. 会籍费用

- 月费（本会的主要收入来源）
本会2023年的月费收入为\$870万，相比去年增加了\$68.1万。此增加是因为本会在2022年9月份会员月费上调了\$10。
- 转让费：
疫情结束后大家均开始出国旅游而这也为转让费收入带来了负面影响。转让费收入年比下降了35.5%达\$82.9万。
- 入会费与转换费
由于有更多定期会员加入本会，使得入会费和转换费收入增加了7.2%达\$44.5万。

2. 老虎机

喜运堂的餐饮限制收紧，并未影响喜运堂在2023年的老虎机收入。老虎机的收入相较于去年的\$2,150万增加了5%达\$2,260万。在合理的玩家回报率下，老虎机份额为\$115万。

由于俱乐部分额增加、工资成本降低（减少了2名员工）和营运成本降低，老虎机营运成本提高了117%达\$69.9万。

3. 租金收入

由于本会业主福临门粤菜馆生意蒸蒸日上，本会的租金收入增加了4.5%达\$49万。租金收入增加的主要原因是总营业额增加。

4. 利息收入

本会在2023年积极地将资金投入高利率的短期定期存款，同时也认购了国库券以及投资级别的新元债券。因此本会的利息收入达到\$65.4万。相较去年的\$39.3万增加了\$26.2万或67%。

5. 生活时尚与Flex健身中心

生活时尚活动和Flex健身中心为本会带来了\$12.3万的盈余。同比2022年的\$14.7万，2023年的盈余下滑了16%或\$2.4万。盈余下滑的主要原因为员工成本的增加。本会在2023年成功填补了2022年的职位空缺。

6. 餐饮场所

本会的餐饮场所取得了\$477万的总销售额，相比2022年的\$447万增加了6.6%。由于本会最近刚上调了会员月费，因此本会决定在此期间暂时不增加食物价格。其他收入来源和未使用的餐饮税为本会带来了\$29.5万的总收入，与去年相同。不过，竞争强劲的劳动力市场导致本会的三家餐饮场所的劳动力成本增加许多。

由于更多会员选择在学校假日期间出国旅游，因此满足咖啡屋的总销售额下滑了2%达\$332万。由于劳动力市场紧缩导致劳动力成本增加，满足咖啡屋的总营运成本也因此增加了1.3%达\$257万。

吧三通2023年的总销售额上涨了42%或\$31.5万。相比2022年的\$75.9万，尽管销售额有所增加，但是吧三通却因较高的营运成本而遭受了\$29.3万的净亏损，比去年差82%，主要是营运成本增加。

Mingle@Amber的销售额增加了12%达\$36.9万，但是劳动力成本增加导致净盈余下滑了31%达\$4.8万。

7. 体育与运动

尽管体育与运动的收入增加了23%或\$70.2万，但是体育与运动所取得了\$28.4万的净盈余仍比去年少了33.2%或\$14.1万。员工成本的增加使得总营运成本增加了\$50.7万或39.2%。

8. 行政

行政营运开支从\$410万减少至\$386万，降低了\$24万或5.9%。开支有所降低主要原因为几名部门主任在2022年辞职。

9. 本会会所

本会会所的开支年比增加了\$21.8万或4.7%。开支增加的主要原因为公用事业成本和维修与维护成本的上涨。

展望未来

随着本会最近刚与新加坡土地管理局完成了土地租赁的续签，本会现在能够更清楚和确定如何使用本会的土地及如何提升本会的设施。财务委员会目前正在与愿景2050委员会紧密合作为更新设施预留资金。

致谢

在此我谨向管理委员和财务委员的各位成员表示由衷的感谢，同时也要感谢中华游泳会全体工作人员，给予的付出和帮助。还要特别感谢我们会员们一如既往的支持和鼓励。



餐饮委员会

王建和
主席



简介

餐饮供应委员会在2023年面对了诸多财务挑战，而这份常年报告将真实反映出本委员会在谨慎理财和提升营运灵活性上所作出的努力。在预算不足的情况下，本委员会毫不畏惧地面对各种不确定性并且做出了重要决策。虽然面临着多个财务挑战，但是本委员会集中于成本管理、提升效率以及采取各种适应策略，让我们能够度过难关。让我们一同深入了解本委员会在这财政年度所面对的种种复杂难题以及所实施的各项让我们能够在来临的一年继续取得成长的新颖解决方案。

年度亮点

本委员会非常高兴在此汇报，由于光顾本会餐饮场所以及在本会活动室举办活动的会员人数越来越多，因此本会的所有餐饮场所的收入均有所增加。总收入额在2023年增加了6.6%达\$477万。可惜的是，由于劳动力和原材料成本的增加，相较2022年本会的赤字增加了206%达\$39.5万。为了答谢会员同时为了减轻通货膨胀为他们带来的负担，理事会决定不在2023年提升餐饮价格。



在槟城美食节品尝美味槟城炒粿条

本委员会将会继续维持满足咖啡屋、Mingle@Amber以及吧三通的高卫生标准，同时也要感谢努力维持餐饮场所的干净与整洁的本会员工们。

满足咖啡屋

满足咖啡屋在2023年继续把握了例如跨年、农历新年、复活节、槟城美食节、啤酒节和圣诞节等各种佳节庆祝会所带来的机会以推出热门促销和产品。不过，6月和12月学校假期的顾客量下滑导致了销售额对比2022年的\$338万降低了2%(\$6万)达\$332万。

本委员会将会在2023年推出全新的零售管理系统。该系统将内含QR码点菜系统，让会员能够更轻松简单地点菜。这同时也能够解决劳动力短缺的问题。

由于碗盘清洗合约、厨房清洗合约以及煤气的成本增加，导致本会的营运成本增加了\$3.3万。



满足咖啡屋推出QR码点餐服务



Johnnie Walker & Sons XR21
威士忌晚宴



啤酒节2023

吧三通

相较于2022年的\$75.9万，吧三通在2023年的营业额增加了42%，达\$107万。本会宴会厅也举办了更多的活动，例如公司会议、常年晚宴和生日庆祝活动。相较于2022年的\$45.7万，吧三通的酒精饮料收入也增加了25%达\$56.9万。这是因为吧三通提供了较多的威士忌种类选择，价格合理并且推出了更多活动和优惠。

美酒大师俱乐部的表现也不错。目前已招募了200名会员，并且为本会带来了朝贡国\$2万的酒精饮料收入。

赤字方面，相较于2022年的\$16.1万，吧三通在2023年的赤字为\$29.3万。

Mingle@Amber

自2022年开放营业以来，Mingle@Amber持续吸引了青少年、学生，甚至是居家办公或读书的高管人员。自从外带服务的产品选项有所增加，Mingle@Amber的收入有所增加并且也为会员们带来更多便利。在妥善的成本管理下，Mingle@Amber在2023年的收入增加了\$3.95万达\$39.6万。相较于2022年的\$32.9万，收入涨幅为12%。

展望未来

本委员会将会在2024年推出更多精彩计划来吸引会员们前来！

我们将会在2024年开设新的咖啡屋、卡拉OK房并扩大满足咖啡屋的户外厨房，为会员们提供更多饮食选项。随着Mingle@Amber越来越受到会员们的欢迎，本委员会打算扩大满足咖啡屋户外用餐区以便为会员们提供一个能够与亲朋好友一同前来歇息并享用他们的蛋糕、糕点与饮料的绿色环境。

餐饮供应委员会多年来一直努力让会员们能够以优惠的价格品尝到各种菜系的优质美食。本委员会欢迎会员们给予反馈以便让本委员会能够改进并为您提供更好的服务。

致谢

本人想借此机会感谢在2023年给予贡献且努力付出的CSC会员、理事会、餐饮供应委员会以及本会的管理层与员工。餐饮委员会将继续集中于为会员们提供优质服务以及价廉物美的餐饮体验。

谢谢。

产业委员会

施金成

主席



简介

产业委员会继续地与各个常务委员会及本会管理层紧密合作以吸引更多会员到访本会，协助本会取得愿景2050所设下的目标。

本委员会在2023年借机针对本会设施及ACMV器材进行维修和替换，同时也进行了各项土木工程以及增建与改建工程以提升本会会所的设施及其安全性。

本会会员对Work@CSC的办公空间需求颇高，因此本会在2023年第四季度针对其空间进行扩建。

本委员会也建设了一个名为“乐”游戏室的全新儿童游乐室。位于迎宾楼2楼的“乐”游戏室是专为那些孩子未满足5岁的年轻家庭而设。该设施内有两个哺乳室以及一个备

有洗手盆的婴儿更衣室，同时也拥有冷热水饮水机以及家长等候室。

本委员会也修理了文娱中心泳池的排水系统以及替换了泳池周围的栅栏以尽可能避免泳池的水溅到泳池周围的区域。

本委员会也为本会保安人员配备了执法记录仪，为会员和本会员工提供一个更友善和安全的环境。

本委员会将会继续全力支持本会的产业管理团队以确保能够在不影响本会设施的品质、安全和水平的情况下以最低成本和最高效的方式为本会设施进行维护。



“乐”游戏室

年度亮点

针对现有设施和服务进行一般维修与修理工作

本委员会在2023年进行了下列维护、维修与改善工程：

- 更换位于迎宾楼的增压泵
- 更换吧三通及其厨房的冷气系统和零件
- 更换体育中心的所有热水器与浴室配件
- 为本会的冷气系统进行化学与蒸汽清洗
- 为本会进行白蚁灭除及实施预防措施
- 定期检查本会的厕所与灯饰并针对那些有故障部件进行更换
- 维修与更换户外平台的支柱与墙角线
- 在满竹咖啡屋的户外用餐区安装彩灯以提升会员的用餐体验
- 更换体育中心泳池旁的破损地砖
- 为文娱中心停车位和路牌进行粉刷
- 针对体育中心和文娱中心的墙壁和天花板进行小规模粉刷
- 改用LED节能灯泡改善文娱中心大厅的灯光与光通量
- 在体育中心泳池旁新增户外音响系统以供游泳活动和户外电影播放使用
- 改善文娱中心地下停车场的出口波道以预防车子在转弯时碰撞到墙壁
- 为水箱进行常年清洗
- 重新申请电梯与器材所需的操作准证

大型合约

本委员会于2023年续签了下列服务合约：

- 冷气系统维护服务
- 机械通风系统维护服务
- 水泵维护服务
- 电梯维护服务
- 排风机维护服务
- 发电机维护服务
- 鱼池维护服务
- 救生员服务
- 垃圾收取服务
- 园林景观维护服务

展望未来

本委员会将继续实施各项实际措施以协助控制本会维护工程的成本。这是为了让本会能够在不影响本会设施的安全与保护措施的情况下以有效且高效的方式管理其设施。此外，本委员会也响应了政府的绿化运动并计划推出各项节省能源的倡议。本会也将会持续评估、提升和发展本会设施以确保能够符合会员的需求以及让本会成为新加坡的顶级俱乐部。

致谢

产业委员会欲在此向理事会、各常务委员会、本会管理层与全体工作人员说声感谢。感谢他们付出良多，让本委员会能够取得一个成功且收获颇多的2023年。



人力资源委员会

李益發
主席



杰出服务奖项得奖者:
左至右: Teo Hong Chay, Ng Chye Moi, Lim Lian Tee,
Monogaram Blaise Joanita Nee Francisco, Wong Xeng Hau

简介

在回顾2023年的后疫情环境，本委员会意识到本会在员工的招聘、流动和保留方面均面对着巨大的挑战。中华游泳会将其人力资源着重点重新调整，并针对员工福利方面采纳了整体性的方针以打造一个更坚韧的工作团队。本委员会想借此机会由衷感谢在挑战重重的一年里仍选择陪伴在本会身旁且尽力提供专业服务的员工们。

年度亮点

中华游泳会推出了重大的举措来提升员工福利，其中就包括了定期举办员工活动、定期与员工进行沟通以及针对薪金制度进行评估以确保员工能够在本会拥有愉快的工作体验。我们相信收到鼓励和感觉被重视的员工将能够为本会会员提供更好的服务。

本委员会非常荣幸地在此分享，新加坡酒店协会（Singapore Hotel Association）向本会的5名员工授

予了杰出服务奖项。这项极具声望的全国奖项为那些提供优质服务的员工给予认可。本会会员也认同这些员工拥有专业的服务精神并且尽心尽力提供服务，即使说已超出了自己的职责范围。

- (1) 金星奖: Lim Lian Tee, 值班经理 (会籍关系与销售部)
- (2) 金奖状: Wong Xeng Hau, Captain (餐饮供应部)
- (3) 银奖状: Monogaram Blaise Joanita Nee Francisco, Receptionist (体育与生活时尚部)
- (4) 银奖状: Ng Chye Moi, Receptionist (体育与生活时尚部)
- (5) 银奖状: Teo Hong Chay, Junior Executive (餐饮供应部)



常年员工晚宴2023

本会员工们一致选择了S.E.A.海洋馆作为常年员工晚宴的举办地点。此活动的主要目的是为了感谢员工们往年的付出，同时为他们对本会的成功所作出的贡献给予认可。在晚宴上，在本会工作超过25年的长期服务员工也因其对本会的忠诚而获得认可。本会长年以来能够取得成功，他们功不可没。此外，本会也在晚宴上颁发了最佳员工奖。Kenny Chong获得了前厅部的最佳员工奖而Mong Chai Lin和Wong Teck Yong则获得了后勤部的最佳员工奖。



员工总统挑战活动2023
左至右: Edmund Lee、Victor Yong和Katherine Palacio Benedicto

本会员工也参与了企业社会责任活动（慈善跳蚤市场）。他们慷慨捐出二手物品和小吃。本会从跳蚤市场所获得的收入将全数捐给总统挑战旗下的受益机构。此外，本会也将所有未售出的物品也捐献给了这些受益机构。



员工健康检查2023

除了常年会员活动，本委员会也为他们举办了保险讲解会、健康保健介入计划和健身活动来促进员工之间的友谊。

挑战与未来发展

在步入2024年时，本委员会人力营运成本将因通货膨胀以及本地的就业市场竞争而增加。全国外籍员工政策的收紧

和低失业率导致人力短缺（尤其是在接待业与服务领域）导致竞争愈加激烈。本会因此在招聘和保留人才方面即将面对挑战。

尽管如此，本委员会在员工雇佣方面采取了谨慎态度，例如与新加坡劳动力发展局(Workforce Singapore, WSG)以及全国职工总会就业与培训中心 (Employment and Employability Institute, e2i)合作，申请各种政府津贴以及参加职业展。本委员会也为各大学府、理工学院和大学提供实习机会以解决劳动力短缺的问题。

尽管2023年所带来的挑战，人力资源部成功填补了超过70%的本会职位空缺。

为了尽可能建立和强化本会的人才储备管道，本委员会的首要任务便是辨识出那些在此充满挑战且快速增长的一年中任劳任怨地提供无缝服务水平的核心与高绩效员工，并尝试保留他们。

本委员会正在全面评估薪金制度，推出新福利并增加本会人力资源政策的透明度以及定期与员工进行沟通。本会将重新设计各工作岗位并为员工提供所需的工作培训以确保会员们能够在本会拥有愉快的体验。本委员会相信被重视和鼓励的员工将能够提升本会整体的服务水平。

致谢

本人想借此机会感谢在2023年努力工作与付出的理事会、人力资源委员会以及本会管理层与全体工作人员。他们的勤奋态度将会让本会能够在未来继续取得成功。

土地租赁续签 委员会

梁俊辉
主席



简介

于2019年开始的体育中心土地租赁续签计划终于完成。新加坡土地管理局（Singapore Land Authority, SLA）在2023年给予本会新的一份为期30年的土地租赁。为土地提早进行租赁续签将为本会带来确定性，让本会能够进行未来计划以吸引会员继续留在本会同时也让本会能够实施各项计划以迎合不同会员们的需求与志向。

年度亮点

本会收到了来自SLA价值\$1,090万的提案。提案放弃还未期满的土地租赁以换取一份从2023年起开始的全新30年期土地租赁。本会随后于2023年8月25日举办了特别会员大会并寻求会员们的批准以授权理事会接受并完成与SLA的交易。在场的会员进行投票而其中98%的会员同意通过此议案。

展望未来

土地租赁续签委员会现今将把棒子交付给理事会以便让他们执行下一段计划，即让本会成为现有和未来会员所期待的“第二个家”。

致谢

尽管本会须在短时间通过续签土地租赁的议案，但是会员们仍然抽出宝贵的时间来出席特别会员大会。本人欲在此感谢给予支持的会员们。特别感谢付出努力成功完成这项富有挑战但意义非凡的任务的本会管理层。最后，本人想在此由衷感谢在过去几年来给予指点和支持的理事会同仁以及土地租赁续签委员会成员们。



生活时尚委员会

黄奕澍
主席



水上嘉年华
家庭日

简介

随着2023年来到尾声，本人非常高兴地在此分享本会在2023年成功举办了許多活动。无论规模大小，这些活动均能够满足会员们的各种需求。

年度亮点

本委员会于1月举办了春节庆祝会为2023年掀开序幕。春节庆祝活动邀请了舞龙舞狮来为本会和会员们赐予好运。在此吉祥的活动上，会员们在观赏各种精彩表演的同时还能够享用美味的小吃。

本委员会于4月的复活节假日周末举办了复活节竞赛与手工工作坊，让家长们有机会与孩子建立亲密关系。

本会也于劳动节举办了本会的首个水上嘉年华家庭日。此活动让会员们体验到夏日的乐趣，让他们能够暂时远离炎热的天气。此活动其中的亮点之一便是让亲子组合展示其敏捷性和速度的水上障碍跑道。

本委员会于6月重新举办了大受会员们欢迎的户外水池电影播放活动。看到会员们在星光下享受户外电影播放是个难得的景象。本委员会也于8月举办了一年一度的榴莲派对，吸引了许多会员参加。榴莲爱好者们齐聚一堂享用美味榴莲，在共享榴莲香甜味道的同时与彼此增进感情。

本委员会于9月举办了一系列活动庆中秋。会员们观看了古筝表演，享用美味月饼，参加了手工艺活动并且将各种造型的气球带回家。随着夜色降临，本委员会在泳池举办了户外电影播放，为会员们制造了迷人氛围供其享受。本委员会于10月举办的首届万圣节电影播放。会员们穿上了趣怪的万圣节服饰并一同观看了两部惊悚电影。



榴莲派对



万圣节电影马拉松



本委员会于11月举办了圣诞节亮灯仪式，为2023年划上句号。本委员会邀请到本会会长谢真发先生主持亮灯仪式。会员们在观看竖琴和小提琴表演的同时还能够享用香脆爆米花以及参加手工艺品工作坊。会员们不仅借此机会与圣诞老人合照还从他手中接过糖果。

除了举办各种活动，本委员会也于7月份开设了一间名为“乐”游戏室的儿童游戏室并获得了会员们的好评。例如舞蹈、运动、休闲以及青年与儿童等小组委员会所举办的工作坊以及课程均获得了会员们的大力支持。

展望未来

展望未来，生活时尚委员会将会继续寻找和举办更多类活动以满足来自各个不同生活背景的会员的兴趣与爱好，同时提升整体的会籍体验。

致谢

本人欲在此由衷感谢给予坚定支持的理事会、诸多小组委员会、本会管理层以及本会工作人员。本人仅代表生活时尚委员会感谢会员们积极参与本会的活动。因为您的参与，本会才能够逐渐转变为让会员流连忘返的第二个家。

谢谢你！

舞蹈 小组委员会

林明裕

召集人



简介

本人非常高兴地在此与诸会员们分享，本会在2023年全面恢复举办活动后，本会的舞蹈社群在舞者和导师们的全力支持下度过了精彩的一年。

年度亮点

本会于每逢星期一和五举办拉丁舞/社交舞蹈课程（由Peter Wong指导），于每逢星期二和星期日举办排舞课程（由Philip Sobrielo指导）以及每逢星期三举办单人女士拉丁舞蹈课程（由Alvin Low指导）。本会非常感激和感谢参加这些课程的所有舞者。

本人非常高兴看到本会的舞蹈社群逐日扩大，同时也感激舞者们给予支持。

排舞团队于2023年4月15日举办了夏威夷主题的舞蹈派对。尽管活动地点因大雨而迁移，舞者们的热情

依旧火热。今年本会的舞蹈学员们也积极参加了由导师Mr Philip Sobrielo所举办的Kinex排舞大会。

本人非常高兴在此汇报，本会的社交舞会平均参与人数在2023年有所增加。本会在2023年共举办了4场社交舞会 - 情人节舞会、娘惹风情舞会、红白舞会以及上海滩舞会。本人再次感谢所有出席舞蹈派对的会员们！

展望未来

本小组将会继续为所有舞蹈爱好者举办更多主题舞蹈派对和社交舞会！我们期待能够有更多人加入我们，一同创造更多美好回忆。

致谢

在迎接2024年的同时，我们也非常感谢和感激让我们能够拥有精彩的一年的理事会、生活时尚委员会、舞蹈小组委员会成员、本会工作人员、舞蹈导师以及会员们。谢谢你们。



娘惹主题社交舞会

运动 小组委员会

李稳盛
召集人



全体调节课程

简介

回顾2023年，本人非常高兴地在此分享会员们改善健康与体能的旅程。

年度亮点

本会的运动灵活通行证计划提供了例如普拉提、瑜伽、全身体能调节与太极气功等课程，而这些课程也大受会员们的欢迎。

现有的参与者仍在继续支持着长期举行的杨派太极拳课程，而新课程（黄金尊巴和有氧舞蹈）也大受会员们的欢迎。

许多第一次参加课程的新会员均签订了本会所推出的课程体验配套（包含3堂课）。

从有氧舞蹈和黄金尊巴等有氧运动课程到例如瑜伽和普拉提等无氧运动课程，本会的运动灵活通行证所提供的各项运动课程让会员们能够强健身心。

展望未来

运动小组委员会将计划举办更多新颖的活动，让会员能够有更多样化的选择，同时也在本会推广维持身心健康的文化。本小组希望看到更多新会员前来加入成为本小组委员会的一员。

致谢

本人想在此感谢在2023年给予支持以及贡献良多的理事会、生活时尚委员会、运动小组委员会、本会会员和本会工作人员。

休闲 小组委员会

周黄莹

召集人



红包封灯笼制作工作坊



母亲节健康讲座

简介

随着2024年的到来，本人非常高兴在此汇报休闲小组委员会在2023年所举办的各项活动。

年度亮点

作为农历新年佳节庆祝活动的一部分，休闲小组委员会举办了红包灯笼制作工作坊。会员们学习如何利用旧红包制作各款灯笼。

本小组也在母亲节举办了亲子蛋糕烘焙工作坊以及排毒健康讲座。我们也在10月举办了另一个讲座，向会员们传授有关糖尿病和失智症管理的知识。本小组也举办了各项亲子工作坊，例如在学校假期所举办且获得好评的巧克力甘纳许蛋糕制作工作坊。

对中国书法课程感兴趣的会员人数增加许多，而中国水墨画课程仍吸引许多会员参与。感谢所有会员的支持。

本会的城市花园也非常茂盛，产出了许多新鲜蔬果。新增的灌溉系统协助我们扩充可食用蔬菜园，并进一步提升其生产力。

展望未来

休闲小组委员会将致力举办多种活动以迎合家庭、成人和孩童的需求，打造一个活跃的俱乐部环境。我们期待看到会员们继续支持我们所举办的活动，并欢迎各位给予反馈，让我们能够进一步改善我们所举办的休闲活动和课程。

致谢

本人欲在此感谢在2023年给予支持和贡献的理事会、生活时尚委员会、休闲小组委员会以及本会工作人员。同时也要感谢继续支持着休闲小组委员会所举办的各项活动的会员们。谢谢你们！

青年与儿童 小组委员会

王锦鸾

召集人



简介

回顾去年，本人非常高兴地在此分享青年与儿童小组委员会在2023年所取得的成就。

年度亮点

本会在7月份欢迎会员们使用刚完成的“乐”游戏室。此空间不仅是个充满玩具的房间，也是一个能够让孩子们探索自己的兴趣以及创造永久回忆的欢乐空间。

本小组也非常高兴地在此分享，本会的儿童芭蕾舞和武术课程的报名人数在2023年里逐渐增加。各位在2023年报名参加课程的儿童芭蕾舞学员也在不断地提升他们的等级。在导师的指导下，我们将会维持教学标准，培养孩子们对芭蕾舞的热诚与兴趣。

本会的武术竞技课程于每逢星期四举行而报名人数也有所增加。其中一名学员，Lim Enya参加了2023全国校际比赛（小学）并获得了第四名。

本小组也在去年8月份推出了全新的课程，即珠算与数学课程。此课程集中于提升学员们的算数技巧同时加强他们的集中力、记忆力以及解题能力。

特别感谢支持例如艺术夏令营、嘻哈爵士舞蹈工作坊、武术培训营和月饼制作工作坊等假日课程的会员们。

展望未来

展望未来，本小组将努力继续为会员们提供更多样化的活动，让儿童与青年们能够探索他们的自我潜能。

致谢

本人想在此感谢在2023年支持着青年与儿童小组委员会的理事会、生活时尚委员会以及诸位小组委员会成员和本会工作人员。



武术假日训练营



月饼制作工作坊

营销委员会

陈锦豹

主席



简介

在回首2023年所取得的各项里程碑与成就的当儿，本人非常高兴在此汇报本会所取得的进展以及成功。

年度亮点

首先，本人非常高兴看到有关本会土地租赁续签事宜的新闻获得了广泛关注。有关此事宜的新闻报道刊登在多家主流新闻媒体上，例如海峡时报、商业时报以及联合早报。此成就获得了本会会员们的赞扬，而本委员会也与本会的营销部一同草拟了一份富含影响力的新闻稿，让广大大众都得知此项成就。这篇新闻报道同时也让大众进一步了解本会的各项发展。此次的媒体报道也让本会会长谢真发先生有机会展现本会丰富多彩且充满活力的会所环境。

在2023年，本会在营销与通讯方面的成绩协助塑造本会的文化，与会员们建立情感联系并让本会能够通过各个平台与大众联系。本会脸书页面的粉丝量增加了563名（49.7%增长）而与本会脸书内容进行互动的总人数则为6,700人（增加226.6%）。

我向大家保证，本委员会将致力于让所有会员能够获得本会最新资讯（例如活动以及课程）。本委员会也将继续使用传统和数码营销策略，将重要信息传递给尊贵的会员们。

本委员会鼓励会员们积极参加各项令您感兴趣的活动，并同时将这些活动详情告知您的亲朋好友。

展望未来

展望未来，本委员会已准备了许多精彩的计划。我们将推出引人注目的活动，独家活动和引人入胜的内容来提升您的体验。

本委员会2024推出了全新的数码亭来展示通告以及有关本会来临的活动的信息。此功能将确保本会能够随时获得本会活动的最新消息，提升会员用户体验。

我们将继续把注意力放在与所有会员保持联系，让所有会员都能够得知本会相关的最新消息，让他们成为本会重要的一分子。我们将致力于确保每名会员都能够在本会感到愉快与满足。

致谢

本人欲在此感谢营销通讯委员会和理事会。他们的战略愿景和坚定的信仰协助将本会转化成会员们的“第二个家”。希望本委员会能够在2024年继续取得成功！

会籍关系委员会

伍佑宁
主席



简介

会籍关系委员会非常高兴在此呈现2023年的常年报告。本委员会着重于强化社区互动并通过各项创意倡议和更好的互动平台来提升会员们的会籍体验。

本会的会员人数于2023年显著增加，而总主会员人数为8,436人。本会也在今年完成了190各成功的第三方会籍转让。另一项显著成就为将超过一半的符合条件的青年会员转换为普通或准会员，进一步证明了本委员会在栽培下一代会员的决心。

年度亮点

本委员会于5月和11月重新举办了会员入会仪式以欢迎这些新会员进入本会的大家庭。这两个活动即80年代怀旧派对以及夏威夷宴会派对取得了巨大的成功，为新会员提供了生动有趣的环境来熟悉本会环境，认识诸位新会员以及与本会理事会进一步接触。

这两个活动外加2023年举办的众多活动，例如榴莲派对、啤酒节、户外电影播放以及圣诞节亮灯仪式等活动均满足了会员们的各种兴趣，让会员们能够在本会与其家人增进感情并一同创造美好回忆。

展望未来

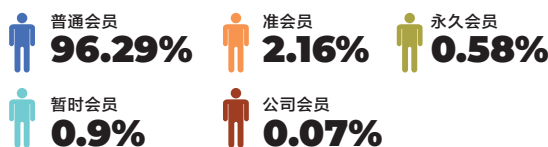
会籍关系委员会将继续致力于深入了解和会员们的兴趣与爱好，并努力改善本会的服务以确保会员感到被重视以及没被遗忘。

延续2023年取得的成功，本委员会将会继续探索各种创新方法来迎合会员们的需求与兴趣。



夏威夷主题会员入会活动

会籍类别



致谢

在庆祝会员数量持续增加以及与会员成功取得互动的同时，我们也必须意识到还有进步的空间。

本委员会欲在此由衷感谢所有积极参与活动并给予反馈的会员。他们在本会决定未来发展方向的过程中扮演了重要的角色。

区域网络 委员会

王建和
主席



简介

区域网络委员会非常高兴在此呈现2023年的常年报告。本委员会于2023年将精力放在与本会在区域内的各个互惠互利和结盟俱乐部重新建立关系，而这也是我们脱离疫情后的重要一步。本委员会致力于建立稳定的国际关系，旨在强化本会的区域网络并提升会员的体验。

年度亮点

本委员会在2023年达成的重大里程碑之一便是完成了本会所有的互惠互利与结盟俱乐部的联系方式和协议的更新。此基础工作将确保本会拥有最新和最有效的沟通渠道，让本会能够继续建立国际合作关系。此外，本会也与新加坡游泳俱乐部签订了为期3年的互惠互利协议，证明了本委员会努力扩大和强化本会网络的积极性。

本会也欢迎了来自各个海外俱乐部的尊贵会员来到本会，而其中就包括皇家曼谷体育俱乐部、英国俱乐部(泰国)、香港三军会以及怡保游泳俱乐部。本会会员也到访了本会的海外结盟俱乐部，其中就包括首尔俱乐部和檳城体育俱乐部，与结盟俱乐部建立友好关系。

本委员会旨在提升本会全球网络并集中于较有意义的互动。因此本委员会在经过深思熟虑后决定结束与美国俱乐部（台北）的互惠互利安排。此决定也证明本委员会注重那些能够为会员们提供最有价值服务以及有效互动机会的结盟俱乐部。本委员会相信此做法将让我们能够将更多资源投入建立更有意义及更有益的合作关系。



图片：皇家曼谷体育俱乐部

展望未来

展望未来，本委员会计划强化本会的区域与国际关系。本委员会将会继续探索新合作关系和合作协议以便为会员提供独家和多样化的体验。今年建立的基础将是未来的计划和合作的垫脚石，让本会继续建立一个活跃且互联的社区。

致谢

特别感谢所有对今年的成功有所贡献的人，尤其是积极参与和支持本会的会员们。本人也欲在此感谢委员会同仁们。他们的勤奋态度和献身精神是本会取得成功的重要因素之一。本委员会将会延续今年的势头，在未来为本会带来更多激动人心的机会。

体育与运动委员会

周金辉

主席



简介

本会在后疫情时期重新举办了多项活动，而体育与运动委员会也因此在2023年开始复苏。本委员会的休闲运动和竞技运动的参与人数均破了新高，而本会的体育选手们也在本地和国际赛场上屡屡取得佳绩。

年度亮点

本会的游泳团队在第53届新加坡全国分龄游泳冠军赛2023的儿童与青年组别成功赢得了SSA俱乐部挑战杯，成功蝉联。

本会的儿童选手们也为本会争光。他们在第5届CSC超级青年游泳邀请赛上协助本会赢得了“总冠军”头衔。他们也在第36届儿童会际游泳冠军赛上打破了3项大会记录，本会也在此比赛中获得了总冠军。

在国际赛场上，本会的泳手参加了各大主要游泳比赛例如在日本举行的世界游泳锦标赛，在中国举行的第19届亚运会以及在特立尼达和多巴哥举行的共和联邦青年运动会。本会选手也参加了在柬埔寨所举行的第32届东南亚运动会2023，并共赢得了6面金牌、1面银牌和3面铜牌。本国的

女子4x100米混合泳接力赛团队则打破了全国记录以及赛会记录。

来自本会的32名选手也参加了于印尼举办的第45届东南亚分龄游泳冠军赛2023。他们成功赢得了6面金牌、11面银牌和4面铜牌，并取得了45项个人最佳成绩。Tedd Windsor Chan也在50米仰泳项目中创下了14岁以下的全国记录。来自本会的58名年龄介于7至16岁的泳手代表本会参加了第22届皇家曼谷游泳邀请赛。这也是本会自疫情后所参加的首个海外赛事。本会在此赛事中勇夺H.R.H Princess Maha Chakri Sirindhorn 杯，而本会的10名泳手也获得了最有价值泳手奖。

本会泳手代表新加坡和本会出战本地和国际赛事。这意味着本会的游泳培训计划正在取得成功的道路上。

本会的保龄球队、乒乓队和水球队也同样出色。他们分别获得了保龄球会际混合联赛、世界乒乓新加坡Smash公开团体赛和Pesta Sukan男子水球公开赛的冠军头衔。壁球代表队则在全国新手壁球联赛和宿将甲级联赛上夺得季军。



本会游泳教练们手捧着第53届新加坡全国分龄游泳冠军赛2023的冠军奖杯（儿童与青年组别）



本会会长谢真发先生和本会队长周金辉先生向第53届新加坡全国分龄游泳冠军赛2023的最有价值泳手颁发奖品。





CSC-Ultimate Squasher壁球体验



CSC-LJW乒乓假日训练营

本会的年轻选手们也发挥了其潜力，在新加坡网球协会(STA)会际单打联赛的10岁以下和12岁以下组别中夺冠。他们也在ActiveSG水球联赛和第2届古晋水球邀请赛的16岁以下组别中获得冠军。

荣誉会员骆建佑和Aloysius Yapp在各项比赛上获得佳绩，共17次获得了前三名的成绩。很巧的是，他们两人分别在羽毛球世界联合会的男子单打排名以及世界桌球协会的男子排名上均获得第10名的排名。

本会也在2023年重新举办了CSC超级青年游泳邀请赛以及CSC网球邀请赛。本会上一次举办这些赛事是在2019年。本会的CSC分龄羽球冠军赛和乒乓球青年锦标赛则分别吸引了破纪录的1,359名选手和222名选手参加。

定约桥牌小组和高尔夫球小组仍积极举办定期牌局和高尔夫球之旅。本会的跆拳道学员们也继续维持着100%的分级赛合格率。匹克球这项新推出的运动也吸引了大批会员参加。

本会会员获得了难得的机会，于12月前往日本奈良县参加了羽球交流活动。本会也招待了奥运会获奖泳手入江陵介先生和大桥悠依小姐，为他们提供场地举办他们的海外游泳训练营。他们与本会的高绩效团队进行了结合训练，同时也举行了游泳讲座以及见面会。

本会的培训计划学员人数和小组会员人数年比增加了7.3%达2,296名。本会在培训课程、各小组活动和设施预订方面的收入则年比增加了18.2%达\$143万。

体育与运动委员会也继续了帮助弱势群体的传统，为总统挑战2023共筹集了超过\$16,000的善款。



全国史诺克联赛

展望未来

随着所有大型比赛开始举行，本委员会也期待重新举办体育颁奖典礼以便为在过去一年努力培训的选手们给予认可。随着本会成功为体育中心争取了全新的30年土地租赁，本会已开始实施各项计划以游泳空间的使用并且为会员们推出种类较全面的活动，让他们能够花上更多时间享用本会的设施及参加本会的各种活动并将本会视为他们的第二个家。

致谢

本人想在此感谢努力付出的选手们，不断给予支持的家长们以及耐心指导选手们的教练。他们协助本会在2023年取得了卓越成就。衷心感谢尽心尽力的管理层团队以及各个体育小组委员会。他们的努力让本会能够提升到另一高度。最后，本人想感谢负责监管本会各领域，以便协助本会建立一个繁华社群的理事会同仁。

羽毛球 小组委员会

郭蕊肇

召集人



与奈良县代表队进行羽毛球友谊赛

简介

本小组在2023年见证了许多选手们在球场上建立友谊以及展现体育精神，同时也见证了他们屡获佳绩。本小组的成员们继续踊跃参加各项赛事，而本会的羽球培训学院也正继续以惊人的速度扩展。

本小组所举办的分龄赛事对所有年轻选手来说仍是个重要的平台。他们均可在此平台上展现他们的技巧以及韧性，以便在未来仿效本会荣誉会员们的光荣战绩，例如骆建佑。

年度亮点

本小组于1月份举办了一场雅集作为2023年的首个活动。随后，本小组便于4月8日和9日举办了CSC双打公开冠军赛，而冠军则由Gabriel和Raphael Chong的兄弟组合获得。于7月30日至8月7日举办的羽球小组团队挑战赛共吸引了40名选手参加。本小组也于2023年3月31日与NUSS进行了一场友谊赛，同时也在9月1日与檳城体育俱乐部进行了另一场友谊赛。为了回馈社会，本小组于10月的小组训练中为总统挑战赛共筹集了\$2,000的善款。

本会的荣誉会员骆建佑也在2023年屡获佳绩。他在4月25日至30日于迪拜所举行的2023羽毛球亚洲冠军赛以及于7月18日至23日所举行的韩国公开赛上均夺得亚军。他同时也

在于10月24日至29日所举行的Yonex法国公开赛上获得季军以及在于5月8日至11日所举行的2023东运会上获得男子团队铜牌。他在参加于5月14日至21日在苏州举行的2023苏迪曼杯上获得第10名。

第16届CSC分龄羽球赛共吸引了来自本地、印尼和马来西亚的1,359名选手，打破了历史以来的最高参赛选手数量记录，取得了巨大成功。这项为期7天的活动从9月4日至10日举行，而参赛选手遍布各年龄层。

本人想感谢新加坡羽球协会（Singapore Badminton Association, SBA）主席Mr Lawrence Leow以及本会理事会莅临决赛，同时也要感谢慷慨赞助此活动的赞助商Liebherr Singapore、Kim Soon Lee Pte Ltd、Sportmatch Marketing Pte Ltd、Li-Ning、JK Technology、Ram E以及89 Hotel Batam。

本会的羽球培训学院学员人数也增加至超过200名，成为了本会规模第二大的培训课程。本会所举办的假日羽球初学者培训课程也供不应求。本会的羽球学员们也于2023年12月26日与Nara Amateur Sports Association (日本)进行了友谊赛以及文化交流。

展望未来

本小组的当务之急便是借助今年的成功进一步发展，针对学员们进行培训，让他们能够在会际和分龄比赛上取得更好的成绩。本会也将与新加坡羽球协会合作，举办更多经其许可的比赛以便为选手们提供更多参赛机会，同时为羽球爱好者打造一个有好的环境。

致谢

衷心感谢理事会、体育与运动委员会以及羽球小组委员会成员。最后，我也想在此由衷感谢充满活力与热忱的羽球小组会员们。他们的热诚和热情为本会打造了一个蓬勃发展的羽球社群。

台球与史诺克 小组委员会

云伟福
召集人



简介

2023年对台球与史诺克小组来说是个令人愉快的一年。除了看到小组成员们积极参加各项小组活动，在本会开始参与台球与史诺克活动的会员人数也有所增加。

年度亮点

CSC史诺克团队于2023年5月结束了全国史诺克联赛的征程。参加甲组和乙组联赛的CSC Lotus获得了第8名的成绩。

本会代表队仍在努力中，而我有信心他们肯定能够在明年的联赛上获得更好的成绩。

本会延续了往年的传统，于2023年8月9日邀请了樟宜海滩俱乐部、Cuesports Development以及新加坡板球俱乐部前来本会参加国庆日雅集暨Wee Aik Koon 6 Reds史诺克挑战赛。本人非常高兴看到各位参赛选手在赛后与其他选手增进友谊。

2023年对本会的荣誉会员Aloysius Yapp来说是个收获颇多的一年。目前排名世界第10的他已在国际赛场上巩固了他的世界级水平选手的地位。

Aloysius在2023年取得了下列佳绩：

国际赛事

- 堪萨斯城9球经典赛2023 - 冠军
- Jay Swanson "Swanee" Memorial 9球比赛2023 - 第4名
- WPA 世界10球冠军赛2023 - 第5名
- 第32届东运会 (9球单人赛) - 亚军
- US Pro台球系列密歇根公开赛2023 - 亚军
- US Open 9球冠军赛2023 - 季军
- Battle of the Bull 9球冠军赛2023 - 冠军
- International Bigfoot 10球挑战赛2023 - 季军
- 国际9球公开赛2023 - 冠军
- Medalla Light 波多黎各公开赛2023 - 季军
- 中华台北公开赛2023 - 第5名
- 全日本冠军赛2023 - 季军



Aloysius Yapp: Battle of the Bull 9球冠军赛2023冠军

本地赛事

- 狮城杯9球邀请赛2023 - 冠军
- ARC 9球公开排名赛2023 - 冠军
- 全国9球冠军赛2023 - 冠军
- 全国史诺克冠军赛2023 - 冠军

展望未来

台球与史诺克小组委员会将协力合作为本小组举办更多活动以重振此运动，同时让台球与史诺克在本会更引人注目。本小组也将会一同努力训练以便在明年的全国史诺克联赛上取得更好的成绩。

致谢

本人欲在此感谢指点本小组并且提供支持的理事会以及体育与运动委员会。本人也想在此感谢对本小组贡献良多且给予许多支持的小组委员会同仁以及赞助人Mr Patrick Ho、Mr Tay Tiang Guan以及Mr Wee Hian Chuan。

最后，本人想感谢继续支持着本小组的诸位小组成员们！

保龄球 小组委员会

王丝娜

召集人



第26届会际保龄球
混合联赛

简介

保龄球小组在2023年全力冲刺举办了各种活动，而其中也包括了阔别3年的会际保龄球联赛。本人非常高兴在此向大家汇报保龄球小组在2023年取得的佳绩。

年度活动亮点

本小组于年初在12道保龄球场举办了常年保龄球冠军赛，而Bryan Lee以及Tan Kayne Jin分别在公开组别以及分级组别的比赛中夺冠。选手们均需要完成8局球赛以争夺决赛席位。他们的表现令人佩服！

本会于3月份邀请了东陵俱乐部前来本会进行一场友谊赛。本会的年轻保龄球选手披甲上阵并以4-1的成绩为本会夺下胜利。



万圣节欢乐保龄球

本小组也在3月至11月期间的每个偶数月份的最后一个星期日举办双月保龄球奖牌赛。小组成员们积极参加这些比赛以便能够取得常年保龄球冠军赛的参赛资格。

由于疫情关系而停办3年的第26届成人会际保龄球混合联赛终于重新举办。在此联赛上，来自8家俱乐部的队伍于4月至9月期间进行了长达21个星期的较量。本人非常高兴地宣布本会在此联赛中夺冠。本会选手Jonah Goh参加了NSRCC于2023年9月30日所举办的保龄球大师赛，并在此赛事中夺下了男子组别的冠军。本人和Gerard Ng则在我们各自的参赛组别中获得亚军。

本会为总统挑战2023进行筹款，而本小组也响应此号召。本小组于2023年9月16日举办了CSC慈善保龄球赛并筹得了\$1,988的善款。本小组也于2023年10月28日举办了大受欢迎的CSC万圣节保龄球赛。参与者们均穿上他们最爱的万圣节服饰，与大家度过了惊悚的一晚。

展望未来

本会的保龄球精英培训中心已创办六年。在Eugene Yong教练的细心栽培下，本会的保龄球精英团队日益扩大。保龄球小组委员会也一直不断地探索新点子，为本会的保龄球活动注入新生命。我们在此真诚邀请各水平的保龄球选手一同前来享受保龄球的乐趣。

致谢

本人想在此感谢在有需要时为本小组努力付出的宝贵且热情满满的小组会员们。特别感谢付出努力发展本会保龄球学院，以及细心指导精英培训中心和保龄球学习乐课程的学员们的Eugene Yong教练。

最后，我想感谢不遗余力为本小组付出的小组委员会成员以及为本小组提供战略规划的运动委员会和领导着本小组继续取得佳绩的理事会。

定约桥牌 小组委员会

Tan Kim Lian

召集人



国庆日总统挑战桥牌配对比赛

简介

回顾去年的成绩，本人非常高兴在此汇报本小组在2023年的每个星期三和星期六定期举办定约桥牌聚会，同时也在2023年举办了4场定约桥牌比赛。

本会的定约桥牌团队也定期将会员们聚在一起切磋牌技，展示了他们对定约桥牌的奉献精神与热诚。

年度亮点

随着在2022年底成功举办首个实体定约桥牌活动，定约桥牌小组借着此势头于2月初举办了新年红包定约桥牌比赛。本小组也在4月底举办了劳动节定约桥牌比赛。本小组的某些成员也在5月份参加了由新加坡定约桥牌协会 (Singapore Contract Bridge Association) 举办的比赛，将宝贵的比赛经验带回本会与其他会员分享。

2023年的下半年同样精彩。本小组在阻断措施结束后于7月首次举办了定约桥牌初学者课程。小组会员们也在8月份齐聚一堂，一同参加国庆日定约桥牌比赛，共庆新加坡的生日。

本小组于12月延续以往的传统举办了圣诞节定约桥牌比赛。本小组的成员们在享受美食的当儿与彼此切磋牌技。此圣诞节活动还包括了幸运抽奖，让每位参与者都满载而归。

展望未来

定约桥牌小组委员会旨在延续以往的势头，在2024年提升本会的定约桥牌水平并让成员们能够更享受这项运动。

本小组也将会举办初学者课程并推出更多种类的定约桥牌游戏以吸引较年轻的成员加入本会。

本小组希望能够看到更多成员之间的战略比拼以及运动家精神。这也就是定约桥牌的精髓所在。

致谢

本人想在此由衷感谢理事会以及体育与运动委员会对本小组给予支持。在此感谢小组成员踊跃参与各个实体牌局，也感谢他们邀请他们的亲朋好友一同前来参加。

本人也想在此感谢付出努力以确保每周牌局和比赛能够顺利举行的定约桥牌小组委员会。

高尔夫球 小组委员会

许秀枝

召集人



第29届CSC常年高尔夫球冠军赛冠军: Benjamin Ng (右二)

简介

在旅游限制解除后，高尔夫球小组在2023年成功举办了多项活动。高尔夫球小组在2023年举办了11个高尔夫球活动，而其中就包括了5个本地和6个海外高尔夫球活动。各水平的高尔夫球手一同参加比赛并创造了美好回忆。

年度亮点

本小组于1月份在位于柔佛新山的Palm Resort Golf & Country Club举办了全盘击数计分赛。因疫情而停办了3年的CSC-SSC高尔夫球双边友谊赛也于2月举行。CSC代表队赢得了双边友谊赛的胜利并在绿茵上与其他选手建立友谊。此外，18名高尔夫球手前往了越南岷港并完成了3场球赛。选手们非常享受这次的旅程，而他们其中一些还选择了延长逗留时间！

总结2023年的第一个季度，本会会员们于3月和4月参加了分别在新山和巴淡岛所举办的全盘击数计分赛。

高尔夫球小组于6月前往了吉宝俱乐部位于Sime的新高尔夫球场打球，而这也是本小组成员们首次到访此球场。本小组在此比赛上推出了全新的随机配对双打比赛方式来取代例常的全盘击数计分赛。参与者们均非常享受此次的比赛。22名本会高尔夫球选手们也在6月前往了柔佛新山的Forest City Golf Resort参加了2天1夜的“森林体验”高尔夫球之旅。

高尔夫球小组之夜于7月举行，而连同这活动一同举行的是7月份的全盘击数计分赛。高尔夫球小组借此机会与小组成员们分享了各项未来计划，并与他们度过了一个充满欢声笑语的夜晚。

CSC常年高尔夫球冠军赛于9月重新举行。本会的高尔夫球精英们在吉宝俱乐部的球场一较高下争夺“CSC高尔夫球小组最佳选手”的称号。Mr. Benjamin Ng以84分的总成绩问鼎冠军。衷心恭喜所有在此比赛上展现了杰出球技并与其他选手建立友谊的选手们。

高尔夫球小组于10月举办了中国海口高尔夫球之旅。参与者们在5天内完成了3场球赛，同时也借机观赏海口的迷人风景。本小组于年底在樟宜高尔夫球俱乐部举办了年终高尔夫球派对。本小组顾问Mr Steven Tan为此活动推出了几个有趣的游戏赛制为参与者带来了笑声与欢乐！

展望未来

展望未来，高尔夫球小组委员会将继续为小组成员们举办更多好玩有趣的活动以及提供更多吸引人的奖品让他们带回家！

致谢

本人欲在此由衷感谢耐心支持着本小组的高尔夫球小组成员。本人也想感谢在2023年继续给予支持的理事会、体育与运动委员会以及诸位高尔夫球小组委员会同仁。感谢你们成为本会高尔夫球社群的重要一份子！

匹克球 临时小组委员会

潘在豪

召集人



简介

匹克球临时小组委员会于2023年5月成立。本会于2022年10月首次向会员们介绍匹克球这项运动。匹克球小组起初仅有34名成员而如今已壮大至拥有110名成员。本会非常高兴能够看到更多会员开始接触匹克球。

年度亮点

匹克球小组与新加坡岛屿乡村俱乐部进行了两场友谊赛，同时也与新加坡康乐俱乐部进行了一场友谊赛。这些友谊赛分别于6月10日、8月8日和11月17日举行。这些友谊赛让本会成员有机会与其他较有经验的团队切磋，吸取宝贵经验。

CSC匹克球代表队在此收获颇多的一年取得了骄人成绩：

- **亚洲匹克球公开赛2023**
Pang Hian Tee于男子50岁以上双打组别获得季军
- **新加坡匹克球公开赛2023**
Pang Hian Tee与搭档在男子乐龄双打组别中夺冠
- **新加坡匹克球初学者公开赛2023**
1面金牌、1面银牌和1面铜牌
- **Pesta Sukan**
3面金牌和6面铜牌
- **淡滨尼北中秋混合双打大赛 2023**
1面金牌和1面银牌



CSC与SICC友谊赛



第1届CSC会际匹克球总统挑战

• 年终Smash 2023

CSC 混合一号团队以及CSC男子1号团队 - 止步8强

第一届CSC会际匹克球总统挑战赛

延续着本会为总统挑战慈善尽一份力的传统，本小组于2023年10月29日举办了第一届CSC会际匹克球总统挑战赛。

此慈善赛事共吸引了来自12支团队的100名选手一同为慈善出一份力，并为总统挑战慈善共筹集了S\$3,600的善款！

匹克球小组也以非常棒的方式为2023年划上句号。小组成员们于2023年12月28日齐聚一堂一同参加CSC匹克球年终Smash赛事。

展望未来

匹克球临时小组委员会将计划举办更多匹克球活动并参加更多赛事以便让会员们能够吸取更多比赛经验。

我们也期待能够与其他俱乐部进行友谊赛，让我们彼此在场内外建立新友谊。

致谢

本人想在此感谢给予指导的理事会和体育与运动委员会。本人也想感谢在2023年给予支持的临时小组委员会成员以及小组成员们。

壁球 小组委员会

黄翼斌
召集人



Taliah Cheong (左) 在2023年
东南亚青年个人冠军赛上获得亚军

简介

壁球小组于2023年全面恢复举办各种活动，度过了一个成功且富有乐趣的2023年。会员们积极参加全国壁球联赛以及各大赛事，在场上和场外与各位选手建立深厚友谊。

年度亮点

本会代表队选手在2023年全国壁球联赛上与来自新加坡的其他队伍一决高下，取得了不错的成绩。共有7支队伍代表本会出战A季和B季联赛，而其中两队则取得亮眼成绩：

A季联赛

- 宿将联赛 - 季军

B季联赛

- 初学者联赛 - 季军

本会的青年会员也积极参加各项比赛，把握各种机会进一步了解壁球这项运动。本会欲在此恭喜他们取得以下卓越成绩：

ONCOCARE 2023 SGSquash 青年巡回赛 3
(2023年9月6日 - 9月10日)

- 女子11岁以下组别 第4名: Gwendolyn Betty Lim
- 女子15岁以下组别 第4名: Taliah Cheong
- 女子15岁以下组别 第7名: Kelihla Cheong

本会于2023年6月29日至7月1日期间举办了第6届CSC壁球差点与青年比赛以支持总统挑战。此赛事共吸引了25名成人和12名青年选手。本会今年首次在此赛事中推出青年组别，而青年选手们的踊跃参与让本会感到鼓舞。此赛事也为总统慈善挑战共筹集了\$3,153的善款。

下列选手在此赛事中获得了以下的佳绩

差点组别公开赛

冠军: Chua Man Tong
亚军: James Nicholas
季军: Kok Tsung-Hao
殿军: Joel Leon Ng

青年组别

冠军: Taliah Cheong
亚军: Timothy Kok
季军: Nic Tay
殿军: Gabriel Chew

展望未来

壁球小组委员会将与Ultimate Squasher团队紧密合作，为本会会员举办更多活动。本会也期待与其他有兴趣参加壁球小组并代表本会出战各大比赛和全国壁球联赛的壁球爱好者会面。

致谢

本人欲在此感谢对本小组贡献良多且提供支持的理事会、体育与运动委员会、小组委员会同仁、小组成员以及Ultimate Squasher团队。



第6届CSC壁球差点与儿童比赛以支持总统挑战

游泳 小组委员会

谢迪健

召集人



简介

在回顾2023年的各种成就的同时，本人非常高兴在此呈现常年报告并重点提到本会游泳培训计划的精彩旅程。

从本地赛事到大型比赛，本会的泳手们在泳池中展现了他们的天赋与决心。他们出色的表现也证明了本会游泳培训计划是如此成功。泳手们、其家人、教练和培训计划管理员均功不可没。

年度亮点

本会游泳代表队在第53届新加坡全国分龄游泳冠军赛 (SNAG) 上连续第二年在儿童与青年组别中赢得了SSA俱乐部挑战杯，成功卫冕冠军头衔。泳手和其家长的支持以及本会员工的努力让本会能够成功夺冠。

作为2023年的首个大型游泳比赛以及其他游泳赛事的前奏，SNAG 2023举办得非常井井有条。

上一届的CSC超级青年游泳邀请赛于2019年举行而本会于2023年举办的第5届CSC超级青年游泳邀请赛获得了巨大的成功！这是本会在疫情后所举办的首个大型活动。

此活动的目的是为了12岁以下的竞技泳手有机会参赛，同时拉近本地和海外游泳俱乐部之间的关系。

本会非常感谢本地的游泳代表队以及来自中国、泰国和印尼的海外游泳代表队参赛。恭喜所有获奖选手以及恭喜本会获得了“总冠军”的头衔！

本人也想在此感谢慷慨赞助的赞助商。他们的贡献让此活动能够成功举行！

本会的儿童泳手们也在第36届儿童会际游泳冠军赛上为本会争光。本会除了赢得了总冠军，本会的泳手也打破了三项大会记录。



第22届皇家曼谷体育俱乐部邀请赛2023



第5届超级青年游泳邀请赛2023



花样游泳



SwimSafer 课程



游泳踢腿挑战系列赛4



为THE HUT（为较不幸儿童提供服务的社区服务中心）举办基本的水上安全课程



热烈欢迎我国游泳选手们在第32届东运会结束后回来新加坡



日本国家队泳手造访本会



第45届东南亚分龄游泳冠军赛2023

在国际赛场上，本会的泳手代表新加坡和本会出战了下列赛事：

- 于柬埔寨举行的第32届东南亚运动会。本会的7名泳手表现卓越，为新加坡夺下了10面奖牌（6面金牌、1面银牌和3面铜牌）。
- 于特立尼达和多巴哥岛屿举行的2023年共和联邦青年赛：本会的3名泳手代表新加坡出战游泳项目，而另一名泳手则代表新加坡出战三项铁人赛事。
- 于日本举行的世界游泳锦标赛2023：一名选手代表新加坡出战。
- 于印尼举行的第45届东南亚分龄游泳冠军赛2023：32名本会选手共赢得了21面奖牌（6面金牌、11面银牌以及4面铜牌）并打破了45项个人最佳记录。Tedd Windsor Chan也在50米仰泳项目中打破了全国14岁以下的记录。
- 于中国举行的第19届亚运会 2023：本会的5名选手成功闯入决赛圈，而Mikkel Lee也男子4x100米自由泳接力赛上的最后一棒中游出了0:47.25的记录。
- 于泰国举行的第22届皇家曼谷体育俱乐部游泳邀请赛：共有年龄介于7至16岁的泳手代表本会出战了自疫情后的首个海外游泳赛事。本会赢得了H.R.H Princess Maha Chakri Sirindhorn 杯，而本会的10名泳手也获颁最有价值泳手奖。

本会的游泳学习乐小组学员人数继续增加。例如游泳踢腿挑战赛以及新手分龄游泳赛等会内游泳竞赛继续获得会员们的好评。这些会内竞赛在泳手的栽培方面扮演着重要的角色，为他们提供定期的比赛机会来展示他们的训练成果，同时让他们能够在本会结交更多朋友。

本会的花样泳手积极参加新加坡游泳总会所举办的ASPIRE培训计划，继续专研他们的技巧。

本人非常高兴地在此汇报，本会的游泳教练们在年龄较大的泳手们的协助下一同为来自‘The HUT’的弱势青年举办了基础游泳安全课程，为社会出一份力。这与本会的企业社会责任愿景一致，即回馈社会及帮助弱势群体。

展望未来

本会游泳团队在2024年将继续成长并取得成功。本小组将会继续秉持我们的愿景，即栽培出拥有正面性格特征的泳手。最重要的是栽培出拥有爱心的泳手，为他们提供合适的培育环境来促进他们的个人和体育方面的发展。

致谢

本人仅代表游泳小组委员会在此由衷感谢给予支持的理事会、体育与运动委员会以及诸位小组委员会同仁。

本人也想在此感谢游泳队的职员、教练团队、泳手们以及其家长。本会的游泳计划取得的各项成就，他们功不可没。您的支持与付出至本小组成功背后的推动力。

我们将继续团结一心，一同乘风破浪，挑战自我。谢谢！

乒乓 小组委员会

冯俊豪

召集人



简介

2023年对本小组的成员来说是个令人满意的一年。在2023年中，他们代表本会参加了多项赛事。本会与李佳薇乒乓学院延续合作关系使得本会的乒乓学院的青年学员报名人数有所增加。

年度亮点

乒乓小组委员会在2023年初与世界乒乓球职业大联盟（World Table Tennis, WTT）合作，在2023年2月12日一同举办了CSC-WTT新加坡Smash精英团队挑战赛。此赛事迎来了新加坡排名前8的乒乓队伍一同前来争夺冠军头衔。

本小组委员会也非常高兴在此汇报，本会的青年学员在CSC-LJW乒乓学院的总教练，李佳薇教练和李万祥教练的指导下获益良多。由这两位教练所带领的假日乒乓训练营也吸引了许多有潜力的乒乓选手参加。本委员会欲在此感谢所有给予支持的家长们。

恭喜在2023年付出努力以取得下列成绩的CSC乒乓代表队：

- 第5届IIG乒乓赛2023 - 亚军
- WTT 新加坡Smash拉丁马士社区体育联系网挑战赛2023 - 亚军
- WTT新加坡Smash团队公开赛2023 - 冠军
- VTTCS 国际乒乓赛2023 (双打XD80) - 冠军
- STTA 会内全会员乒乓迷你挑战赛2023 - 冠军
- 丰加北社区体育联系网乒乓赛2023 - 亚军
- Pesta Sukan 2023 - 季军
- 武吉巴督社区体育联系网乒乓公开赛2023 - 季军
- VTTCS国际团队冠军赛2023 (W35团队组别) - 冠军
- 亨德森-杜生团队公开邀请赛2023 - 季军
- 裕华/武吉甘柏社区体育联系网乒乓邀请赛2023 - 季军



总统挑战慈善乒乓邀请赛2023

延续着本会的传统，本小组委员会于2023年10月28日举办了总统挑战慈善乒乓邀请赛2023并为总统挑战慈善共筹集了\$3,600的善款。

在2023年结束前，本小组委员会于11月3日至5日举办了第二届CSC U9/U12乒乓赛2023。此赛事共吸引了破纪录的222名参赛选手。

展望未来

乒乓小组委员会期待与LJW乒乓学院进一步合作为青年学员举办更多乒乓活动。本小组委员会希望能够借助李万祥教练的多年执教经验，提升本会青年学员的乒乓水平。期待能够看到本会的乒乓代表队参加更多比赛，延续其连胜势头。

致谢

本人欲在此感谢给予支持的理事会、体育与运动委员会以及诸位小组会员们。本人也想在此感谢一路走来努力付出与贡献的小组委员会成员们以及赞助人Terry Tan先生。

跆拳道 小组委员会

林玉顺

召集人



简介

2023年对跆拳道小组来说是个成功的一年。学员们出色的自律和奉献精神令我们感到高兴。

年度亮点

本会于2023年共举办了4轮的补充分级赛。本会的学员们在这些分级赛上获得了超过150各升级，而其中就有几名学员连升几级。衷心祝贺这些取得新腰带的学员们。

本人也非常高兴地在此分享，跆拳道小组委员会与新加坡跆拳道联盟（Singapore Taekwondo Federation, STF），即新加坡的跆拳道管理机构进行了会谈。通过此会谈，本小组更清楚了解跆拳道在本会的未来发展方向。

为在本会栽培更多跆拳道竞技选手，本会也为学员们推出了全新的强化培训课程。

展望未来

跆拳道小组委员会将致力于在未来扩展和发展跆拳道这项运动。本小组也将在2024年开办全新的初学者课程。随着训练程度提高，我们预计学员们将会参加越来越多由新加坡跆拳道联盟所批准的比赛和活动。

跆拳道小组委员会也期待与新加坡跆拳道联盟紧密合作，提升本会的跆拳道水平。

致谢

深深感谢支持着本小组的理事会和体育与运动委员会以及努力栽培下一代跆拳道选手的Nordon Lim教练。

本人也想感谢支持着本小组的学员和家长们。有了你们的支持，我们才能够进一步为学员们进行技能培训与品格塑造，同时将本会的跆拳道培训水平提升至更高的水平！



学员参加跆拳道青年培训计划

网球 小组委员会

黄孝思
召集人



STA会际单打联赛2023 - 10岁以下和12岁以下组别冠军

简介

2023年是个精彩的一年。本会的网球场迎来了各年龄层及各水平的选手。例如CSC网球邀请赛等活动在大家的期盼下终于重新举办。

TAG青年培训课程的需求有所增加，而本会也为此开办了额外3个新的课程时间档。私教训练的需求也有增加的趋势。

年度亮点

本人身感骄傲地在此汇报，本会的10岁以下及12岁以下的青年团队在STA会际单打联赛上技压群雄，成功卫冕冠军头衔。10岁以下团队也参加了此赛事中的双打淘汰赛并赢得了冠军。本会的网球前途可说是前途无量！

本会于2月份举办了CSC网球单打公开赛以及网球青年单打赛（系列1）。本会也于4月份为网球场重新铺上新的地面，为选手们提供了更愉快的网球体验。

2023年的5月份可说是网球活动月。本会于5月共举办了4项网球活动，即家庭挑战赛、CSC网球邀请赛、青年单打赛（系列2）以及宿将单打赛。

共有4支来自马来西亚的队伍参加了CSC网球邀请赛，即檳城体育俱乐部、檳城游泳会、怡宝游泳会以及皇家湖畔俱乐部。他们在比赛上尽情体验了网球的乐趣！

本会在2023年结束前举办了额外3轮的青年单打系列赛。本会睽违3年，于12月重新举办了团队挑战赛。团队挑战赛结束后，诸位选手们一同参加了圣诞节雅集，共同度过欢乐时光！

于2023年举办的活动/赛事：

CSC青年网球赛2023（系列1 - 5）

CSC单打公开赛2023

CSC双打公开赛2023

CSC家庭挑战赛2023

CSC宿将单打赛2023

CSC网球邀请赛2023

CSC团队挑战赛

于2023年本会选手所参与的赛事：

STA会际单打联赛2023

STA会际双打联赛2023

STA李涌泉杯2023

STA会际双打淘汰赛2023

展望未来

网球小组委员会将在2024年推出“网球社交夜”，将各个水平和年龄层的选手齐聚一堂，一同享受网球的欢乐。本会将与TAG合作，一同栽培青年团队，希望他们能够继续取胜，为本会带来荣耀。

我们期待与大家在来临的一年一同创造难忘的回忆！

致谢

本人欲在此感谢在2023年给予支持的理事会、体育与运动委员会和诸位网球小组委员会成员。本人也想感谢给予支持且无私奉献的青年团队的家长们。

水球 小组委员会

刘锦荣
召集人



简介

随着2023年来到尾声，本人非常高兴在此汇报水球小组在2023年所取得的骄人成就。本会的水球学员们参加了多个本地和国际赛事并取得了超出其年龄层所及的优越成绩。

年度亮点

本会于1月31日欢迎台湾水球俱乐部前来本会进行一出场友谊赛并通过接触各种战术与策略吸取了宝贵经验。

本会的水球代表队也参加了ActiveSG水球内部联赛的3个赛季。这些赛季的比赛时期为2023年3月13日至17日、6月14日至21日以及9月4日至8日。本人非常荣幸在此汇报下列成绩：

赛季1 - 14岁以下组别冠军以及10岁以下组别季军
赛季2 - 12岁以下混合组别冠军和14岁以下组别冠军
赛季3 - 12岁以下混合组别冠军、14岁以下混合组别冠军以及16岁以下组别冠军

本会水球代表队也参加了于2023年上半年所举行的新加坡水球全国联赛：

组别	日期	成绩
12岁以下混合组别	1月28日至3月19日	季军
男子公开组别	1月28日至4月2日	第5名
10岁及以下混合组别	4月29日至6月10日	第4名
14岁及以下组别	4月29日至6月10日	甲组亚军， 乙组第4名
16岁及以下组别	7月1日至16日	亚军

本会代表队在2023年8月7日和8日所举办的Pesta Sukan比赛上表现亮眼。本会的男子代表队赢得了公开赛冠军而12岁及以下代表队和10岁及以下代表队则分别获得亚军和第5名。

第二届古晋水球邀请赛于11月23日至26日在马来西亚古晋举行。做为上届冠军的本会16岁以下男子代表队与来自沙捞越的Power Aquatics游泳俱乐部在决赛上一决雌雄并成功地以14-12的最终成绩成功卫冕冠军。



ActiveSG水球内部联赛：本会的12岁以下和14岁以下代表队

由于学员人数增加了23%以致本会需要在星期二额外开办另一堂训练课，而本会便于2023年8月修改了水球培训费用。本小组委员会也在家长会上宣布，非会员的学员若在一年后还想继续参加培训则需要购买本会会籍。共有11名家长在2023年购买了本会会籍。

展望未来

展望未来，本小组委员会希望能够延续成功的步伐，在各年龄层的比赛上取得成绩，培养出一群既能够取得骄人成绩而同时也拥有体育精神的运动健将。为加强本会选手们的技能以及让他们开阔视野，本委员会正在探讨如何举办前往中国和西班牙的海外训练营。此外，本小组委员会也期待能够组建一支女子代表队并想要邀请所有感兴趣的人士加入我们。

致谢

致所有热情的家长们，感谢你们坚定的支持，而这些支持便是孩子们在水球运动中努力训练与成长的支柱。我同时也想向努力指导学员们，塑造他们的品格，让他们终生热爱水球运动的教练们表达万分敬意。

最后，本人想在此感谢不辞辛劳的诸位小组委员会成员，给予支持的体育与运动委员会以及领导着我们一路取得成功的理事会。

招标委员会

吴炳坤
主席



简介

招标委员会的职责为推动和促进本会日常运作所需的货品与服务、资本开支和物品以及项目的合约授予过程的透明度。本会在此呈报2023年的报告。

年度亮点

1. 清洁服务合同

- 公开刊登清洁服务合同招标在《海峡时报》
- 共有三（3）名承包商参与投标
- 两（2）名承包商出席了实地考察
- 经评估后，本会与Chye Thiam Maintenance Pte Ltd续签了两年的合同。合同总价值为\$2,026,600并将于2024年1月1日生效。

2. 餐饮场所洗碗服务合同以及厨房夜间清洗服务合同

- 公开刊登洗碗服务合同和厨房夜间招标在《海峡时报》
- 共有五（5）名承包商参与投标
- 经评估后，本会与Primech Services & Engrg Pte Ltd续签了两年的合同。合同总价值为\$648,000并将于2024年1月1日生效。

3. 复印机服务

- 随着本会的标准营运流程改变本会首次进行招标租用三（3）台复印机
- 四（4）名供应商受邀参加了本会于2023年11月举行的招标活动
- 经评估后，本会决定与Fujifilm Business Innovation Singapore Pte Ltd续签了5年的合同。合同总价值为\$82,980并将于2024年1月1日生效。

展望未来

本会将在2024年开展一些项目，招标委员会将会继续扮演其角色，确保本会在进行招标和授予合同时采取公开。委员会将挑选出最好价格、最好服务及/或产品以及提供能够满足本会需求与预期的水平的承包商。

致谢

在此由衷感谢管理委员会，各位委员和CSC员工在过去几年做出的宝贵贡献，不懈努力和支

愿景 2050 委员会

胡俊耀
主席



简介

本人在此代表愿景2050委员会由衷感谢前任愿景2030委员会主席和土地租赁续签委员会主席超前完成了本会的体育中心所在土地的续签。续签的完成将让本会能够进行长期的策略计划并以新的活力向未来发展迈进。

年度亮点与未来发展

为了让本会愈加强大并确保本会能够与时并进来满足会员们不断改变的需求，本会努力聚集资源以便完成目前的土地租赁续签并为未来做好准备，因而确保本会能够长期拥有土地保有权。此外，本会也同时针对会员资料进行了全面性的整合以简化营运流程并更有效地迎合瞬息万变的会员需求。

本委员会与本会管理层一同努力分析会员数据以深入了解会员资料和设施使用数据以便做出更有效的决策。这包括针对本会章程和空间使用进行修改，改善各项设施和活动策划以便让本会能够在未来提供更多样化的活动和服务。本会的活动和设施的改善正符合了愿景2050的策略，即将重心放在吸引“更多”会员前来本会并鼓励他们在本会逗留“更久”，因而增加他们造访本会的次数以及加强本会与会员们之间的关系。

数据分析显示越来越多较年轻的会员和有家庭的会员加入本会。利用这个良机，本委员会分配了更多资金来满足这些会员们的需求。其中就包括将协作空间转化为“乐”游戏室。这一举措仿了以往的成功计划，例如Mingle@Amber和Work@CSC。这些计划旨在提高造访本会的会员人数以及他们的逗留时间。本委员会的整体愿景仍然是为会员和其家人们建立一个属于他们的“第二个家”，而这也包括青年和乐龄人士。

本会于2023年8月，成功提前8年与新加坡土地管理局完成了体育中心土地的续签，达成了重要的里程碑。前愿景2030委员会从2015年就展开和策划土地租赁续签。让我们能够在不向会员征收额外金额的情况下完成了土地租赁续签，同时还让本会拥有额外的资金来进行新一轮的设施提升计划以改善本会的各个设施来满足会员们的需求。愿景2030委员会也随之改名为愿景2050委员会以便让本委员会能够以更长远的角度来看待本会的战略策划和定位。

本委员会认真全面探讨了各种选项以丰富会员们和其家人在俱乐部体验。这些方案就包括了全新的用餐概念、焕然一新的儿童嬉水池、匹克球设施以及提升的家庭卡拉OK房和宴会厅设施。委员会计划在2024年开始着手分阶段的开展这项工作。希望诸位会员能够在来临的常年会员大会给予我们支持，同意让我们能够开始实施这些激动人心的计划。我们有足够的资源来为整个项目提供资金，会评估每项企划的可行性时，我们将继续保持谨慎的态度。

随着汤申-东海岸地铁线路和东海岸大桥等新发展的落实，本委员会确实预见到俱乐部将有各种新的发展机会，为会员们提供更好的服务以及提升本会在本地的社交俱乐部地位。本委员会已开始各项评估和战略计划以满足未来土地租赁续签所需的资金。此外，本委员会也分配资源，确保俱乐部设施的持续改善和可持续发展。本委员会的目标是将本会建立成一个历久不衰的俱乐部，留下意义深远的遗产供后人享用。

致谢

本人欲在此感谢努力奉献和给予支持的理事会、各个常务委员会、愿景2050委员会同仁以及本会管理层和全体工作人员。

FINANCIAL REPORTS 财务报告表

Year-on-Year Analysis 年比分析	93
Actual vs Forecast 实际与预算的比较	94
Proposed Budget for 2024 / Actual & Forecast for 2023 2024年度议定预算与2023年度实际与预算	95
Statement by the Management Committee 理事会声明	96
Independent Auditor's Report 独立审计师对会员的报告	97
Statement of Financial Position 财务状况表	100
Statement of Profit or Loss and Other Comprehensive Income 财政年度财务报表及其他综合收入报表	101
Statement of Changes in Funds 基金变动表	102
Statement of Cash Flows 财务年度现金周转表	103
Notes to the Financial Statements 财务年度财务表备注	105

CHINESE SWIMMING CLUB

Year-on-Year (YoY) Analysis For The Year Ended 31 December 2023

截止2023年12月31日的年度的年比分析

	FY2023 财政年度2023 S\$	FY2022 财政年度2022 S\$	Variance 差异 S\$	% Change %变动
REVENUE 收入				
Subscriptions 会费	8,706,330	8,024,994	681,336	8.5%
Entrance and conversion fees 入会费与会籍转换费	444,800	414,900	29,900	7.2%
Transfer fees 转让费	828,820	1,285,852	(457,032)	-35.5%
Guest fees 来宾费	66,116	73,633	(7,517)	-10.2%
Rental income 租金收入	490,111	469,193	20,918	4.5%
Facilities booking fees 设备使用费	38,138	35,264	2,874	8.1%
Interest income 银行利息收入	654,490	392,905	261,585	66.6%
Net income from fruit machines 果子机净收入	699,329	322,042	377,287	117.2%
Video games 电子游戏机收入	15,194	12,028	3,166	26.3%
Miscellaneous 其他收入	271,231	374,927	(103,696)	-27.7%
	12,214,559	11,405,738	808,821	7.1%
SURPLUS/(DEFICIT) ON ACTIVITIES 会务活动亏损				
Sports & Games 体育及运动	283,730	424,729	(140,999)	-33.2%
Lifestyle & Flex 时尚活动及健身	123,514	147,081	(23,567)	-16.0%
Food & Beverage 餐饮部	(395,222)	(129,240)	(265,982)	205.8%
Recreation Room 娱乐室	16,722	4,041	12,681	313.8%
Co-Working Space 共享办公室	14,453	(20,719)	35,172	N.A.
	43,197	425,892	(382,695)	-89.9%
SURPLUS AFTER ACTIVITIES 活动后盈余	12,257,756	11,831,630	426,126	3.6%
LESS: OPERATING EXPENDITURE 减: 营运支出				
Administration expenses 行政开支	3,856,993	4,096,648	(239,655)	-5.9%
Club Premises 本会房产	4,875,939	4,657,382	218,557	4.7%
Finance Costs 财务成本	15,949	7,745	8,204	0.0%
	8,748,881	8,761,775	(12,894)	-0.1%
EBITDA 未计利息, 税项, 折旧及摊销前利润	3,508,875	3,069,855	439,020	14.3%
Depreciation 折旧	(3,092,449)	(3,108,107)	15,658	-0.5%
Taxation 所得税	(177,157)	(129,131)	(48,026)	37.2%
NET SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR 财政年度净盈余/(亏损)	239,269	(167,383)	406,652	-242.9%
Other comprehensive Loss: 其他综合亏损:				
Net fair value loss on equity instruments at fair value through other comprehensive income 重新以市价估算股权价值的净亏损	386,582	(774,234)	1,160,816	-149.9%
Total Comprehensive Revenue/(Loss) for the Financial Year 本财政年度的总综合收入/(亏损)	625,851	(941,617)	1,567,468	-166.5%

CHINESE SWIMMING CLUB

Actual vs Forecast For The Year Ended 31 December 2023

截止2023年12月31日的年度的实际与预算比较

	Actual 实际 S\$	Forecast 预算 S\$	Variance 差异 S\$
REVENUE 收入			
Subscriptions 会费	8,706,330	8,647,901	58,429
Entrance and conversion fees 入会费与会籍转换费	444,800	401,220	43,580
Transfer fees 转让费	828,820	886,755	(57,935)
Guest fees 来宾费	66,116	64,544	1,572
Rental income 租金收入	490,111	479,236	10,875
Facilities booking fees 设备使用费	38,138	36,778	1,360
Interest income 银行利息收入	654,490	659,955	(5,465)
Net income from fruit machines 果子机净收入	699,329	761,441	(62,112)
Video games 电子游戏机收入	15,194	12,414	2,780
Miscellaneous 其他收入	271,231	256,447	14,784
	12,214,559	12,206,691	7,868
SURPLUS/(DEFICIT) ON ACTIVITIES 会务活动亏损			
Sports & Games 体育及运动	283,730	(8,830)	292,560
Lifestyle & Flex 时尚活动及健身	123,514	121,669	1,845
Food & Beverage 餐饮部	(395,222)	(308,818)	(86,404)
Recreation Room 娱乐室	16,722	16,455	267
Co-Working Space 共享办公室	14,453	10,815	3,638
	43,197	(168,709)	211,906
SURPLUS AFTER ACTIVITIES 活动后盈余	12,257,756	12,037,982	219,774
LESS: OPERATING EXPENDITURE 减: 营运支出			
Administration expenses 行政开支	3,856,993	4,261,497	(404,504)
Club Premises 本会房产	4,875,939	4,947,604	(71,665)
Finance Costs 财务成本	15,949	17,722	(1,773)
	8,748,881	9,226,823	(477,942)
EBITDA 未计利息, 税项, 折旧及摊销前利润	3,508,875	2,811,159	697,716
Depreciation 折旧	(3,092,449)	(2,993,429)	(99,020)
Taxation 所得税	(177,157)	(174,657)	(2,500)
NET SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR 财政年度净盈余/(亏损)	239,269	(356,927)	596,196
Other comprehensive Loss: 其他综合亏损:			
Net fair value loss on equity instruments at fair value through other comprehensive income 重新以市价估算股权价值的净亏损	386,582	-	386,582
Total Comprehensive Revenue/(Loss) for the Financial Year 本财政年度的总综合收入/ (亏损)	625,851	(356,927)	982,778

CHINESE SWIMMING CLUB

Proposed Budget of 2024/Actual & Forecast of 2023

2024年度拟议预算/2023年度的实际与预算

	Proposed Budget 提议预算 2024 S\$	Actual 实际 2023 S\$	Forecast 本年度预算 2023 S\$
REVENUE 收入			
Subscriptions 会费	8,708,520	8,706,330	8,647,901
Entrance and conversion fees 入会费与会籍转换费	413,800	444,800	401,220
Transfer fees 转让费	921,700	828,820	886,755
Guest fees 来宾费	66,000	66,116	64,544
Rental income 租金收入	479,148	490,111	479,236
Facilities booking fees 设备使用费	36,840	38,138	36,778
Interest income 银行利息收入	619,428	654,490	659,955
Net income from fruit machines 果子机净收入	783,150	699,329	761,441
Video games 电子游戏机收入	12,936	15,194	12,414
Miscellaneous 其他收入	229,391	271,231	256,447
	12,270,913	12,214,559	12,206,691
DEFICIT ON ACTIVITIES 会务活动亏损			
Sports & Games 体育及运动	(121,613)	283,730	(8,830)
Lifestyle & Flex 时尚活动及健身	110,573	123,514	121,669
Food & Beverage 餐饮部	(319,718)	(395,222)	(308,818)
Recreation Room 娱乐室	16,570	16,722	16,455
Co-Working Space 共享办公室	21,484	14,453	10,815
	(292,704)	43,197	(168,709)
SURPLUS AFTER ACTIVITIES 活动后盈余	11,978,209	12,257,756	12,037,982
LESS: OPERATING EXPENDITURE 减：营运支出			
Administration expenses 行政开支	4,604,946	3,856,993	4,261,497
Club Premises 本会房产	5,082,081	4,875,939	4,947,604
Finance Costs 财务成本	17,722	15,949	17,722
	9,704,749	8,748,881	9,226,823
EBITDA 未计利息，税项，折旧及摊销前利润	2,273,460	3,508,875	2,811,159
Depreciation 折旧	(2,911,141)	(3,092,449)	(2,993,429)
Taxation 所得税	(169,333)	(177,157)	(174,657)
NET SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR 财政年度净盈余/(亏损)	(807,014)	239,269	(356,927)
Other comprehensive Loss: 其他综合亏损:			
Net fair value loss on equity instruments at fair value through other comprehensive income	-	386,582	-
重新以市价估算股权价值的净亏损			
Total Comprehensive Revenue/(Loss) for the Financial Year 本财政年度的总综合收入/（亏损）	(807,014)	625,851	(356,927)

CHINESE SWIMMING CLUB

Statement by the Management Committee for the financial year ended 31 December 2023

On behalf of the Management Committee of the Chinese Swimming Club (the "Club"), we, Victor Chia and Jonathan Kuah, being the Club's President and Vice-President (Finance), respectively, do hereby state that in our opinion, the financial statements of the Club are properly drawn up in accordance with the provisions of the Singapore Societies Act (the "Act") and Singapore Financial Reporting Standards so as to present fairly, in all material respects, the financial position of the Club as at 31 December 2023 and of the financial performance, changes in funds and cash flows of the Club for the financial year then ended.

On behalf of the Management Committee



Victor Chia
President



Jonathan Kuah
Vice-President (Finance)

03 April 2024

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF CHINESE SWIMMING CLUB
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023
(Registered under the Singapore Societies Act Chapter 311)**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Chinese Swimming Club (the "Club"), which comprise the statement of financial position as at 31 December 2023, and the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act (the "Act") and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects, the financial position of the Club as at 31 December 2023 and the financial performance, changes 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 (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information obtained at the date of this auditor's report is the Statement by the Management Committee included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF CHINESE SWIMMING CLUB
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023 (CONT'D)
(Registered under the Singapore Societies Act Chapter 311)**

Responsibilities of Management and Management Committee for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Act and FRSS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the 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 management either intends to liquidate the Club or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Club's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF CHINESE SWIMMING CLUB
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023 (CONT'D)
(Registered under the Singapore Societies Act Chapter 311)**

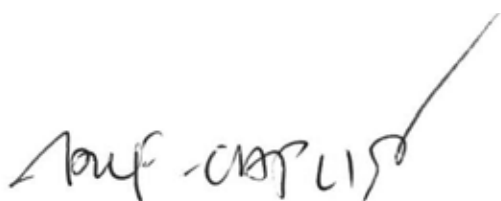
Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Management 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 Societies Regulations enacted under the Act to be kept by the Club have been properly kept in accordance with those regulations.



PKF-CAP LLP

Public Accountants and
Chartered Accountants

Singapore

CHINESE SWIMMING CLUB

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2023

	Note	2023 \$	2022 \$
<u>ASSETS</u>			
Current assets			
Cash and bank balances	6	10,883,104	14,195,768
Trade and other receivables	7	2,077,389	3,880,164
Inventories	8	160,708	150,817
Other assets	9	141,934	142,212
Investment securities	13	5,418,090	3,646,853
Total current assets		<u>18,681,225</u>	<u>22,015,814</u>
Non-current assets			
Property, plant and equipment	10	41,362,155	33,270,338
Intangible assets	11	132,870	265,741
Club membership	12	66,667	66,667
Investment securities	13	7,113,680	10,972,140
Other assets	9	28,509	129,829
Total non-current assets		<u>48,703,881</u>	<u>44,704,715</u>
Total assets		<u>67,385,106</u>	<u>66,720,529</u>
<u>LIABILITIES AND ACCUMULATED SURPLUS</u>			
Current liabilities			
Trade and other payables	14	3,882,052	3,914,768
Income tax payable		177,157	129,131
Borrowings	16	86,526	58,126
Total current liabilities		<u>4,145,735</u>	<u>4,102,025</u>
Non-current liabilities			
Trade and other payables	14	137,878	137,878
Borrowings	16	63,161	68,145
Total non-current liabilities		<u>201,039</u>	<u>206,023</u>
Accumulated surplus		63,210,138	62,970,869
Fair value reserve	15	(171,806)	(558,388)
		<u>63,038,332</u>	<u>62,412,481</u>
Total liabilities and accumulated surplus		<u>67,385,106</u>	<u>66,720,529</u>

The accompanying notes form an integral part of these financial statements.

CHINESE SWIMMING CLUB

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	2023 \$	2022 \$
Income			
Subscription fees		8,706,330	8,024,994
Entrance and conversion fees		444,800	414,900
Membership transfer fees		828,820	1,285,852
Guest fees		66,116	73,633
Rental income		490,111	469,193
Facilities booking fees		38,138	35,264
Interest income		654,490	392,905
Takings from jackpot machines	18	699,329	322,042
Video games		15,194	12,028
Contribution/(deficits) from:			
Sports and games	20	283,730	424,729
Lifestyle	21	123,514	147,081
Food and beverages	22	(395,222)	(129,240)
Recreation room	23	16,722	4,041
Co-Working Space	24	14,453	(20,719)
Miscellaneous income	19	271,231	374,927
	17	12,257,756	11,831,630
Less: Expenditure			
Operating expenses	25	(6,949,442)	(7,204,755)
Club premises expenses		(4,875,939)	(4,657,382)
Finance costs	26	(15,949)	(7,745)
		(11,841,330)	(11,869,882)
Surplus/ (deficit) before tax		416,426	(38,252)
Income tax expense	27	(177,157)	(129,131)
Surplus/ (deficit) for the year		239,269	(167,383)
Other comprehensive income/ (loss):			
<i>Items that may be reclassified to profit or loss:</i>			
Net fair value gain/ (loss) on debt instruments at fair value through other comprehensive income		386,582	(774,234)
Total comprehensive income/ (loss) for the year		625,851	(941,617)

The accompanying notes form an integral part of these financial statements.

CHINESE SWIMMING CLUB

STATEMENT OF CHANGES IN FUNDS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Accumulated surplus \$	Fair value reserve \$	Total \$
At 1 January 2022	63,138,252	215,846	63,354,098
Deficit for the year	(167,383)	-	(167,383)
Other comprehensive loss: Net fair value loss on debt instruments at fair value through other comprehensive income	-	(774,234)	(774,234)
Total comprehensive loss for the year	(167,383)	(774,234)	(941,617)
At 31 December 2022	62,970,869	(558,388)	62,412,481
Surplus for the year	239,269	-	239,269
Other comprehensive income: Net fair value gain on debt instruments at fair value through other comprehensive income	-	386,582	386,582
Total comprehensive income for the year	239,269	386,582	625,851
At 31 December 2023	63,210,138	(171,806)	63,038,332

The accompanying notes form an integral part of these financial statements.

CHINESE SWIMMING CLUB

STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Note	2023 \$	2022 \$
Cash flows from operating activities			
Surplus/ (deficit) before tax		416,426	(38,252)
Adjustments for:			
Depreciation of property, plant and equipment	10	2,961,411	2,990,875
Amortisation of intangible assets	11	132,871	133,988
Recovery of expected credit losses		-	(549)
Loss/ (gain) on disposal of property, plant and equipment		26,708	(174)
Interest income		(654,490)	(392,905)
Interest expense	26	15,949	7,745
Operating cash flows before working capital changes		2,898,875	2,700,728
Trade and other receivables		1,802,775	(1,805,772)
Inventories		(9,891)	2,714
Other assets		(45,599)	34,133
Trade and other payables		(32,716)	(557,187)
Cash generated from operations		4,613,444	374,616
Income tax paid	27	(129,131)	(111,380)
Interest received		654,490	392,905
Net cash generated from operating activities		5,138,803	656,141
Cash flows from investing activities			
Purchase of property, plant and equipment	A	(675,898)	(516,648)
Prepayment of lease	10	(10,123,170)	-
Deposit paid for acquisition of property, plant and equipment		(28,509)	(129,829)
Movement in fixed deposits with maturity of more than 3 months from placement date		6,062,027	3,895,759
Movement of investment securities		2,473,805	(7,666,887)
Net cash used in investing activities		(2,291,745)	(4,417,605)
Cash flow from financing activities			
Interest paid	16	(15,949)	(7,745)
Payment of principal portion of lease liabilities	16	(81,746)	(64,176)
Net cash used in financing activities		(97,695)	(71,921)
Net increase/ (decrease) in cash and cash equivalents		2,749,363	(3,833,385)
Cash and cash equivalents at beginning of the year		4,059,980	7,893,365
Cash and cash equivalents at end of the year	6	6,809,343	4,059,980

CHINESE SWIMMING CLUB

STATEMENT OF CASH FLOWS (CONT'D) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

Note A:

During the financial year, the Club acquired property, plant and equipment with aggregate costs of \$783,271 (2022: \$591,324), of which \$675,898 (2022: \$516,648) were acquired by cash payments, \$105,162 (2022: \$73,876) were acquired by finance lease and a trade-in of \$2,211 (2022: \$800) from disposal of property plant and equipment.

The accompanying notes form an integral part of these financial statements.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL

Chinese Swimming Club (the “Club”) is registered in Singapore under the Singapore Societies Act. It is domiciled in Singapore and its place of business and registered office is at 21 & 34 Amber Road, Singapore 439870.

The principal activities of the Club are to encourage swimming and allied activities, to promote physical culture and to provide facilities for socio-cultural activities and healthy recreation.

The financial statements for the financial year ended 31 December 2023 were authorised for issue by the Management Committee on _____.

2. MATERIAL ACCOUNTING POLICY INFORMATION

(a) Basis of preparation

The financial statements of the Club have been prepared in accordance with Singapore Financial Reporting Standards (“FRS”) under the historical cost basis, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (\$), which is the Club’s functional currency. The financial statements of the Club have been prepared on the basis that it will continue to operate as a going concern.

The preparation of financial statements in conformity with FRS requires management to exercise its judgement in the process of applying the Club’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 3.

Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Club has adopted all the new and amended standards which are relevant to the Club and are effective for annual financial period beginning on 1 January 2023. The adoption of these standards did not have any material effect on the financial statements of the Club.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(a) Basis of preparation (Cont'd)

Standards issued but not yet effective

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these financial statements.

The following are new/ revised/ amendments to FRSs issued by the Accounting Standard Council of Singapore up to 31 December 2023 which are not yet effective.

Description	Effective for annual periods beginning on or after
Amendments to FRS 1 <i>Presentation of Financial Statements</i> : Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to FRS 116 <i>Leases</i> : Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to FRS 7: <i>Statement of Cash Flows</i> and FRS 107 <i>Financial Instruments: Disclosures</i> Supplier Finance Arrangements	1 January 2024
Amendments to FRS 1 <i>Presentation of Financial Statements</i> : Non-current Liabilities with Covenants	1 January 2024
Amendments to FRS 21 <i>The Effects of Changes in Foreign Exchange Rates</i> : Lack of Exchangeability	1 January 2025

The Management Committee expects that the adoption of these new and amended standards will have no material impact on the financial statements in the year of initial application.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(b) Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash and bank balances, and fixed deposits placed with financial institutions which are subject to an insignificant risk of change in value less fixed deposits with maturity date of more than 3 months from placement date.

(c) Financial instruments

Financial assets

Initial recognition and measurement

Financial assets are recognised when, the Club becomes party to the contractual provisions of the instruments.

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

Trade receivables are measured at the amount of consideration to which the Club expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Investments in debt instruments

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

(i) Debt instrument at amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(c) Financial instruments (Cont'd)

Financial assets (Cont'd)

Subsequent measurement (Cont'd)

Investments in debt instruments (Cont'd)

(ii) Debt instrument at fair value through other comprehensive income (FVOCI)

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

Derecognition

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

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(c) Financial instruments (Cont'd)

Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, the Club becomes a party to the contractual provisions of the financial instrument. The Club determines the classification of its financial liabilities at initial recognition.

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

Subsequent measurement

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

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(d) Impairment of financial assets

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

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

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

The Club considers a financial asset in default when contractual payments are 60 days past due. However, in certain cases, the Club may also consider a financial asset to be in default when internal or external information indicates that the Club is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Club. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

For debt instruments at FVOCI, the Club applies the low credit risk simplification. At every reporting date, the Club evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Club reassesses the internal credit rating of the debt instrument. In addition, the Club considers that there has been a significant increase in credit risk when the contractual payments are more than 60 days past due.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(e) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is calculated using the first-in first-out method and comprises all cost of purchases, cost of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

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

(f) Property, plant and equipment

(i) Measurement

a) Land and buildings

Land and buildings are initially recognised at cost. Freehold land is subsequently carried at the cost amount less accumulated impairment losses. Buildings and leasehold land are subsequently carried at the cost amounts less accumulated depreciation and accumulated impairment losses.

b) Other property, plant and equipment

All other items of property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(ii) Components of cost

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(f) Property, plant and equipment (Cont'd)

(iii) Depreciation

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives as follows:

	<u>Useful lives</u>
Building on freehold land	50 years
Buildings improvements	5 to 30 years
Leasehold land and building	30 years
Equipment and machines	3 to 10 years or over the lease term
Furniture and fittings	5 years
Operating assets	1 year

No depreciation is provided on freehold land.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at the end of each reporting period. The effects of any revision are recognised in profit or loss when the changes arise.

(iv) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Club and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(v) Disposal

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. On disposal, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(g) Intangible assets

Acquired computer software licences

Acquired computer software licences are initially capitalised at cost which includes the purchase prices (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use. Direct expenditures including employee costs, which enhance or extend the performance of computer software beyond its specifications and which can be reliably measured, are added to the original cost of the software. Costs associated with maintaining the computer software are expensed off when incurred.

Computer software licences are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of three years.

The amortisation period and amortisation method of intangible assets are reviewed at least at each reporting period. The effects of any revision are recognised in profit or loss when the changes arise.

(h) Club membership

Club membership (with indefinite useful life) which is acquired by the Club is reported at cost less any accumulated impairment losses. At the end of each reporting period, the useful life of Club membership is reviewed to determine whether events and circumstances continue to support an indefinite useful life assessment for the asset. Such Club membership is tested for impairment in accordance with the accounting policy on impairment of non-financial assets.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(i) Impairment of non-financial assets

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

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

Impairment losses are recognised in profit or loss.

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

(j) Taxes

Current income tax

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

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts, using the liability method, at the end of reporting period.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(j) Taxes (Cont'd)

Deferred tax (Cont'd)

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised. The carrying amount of deferred tax assets, if any, is reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax to be utilised.

Deferred income tax is measured:

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

Goods and Services Tax (GST)

Revenues, expenses and assets are recognized net of the amount of GST except:

- where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables that are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

(k) Employee benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

- (i) Defined contribution plans

The Club makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(k) Employee benefits (Cont'd)

(ii) Employee leave entitlements

Employee entitlements to annual leave are recognised as a liability when they accrue to the employees. The estimated liability for annual leave is recognised for services rendered by employees up to the end of the reporting period.

(iii) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Club has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

(l) Leases

The Club assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) As lessee

The Club applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Club recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-use assets

The Club recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(I) Leases (Cont'd)

(a) As lessee (Cont'd)

Right-of-use assets (Cont'd)

If ownership of the leased asset transfers to the Club at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2(i).

The Club's right-of-use assets are presented within property, plant and equipment (Note 10).

Lease liabilities

At the commencement date of the lease, the Club recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Club and payments of penalties for terminating the lease, if the lease term reflects the Club exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Club uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Club's lease liabilities are included in borrowings (Note 16).

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(n) Revenue

Revenue is measured based on the consideration to which the Club expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Club satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(i) Rental Income

Rental income from operating leases of property, plant and equipment (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term.

(ii) Jackpot machines takings

Revenue from jackpot machines takings is recognised on a receipt basis.

(iii) Subscription fees

Revenue from subscription fees is recognised when the fees are due and payable.

(iv) Entrance and conversion fees

Revenue from entrance and conversion fees is recognised when the fees are due and payable.

(v) Membership transfer fees

Revenue from membership transfer fees is recognised upon transfer of membership.

(vi) Interest income

Revenue from interest income is recognised using the effective interest method.

(vii) Food and beverages

For sale of food and beverages to customers, revenue is recognised when control of the food and beverages has been transferred, being at the point the customer purchases the food and beverages at the restaurant. Payment of the transaction price is due immediately at the point the customer purchases the food and beverages.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(o) Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Club and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

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

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Club's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

(a) Critical judgements in applying the Club's accounting policies

In the process of applying the Club's accounting policies as described in Note 2, the management is of the opinion that there are no applications of significant judgement on the amounts recognised in the financial statements (apart from those involving estimations) as detailed below.

(b) Critical accounting estimates and assumptions

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Club based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Club. Such changes are reflected in the assumptions when they occur.

I. Useful lives of property, plant and equipment

The useful life of an item of property, plant and equipment is estimated at the time the asset is acquired and is based on historical experience with similar assets and takes into account anticipated technological or other changes. If changes occur more rapidly than anticipated or the asset experiences unexpected level of wear and tear, the useful life will be adjusted accordingly. The carrying amount of the Club's property, plant and equipment as at 31 December 2023 was \$41,362,155 (2022: \$33,270,338).

II. Provision for expected credit losses of trade receivables

The Club applies the individual, debtor-by-debtor basis in determining the ECLs for trade receivables.

There is critical judgement used in the measurement of expected credit losses and forward-looking assumptions. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Club's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Club's trade receivables is disclosed in Note 4(b) and Note 7 of the financial statements.

The carrying amount of the trade receivables as at 31 December 2023 was \$1,153,148 (2022: \$1,120,678).

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT

(a) Categories of financial instruments

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

	2023 \$	2022 \$
<u>Financial assets measured at amortised cost</u>		
Cash and bank balances	10,883,104	14,195,768
Trade and other receivables	<u>1,802,376</u>	<u>3,880,164</u>
<u>Financial assets measured at FVOCI</u>		
Investment securities	<u>12,531,770</u>	<u>14,618,993</u>
<u>Financial liabilities at amortised cost</u>		
Trade and other payables	3,670,125	3,531,401
Borrowings	<u>149,687</u>	<u>126,271</u>

(b) Financial risk management policies and objectives

The Club has financial risk management policies. These policies set out the Club's overall business strategies and its risk management philosophy. The Club's overall financial risk management programme seeks to minimise potential adverse effects of financial performance of the Club. The Management Committee provides principles for overall financial risk management and policies covering specific areas, such as credit risk, interest rate risk and liquidity risk. Such policies are reviewed annually by the Management Committee and periodic reviews are undertaken to ensure that the Club's policy guidelines are complied with. Risk management is carried out by management under the policies approved by the Management Committee.

The Club does not hold or issue derivative financial instruments for speculative purposes. It is, and has been throughout the current and previous financial year, the Club's policy no trading in derivatives for speculate purposes shall be undertaken.

There has been no change to the Club's exposure to these financial risks or the manner in which it manages and measures the risk.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (CONT'D)

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

Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Club.

The Club's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities, other current assets and cash and bank balances), the Club minimises credit risk by dealing exclusively with high credit rating counterparties.

The Club has adopted a policy of only dealing with creditworthy counterparties. The Club performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Club considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Club has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 60 days or when there is significant difficulty of the counterparty.

To minimise credit risk, the Club has developed and maintained the Club's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Club's own trading records to rate its major customers and other debtors. The Club considers available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (CONT'D)

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

Credit risk management (Cont'd)

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making contractual payment.

The Club determined that its financial assets are credit-impaired when:

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

The Club categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

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

Category	Definition of category	Basis for recognising expected credit loss (ECL)
I	Counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
II	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
III	Amount is >60 days past due or there is evidence indicating the asset is credit-impaired (in default).	Lifetime ECL – credit impaired
IV	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.	Amount is written off

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (CONT'D)

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

Credit risk management (Cont'd)

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 categories:

	Note	Category	12-month or lifetime ECL	Gross carrying amount (\$)	Loss allowance (\$)	Net carrying amount (\$)
31 December 2023						
Trade and other receivables						
- <i>Members' accounts in debit</i>	7	Note 1	Lifetime ECL (simplified)	1,247,145	(93,997)	1,153,148
- <i>Other receivables</i>	7	I	12-month ECL	734,808	(85,580)	649,228
Investment securities	13	I	12-month ECL	12,531,770	-	12,531,770
31 December 2022						
Trade and other receivables						
- <i>Members' accounts in debit</i>	7	Note 1	Lifetime ECL (simplified)	1,214,675	(93,997)	1,120,678
- <i>Other receivables</i>	7	I	12-month ECL	2,845,066	(85,580)	2,759,486
Investment securities	13	I	12-month ECL	14,618,993	-	14,618,993

Trade receivables – Members' accounts in debit (Note 1)

For trade receivables, the Club has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Club determines the ECL by using an individual member basis.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (CONT'D)

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

Credit risk management (Cont'd)

Investment in securities

The Club's investments in debt instruments are considered to be low risk investments. The credit ratings of the investments are monitored for credit deterioration.

All of the Club's debt investments at FVOCI are considered to have low credit risk, and the loss allowance recognised during the period was therefore limited to 12 months' expected losses. Management considers 'low credit risk' for the debt instruments measured at FVOCI, as the instruments are quoted in an active market, with high investment grade credit rating. These quoted debt instruments are considered to be low credit risk where they have a low risk of default and the issuers have strong capacity to meet their contractual cash flow obligations in the near term.

Interest rate risk management

Interest rate risk is the risk that the fair value or future cash flows of the Club's financial instruments will fluctuate because of changes in market interest rates. The Club's exposure to interest rate risk arises primarily from their investment securities and cash and cash equivalents.

At the reporting date, the interest rate profile of the Club's interest-bearing financial instruments was as follows:

	2023 \$	2022 \$
<u>Fixed rate instruments:</u>		
Financial assets	17,605,531	24,754,781
Financial liabilities	<u>149,687</u>	<u>126,271</u>
<u>Variable rate instruments:</u>		
Financial assets	<u>5,429,262</u>	<u>3,688,815</u>

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (CONT'D)

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

Interest rate risk management (Cont'd)

Fair value sensitivity analysis for fixed rate instruments

The Club does not account for any fixed rate financial assets at FVTPL. Therefore, in respect of the fixed rate instruments, a change in interest rates at the reporting date would not affect profit or loss.

Cash flow sensitivity analysis for variable rate instruments

A reasonably possible change of 100 basis points in interest rates at the reporting date would have increased (decreased) equity and profit or loss by \$54,293 (2022: \$36,888). This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

Liquidity risk management

Liquidity risk refers to the risk that the Club will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Club's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Club's objective is to maintain a balance between continuity of funding and flexibility. The Club's operations are financed mainly through its internal healthy bank balances as well as collection from its subscription fees, membership transfer fees, entrance and conversion fees, takings from jackpot machines and other activities organised by the Club. The management committee are satisfied that funds are available to finance the operations of the Club.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (CONT'D)

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

Liquidity risk management (Cont'd)

Analysis of financial instruments by remaining contractual maturities

	Carrying amount \$	<u>Contractual cash flows</u>	
		One year or less \$	One to five years \$
31 December 2023			
<u>Financial assets</u>			
Trade and other receivables	1,802,376	1,802,376	–
Cash and bank balances	10,883,104	10,883,104	–
Investment securities	12,531,770	5,418,090	7,113,680
Total financial assets	25,217,250	18,103,570	7,113,680
<u>Financial liabilities</u>			
Trade and other payables	3,670,125	3,670,125	–
Lease liabilities	149,687	97,472	75,360
Total financial liabilities	3,819,812	3,767,597	75,360
Net financial assets	21,397,438	14,335,973	7,038,320
31 December 2022			
<u>Financial assets</u>			
Trade and other receivables	3,880,164	3,880,164	–
Cash and bank balances	14,195,768	14,195,768	–
Investment securities	14,618,993	3,646,853	10,972,140
Total financial assets	32,694,925	21,722,785	10,972,140
<u>Financial liabilities</u>			
Trade and other payables	3,531,401	3,531,401	–
Lease liabilities	126,271	67,772	70,687
Total financial liabilities	3,657,672	3,599,173	70,687
Net financial assets	29,037,253	18,123,612	10,901,453

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT (CONT'D)

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

Foreign currency risk management

The Club is not exposed to foreign currency risk as all of its transactions are denominated in Singapore dollars.

(c) Capital risk management policies and objectives

The Club's objectives when managing funds are to safeguard the Club's ability to continue as a going concern and to maintain an optimal fund structure.

The capital structure of the Club consists of accumulated surplus. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2023 and 31 December 2022. The Club's overall strategy remains unchanged from 2022.

The Club is not subject to externally imposed capital requirements.

5. FAIR VALUES OF ASSETS AND LIABILITIES

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

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

Cash and bank balances, other receivables and other payables

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

Trade receivables and trade payables

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

Borrowings

The carrying amounts of borrowings approximate their fair values as they are subject to interest rates close to market rate of interests for similar arrangements with financial institutions.

Investment securities

The fair values of the investment securities as at 31 December 2023 and 31 December 2022 are disclosed in Note 13.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

6. CASH AND BANK BALANCES

	2023 \$	2022 \$
Cash and bank balances	5,809,343	4,059,980
Fixed deposits	5,073,761	10,135,788
Cash and bank balances in the statement of financial position	10,883,104	14,195,768
Less: Fixed deposits with maturity date of more than 3 months from the placement date	(4,073,761)	(10,135,788)
Cash and cash equivalents in the statement of cash flows	6,809,343	4,059,980

Fixed deposits have maturity periods of between 3 to 12 months (2022: 3 to 12 months) after the end of the reporting period and earn effective interest ranging from 1.50% to 3.51% (2022: 0.10% to 3.63%) per annum.

7. TRADE AND OTHER RECEIVABLES

	2023 \$	2022 \$
Members' accounts in debit	1,247,145	1,214,675
Less: Allowance for expected credit losses	(93,997)	(93,997)
	1,153,148	1,120,678
Fees and other receivables	221,368	235,749
Less: Allowance for expected credit losses	(85,580)	(85,580)
	135,788	150,169
Receivables arising from matured investment securities*	-	1,986,520
Refundable deposits	398,814	395,308
Interest receivable on fixed deposits	34,548	60,946
Interest receivable on bonds	80,078	166,543
Goods and services tax ("GST") receivables	275,013	-
	2,077,389	3,880,164

The average credit period for members' accounts in debit is 1 month (2022: 1 month). No interest is charged on these accounts.

*This amount relates to treasury bills amounting to \$1,986,520 that matured in November 2022. The settlement sum was received in January 2023.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

7. TRADE AND OTHER RECEIVABLES (CONT'D)

Movements in the allowance for expected credit losses are as follows:

	2023 \$	2022 \$
At beginning of the year	179,577	180,126
Recovery of expected credit losses (Note 25)	-	(549)
At end of the year	<u>179,577</u>	<u>179,577</u>

Members' accounts in debit that are individually determined to be impaired at the end of the reporting period relate to accounts that are in significant financial difficulties or have defaulted on payments. These accounts are not secured by any collateral or credit enhancements.

In determining the recoverability of a member's account in debit, the Club considers the change in credit quality of the member at the end of the reporting period. The concentration of credit risk is limited due to the member base being large and unrelated. Accordingly, management believes that no further credit allowance is required in excess of the allowance for expected credit losses.

8. INVENTORIES

	2023 \$	2022 \$
Food and beverages	138,445	128,309
Merchandise and sundry items	<u>22,263</u>	<u>22,508</u>
	<u>160,708</u>	<u>150,817</u>

The cost of inventories recognised as an expense and included in the operating expenses amounted to \$1,745,806 (2022: \$1,618,041).

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

9. OTHER ASSETS

	2023 \$	2022 \$
<u>Current</u>		
Sundry deposits	37,344	4,303
Prepayments	104,590	137,909
	<u>141,934</u>	<u>142,212</u>
<u>Non-current</u>		
Deposit paid for acquisition of property, plant and equipment	<u>28,509</u>	<u>129,829</u>

During the financial year, the Club reclassified non-current deposits related to the acquisition of software amounting to \$Nil (FY2022: \$387,000) to intangible assets (Note 11) and \$175,706 (FY2022: \$174,860) related to building improvements made to property, plant and equipment (Note 10).

The Club has committed to purchase property, plant and equipment amounting to \$50,878 (FY2022: \$151,990). An amount of \$28,509 has been paid to the vendor as deposit. This amount is classified under other assets and will be reversed out to property, plant and equipment upon delivery or completion by the vendor.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

10. PROPERTY, PLANT AND EQUIPMENT

	Freehold land	Building on freehold land	Building improvements	Leasehold land and buildings	Equipment and machines	Furniture and fittings	Operating assets	Total
	\$	\$	\$	\$	\$	\$	\$	\$
<u>Cost</u>								
At 1 January 2022	729,298	22,190,879	15,957,334	31,955,199	8,416,473	1,552,871	122,815	80,924,869
Additions	-	-	240,310	-	294,819	31,427	24,768	591,324
Disposals	-	-	-	-	(21,176)	(5,600)	(26,531)	(53,307)
Reclassification from other current assets	-	-	174,860	-	-	-	-	174,860
At 31 December 2022	729,298	22,190,879	16,372,504	31,955,199	8,690,116	1,578,698	121,052	81,637,746
Additions	-	-	38,220	-	621,762	98,275	25,014	783,271
Disposals	-	-	(61,600)	-	(152,982)	(33,873)	(12,144)	(260,599)
Reclassification from other current assets	-	-	175,706	-	-	-	-	175,706
Derecognition	-	-	-	-	(126,935)	-	-	(126,935)
Lease modifications	-	-	-	10,123,170	-	-	-	10,123,170
At 31 December 2023	729,298	22,190,879	16,524,830	42,078,369	9,031,961	1,643,100	133,922	92,332,359
<u>Accumulated depreciation</u>								
At 1 January 2022	-	8,556,035	8,083,077	20,235,004	6,988,120	1,449,253	117,725	45,429,214
Depreciation	-	443,878	676,213	1,153,457	658,656	41,915	16,756	2,990,875
Disposals	-	-	-	-	(20,550)	(5,600)	(26,531)	(52,681)
At 31 December 2022	-	8,999,913	8,759,290	21,388,461	7,626,226	1,485,568	107,950	48,367,408
Depreciation	-	443,878	660,860	1,230,423	551,171	47,577	27,502	2,961,411
Disposals	-	-	(36,960)	-	(148,703)	(33,873)	(12,144)	(231,680)
Derecognition	-	-	-	-	(126,935)	-	-	(126,935)
At 31 December 2023	-	9,443,791	9,383,190	22,618,884	7,901,759	1,499,272	123,308	50,970,204
<u>Carrying amount</u>								
At 31 December 2022	729,298	13,190,966	7,613,214	10,566,738	1,063,890	93,130	13,102	33,270,338
At 31 December 2023	729,298	12,747,088	7,141,640	19,459,485	1,130,202	143,828	10,614	41,362,155

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

10. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

During the financial year, the Club entered into a new 30-year land lease renewal with the Singapore Land Authority (SLA). Such new lease entered are accounted for as a lease modification not as a separate lease as there is no change in scope of the original land plotting space previously leased from the SLA, with respect to the consideration sum paid. The land lease renewal of 30-year had been fully paid off in August 2023 amounting to \$10,123,170. Accordingly, the cash outflow arising from the prepayment of land lease, represented in the statement of cash flows, amounting to \$10,123,170.

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 28(a).

11. INTANGIBLE ASSETS

	Computer software licenses \$
<u>Cost</u>	
At 1 January 2022	381,203
Reclassification from other assets (Note 9)	387,000
At 31 December 2022/ 31 December 2023	<u>768,203</u>
<u>Accumulated amortisation</u>	
At 1 January 2022	368,474
Amortisation	133,988
At 31 December 2022	<u>502,462</u>
Amortisation	132,871
At 31 December 2023	<u>635,333</u>
<u>Carrying amount</u>	
At 31 December 2022	<u>265,741</u>
At 31 December 2023	<u>132,870</u>

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

10. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

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11. INTANGIBLE ASSETS

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Amortisation	132,871
At 31 December 2023	<u>635,333</u>
<u>Carrying amount</u>	
At 31 December 2022	<u>265,741</u>
At 31 December 2023	<u>132,870</u>

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

12. CLUB MEMBERSHIP

	2023 \$	2022 \$
Club membership (at cost)	<u>66,667</u>	<u>66,667</u>

No impairment loss was required as the management is of the view that market value for such membership exceeds its carrying amount. The management has no intention to sell the membership below its carrying amount.

13. INVESTMENT SECURITIES

	2023 \$	2022 \$
At fair value through other comprehensive income		
<u>Debt securities (quoted)</u>		
Current	5,418,090	3,646,853
Non-current	<u>7,113,680</u>	<u>10,972,140</u>
	<u>12,531,770</u>	<u>14,618,993</u>

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

13. INVESTMENT SECURITIES (CONT'D)

The fair values of each of the investment securities designated at fair value through other comprehensive income at the end of the reporting period were as follows:

		2023 \$	2022 \$
1	Bonds with fixed interest of 3.11% and maturity date of 24 Aug 2026 – Singapore	1,231,400	1,186,250
2	Bonds with fixed interest of 2.47% and maturity date of 10 Aug 2023 – Singapore	Matured	986,900
3	Bonds with fixed interest of 2.80% and maturity date of 26 Jul 2024 – Singapore	Redeemed	727,650
4	Bonds with fixed interest of 2.25% and maturity date of 21 Nov 2024 – Singapore	1,975,500	1,941,400
5	Bonds with fixed interest of 3.1% and maturity date of 19 Jan 2028 – Singapore	Redeemed	922,000
6	Bonds with fixed interest of 3.2% and maturity date of 14 Mar 2025 – Singapore	991,050	968,340
7	Bonds with fixed interest of 3.0% and maturity date of 7 May 2024 – Singapore	497,940	488,800
8	Bonds with fixed interest of 1.845% and maturity date of 15 Mar 2027 – Singapore	1,925,160	1,852,120
9	Bonds with fixed interest of 3.33% and maturity date of 12 Apr 2027 – Singapore	987,070	948,320
10	Bonds with fixed interest of 2.627% and maturity date of 9 Jun 2025 – Singapore	987,000	972,410
11	Bonds with fixed interest of 2.94% and maturity date of 13 Jul 2027 – Singapore	992,000	964,850
12	Singapore Government Treasury Bills maturity date in 2024/ 2023	2,944,650	2,659,953
		<u>12,531,770</u>	<u>14,618,993</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023**

13. INVESTMENT SECURITIES (CONT'D)

The Club categorises fair value measurements as at 31 December 2023 and 31 December 2022 using a fair value hierarchy that is dependent on the valuation inputs used as follows:

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

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

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the Club is the current bid price. These instruments are included in Level 1.

The investment securities carry an effective interest rate, ranging from 1.85% to 3.89% (2022: 1.85% to 4.00%) per annum.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

14. TRADE AND OTHER PAYABLES

	2023 \$	2022 \$
<u>Current</u>		
Members' deposits	942,750	933,250
Members' accounts in credit	214,630	219,022
Unused credit spending	89,745	97,441
Unexpired portion of food and beverage levy	100,531	101,709
Subscriptions and billing in advance	159,529	141,934
Trade payables	808,012	674,344
Goods and services tax ("GST") payable	-	180,161
Deposits received	69,939	72,820
Accrued operating expenses	1,384,793	1,373,472
Other payables	112,123	120,615
	<u>3,882,052</u>	<u>3,914,768</u>
 <u>Non-current</u>		
Deposits received	<u>137,878</u>	<u>137,878</u>

Trade payables are normally settled on 30-days (2022: 30-days) terms. No interest is charged on outstanding balance. The Club has financial risk management policies in place to ensure that all payables are within the credit timeframe.

15. FAIR VALUE RESERVE

Fair value reserve represents the cumulative fair value changes, net of tax, of debt securities at fair value through other comprehensive income until they are disposed of or impaired.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

16. BORROWINGS

	2023 \$	2022 \$
Current:		
- Lease liabilities (secured) (Note 28)	86,526	58,126
Non-current:		
- Lease liabilities (secured) (Note 28)	63,161	68,145
	<u>149,687</u>	<u>126,271</u>

A reconciliation of liabilities arising from financing activities is as follows:

	1 January	Additions	Cash flows	Accretion of interest (Note 26)	31 December
2023	\$	\$	\$	\$	\$
Liabilities					
Lease liabilities	<u>126,271</u>	<u>105,162</u>	<u>(97,695)</u>	<u>15,949</u>	<u>149,687</u>
2022					
Liabilities					
Lease liabilities	<u>116,571</u>	<u>73,876</u>	<u>(71,921)</u>	<u>7,745</u>	<u>126,271</u>

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

17. INCOME

Disaggregation of revenue

	2023 \$	2022 \$
<u>Timing of transfer of good or service</u>		
At a point in time		
Entrance and conversion fees	444,800	414,900
Membership transfer fees	828,820	1,285,852
Guest fees	66,116	73,633
Facilities booking fees	38,138	35,264
Takings from jackpot machines	699,329	322,042
Video games	15,194	12,028
Contribution/(deficits) from:		
Sports and games	283,730	424,729
Lifestyle	123,514	147,081
Food and beverages	(395,222)	(129,240)
Recreation room	16,722	4,041
Co-working space	14,453	(20,719)
Miscellaneous income	271,231	374,927
Over time		
Subscription fees	8,706,330	8,024,994
Rental income	490,111	469,193
Interest income	654,490	392,905
	<u>12,257,756</u>	<u>11,831,630</u>

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

18. TAKINGS FROM JACKPOT MACHINES

	2023 \$	2022 \$
Fruit Machine (FM) Operations		
Turnover	22,600,037	21,520,208
Winnings paid	(19,062,060)	(18,407,148)
Government taxes incurred	(2,384,178)	(2,228,730)
Gross Gaming Revenue	<u>1,153,799</u>	<u>884,330</u>
Direct expenses incurred to support FM Operations		
FM maintenance expenses	75,399	66,087
Audit expenses	5,020	5,020
Food and beverage expenses	17,641	58,598
Salaries and related expenses	339,916	384,985
Transport cost for staff	17	149
License	10,001	1,667
Bank charges	126	154
Collection expenses	140	60
New / renewal member's expenses	2,320	41,320
Car park charges	3,000	3,000
Jackpot room supplies	890	1,248
Total direct expenses	<u>454,470</u>	<u>562,288</u>
Net income for the year	<u>699,329</u>	<u>322,042</u>

Included in expenditure is salaries, bonus and other costs and contribution to Central Provident Fund amounting to \$298,529 and \$27,706 (2022: \$350,054 and \$34,951) respectively (Note 25), and a deduction of government grant pertaining to the Job Support Scheme (JSS) amounting to \$Nil (2022: \$6,963).

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

19. MISCELLANEOUS INCOME

Miscellaneous income is determined after crediting the following:

	2023	2022
	\$	\$
Carpark charges	158,335	151,844
Late charges on members' subscription fee	55,084	46,011
Government grant	4,590	136,937
Sundry income	53,222	40,135
	<u>271,231</u>	<u>374,927</u>

20. SPORTS AND GAMES

	2023	2022
	\$	\$
Income	3,741,892	3,039,716
Expenditure	<u>(3,458,162)</u>	<u>(2,614,987)</u>
Surplus for the year	<u>283,730</u>	<u>424,729</u>

Included in expenditure is salaries, bonus and other costs and contribution to Central Provident Fund amounting to \$1,517,634 and \$138,142 (2022: \$1,256,779 and \$115,812) respectively (Note 25), and a deduction of government grants pertaining to JSS and Job Growth Incentive (JGI) amounting to \$Nil (2022: \$52,450).

21. LIFESTYLE

	2023	2022
	\$	\$
Income	720,868	683,984
Expenditure	<u>(597,354)</u>	<u>(536,903)</u>
Surplus for the year	<u>123,514</u>	<u>147,081</u>

Included in expenditure is salaries, bonus and other costs and contribution to Central Provident Fund amounting to \$248,863 and \$35,024 (2022: \$200,466 and \$30,289) respectively (Note 25), and a deduction of government grant pertaining to JSS amounting to \$Nil (2022: \$5,379).

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

22. FOOD AND BEVERAGES

	2023 \$	2022 \$
Sales	5,061,036	4,765,766
Less: Cost of sales	<u>(1,745,750)</u>	<u>(1,617,711)</u>
Gross profit	3,315,286	3,148,055
Less: Operating expenses	<u>(3,710,508)</u>	<u>(3,277,295)</u>
Deficit for the year	<u>(395,222)</u>	<u>(129,240)</u>

Included in expenditure is salaries, bonus and other costs and contribution to Central Provident Fund amounting to \$2,603,280 and \$90,982 (2022: \$2,320,324 and \$98,752) respectively (Note 25), and a deduction of government grant pertaining to the JSS and JGI amounting to \$Nil (2022: \$13,583).

23. RECREATION ROOM

	2023 \$	2022 \$
Income	16,833	15,711
Expenditure	<u>(111)</u>	<u>(11,670)</u>
Surplus for the year	<u>16,722</u>	<u>4,041</u>

Included in expenditure is salaries, bonus and other costs and contribution to Central Provident Fund amounting to \$Nil and \$Nil (2022: \$9,625 and \$1,712) respectively (Note 25), and a deduction of government grant pertaining to JSS amounting to \$Nil (2022: \$763).

24. CO-WORKING SPACE

	2023 \$	2022 \$
Income	101,359	56,206
Expenditure	<u>(86,906)</u>	<u>(76,925)</u>
Surplus/ (deficit) for the year	<u>14,453</u>	<u>(20,719)</u>

Included in expenditure is salaries, bonus and other costs and contribution to Central Provident Fund amounting to \$73,796 and \$7,110 (2022: \$52,918 and \$6,843) respectively (Note 25).

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

25. OPERATING EXPENSES

Operating expenses include the following:

	2023 \$	2022 \$
Total salaries, bonus and other costs	7,288,520	6,786,107
Less amount classified to:		
- Sports and games (Note 20)	(1,517,634)	(1,256,779)
- Lifestyle (Note 21)	(248,863)	(200,446)
- Food and beverages (Note 22)	(2,603,280)	(2,320,324)
- Recreation room (Note 23)	-	(9,625)
- Co-Working Space (Note 24)	(73,796)	(52,918)
- Jackpot Machine (Note 18)	(298,529)	(350,054)
Amount included in operating expenses	2,546,418	2,595,961
Total contribution to Central Provident Fund	567,695	575,148
Less amount classified to:		
- Sports and games (Note 20)	(138,142)	(115,812)
- Lifestyle (Note 21)	(35,024)	(30,289)
- Food and beverages (Note 22)	(90,982)	(98,752)
- Recreation room (Note 23)	-	(1,712)
- Co-Working Space (Note 24)	(7,110)	(6,843)
- Jackpot Machine (Note 18)	(27,706)	(34,951)
Amount included in operating expenses	268,731	286,789
Total government grants	(135,966)	(326,031)
Wage credit scheme	(102,943)	(47,631)
Senior employment credit	(28,433)	(26,654)
Job Support Scheme	-	(86,537)
Job Growth Incentive	-	(41,486)
Workpro grant	-	(91,531)
Other grants	(4,590)	(32,192)
Depreciation of property, plant and equipment (Note 10)	2,961,411	2,990,875
Amortisation of intangible assets (Note 11)	132,871	133,988
Loss/ (gain) on disposal of property, plant and equipment	26,708	(174)
Recovery of expected credit losses (Note 7)	-	(549)

The key management of the Club is the Management Committee. Other than the Management Committee, there is no other key management identified. There is no key management remuneration for the financial years ended 31 December 2023 and 31 December 2022.

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

26. FINANCE COSTS

	2023 \$	2022 \$
Interest expense on:		
- Lease liabilities (Note 16)	<u>15,949</u>	<u>7,745</u>

27. INCOME TAX EXPENSE

	2023 \$	2022 \$
Current income tax		
- Current tax expense	<u>177,157</u>	<u>129,131</u>

The current income tax expense is determined by applying the applicable tax rate to all rental and interest income for the calendar year. Revenue from members for the financial year is exempted from income tax under the Singapore Income Tax Act.

The reconciliation between the tax expense and the product of rental and interest income multiplied by the applicable tax rate is as follows:

	2023 \$	2022 \$
Rental and interest income	<u>1,144,599</u>	<u>862,098</u>
Income tax expense at 17% (2022: 17%)	194,582	146,556
Effects of:		
Partial tax exemption	<u>(17,425)</u>	<u>(17,425)</u>
	<u>177,157</u>	<u>129,131</u>

Income tax payable

The movement in income tax payable is as follows:

	2023 \$	2022 \$
At beginning of the year	129,131	111,380
Charge for the year	177,157	129,131
Tax paid	<u>(129,131)</u>	<u>(111,380)</u>
At end of the year	<u>177,157</u>	<u>129,131</u>

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

28. LEASES

Club as a lessee

The Club has lease contracts for equipment and machines. The Club's obligations under these leases are secured by the lessor's title to the leased assets. The Club is restricted from assigning and subleasing the leased assets.

(a) Carrying amounts of right-of-use assets classified within property, plant and equipment

	Equipment and machines \$
At 1 January 2022	100,429
Additions	73,876
Depreciation	(66,623)
At 31 December 2022	107,682
Additions	105,162
Depreciation	(86,663)
At 31 December 2023	126,181

(b) Lease liabilities

The carrying amounts of lease liabilities (included under borrowings) and the movements during the financial year are disclosed in Note 16 and the maturity analysis of lease liabilities is disclosed in Note 4.

(c) Amounts recognised in profit or loss

	2023 \$	2022 \$
Depreciation of right-of-use assets	86,663	66,623
Interest expense on lease liabilities (Note 16)	15,949	7,745
Total amount recognised in profit or loss	102,612	74,368

(d) Total cash outflow

The Club had total cash outflows for leases of \$97,695 in 2023 (2022: \$71,921).

CHINESE SWIMMING CLUB

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

28. LEASES (CONT'D)

Club as a lessor

The Club has entered into operating leases on a portion of the Club premises to non-related parties under non-cancellable operating leases. These leases are negotiated for terms ranging from one to three years. The lessees are required to pay either absolute fixed lease payment or contingent rents computed based on their sales achieved during the lease period.

The rental income recognised are as follows:

	2023	2022
	\$	\$
Fixed rental income	457,692	456,492
Contingent rental income	32,419	12,701
	<u>490,111</u>	<u>469,193</u>

The future minimum rental receivable under non-cancellable operating leases contracted for at the end of the reporting period are as follows:

	2023	2022
	\$	\$
Within one year	331,283	457,092
Between one and five years	-	296,984
	<u>331,283</u>	<u>754,076</u>

29. COMMITMENTS

Capital commitments

Capital expenditures contracted for at the end of reporting period but not recognised in the financial statements:

	2023	2022
	\$	\$
Property, plant and equipment	<u>50,878</u>	<u>151,990</u>



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 Chinese Swimming Club

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