



SINGAPORE JUDO FEDERATION

UEN: S65SS0037A

ANNUAL REPORT 2024/25

FOR FINANCIAL YEAR ENDED 31 MARCH 2025

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ABOUT US

Singapore Judo Federation (SJF) serves as the national governing body for judo in Singapore. Our mission is to promote and advance the sport by organising national competitions, training qualified officials and coaches, and providing a clear pathway for athletes to succeed through an accessible and merit-based high-performance system.

SJF is affiliated with key organisations such as Sport Singapore (SportSG), the Singapore National Olympic Council (SNOC), the International Judo Federation (IJF), the Judo Union of Asia (JUA), the Southeast Asia Judo Federation (SEAJF), the General Association of World Sports Federation (GAWSF), and the Kodokan Judo Institute.

Additionally, we are proud to be a corporate partner of the People's Association (PA).

Our Vision

The vision of SJF is for judo to be practised in all regions of Singapore and for judo to be a safe, clean and exciting sport for Singaporeans of all ages and walks of life.

Our Mission

Our Mission is to develop the core infrastructure of the sport of judo at the national level so that our stakeholders may propagate judo at the school and community levels.

Our Core Values

Our core values are integrity, trust and transparency. We strive to be open and honest to our stakeholders in our dealings and the management of the federation.

OVERVIEW OF SINGAPORE JUDO FEDERATION

Singapore Judo Federation (SJF) was officially registered as a charity under the Charities Act (1994) on April 11, 2011. Governed by a Board, SJF holds elections every two years for Board members, with additional members appointed by the elected Board. Full and Individual Members may stand for office during the Annual General Meeting.

The Board is led by the President, supported by the Secretary-General, the Vice-President of Operations, the Vice-President of Administration, and the Treasurer. Other Board members include the Assistant Treasurer, Assistant Secretary-General, four other elected members, and three appointed members.

SJF's daily operations are managed by the Secretariat, which consists of the Administrative Manager, High Performance Manager, Sports Director, Referee Director, Coaching and Education Director, Event/Grading Director, and National Coach.

UEN: S65SS037A

Registered Address: 1 Guillemard Crescent, Singapore 399913

Auditor: S B Tan Audit PAC

Bankers: Standard Chartered Bank (Singapore)

Physiotherapist: Mr Anson Wong Swie Sern

Advisor: Mr Parga Singh s/o Sardara

Legal Advisor: Mr Ho Han Ming

Medical Advisor: Dr Henry Kothagoda

Technical Advisor: Mr Shinro Fujita

Patron: Mr Yutaka Shimizu

FOREWORD BY THE PRESIDENT

The Singapore Judo Federation (SJF) had a successful year in 2024, with increased exposure for judo and rising expectations in competitions. Each year presents challenges, yet we are encouraged by the growing number of judokas actively practising and competing. With well-structured development programs catering to Seniors, Cadets, and Juniors, we are seeing more exciting and meaningful competitions in the judo arena.

It is my privilege to submit this report for the financial year 2024/25.

Our primary goal is to strengthen performance pathways, promote judo widely, and implement sound development plans that will engage all stakeholders in the years ahead. SJF will continue nurturing elite athletes for national representation at regional and international competitions, while placing emphasis on youth sports development programs

Our Objectives

- Increase the number of qualified coaches and referees, while building strong foundational programs.
- Establish a division dedicated to creating awareness and promoting judo at the community level.
- Engage stakeholders – schools, clubs, coaches, and corporate entities – through workshops and partnerships to support athletes and promote active participation in judo.
- Identify potential athletes for Cadet, Junior, and Senior squads, preparing them for exposure at regional and international competitions and Games.
- Develop strong coaching and officiating divisions to support SJF in organising sporting events of high standard.

Coaching and Technical Development

The SJF is committed to raising standards in judo education, refereeing, coaching, and training. I would like to commend the efforts of the SJF sub-

committees for their dedication in promoting judo through courses and events, which enhance the competency of judokas and officials in Singapore.

Key initiatives include:

- a. Proactively increasing the number of qualified coaches to meet the growing demand, especially at schools.
- b. Supporting coaches through SG-Coach Excellence courses, workshops, and pathways for professional development.
- c. Conducting technical workshops to upgrade the standards of referees and officials, ensuring professionalism and safety.
- d. Working closely with Sport Singapore, the Singapore Schools Sports Council, and the Singapore National Olympic Council on matters of administration, promotion, and policy development.

Local Events

SJF successfully conducted all scheduled local events for FY2024/25, with six major competitions held:

1. 05 May 2024 – Singapore National Judo Championships 2024
2. 15–17 May 2024 – National School Games (A & B Divisions)
3. 17–18 July 2024 – National School Games (C Division)
4. 03–04 August 2024 – Pesta Sukan Judo Championships 2024
5. 25–26 January 2025 – Singapore Kyu Grade Judo Championships 2025
6. 15–16 March 2025 – Singapore Inter-Tertiary Judo Championships 2025

The objective of these events is to raise the popularity of judo, expand outreach as a lifelong activity, and identify potential athletes for international grooming.

Coaching and Education Courses

In 2024, aligned with SportSG's direction, the SJF established a coaching team

and successfully completed curriculum development for the Judo SG-Coach Level One program. Approval was granted to commence the integrated program, strengthening the pipeline of quality coaches in Singapore.

Conclusion

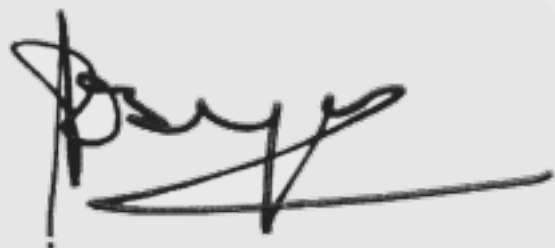
Singapore was represented at major international competitions, where our athletes gained invaluable exposure and experience, contributing to their skills and physical development. Going forward, SJF must continue to build stronger Cadet and Junior squads with potential for success at upcoming events. Sustained support and development are key to raising the overall standard of our athletes.

As President, I wish to place on record my sincere appreciation to the SJF Management Committee and all members for their constant support, hard work, and commitment to the growth of judo in Singapore. Your dedication has greatly assisted me in fulfilling my duties as President.

Looking ahead, our immediate focus is on the 33rd SEA Games in Thailand (2025) and other major competitions. At the same time, we celebrate a milestone – SJF's 60th Anniversary in 2025, marking six decades of judo development in Singapore.

Let us continue to work closely together, supporting one another to achieve even greater success for judo in Singapore, and also for their support and assistance provided to me in the exercise of my duties as President, SJF.

Warmest regards,

A handwritten signature in black ink, appearing to read 'Yeo Chin Seng', with a long horizontal stroke extending to the right.

Yeo Chin Seng
President
Singapore Judo Federation



LEADERSHIP



Mr Yeo Chin Seng
PRESIDENT
Businessman

Date of First Appointment:
20 September 2015

Date of Current Appointment:
30 September 2023



Mr Tang Soon Onn
SENIOR VICE PRESIDENT
Judo Coach / Businessman

Date of First Appointment:
20 September 2015

Date of Current Appointment:
30 September 2023



Mr Stephen Chee Hiaw Kong
VICE PRESIDENT
Businessman

Date of First Appointment:
31 August 2015

Date of Current Appointment:
9 October 2023



Mr Wong Quee Quee, Jeffrey
SECRETARY-GENERAL
Lawyer

Date of First Appointment:
9 September 2019

Date of Current Appointment:
30 September 2023



Mr Kong Fook Wai
TREASURER
Principal Research Engineer

Date of First Appointment:
22 December 2017

Date of Current Appointment:
9 October 2023



Mr Adrian Koh Hwan Chieh
ASST. TREASURER
Businessman

Date of First Appointment:
26 September 2021

Date of Current Appointment:
30 September 2023



Mr Phua Jun Han
ASST. SECRETARY-GENERAL
In-House Counsel

Date of First Appointment:
20 September 2015

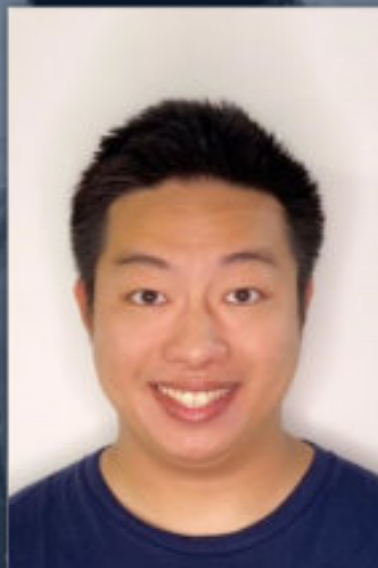
Date of Current Appointment:
9 October 2023



Mr Bryan Ng Sai Lin
COMMITTEE MEMBER
Marine Biologist

Date of First Appointment:
4 October 2021

Date of Current Appointment:
9 October 2023



Mr Lin Yu Sheng
COMMITTEE MEMBER
Judo Coach / Businessman

Date of First Appointment:
31 August 2015

Date of Current Appointment:
9 October 2023



Mr Md Faizal Bin Md Noor
COMMITTEE MEMBER
Judo Coach / Businessman

Date of First Appointment:
22 December 2017

Date of Current Appointment:
30 September 2023



Mr Ho Han Ming
COMMITTEE MEMBER
Lawyer

Date of First Appointment:
27 June 2022

Date of Current Appointment:
9 October 2023



Mr Parga Singh s/o Sardara
COMMITTEE MEMBER
Businessman

Date of First Appointment:
27 June 2022

Date of Current Appointment:
9 October 2023



Mr Huang Zujie Jeremy
COMMITTEE MEMBER
Analyst

Date of First Appointment:
9 October 2023

Date of Current Appointment:
9 October 2023

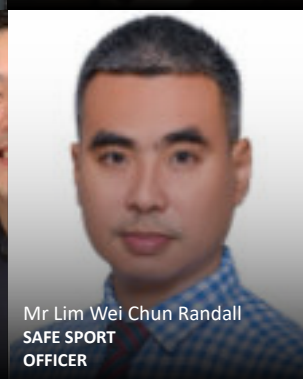
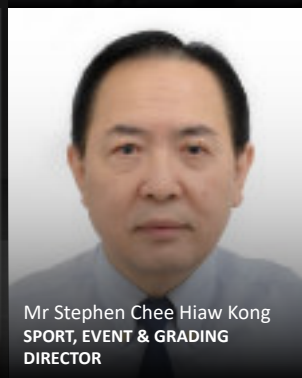


Ms Leong Chool Peng
COMMITTEE MEMBER
Lawyer

Date of First Appointment:
9 October 2023

Date of Current Appointment:
9 October 2023

SECRETARIAT



ORGANISATIONAL STRUCTURE

SINGAPORE JUDO FEDERATION



FINANCIAL HIGHLIGHTS OF THE YEAR

Singapore Judo Federation (SJF) maintained a strong financial position during the 2024/2025 financial year. An audit conducted by S B Tan Audit PAC confirmed that SJF's accounts were properly prepared in accordance with the Societies Act, Charities Act, and Singapore Financial Reporting Standards (FRS), providing a true and fair view of SJF's financial standing as of 31 March 2025.

SUMMARY FINANCIAL PERFORMANCE

Total Revenue: \$530,319

Total Expenditure: \$512,872

Surplus for the year is \$17,447 as compared with a surplus of \$18,619 from the previous financial year.

MAJOR FINANCIAL TRANSACTIONS

Payment of Lease Liabilities: \$71,626

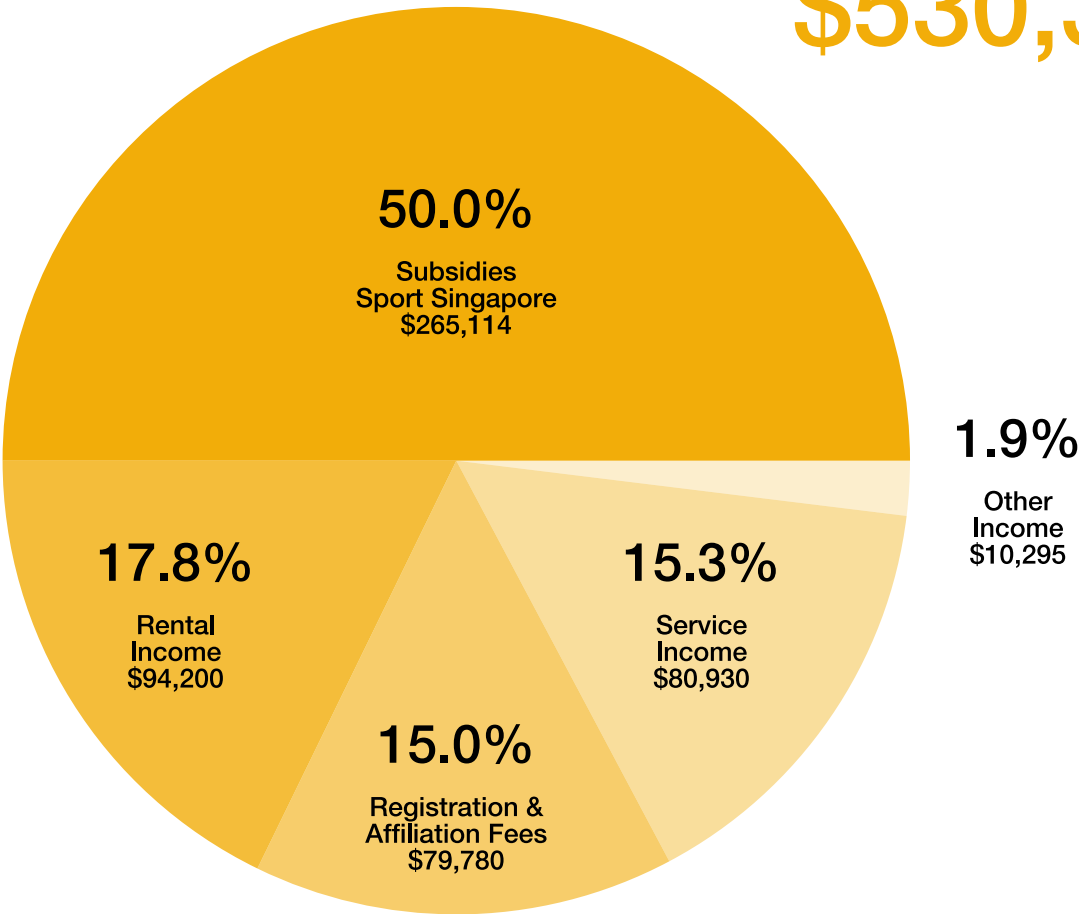
Expenditure on the National Team: \$100,958

PURPOSE OF ASSETS HELD

The SJF maintains restricted and unrestricted funds. The unrestricted funds of \$138,746 represents the accumulated reserves of the SJF and are held to ensure operational sustainability. The SJF does not maintain any other funds that are in deficit.

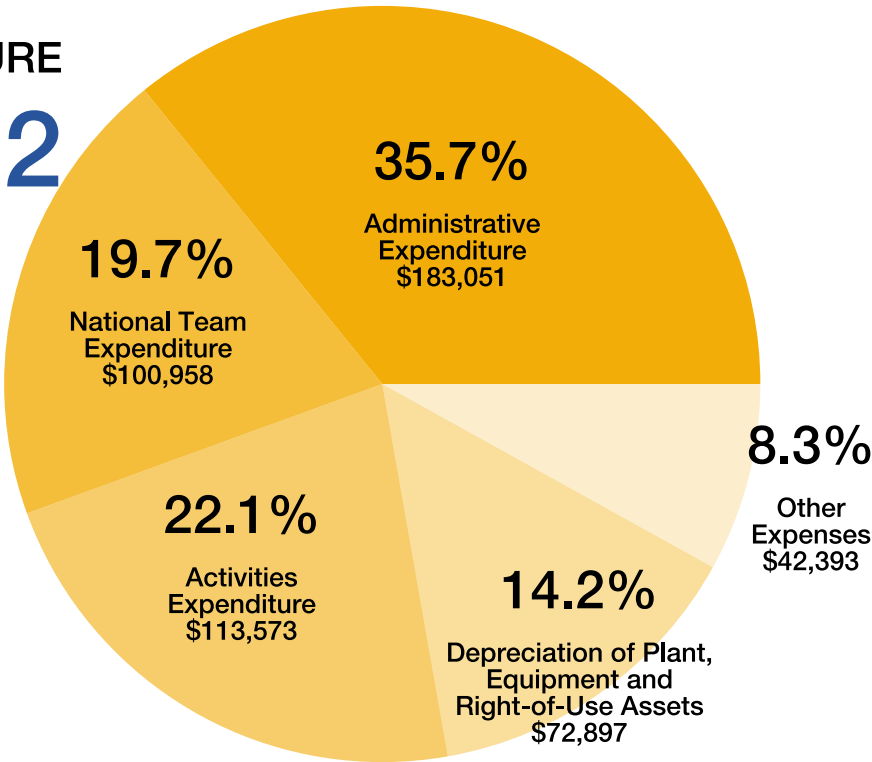
TOTAL REVENUE

\$530,319



TOTAL EXPENDITURE

\$512,872



PROGRAMMES AND ACTIVITIES

Regional / International Competitions

To insert when available.

Local Competitions

Six local competitions were successfully held during the financial year FY25. The schedule of competitions was as follows:

- 05 May 2024 – Singapore National Judo Championships 2024
- 15 - 17 May 2024 – National School Games (Judo) 2024 – A & B Divisions
- 17 - 18 July 2024 – National School Games (Judo) 2024 – C Division
- 03 - 04 August 2024 – Pesta Sukan Judo Championships 2024
- 25 - 26 January 2025 – Singapore Kyu Grade Judo Championships 2025
- 15 - 16 March 2025 – Singapore Inter-Tertiary Judo Championships 2025

National Judo Championship 2024

This event was organised by the Singapore Judo Federation (SJF). It also provided an opportunity for SJF to evaluate our infrastructural capabilities in preparation for upcoming major competitions, as well as to identify potential athletes for regional participation and to support the long-term development of Judo in Singapore. The championship was an official SJF Ranking event and was held at the SJF venue on Sunday, 5 May 2024. A total of 47 participants from 16 affiliated clubs competed across 11 categories. The event was well-supported, conducted safely, and concluded successfully.

National School Games 2024

In 2024, the National School Games (Judo) for the A & B Divisions were held over three days, from Wednesday, 15 May to Friday, 17 May 2024, at the OCBC Sports Arena Hall. A total of 182 students participated, comprising 128 boys (A: 32 / B: 96) and 54 girls (A: 14 / B: 40). For this competition, SJF invited six guest

IJF referees (three from Indonesia and three from Malaysia) and two ICARE Systems officials from Malaysia.

The C Division was held at OCBC Sports Arena Hall from Wednesday, 17 July to Thursday, 18 July 2024, with a total of 160 students, including 106 boys and 54 girls. SJF invited seven guest IJF referees (four from Malaysia and three from Indonesia) and two ICARE Systems officials from Malaysia for this event.

SJF continues to work closely with our Judo partners, the Ministry of Education (MOE) and the National School Games (NSG), to support the development and promotion of Judo in schools. Overall, 12 schools participated in Judo, and the NSG 2024 competitions were conducted smoothly and successfully.

Pesta Sukan Judo Championships 2024

In August, the Pesta Sukan, Singapore's festival of sports, brought together athletes across 34 competitive sports for 2024. Judo was one of the featured sports, and the Singapore Judo Federation (SJF) participated to celebrate and lead up to National Day with exciting activities. The event was jointly organised by SportSG and SJF, with the Judo Championships held on Saturday, 3 August, and Sunday, 4 August 2024, at Delta Sports Hall.

SJF invited two guest officials from ICARE Systems Malaysia to assist with the competition. The Pesta Sukan Judo Championships 2024 featured a total of 238 participants from 19 clubs and schools, including 2 Polytechnics, 5 Universities, 1 ITE, and 11 Judo clubs. Athletes competed across Cadet (50 participants), Junior (57), Senior (66), and 7 Teams (65 participants) categories.

SJF-KODOKAN DAN GRADING 2024

On Sunday, 14 July 2024, the SJF-Kodokan Dan Grading was conducted at the Singapore Judo Federation premises, as per the SJF 2024 calendar. A total of 13 candidates participated, comprising 10 for 1st Dan and 3 for 2nd Dan.

The Kata session was held on 14 July, with 12 candidates successfully passing and 1 unsuccessful. Due to time constraints, the Shiai session was postponed to Sunday, 8 December 2024. In the SHIAI session, 9 candidates were successful, while 4 were required to attempt the next Dan Grading.

For the 2024/25 year, 12 candidates received their Dan promotion certificates from both the Singapore Judo Federation and Kodokan, while 1 candidate received their certificate from the Singapore Judo Federation only.

Kyu Grade Judo Championships 2025

The Singapore Judo Federation (SJF) held the Kyu Grade Judo Championship on Saturday, 25 January, and Sunday, 26 January 2025, at Heartbeat Bedok Sports Hall, Level 4. The organiser is pleased to report that only a few minor medical attentions were required, reflecting well on the development of Judo and the emphasis on Safe Play.

The championship saw overwhelming participation, with a total of 408 athletes from 23 clubs and schools competing across the Junior (92) and Senior (316) categories. We sincerely thank all participants for their support and contribution, which helped ensure a safe, successful, and competitive event.

Inter-Tertiary Judo Championship 2025

The final event of FY2024/25, the Inter-Tertiary Judo Championship (ITC), was held on Saturday, 15 March, and Sunday, 16 March 2025. Organised by the Singapore Judo Federation (SJF), the championship took place at Heartbeat Bedok Indoor Sports Hall and was an official SJF Ranking event.

The Inter-Tertiary Judo Championship saw strong participation, with a total of 227 athletes from 10 clubs and schools, including 4 Polytechnics and 6 Universities, competing across the Junior (124) and Senior (103) categories, as well as 8 Teams. We thank all participants for their support, which contributed to a safe, competitive, and successful event.

NATIONAL KATA-IN-CHARGE REPORT

By MR STEPHEN CHEE HIAW KONG, 8th Dan SJF

Introduction

Kata training has been conducted at the SJF Dojo every Monday and Friday from 7:00 pm to 9:00 pm. The nominated Kata pair, Ms Jaslyn Chin and Ms Jolene Han, have been focusing exclusively on Ju-no-Kata in preparation for competition. I have been monitoring their training since 2023/2024, both in person and through video guidance, and I am pleased to report that they have consistently adhered to their scheduled weekly training sessions.

Coaching Support and Expertise

To further enhance their performance, we engaged Ms Pitima Thaweerattanasinp as our Kata Coaching Expert. Ms Pitima is a five-time SEA Games Kata Champion (2009, 2011, 2013, 2019, and 2023), a one-time Asian Judo Kata Champion (2017), and a ten-time National Kata Champion. Her extensive experience and achievements make her an invaluable resource in guiding and fine-tuning our Ju-no-Kata pair in preparation for the 2025 SEA Games in Thailand.

Under her guidance, an intensive Ju-no-Kata training program was conducted at the Singapore Judo Federation Dojo as follows:

- 20 July (Saturday): 3 hours
- 21 July (Sunday): 9 hours
- 22 July (Monday): 6 hours

These sessions were instrumental in refining the techniques and overall performance of our Kata athletes.

Conclusion

The consistent commitment of our Kata pair, combined with the expert guidance of Ms. Pitima Thaweerattanasinp, has significantly advanced our athletes' readiness for competition. The structured weekly training, reinforced by the intensive program in July, has refined both technique and presentation. With this foundation, we are confident that our Kata team will represent Singapore with excellence at the upcoming 2025 SEA Games in Thailand.

NATIONAL HEAD COACH REPORT

By TANG SOON ONN, 8th Dan SJF

Introduction

Over the past year, we have seen encouraging growth in both the Junior and Senior squads.⁴

We currently have 39 members in the National Development Team (NDT) and 30 members in the National Team Squad (NTS). Among these, 11 athletes are carded, granting them access to Singapore Sport Institute (SSI) facilities and medical services.

Training Schedule

Athletes in the NTS train up to six times weekly, including one running and stairs session, strength and conditioning, and three judo sessions. NDT members, who also train in school, are required to attend at least two judo sessions per week.

Day	Time	Training	Venue	NTS/NDT
Mon	7pm - 9pm	Judo	SJF Dojo	NTS & NDT
Tues	7pm - 9pm	Physical Training	Singapore Sports Institute	NTS
Wed	7pm - 9pm	Judo	SJF Dojo	NTS & NDT
Thu	7pm - 9pm	Judo	SJF Dojo	NTS & NDT
Fri	7pm - 9pm	Strength & Conditioning	Singapore Sports Institute	NTS
Sat	7pm - 9pm	Judo	SJF Dojo	NTS & NDT
Sun	-	Rest	-	-

Attendance requirements are set at 50% for both NTS and NDT members, rising to 60% in the two months before international competition. Carded athletes must maintain 75% attendance throughout the year.

Competition Results

Our athletes represented Singapore across Asia with commendable results. Notable achievements included:

Date	Participation	Competition	Location	Medal Tally
29 May 2024	Seniors Juniors	SEA Judo Championships 2024	Bali, Indonesia	Bronze x 1
08 Aug 2024	Cadets Juniors	Macau Asian Cadets & Juniors 2024	Macau, China	Gold x 2 Silver x 1, Bronze x 1
20 Sept 2024	Seniors Juniors	International Judo Championships 2024	Chonburi, Thailand	Gold x 2 Silver x 1
25 Oct 2024	Seniors	Yogyakarta Judo Championships 2024	Yogyakarta, Indonesia	Gold x 4
08 Nov 2024	Seniors	Asian Hong Kong Open 2024	Hong Kong, China	Silver x 1 Bronze x 1
22 Nov 2024	Seniors Juniors	Jakarta Judo Open 2024	Jakarta, Indonesia	Gold x 4 Silver x 2
22 Dec 2024	Seniors	Johor Judo Open 2024	Johor, Malaysia	Gold x 1 Bronze x 3

These competitions provided valuable exposure and experience, with strong results achieved across both senior and junior levels.

SEA Games 2025 Preparations

In preparation for the SEA Games 2025, we engaged the expertise of Sensei Iwahori Tomokazu. Together with the committee, he introduced adjustments to intensify our training, increasing the schedule to six sessions weekly from Monday to Saturday. This allowed us to reinforce technical fundamentals and sharpen competition readiness.

Sensei Iwahori also oversaw our training camp in Japan (Fukui University and Kenki University), ensuring athletes received high-quality exposure. While the seniors trained overseas, our junior athletes continued their program in Singapore, training consistently on weekends.

Future Plans

With the support of the Board, I have appointed Assistant Coaches Mr. Ryan Goh, Ms. Tang Jingfang, and Mr. Zhou Yujie to strengthen daily training and program delivery. This also provides a pathway for developing future national coaches.

Looking forward, our long-term focus is on building a new generation of athletes for the 2029 SEA Games in Singapore. To achieve this, we will continue emphasising technical growth, competition exposure, and athlete development at all levels.

Conclusion

FY24/25 has been a year of expansion and progress. I commend our athletes for their dedication and encourage them to maintain their commitment as we prepare for greater challenges ahead.

We also welcome the wider community to join our monthly open mat sessions, usually held on weekends. These sessions not only build technical skills but also strengthen the unity of Singapore's judo community.

THE YEAR AHEAD FY24/25

Future Plans

In line with best practices in high-performance sports frameworks, SJF will continue to develop a more cohesive National Youth Squad, providing up-and-coming elite athletes with a clear pathway to the National Team.

Clubs, coaches, and teachers are strongly encouraged to support these promising young athletes in participating in future Individual Youth (Cadet & Junior), Senior, and Team Championships.

Commitments

The Singapore Judo Federation (SJF) will increase the utilization of the current National Training Centre at 1 Guillemard Crescent to accommodate additional training sessions for the newly formed National Youth Squad. This increased usage is not expected to raise the Federation's operational costs. Any fee waivers and the new Training Support Grant provided to the National Training Squad are also expected to have minimal impact on SJF's overall income.

Fund-Raising and New Plans

One Team Singapore Fund (OTSF)

SportSG encourages and supports the Federation in planning and increasing the utilisation of the One Team Singapore Fund (OTSF) Matching Grant mechanism to benefit both the National Team and the Youth Squad. To this end, the Federation plans to engage potential sponsors and seek donations from relevant stakeholders to support the development and training programs of the National Elite and Youth Squads.

The Pathway Development Training and Promotion of Judo for Children

In the coming years, the Singapore Judo Federation (SJF) aims to promote and develop children's programs in Judo, with a focus on social-emotional development in primary education. SJF firmly believes in the positive impact of physical interaction for children's social-emotional growth, and Judo provides an ideal platform to support this development.

The initiative seeks to enhance children's motor skills, which are crucial for both their physical and mental health. The first ten years of a child's life are particularly important in fostering a lifelong commitment to sport and exercise.

Judo is currently one of the most widely practised sports in the world and offers significant benefits for children, youth, adults, and seniors alike. Research and reviews highlight Judo as an effective approach for physical, educational, and health development throughout the lifespan.

Future Expenditure

The Federation plans to enhance the facilities at the National Training Centre by purchasing additional Judo mats for the dojo, with funding sourced from SportSG.

Looking ahead to the 33rd SEA Games in 2025, the Federation anticipates higher expenditures from HQ funds, primarily for overseas training and competition activities. The grant from SportSG for overseas training and competitions is expected to remain at S\$30,000.

GOVERNANCE

Constitution

SJF has its constitution as its governing instrument. A copy of the constitution can be accessed on the website of SJF.

Role of the Governing Board

The Board is the governing body of the SJF. The Board's role is to provide strategic direction and oversight of SJF's programmes and objectives and to steer SJF towards fulfilling its vision and mission through good governance. As part of its role the following matters fall within the purview of the Board:

1. Approve budget for the Financial Year
2. Monitor expenditure against budget
3. Monitor the progress of SJF's programmes
4. Appoint additional headcount where there is a need
5. Approve major capital purchases and expenditure exceeding \$3,000 and
6. Approve any changes to operational policies adopted by the SJF.

Term Limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of the charity, Board members may only serve a maximum tenure of 10 consecutive years on the Board, counting from the year 2019. Upon reaching this tenure limit, such Board Member(s) shall only be eligible for re-election or re-appointment to the Board after a lapse of at least 2 years.

The Treasurer has a term limit of 4 years. Upon reaching this tenure limit, such Board Member shall only be eligible for re-election or re-appointment to the Board as a Treasurer after a lapse of at least 2 years.

At present, there are no board members who have served more than 10 consecutive years.

Board Meeting and Attendance

There were six Board meetings in the financial year ended 31 March 2025. As only five Board members (being Mr Yeo Chin Seng, Mr Tang Soon Onn, Mr Wong Quee Quee, Jeffrey, Mr Adrian Koh Hwan Chieh and Mr Mohamad Faizal

Bin Mohamad Noor) were elected at the annual general meeting of SJF (2023 AGM) on 30 September 2023, the remaining members of the Board were co-opted on the first Board meeting of the new term on 9 October 2023.

An election for the SJF Athletes' Commission was held in November 2023 pursuant to which Ms Zhen Yuxuan was elected as the Athletes' Commission Chairperson with effect from December 2023. However, as Ms Zhen Yuxuan was less than 21 years of age as at December 2023, she could not become a Board member pursuant to SJF's constitution (which requires Board members to be at least 21 years of age). Accordingly, Ms Zhen Yuxuan was invited to attend the Board meetings as an observer until she reached 21 years of age. On 24 June 2025, Ms Zhen Yuxuan was appointed as a Board member after she became 21 years old.

The following sets out the individual Board member's attendance at the meetings for FY2024/2025:

Board Member	Attendance	Attendance
Mr Yeo Chin Seng	5/6	83%
Mr Tang Soon Onn	5/6	83%
Mr Stephen Chee Hiaw Kong	6/6	100%
Mr Wong Quee Quee, Jeffrey	5/6	83%
Mr Kong Fook Wai	6/6	100%
Mr Phua Jun Han	6/6	100%
Mr Adrian Koh Hwan Chieh	4/6	67%
Mr Bryan Ng Sai Lin	3/6	50%
Mr Lin Yu Sheng	4/6	67%
Mr Huang Zujie Jeremy	3/6	50%
Mr Mohamad Faizal Bin Mohamad Noor	5/6	83%
Mr Parga Singh s/o Sardara	6/6	100%
Mr Ho Han Ming	1/6	17%
Ms Leong Chooi Peng	0/6	0%

Disclosure of Remuneration and Benefits Received by Board Members

No Board members are remunerated for their Board services in the financial year.

SUB-COMMITTEES

Kodokan Singapore Committee

Chairman: Mr Yeo Chin Seng, 6th Dan

Members:

Tang Soon Onn, 6th Dan

Stephen Chee Hiaw Kong, 6th Dan

Low Chee Kiang, 5th Dan

Activities of Committee in FY24/25:

The President of Kodokan Institute, Japan approved and appointed the extension of the Kodokan Singapore Committee (KSC) in allowing SJF appointed Kodokan Examiners to conduct Kodokan Grading from 1st Dan to 3rd Dan.

Grading Commission

Chairman: Mr Yeo Chin Seng, 7th Dan SJF

Members:

Tang Soon Onn, 8th Dan SJF

Stephen Chee Hiaw Kong, 8th Dan SJF

Activities of Committee in FY24/25:

The SJF Kyu and Mon gradings for FY25 were conducted at affiliated clubs by SJF-approved graders on behalf of the Singapore Judo Federation. Grade examinations for Mon and Kyu levels are held quarterly, in March, June, September, and December.

The Singapore Judo Federation also continues to issue Black Belt Dan (SJF) certificates.

All registered graders must be SJF Registered Coaches with a minimum rank of 3rd Dan. The list of registered graders are as follows:

- Mr Tang Soon Onn
- Mr Stephen Chee
- Mr Tan Yi
- Mr Lin Yu Sheng
- Mr Chong Cheng Kiat
- Mr Yeo Chin Seng
- Mr Gerard Lim
- Ms Ngo Yee Ling
- Mr Azfar Ali
- Mr Low Chee Kiang
- Mr Mohamad Faizal Bin Mohamad Noor
- Mr Kong Fook Wai

Audit Committee

Chairman: Mr Stephen Chee Hiaw Kong

Members:

Mr Kong Fook Wai

Mr Adrian Koh

Mr Thomas Teo

Activities of Committee in FY24/25:

A Thematic Audit was conducted by Forvis Mazars in 2025, as required by Sport Singapore. The audit confirmed that the Singapore Judo Federation (SJF) maintains robust internal controls and complies with regulatory requirements. The audit also highlighted that certain procurement practices did not fully align with NSA Financial Regulations.

The audit process began in January 2025, with fieldwork carried out over two weeks: from Monday, 10 March to Friday, 21 March.

SJF has rectified the issues highlighted in the audit and is in the process of implementing new processes to strengthen governance and operational efficiency. Follow-up on the remaining items is ongoing, with completion expected by December 2025. These measures demonstrate SJF's commitment to continuous improvement, compliance, and good financial management

Selection Committee

Chairman: Mr Choo Kah Wah

Members:

Mr Chng Kiong Huat

Mr Chng Kiong Choon

Mr Bryan Ng Sai Lin

Activities of Committee in FY24/25:

The primary purpose is to independently select eligible judo athletes and subsequently nominate them for participation in international judo tournaments.

It will select based on the National Selection Criteria, attendance data from the High Performance Manager and relevant feedback from the National Coach, other judo athletes and SJF officials.

It will also hear appeals if appropriate, ie: their extenuating circumstances or new points not previously mentioned.

The selection committee will convene as and when necessary with impartiality for the benefit and equality for the best athletes to represent the nation in tournaments or major games. In the event of a tie during voting, the Chairman will have the overriding vote.

Disciplinary Committee

Chairman: Mr Wong Quee Quee, Jeffrey

Members:

Mr Andrew John Hutcheon (until 6 August 2024)

Mr Jason Seow (from 20 January 2025)

Mr Ferhad Bin Johari

Activities of Committee in FY24/25:

The Disciplinary Committee makes recommendations to the Board regarding disciplinary actions of SJF. There was no disciplinary action undertaken by SJF against any person in FY24/25.

Appeals Committee

Chairman: Mr Kong Fook Wai

Members:

Mdm Phua Eng Sze

Mr Md Faizal Bin Mohamad Noor

Activities of Committee in FY24/25:

There were no appeals made by participating SJF athletes, coaches or external members of the public during the period from April 2024 to March 2025.

Finance Committee

Chairman: Mr Kong Fook Wai

Members:

Mr Wong Quee Quee, Jeffrey

Mr Bryan Ng Sai Lin

Activities of Committee in FY24/25:

Since Mar 2025, external auditors engaged by Sport SG were in SJF to conduct an external “Thematic Audit” by Forvis Mazars LLP Singapore. This Thematic Audit were conducted concurrently with internally engaged SJF External Auditors, S B Tan Audit PAC. There will be 2 separate Audit Reports from both parties for FY2024-25.

The Chairman of the SJF Finance Sub-committee wishes to thank both companies Forvis Mazars LLP (UEN T07LL0916H) and S B Tan Audit PAC (UEN 201709525H) for upholding the Charity Transparency Framework in SJF being an Institution of a Public Character (IPC). SJF is committed to tightening all its financial activities in a continual effort with guidance from external auditors.

Referee Commission

Chairman: Mr Tang Soon Onn

Member:

Mr Md Ridhwan Bin Abd Wahid

Activities of Committee in FY24/25:

The referee commission of the Singapore Judo Federation (SJF) is responsible for overseeing and managing the refereeing aspects of judo competitions. Their main roles and responsibilities include: training and certifying referees at various levels, from national to international; conducting seminars and workshops to enhance the knowledge and skills of referees; reviewing and analysing referee performances to ensure consistency and fairness in decision-making; providing support and guidance to referees during competitions.

In summary, the referee commission of SJF plays a crucial role in maintaining the integrity and quality of judo refereeing by establishing and implementing the necessary standards, training, and support for referees. All referees must attend one referee seminar and act as referees twice in a year.

Athletes Commission

Chairman: Ms Zhen Yuxuan

Activities of Committee in FY24/25:

The Athletes' Commission serves as a vital communication channel between our National Athletes and the Federation. Our mission is to represent the athletes' voice, advocating for their welfare in all areas, including training, competitions, and athlete life-related matters.

OTHER DISCLOSURES

Remuneration of Board Members

The SJF does not remunerate any members for being a member of the Board. The following Board members provide services to SJF through a Contract for Service arrangement:

1. Mr Tang Soon Onn
2. Mr Stephen Chee Hiaw Kong

None of the above members receive remuneration exceeding \$100,000.

Paid Staff Who Are Close Family Members of the Board

The SJF does not engage any paid staff who is a close family member of the Board members.

Whistleblower Policy

The SJF has a whistle blowing framework that allows whistle blowers to report improprieties. In alignment with SportSG's SafeSport guidelines, SJF has appointed an independent Safe Sports Officer to receive whistleblowing complaints. All instances of whistleblowing will be independently reviewed and investigated by a Board of Inquiry set up by the SJF Board. Results of the investigation will be reported to the board. The whistle blower's identity and the concerns raised will be kept confidential, unless as required by the law to reveal to parties such as lawyers, the police or relevant authorities.

Disclosure of Remuneration of 3 Highest Paid Staff Above \$100,000.

None of the staff receives more than \$100,000 in annual remuneration each.

Reserves Policy

The SJF maintains restricted and unrestricted funds. Funds set up for specific purposes are classified as restricted funds. All income and expenses other than

those attributable to restricted funds and common overheads are recorded in the unrestricted fund's statement of comprehensive income. In order to ensure observance of limitations and restrictions placed on the use of the resources available to the SJF, the financial statements of the SJF are maintained such that the resources for various purposes are classified for accounting and reporting purposes that are in accordance with activities or objectives specified.

A part of the unrestricted funds of the SJF are designated as operating reserves. Operating reserves are calculated as the sum of estimated overhead costs of maintaining the SJF Secretariat with one full-time staff for a period of one year.

From Financial Year 2023 onward, the operating reserves of the SJF are set at \$50,000. Where the SJF's unrestricted fund falls to \$50,000, the authorisation to utilise the operating reserves can only be made pursuant to an Extraordinary General Meeting or an Annual General Meeting.

Reserves Position

The reserves of the Federation provides financial stability and the means for the development of the Federation's activities. The Board reviews the level of reserves regularly for the Federation's continuing obligations.

Reserves	2025	2024
Unrestricted Funds - Accumulated Funds	\$138,746	\$137,004
Annual Operating Expenditures	\$512,872	\$487,967
Ratio of Reserves to Annual Operating Expenditure	0.27	0.28

Conflict of Interests Policy

Board members are expected to avoid actual and perceived conflicts of interests. Where Board members have personal interest in business transactions or contracts that SJF may enter into, or have vested interest in other organisations that SJF have dealings with or is considering to have dealings with, they are expected to declare such interest to the Board as soon as possible and abstain from discussion and decision-making on the matter.

Where such conflicts exist, the Board will evaluate whether any potential conflicts of interest will affect the continuing independence of Board members and whether it is appropriate for the Board member to remain on the Board.

Board members are expected to sign a Declaration of Conflict of Interest form on the day they are appointed or elected into the Board. The declaration of conflict of interest is to be updated every Financial Year. Board members with actual, perceived or potential conflicts of interest in a matter that is being discussed by the Board will exit the place of meeting and be physically absent for the duration of the discussion of the matter. The member will only be allowed back into the meeting after the rest of the Board has decided on the matter and moved ahead in the agenda. The SJF does not have any related entities with which it has business transactions.

GOVERNANCE EVALUATION CHECKLIST

S/ N	Code Guidelines	Code ID	Response	Explanation
Board Governance				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	-
	Are there Board members holding staff* appointments?		No	-
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	N/A	-
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	N/A	-
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	-
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied	-
6	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	-
Conflict of Interest				
7	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	-
8	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	-
Strategic Planning				
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	-

Human Resource and Volunteer* Management				
10	The Board approves documented human resource policies for staff.	5.1	Complied	-
11	There is a documented Code of Conduct for Board members, staff* and volunteers* (where applicable) which is approved by the Board.	5.3	Complied	-
12	There are processes for regular supervision, appraisal and professional development of staff*.	5.5	Complied	-
Financial Management and Internal Controls				
13	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	-
14	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	-
15	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	-
16	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	-
17	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	-
	Does the charity invest its reserves, including fixed deposits?		No	-
18	The charity has a documented investment policy approved by the Board.	6.4.3	N/A	-
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		No	-
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	N/A	-
	Did the charity receive donations-in-kind during the year?		No	-
20	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	N/A	-

Disclosure and Transparency				
21	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	-
	Are Board members remunerated for their Board services?		No	-
22	No Board member is involved in setting his or her own remuneration.	2.2	N/A	-
23	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	Complied	-
	Does the charity employ paid staff?		Yes	-
24	No staff is involved in setting his or her own remuneration.	2.2	Complied	-
25	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each.	8.4	Complied	-

GEC Footnotes:

* Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

* Volunteer: A person who willingly serves the charity, without expectation of any remuneration.

* Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity
a. who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or b. who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following: a. the child or spouse of the Executive Head or governing board member; b. the stepchild of the Executive Head or governing board member; c. the dependant of the Executive Head or governing board member; d. the dependant of the Executive Head's or governing board member's spouse.

* Executive Head: The most senior staff member in charge of the charity's staff.



SINGAPORE JUDO FEDERATION

UEN: S65SS0037A

AUDITED FINANCIAL STATEMENTS 2024/25

FOR FINANCIAL YEAR ENDED 31 MARCH 2025

1 Guillemard Crescent Singapore 399913
+65 6348 9792
singaporejudofederation@gmail.com
www.sjf.sg

S B Tan Audit PAC

**Public Accountants &
Chartered Accountants**

Reg no. 201709525H
118 Aljunied Avenue 2 #06-104
Singapore 380118
Tel: 6844 8626 Fax: 6844 8627
E-mail: admin@sbtan.com
<http://www.sbtan.com>

Singapore Judo Federation

Registration No. S65SS0037A

Registered office: Judo House,
1 Guillemard Crescent, Singapore 399913

Annual Report for the Year Ended 31 March 2025

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EXECUTIVE COMMITTEE MEMBERS' REPORT

We, the undersigned Executive Committee Members, submit this annual report to the members together with the audited financial statements of Singapore Judo Federation for the financial year ended 31 March 2025.

Executive Committee Members

The office bearers of the Executive Committee Members at the date of this report are as follows:

Mr Yeo Chin Seng	- President
Mr Tang Soon Onn	- Senior Vice-President
Mr Stephen Chee Hiaw Kong	- Vice-President
Mr Wong Quee Quee, Jeffrey	- Secretary-General
Mr Phua Jun Han	- Secretary-General
Mr Kong Fook Wai	- Treasurer
Mr Adrian Koh Hwan Chieh	- Assistant Treasurer
Mr Bryan Ng Sai Lin	- Committee Member
Mr Mohamad Faizal Bin MD Noor	- Committee Member
Mr Huang Zujie Jeremy	- Committee Member
Mr Lin Yu Sheng	- Committee Member
Mr Ho Hanming	- Committee Member
Mr Parga Singh	- Committee Member
Mdm Leong Chooi Peng	- Committee Member

Auditors

S B Tan Audit PAC has expressed willingness to accept re-appointment.

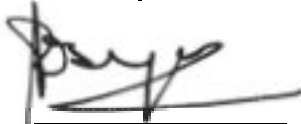
Statement by Executive Committee Members

The Executive Committee of **Singapore Judo Federation** is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act, Charities Act and Singapore Financial Reporting Standards (FRS). This responsibility includes selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

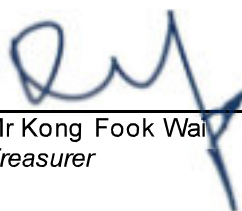
In our opinion, the accompanying financial statements are drawn up so as to give a true and fair view of the state of affairs of the Federation as at 31 March 2025, and of the results, changes in funds and cash flows of the Federation for the year ended on that date in accordance with the provisions of the Acts and FRS.

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

On behalf of the Executive Committee



Mr Yeo Chin Seng
President



Mr Kong Fook Wai
Treasurer

Singapore
11 AUG 2025

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
SINGAPORE JUDO FEDERATION**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Singapore Judo Federation** (the "Federation") which comprises the statement of financial position as at 31 March 2025, the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act, Charities Act and Singapore Financial Reporting Standards ("FRS") so as to give a true and fair view of the financial position of the Federation as at 31 March 2025 and of the financial performance, changes in funds and cash flows of the Federation 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 Federation in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Executive Committee Members' Report on page 1. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's Responsibility for the Financial Statements

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

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
SINGAPORE JUDO FEDERATION**

Auditors' Responsibility for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation'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 Federation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
SINGAPORE JUDO FEDERATION**

Report on Compliance with other Legal and Regulatory Requirements

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

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

- a) the Federation has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations;
- b) the Federation has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations; and
- c) the Federation has not complied with the requirements of Regulation 7 of the Charities (Fund Raising Appeals for Local and Foreign Charitable Purposes) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Yong Seet Lee.



S B TAN AUDIT PAC
Public Accountants &
Chartered Accountants

Singapore
11 AUG 2025

**Statement of Financial Position
As at 31 March 2025**

	Note	2025 \$	2024 \$
Non-Current Assets			
Property, plant and equipment	3	-	4,601
Right-of-use assets	4	44,552	112,848
		44,552	117,449
Current Assets			
Other receivables	5	29,679	29,679
Prepayments		2,411	1,738
Cash and cash equivalents	6	306,534	247,764
		338,624	279,181
Current Liabilities			
Trade and other payables	7	71,172	47,016
Lease liabilities	9	49,811	66,331
		120,983	113,347
Net Current Assets		217,641	165,834
Non-Current Liabilities			
Lease liabilities	9	-	50,720
Net Assets		262,193	232,563
<i>Representing:</i>			
Unrestricted Funds	8	138,746	137,004
Restricted Funds		123,447	95,559
		262,193	232,563

The accompanying notes form part of the financial statements

**Statement of Comprehensive Income
For the year ended 31 March 2025**

	Note	2025 \$	2024 \$
Revenue	13	431,824	385,348
Rental income		94,200	113,300
Other income		10,295	7,938
		<u>536,319</u>	<u>506,586</u>
<i>Less Expenditure</i>			
Activities expenditure		113,573	105,128
Administrative expenditure		183,051	169,047
Depreciation of property, plant and equipment		4,601	12,897
Depreciation of right-of-use assets		68,296	66,347
National team expenditure		100,958	100,860
Other operating expenditure		48,254	33,366
Realised foreign exchange loss		139	322
		<u>(518,872)</u>	<u>(487,967)</u>
Surplus before taxation		<u>17,447</u>	<u>18,619</u>
Taxation	17	-	-
Surplus after taxation		<u>17,447</u>	<u>18,619</u>
Other comprehensive expenditure		-	-
Total comprehensive income for the year		<u><u>17,447</u></u>	<u><u>18,619</u></u>

The accompanying notes form part of the financial statements

**Statement of Changes in Funds
For the year ended 31 March 2025**

		2025 \$	2024 \$
Restricted Funds:			
	Note		
One Team Singapore Fund Donation			
Balance at beginning of year		55,149	21,901
Transfer to unrestricted fund		10,218	-
Donation received		5,201	43,466
Less: Utilisation		-	(10,218)
Balance at end of year	10	70,568	55,149
SportSG One Team Singapore Fund			
Balance at beginning of year		40,410	-
Transfer to unrestricted fund		5,487	-
Matching Grant received		6,982	56,455
Less: Utilisation		-	(16,045)
Balance at end of year	11	52,879	40,410
Total Restricted Funds		123,447	95,559
Unrestricted Funds:			
Balance at beginning of year		137,004	118,385
Transfer from restricted fund		(15,705)	-
Total comprehensive income for the year		17,447	18,619
Balance at end of year		138,746	137,004
Total Unrestricted Funds		138,746	137,004
Total Funds		262,193	232,563

The accompanying notes form part of the financial statements

Statement of Cash Flows
For the year ended 31 March 2025

	Note	2025 \$	2024 \$
Cash Flows From Operating Activities:			
Surplus before taxation		17,447	18,619
<i>Adjustments for:</i>			
Depreciation of property, plant and equipment	3	4,601	12,897
Depreciation of right-of-use assets	4	68,296	66,347
Interest expense on lease liabilities		4,386	7,755
Operating cash flow before working capital changes		94,730	105,618
<i>Change in operating assets and liabilities:</i>			
Other receivables		-	(3,964)
Prepayments		(673)	8,013
Trade and other payables		24,156	(1,244)
Net cash generated from operating activities		118,213	108,423
Cash Flows From Financing Activities:			
Interest paid on lease liabilities	9	(4,386)	(7,755)
Repayments of lease liabilities	9	(67,240)	(63,323)
One Team Singapore Donation Fund (net)	10	5,201	33,248
SportSG One Team Singapore Fund (net)	11	6,982	40,410
Net cash (used in) / generated from financing activities		(59,443)	2,580
Net increase in cash and cash equivalents		58,770	111,003
Cash and cash equivalents at beginning of year		247,764	136,761
Cash and cash equivalents at end of year		306,534	247,764

The accompanying notes form part of the financial statements

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

1 General

Singapore Judo Federation (the "Federation") is registered in the Republic of Singapore and has its registered office at 1 Guillemard Crescent, Singapore 399913. The Federation is registered as a charity on 12 January 2011 and is an Institution of Public Character.

The principal activities of the Federation are those relating to the promotion of the game of judo in Singapore and to arrange and organise judo tournaments locally and with other countries.

The financial statements were authorised for issue by the Management Committee on 11 August 2025.

2 Significant Accounting Policies

2.1 Basis of Preparation

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

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

2.2 Adoption of New and Amended Standards and Interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Federation has adopted all the new and amended standards which are relevant to the Federation and are effective for annual financial periods beginning on or after 1 April 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Federation.

2.3 New Standards and Interpretations Not Yet Effective

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

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

2.4 Reserve Policy

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

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

2.5 ***Fair Value Measurement***

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

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Federation takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date.

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

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

Financial Instruments - Financial assets and financial liabilities are recognised on the statement of financial position when the Federation becomes a party to the contractual provisions of the instrument.

2.6 ***Revenue Recognition***

Membership fee is recognised on accrual basis when due and payable.

Registration fee is recognised when the event takes place.

Sponsorship and contribution is recognised upon receipt.

Subsidies from government that compensate the Federation for expenses incurred are recognised as revenue in the income statement on a systematic basis in the same periods in which the expenses are incurred.

2.7 ***Government grants***

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual installments. Where loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as additional government grant.

2.8 ***Property, Plant and Equipment***

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

2.8 Property, Plant and Equipment (cont'd)

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

	<u>Number of years</u>
Sports equipment	3

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

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

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

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

2.9 Foreign Currencies

Transactions in foreign currencies are measured in the functional currency of the Federation 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.

2.10 Cash and Cash Equivalents

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

2.11 Provisions

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

2.12 Related Party

A related party is defined as follows:

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

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

2.12 Related Party (cont'd)

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

- (i) The entity and the Federation are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Federation or an entity related to the Federation. If the Federation is itself such a plan, the sponsoring employers are also related to the Federation.
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Federation or to the parent of the Federation.

2.13 SportSG Grant For Assets

SportSG grant for assets is recognised as deferred income upon receipt and reduced over the useful life of the assets in line with its depreciation.

2.14 Impairment of Non-Financial Assets

The Federation 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 Federation makes an estimate of the asset's recoverable amount.

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

Impairment losses are recognised in comprehensive income statement.

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

2.15 Employee Benefits**(a) Defined contribution plans**

The Federation 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.

2.15 Employee Benefits (cont'd)**(b) 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 Federation 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.

2.16 Impairment of Financial Assets

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

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

2.17 Financial Instruments**a) Financial assets****i) Initial recognition and measurement**

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

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

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

2.17 Financial Instruments (cont'd)**a) Financial assets (cont'd)****(ii) Subsequent measurement**

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

(iii) Derecognition

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

b) Financial liabilities**i) Initial recognition and measurement**

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

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

ii) Subsequent measurement

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

iii) Derecognition

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

2.18 Leases

The Federation 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 Federation applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Federation recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

2.18 Leases (cont'd)**(a) As lessee****Right-of-use assets**

The Federation 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, as follow:

Land and Office premise - 3 years

If ownership of the leased asset transfers to the Federation 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 2.14.

Lease liabilities

At the commencement date of the lease, the Federation 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 Federation and payments of penalties for terminating the lease, if the lease term reflects the Federation 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 Federation 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 Federation's lease liabilities are disclosed in Note 9.

(b) As intermediate lessor

In classifying a sublease, the Federation as an intermediate lessor classifies the sublease as a finance or an operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset.

When the sublease is assessed as an operating lease, the Federation recognise lease income from sublease in profit or loss within "Rental income". The right-of-use asset relating to the head lease is not derecognised.

For contract which contains lease and non-lease components, the Federation allocates the consideration based on a relative stand-alone selling price basis.

2.19 **Conflict of Interest Policy**

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

3 **Property, Plant and Equipment**

	Sports equipment	Total
	\$	\$
Cost:		
At 1 April 2023	68,581	68,581
Additions	-	-
At 31 March 2024 and 1 April 2024	68,581	68,581
Additions	-	-
At 31 March 2025	68,581	68,581
Accumulated Depreciation:		
At 1 April 2023	51,083	51,083
Charge for the financial year	12,897	12,897
Disposals	-	-
At 31 March 2024 and 1 April 2024	63,980	63,980
Charge for the financial year	4,601	4,601
At 31 March 2025	68,581	68,581
Net Book Value:		
At 31 March 2025	-	-
At 31 March 2024	4,601	4,601

4 Right-of-use Assets

	Property \$
Cost:	
At 1 April 2023	443,069
Additions	-
At 31 March 2024 and 1 April 2024	443,069
Additions	-
At 31 March 2025	443,069
Accumulated Depreciation:	
At 1 April 2023	263,874
Current year depreciation	66,347
At 31 March 2024 and 1 April 2024	330,221
Charge for the year	68,296
At 31 March 2025	398,517
Net Book Value:	
At 31 March 2025	44,552
At 31 March 2024	112,848

5 Other Receivables

	2025 \$	2024 \$
<u>Other receivables:</u>		
Deposit	29,679	29,679
	29,679	29,679
	29,679	29,679

6 Cash and Cash Equivalents

	2025 \$	2024 \$
Cash and cash equivalents - restricted	123,447	95,559
Cash and cash equivalents - unrestricted	183,087	152,205
	306,534	247,764

Standard Chartered Bank is the banker of the Federation.

7 Trade and Other Payables

	2025 \$	2024 \$
<i>Trade payables:</i>		
Unutilised funds due to SportSG	29,982	30,670
	<u>29,982</u>	<u>30,670</u>
<i>Other payables:</i>		
Accrual	18,816	10,746
Advance Income	1,200	1,200
Other payables	16,774	-
Rental deposits received	4,400	4,400
	<u>41,190</u>	<u>16,346</u>
	<u><u>71,172</u></u>	<u><u>47,016</u></u>

Unutilised funds due to Sport Singapore pertains to excess annual grant disbursed by SportSG to NSA for NSA's operations and Sport Excellence Training Assistance Grant, SpexTag.

8 Reserves

	2025 \$	2024 \$
Unrestricted Funds - Accumulated Funds	<u>138,746</u>	<u>137,004</u>
Annual Operating Expenditure	<u>518,872</u>	<u>487,967</u>
Ratio of Reserves to Annual Operating Expenditure	0.27	0.28

The reserves of the Federation provide financial stability and the means for the development of the Federation's activities. The Executive Committee review the level of reserves regularly for the Federation's continuing obligations.

9 Lease Liabilities

	2025 \$	2024 \$
Lease liabilities instalments:		
- payable within 1 year	49,811	66,331
- payable after 1 year	-	50,720
	<u>49,811</u>	<u>117,051</u>

The weighted average incremental borrowing rate applied to lease liabilities recognised in the statement of financial position is 5.25%.

A reconciliation of lease liabilities to cash flows arising from financing activities is as follows:

	2025 \$	2024 \$
Balance at the beginning of the year	117,051	180,374
Payment of lease liabilities	(71,626)	(71,078)
Interest expense on lease liabilities	4,386	7,755
Balance at the end of the year	<u>49,811</u>	<u>117,051</u>

10 One Team Singapore Fund Donation

This represents funds received and designated according to One Team Singapore Fund terms and agreements.

11 SportSG One Team Singapore Fund

These funds are matching grants given by SportSG for donation of One Team Singapore Fund (Note 10).

12 Board Members' remuneration

The Board has not received any form of remuneration for their Board services from the Federation during the year.

13 Revenue

Revenue mainly includes contributions received and receivable for sports activities conducted during the year.

	2025	2024
	\$	\$
Subsidies from Sport Singapore	271,114	224,158
Registration and affiliation fees	79,780	99,260
Service income	80,930	60,535
	<u>431,824</u>	<u>385,348</u>

14 Tax-Exempt Receipts

	2025	2024
	\$	\$
Tax-exempt receipts issued for donations collected	<u>4,701</u>	<u>43,466</u>

15 Key Management Personnel Costs

	2025	2024
	\$	\$
Key management staff annual remuneration (Including CPF and bonuses)	<u>24,000</u>	<u>13,400</u>

	2025	2024
	\$	\$
Top three executives' annual remuneration (Including CPF and bonuses)	<u>82,600</u>	<u>68,540</u>

Number of executives in remuneration bands:
- Less than S\$100,000

3

3

16 Leases

Federation as a lessee

The Federation has lease contracts for property.

a) Carrying amounts of right-of-use assets

	Property	
	2025	2024
	\$	\$
Balance at the beginning of the year	112,848	179,195
Depreciation	(68,296)	(66,347)
Balance at the end of the year	<u>44,552</u>	<u>112,848</u>

b) Lease liabilities

The carrying amount of lease liabilities is disclosed in Note 9 and the maturity analysis of lease liabilities is disclosed in Note 9.

c) Amounts recognised in comprehensive income

	2025	2024
	\$	\$
Depreciation of right-of-use assets	68,296	66,347
Interest expense on lease liabilities	4,386	7,755
Total amount recognised in comprehensive	<u>72,682</u>	<u>74,102</u>

d) Total cash outflow

The Federation had total cash outflows for leases of \$71,626 in 2024 (2024: \$71,078).

e) Operating lease commitments

As at year end, the Federation has commitment for future lease payments under non-cancellable operating lease as follows:

	2025	2024
	\$	\$
Payable:		
- within one year	46,082	70,969
- within 2 to 5 years	-	46,082
	<u>46,082</u>	<u>117,051</u>

Leases where the lessor effectively retains substantially all risks and benefits of ownership of the leased items are classified as operating leases.

Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Federation as an intermediate lessor

The Federation acts as an intermediate lessor under arrangement in which it sub-leases out the hall in the leasehold property to third parties for monthly lease payments. The sub-lease periods do not form a major part of the remaining lease terms under the head leases and accordingly, the sub-leases are classified as an operating leases.

Income from subleasing the hall of its leasehold property recognised during the financial year 2025 was \$93,400 (2024: \$113,300).

17 Taxation

The income of the Federation is exempted from tax under Section 13 of the Singapore Income Tax Act Cap. 134.

18 Related Party Transactions

The Federation's related party transactions the are as follows:

	2025	2024
	\$	\$
Coaching fees paid to EC members	30,000	31,810
Honorarium fees paid to EC members	9,053	9,153
Per Diem paid to EC members	6,810	6,174

19 Overseas Expenditure

The Federation incurred the following overseas expenditure:

	2025	2024
	\$	\$
Total Overseas travel / accommodation / allowances / training	100,958	100,860

20 Financial Risk Management Objectives and Policies

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

Liquidity risk

The Federation's financing activities are managed by maintaining an adequate level of cash and cash equivalents to finance the operations. Grants from Sport Singapore and sponsorship ensure continuity of funding.

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

31 March 2025

	Within 1 year	1 - 2 years	Total
	\$	\$	\$
Trade and other payables	69,972	-	69,972
Lease liabilities	49,811	-	49,811
	<u>119,783</u>	<u>-</u>	<u>119,783</u>

31 March 2024

	Within 1 year	1 - 2 years	Total
	\$	\$	\$
Trade and other payables	45,816	-	45,816
Lease liabilities	66,331	50,720	117,051
	<u>112,147</u>	<u>50,720</u>	<u>162,867</u>

20 **Financial Risk Management Objectives and Policies (cont'd)****Credit risk**

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

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

21 **Fair Values of Financial Instruments**

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

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

Cash and cash equivalents, other receivables and other payables

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

Trade receivables and trade payables

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

Classification of Financial Instruments

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

	2025 \$	2024 \$
Financial assets		
Other receivables	29,679	29,679
Cash and cash equivalents	306,534	247,764
	<u>336,213</u>	<u>277,443</u>
Financial liabilities		
Trade and other payables	69,972	45,816
Lease liabilities	49,811	117,051
	<u>119,783</u>	<u>162,867</u>

22 **Accounting Estimates and Judgement in Applying Accounting Policies**

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

Key source of estimation uncertainty

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

22 Accounting Estimates and Judgement in Applying Accounting Policies (cont'd)*Depreciation of property, plant and equipment*

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

Impairment loss on other receivables

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

23 Capital Management

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

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

The Federation did not breach any gearing covenants during the financial years ended 31 March 2025 or 31 March 2024. In the same period, no significant changes were made in the objectives, policies or processes relating to the management of the Federation's capital structure.

24 Fund Raising Event

The Federation had no fund raising event during the year.



**ANNUAL REPORT FY24/25
FOR FINANCIAL YEAR ENDED 31 MARCH 2025**

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CORRIGENDUM

This document replaces the Governance Evaluation Checklist section in pages 37 to 39 of the Annual Report of Singapore Judo Federation for the Financial Year ended 31 March 2025 and should be read in conjunction with the Annual Report.

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes		2

Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	<p>Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:</p> <p>a. Audit b. Finance</p> <p>* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.</p>	2.3	Partial Compliance	Terms of reference are in place for some of the committees. The Board shall work with the various committees to adopt terms of reference in the coming year.	1
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2

10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes		2
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes		2

12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes		2
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Partial Compliance	The 10 year term limit shall apply from the year 2019.	1

14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	No	SJF does not currently conduct background checks. The Board shall evaluate in the coming year what types of background checks can feasibly be conducted.	0
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2

18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Partial Compliance	SJF has a Code of Conduct for Athletes. It shall develop an SJF Code of Conduct in the coming year.	1
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes		2
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes		2

23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	SJF currently has some of relevant policies and the Board shall work on adopting relevant policies for the remaining areas.	1
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	SJF considers the risks to its activities but does not have a formalised enterprise risk management framework.	1

Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2

32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Partial Compliance	SJF does not currently have a formal general whistle blowing policy although it has whistle blowing procedures in relation to safe sport issues. SJF shall be adopting a formal general whistle blowing policy in the coming year.	1

Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial Compliance	SJF does not have a formal media communication policy although currently the SJF informally requires that only authorised persons are empowered to speak to the media on behalf of SJF. The SJF shall be adopting a formal media communication policy in the coming year.	1

Total Score

67

Percentage

= (Total Score/Full Marks of 76) x 100%

88%