

ANNUAL REPORT

APRIL 2017 - MARCH 2018



MISSION

To develop a vibrant football culture to enhance national life, strengthen social harmony and evoke the Singapore Spirit.

VISION

To excel in ASEAN and compete at the ASIAN stage.

VALUES

*Teamwork
Inclusiveness
Transparency
Respect
Innovation
Passion*



PRESIDENT'S MESSAGE

Dear members,
It is my pleasure to present our Annual Report for the Financial Year of April 2017 to March 2018 on behalf of the Football Association of Singapore (FAS).

This year marks our first year since we were elected into office on 29 April 2017. We have taken stock of the situation of football in Singapore, and the majority of the year was spent addressing issues – both those we have identified and the ones that our stakeholders and partners in football highlighted to us.

To mark our commitment to a transparent FAS, we have taken a closer look at governance issues by engaging Deloitte to review the governance in FAS. Deloitte reviewed FAS' processes and procedures to ensure compliance with the Code of Governance for Charities and the Institutions of a Public Character issued by the Charity Council. The review also included recommendations to enhance checks and balances within FAS, between the Council and Management and within the Council.

A major project that we have undertaken this Financial Year is the revamp of the S.League to the Singapore Premier League (SPL). The road to the revamp was not easy, but was necessary for us to move Singapore football forward.

What was clear to us is that the League exists to build a stronger National Team for Singapore. Therefore, our league needs to be vibrant and have a strong affinity with the community. We have to engage the community and grassroots football; work with the youth and increase the level of professionalism across all levels.

The Ad Hoc S.League Review Committee was set up, and we are fortunate to have the fullest support of the Asian Football Confederation (AFC) to review and assess the previous S.League model. On 31 March 2018, the Singapore Premier League (SPL) was officially launched by Mdm Halimah Yacob, President of the Republic of Singapore, at the National Stadium, prior to the season opener between Albirex Niigata FC (S) and Tampines Rovers FC. This match was witnessed by a sizeable crowd of nearly 19,000 at the stadium, as well as about 96,000 watching the game through our live streaming platform.

We are also appreciative of our stakeholders, especially Tote Board, Sport Singapore and the Ministry of Culture, Community and Youth, who endorsed our plans to map the future of Singapore football by committing to a multi-year funding plan, which allows us to plan several years ahead.

What follows now then is for us to ensure that the progressive implementation of our plans go smoothly. The SPL is into its first season, with several new initiatives. Sustaining the momentum we have generated will not be straightforward given the challenges we face in resources, but we are heartened that the confidence and support from our stakeholders is higher and stronger than before.

Our efforts to lift Singapore football also encompasses the FAS National Football League (NFL). In the 2017 season, we announced the restructuring of the NFL to a two-division structure and implemented group insurance coverage for all NFL players. For the 2018 season, we continued with the provision of financial subsidies to all NFL clubs that fulfil a set of criteria. We also introduced additional referees in the form of fourth officials in all matches to enhance professionalism of the competition and bring it on par with the SPL's standard.



In recognising the need for NFL players to compete beyond our own NFL leagues, we have responded positively to an invitation by the Persatuan Bolasepak Melayu Malaysia to have a Singapore selection team participate in the 2018 Sultan's Gold Cup. The Sultan's Gold Cup is an annual amateur football competition participated by Malaysian state representative teams and invited teams. We have decided to select the best possible NFL players to represent Singapore in this edition. Former international Nazri Nasir will lead the team as Head Coach, and he will be supported by a backroom staff throughout the competition.

We are grateful to have the strong support from all our stakeholders throughout the implementation of FAS' new initiatives. This year, we have seen several new partners come on board with their belief in our vision for Singapore football. We are also humbled by the continuous support from our existing partners, several of whom have renewed their faith in us and what we are doing for Singapore football this year.

In February 2018, we signed a Memorandum of Understanding with the Singapore Sports Hub. Under the MOU, the FAS and Sports Hub have committed to play a minimum of seven matches at the National Stadium per calendar year for the next three years, including both international and domestic matches.

In 2018 alone, our Men's National 'A' Team, Men's Under-23 National Team, Women's National Team and all nine Singapore Premier League teams have had the opportunity to play in the iconic dome. This was only possible with the concerted effort from all of us to build a strong Singapore football culture.

This is also in line with FAS' and Sports Hub's shared vision to position the National Stadium as the Home of the Lions, and consequently, the Home of Singapore football. In this way, both the players and fans can identify with the iconic venue and feel the pride playing and supporting the footballers at the National Stadium.

Additionally in 2018, we have also signed MOUs with Republic Polytechnic and PSB Academy. The partnership with RP saw the launch of the RP-FAS Centre of Excellence while the collaboration with PSB Academy allows our SPL players to embark on academic programmes specially tailored for footballers.

We have also been working closely with other key stakeholders such as Sport Singapore. Our relationship with Sport Singapore is at its strongest as we are in alignment to refresh and reenergise the football scene.

Sport Singapore has updated us that the tender for the new Kallang Football Hub near Singapore Sports Hub has been awarded. The hub is expected to be ready in phases by the third quarter of 2019. It will include one full-sized natural sports turf pitch; two full-sized artificial turf pitches; one half-sized artificial turf pitch; four sheltered small-sided pitches; a running track; and a gym.

It will be the National Training Centre for National Teams across all age-groups, thus providing better quality sparring and competition simulations among teams. It will host international tournaments for youths and division leagues in partnership with regional academies. Together with the ActiveSG Football Academy's programmes and milestone events, the Kallang Football Hub will add vibrancy to the overall football ecosystem.

This past year has indeed been a busy year of change for all of us in the football fraternity, and we are immensely thankful for the support and patience given to us thus far. This was also why for the first time, we brought all of the Singapore football fraternity together during the 2017 FAS Nite to honour their contributions and achievements in the past year as a gesture of thanks and appreciation.

On this note, I once again would like to express my gratitude to all our partners and stakeholders, including our players, officials, fans, volunteers, sponsors, media and government agencies. Let us journey together to lift the spirits of Singapore football, to continue to work together towards our common goal and bring the Beautiful Game to greater heights.

Yours sincerely



Lim Kia Tong
President
Football Association of Singapore

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Let us journey together to lift the spirits of Singapore football, to continue to work together towards our common goal and bring the Beautiful Game to greater heights.

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GENERAL SECRETARY'S MESSAGE

Dear friends in football,

This year has been a period of flux for all of us here at the Football Association of Singapore (FAS). Beginning from the elections in April 2017, the secretariat, then headed by my predecessor, Mr. Winston Lee, together with the newly elected Council has been working tirelessly towards a renewed vision for Singapore football. We have embarked on a number of initiatives this year, setting the groundwork for outcomes that will be achieved for the future.

We started by looking inwards. In the course of the elections, some gaps and areas for improvement were identified, and we have taken those into account in our plans. Apart from laying the foundation for the development of Singapore football, we are also working to put in order matters within the organisation so that we are able to better focus on football. To that end, we have taken a more in-depth look at the governance of our organisation, which will be presented in the Governance report.

On an organisational level, we have moved from being a transactional organisation to one that holds generative conversations with our stakeholders. We recognise that the FAS will not be able to achieve our vision alone. Hence we have taken the additional step to consult with our stakeholders and as much as possible, involve them in the decision-making process this year. This also strengthens the trust and relationship we have with our stakeholders.

AFC President's Development Initiative

In November 2017, the President of the Asian Football Confederation (AFC), His Excellency Shaikh Salman bin Ebrahim Al Khalifa made an official visit to Singapore to underscore the close and positive relationship between the AFC and FAS.

The visit kick-started the AFC President's Development Initiative in Singapore – a consultation series with AFC Consultant Mr. Anter Isaac and AFC Development Officer (ASEAN), Mr. Visakan Subramaniam – which seeks to assist Member Associations identify and refine their main areas of focus and Core Development Goals, which comprises key administrative areas.

The longer-term objectives that we sought to achieve with the President's Development Initiatives were to address the administrative concerns of our organisation, and to implement best practices and tools such that we are able to run more effectively.

However, our immediate priority was the review of our professional league. The AFC's assistance has been invaluable as we undertook the responsibility of revamping the S.League to the Singapore Premier League (SPL) this year.

Revamp of the Professional League

This March 2018 marked a milestone in Singapore football, wherein we kicked-off the revamped domestic professional football league. Previously known as the S.League, the revamp to the Singapore Premier League was mooted to underline the new vision and attitude towards local football, which is geared towards improving the vibrancy of football in Singapore.

The objectives of the SPL are to grow our playing base, to have good governance, to create a vibrant fan experience and ultimately to ensure a steady pipeline of players for the National Team. We then identified four pillars to support these objectives – the league as a premium platform, sustainability of the league, professionalism throughout the league, and a vibrant football culture in Singapore. These pillars are the basis of all the changes and developments we have initiated.



Apart from the implementation of new competition rules, the SPL also saw a host of new initiatives aimed at making the national sport more entertaining and competitive to attract wider audiences.

An increased emphasis on players' fitness is put in the SPL, and this includes using the Yo-Yo Intermittent Recovery test – a more football-specific test – as the fitness assessment for the players.

We also looked at developing the clubs' and players' capabilities. Examples include the FAS Football Science and Medicine department conducting education sessions for clubs' sports trainers and physiotherapists and workshops for SPL match commissioners and clubs' general coordinators, media officers and security officers. Additionally, our Referees department also hold their monthly review sessions with an open invitation to all SPL clubs' coaches and officials to further allow clubs to understand the interpretation and applications of the Laws of the Game by match officials.

With fans at the heart of all that we do, we shifted most of the SPL fixtures to the weekends at 5.30pm to better cater to our fans. Clubs have also been actively organising pre-match activities, such as curtain raiser matches and community events, before their matches to create a more engaging experience for fans.

On the digital front, we launched a one-stop online ticketing platform in partnership with APACTix to provide an enhanced ticketing experience and had unprecedented coverage of matches online. With partners from mycujoo, Eleven Sports and The Straits Times, we sought to make SPL content more accessible to fans with the view of creating a vibrant football culture.

National Teams

The ultimate aim of the League is to build a stronger National Team for the future. Admittedly, the results of the National Teams in recent times – from our senior team, to the age-group squads – were not as desired.

At the senior level, despite a commendable away draw in Bahrain in March 2017 to open our 2019 AFC Asian Cup Qualifiers campaign, the Lions failed to qualify for the 2019 Asian Cup. Our Under-23 National Team, which participated in the 2017 Southeast Asian Games, were also unable to move to the next stage of competition.

This prompted us to review our National Teams set-up. We are currently in midst of the search for a National Team coach who will be able to build the National Team, boost player development, and develop a congruent

style of play that will build Singapore's competitiveness in international tournaments in the long-run.

As we need time to ensure that the right candidate takes up the job, we would like to extend our appreciation to Fandi Ahmad, who, recognising the importance of the ASEAN Football Federation (AFF) Suzuki Cup to our nation, voluntarily stepped up to lead the National Team for the 2018 tournament.

Fandi, who remains as the Young Lions' head coach in the SPL, continues to lead the Under-23 project towards next year's Southeast Asian Games and the 2020 Asian Football Confederation Under-23 Championship qualification.

Singapore has been placed in a difficult group for the 2018 AFF Suzuki Cup, facing the likes of defending champions Thailand, Indonesia and Philippines. However, as with every competition, the Lions will be giving their all in this November, starting from the crucial opening match against Indonesia.

I cannot emphasize enough the importance of fans' support for the National Team in such a campaign and it is our earnest hope to see the National Stadium, the Home of the Lions, awash in a sea of red cheering with one heart for our Lions.

Stakeholders and Partnerships

The Home of the Lions was an initiative launched this year in collaboration with the Singapore Sports Hub. The initiative came alongside a Memorandum of Understanding (MOU) between the FAS and the Singapore Sports Hub to play a minimum of seven matches at the Sports Hub to boost the calendar of football matches and related events.

As an Association, such partnerships are key for us to realise our shared vision for Singapore football. This year, we focused our attention on stakeholder engagement. The truth of the matter is that we will need to work closely with our stakeholders and partners in order to carry out our plans for Singapore football and advance the game at all levels.

We also signed an MOU with Republic Polytechnic (RP) to recognise them as the preferred academic partner of the FAS. The three-year partnership agreement aims to facilitate the sharing of best practices between the FAS and RP and provide the FAS an opportunity to educate and engage the youth on sport science. This is the first such collaboration between FAS and a polytechnic to improve the sport by leveraging on science, technology and education.

Our partnerships extend beyond Singapore shores, as evident from our close ties with the AFC as well as FIFA, the world governing body of football.

This year we also renewed our MOU with the Japan Football Association (JFA). Signed in 2011, we are grateful to the JFA to have agreed to renew this MOU in order for us to take advantage of the opportunities to collaborate further. The MOU has contributed to the development of football at various levels – from the grassroots, to Women's football to our senior Men's National Team.

The FAS continues to work closely with our range of partners and stakeholders of football to grow our game. We recognise that the development of the game is not a responsibility that we will be able to take on alone and requires the extended support and faith from our stakeholders. Strong relationships with our stakeholders will be the key to the success of what we hope to achieve for Singapore football, and we are fortunate that our stakeholders share our vision for Singapore football.

While not necessarily evident in current circumstances, we have been able to build upon certain past successes, and to that end, I would like to extend my appreciation to our former colleagues. As with in any period of transition, naturally there have been changes, including in the general secretariat. Whilst in the midst of restructuring and adjusting, I have to commend the positive way my colleagues have approached this transition. Many of the processes, practices and initiatives have changed – as they had to – and FAS, as an institution and as a collection of individuals, will continue to grow professionally, effectively and inclusively.

The following pages describe in detail the events of the Financial Year from April 2017 to March 2018, as well as the various activities on and off the pitch. The next 12 months will bring fresh opportunities and challenges but with the foundations we have laid down this year, we will be tackling them head on to raise the level of the Beautiful Game in Singapore.

Yours sincerely



Yazeen Buhari
General Secretary
Football Association of Singapore

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We firmly believe that strong relationships with our stakeholders will be the key to the success of what we hope to achieve for Singapore football.

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KEY HIGHLIGHTS

FAS 125TH ANNIVERSARY

Founded in 1892, the FAS celebrated its 125th anniversary in 2017. A landmark year for the organisation, the occasion was commemorated through activities with the local football fraternity, including members, legends and partners.



EXTRAORDINARY CONGRESS

Under the new FAS Constitution passed in November 2016, members elected the new FAS Council Members for the term of 2017 – 2021 in April 2017.



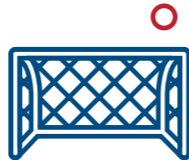
FAS CORPORATE GOVERNANCE

The FAS follows the Code of Governance for Charities and IPCs very closely, making it more effective, transparent and accountable to our stakeholders. We have zero tolerance towards discrimination and embrace the ethos of "regardless of race, language or religion". In July 2018, the FAS established a Procurement Department to enhance procurement processes.



GOALKEEPING ACADEMY SINGAPORE

The FAS established the Goalkeeping Academy Singapore (GAS) in 2016 and it attracted huge interest among the public. From 20 goalkeepers in 2016, the numbers grew to a healthy 115 goalkeepers in 2017.



STAKEHOLDER ENGAGEMENT

Under the new FAS Council and management, the FAS took a more active role in engaging with the various stakeholders involved in Singapore football. The FAS' position is and remains that it is open to dialogue and discussion, where engagement sessions were held including representatives from SPL and NFL clubs, private football academies and fan groups, to name a few.



ASIAN FOOTBALL CONFEDERATION (AFC) PRESIDENT'S DEVELOPMENT INITIATIVE

A series of visits were held with AFC President Shaikh Salman Bin Ebrahim Al Khalifa, General Secretary Dato' Windsor John and Consultant Anter Isaac to assist the FAS in the continued development of Singapore football, including the review of the local professional league, corporate governance, organisational excellence and referee management.

S.LEAGUE REVIEW

The S.League underwent a revamp in 2017 to the Singapore Premier League to distinctly reflect the new values and goals for the League. In consultation with experts from the AFC and the clubs, the revamp focused on four key pillars: a premium platform for youth development, professionalism, sustainability, and a vibrant football culture.

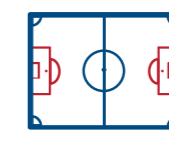


JAPAN FOOTBALL ASSOCIATION PARTNERSHIP

The FAS and JFA renewed the Memorandum of Understanding in February 2018 for an additional three years. The partnership includes sharing of expertise in football administration and management, exchange and attachment programmes, international friendly matches and training camps.

ASEAN FOOTBALL FEDERATION (AFF) AWARDS 2017

National Team captain Hariss Harun was selected by the ASEAN Football Federation (AFF) in the AFF Best XI 2016, and FIFA Referee Muhammad Taqi was named AFF Referee of the Year 2016 (Men) at the AFF Awards 2017 ceremony.



FIFA U-17 WORLD CUP

Muhammad Taqi, Edwin Lee and Ronnie Koh were appointed to officiate at the FIFA Under-17 World Cup India held in October 2017. Not only were they the only trio of referees from Southeast Asia, it is also the first time a Singaporean trio has been appointed to a FIFA international tournament.

AFC GRASSROOTS AWARD

The FAS was awarded the AFC President Recognition Award for Grassroots Football in the Developing Member Association (MA) category at the AFC Annual Awards in November 2017. The award is a recognition by the AFC for our efforts in developing and promoting grassroots football, which include technical programmes as well as grassroots partnerships and activities.

SPL LAUNCH

The Singapore Premier League was launched on 31 March 2018 by President Halimah Yacob at the Singapore Sports Hub.



CAPABILITY DEVELOPMENT

• Courses and Seminars

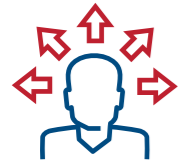
The FAS, in conjunction with the AFC, organised a Match Commissioner course and a Club General Coordinator/Media Officer/Security Officer seminar for the first time in March 2018. Aimed at developing capabilities and improving professionalism of the SPL, the courses were conducted by experienced AFC Consultant Mr. Jeysing Muthiah and were attended by 60 participants over three days.

• Fitness Monitoring

With the heightened emphasis on fitness in the SPL, the Yo-Yo Intermittent Recovery test became the standard gauge of players' fitness levels with better considerations of the intensity and activity pattern of football.

• Content Creation

The SPL ramped up efforts on social media to engage with fans. Tips on using social media effectively to engage with fans were also shared with the SPL clubs through a social media workshop conducted during April and May 2018. SPL matches were livestreamed on Mediacorp Toggle for the 2017 season and MyCujoo for the 2018 season.



SCHOOLS PREMIER LEAGUE

The FAS initiated and collaborated with MOE to organize the School Premier League competition. The competition format stretched the players' potential that was good for their technical development.

SPORTS SCIENCE PARTNERSHIP

The FAS and Republic Polytechnic signed a Memorandum of Understanding in March 2018 to leverage on the benefits of Sports Science. Under the MOU, the National 'A' Team, FFA teams and Women's teams would be able to use facilities such as the VO2max and DEXA Scan measurements in the Centre of Excellence based in the RP Sports Engineering Laboratory.



HOME OF THE LIONS

The FAS and the Singapore Sports Hub signed a Memorandum of Understanding in February 2018 to formally recognise the National Stadium as the Home of the Lions. Under the MOU, at least seven matches featuring the various National Teams or domestic clubs would be played at the National Stadium each year.

EDUCATION PARTNERSHIP

The FAS partnered PSB Academy on July 2018 to provide professional footballer players with a pathway for continuous learning and further education. This is the first time that FAS had collaborated with a Private Education Institution to help prepare players for life after they retire from their professional football career. The FAS has been committed to enabling footballers to be well equipped to deliver their best on the pitch.





FOOTBALL
ASSOCIATION SINGAPORE

125
YEARS

FOUNDED
1892

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FOREWORD

Many of us recall the shocking events surrounding the FAS elections in 2017 with a degree of regret. The highly publicised raids on the offices of the FAS and a number of Member Associations had reinforced significant public concerns over issues of governance in the wider football family, and shook the confidence that stakeholders previously had in the FAS as a well-governed organisation.

The newly elected council was clear in its priority; it needed to rapidly restore good governance and integrity throughout the system and rebuild the reputation of the FAS as the nation's best run NSA, and immediately set about this task.

Within days of being elected, the council announced the formation of a Governance Task Force, a body that announced a slew of measures to improve governance throughout the FAS within 12 weeks. The FAS also reinforced this effort by commissioning Deloitte & Touche

LLP to review the processes and procedures in the FAS to ensure compliance with the latest Charities Code of Governance issued by the Charity Council. The key recommendations have been accepted and we are in the process of implementing all of them.



At the individual level, all Council Members and Senior FAS staff were made to declare income from other football related activities and their conflict of interests. All were also on-boarded in a detailed brief of duties and expectations, and included the signing of a declaration with regard to financial embarrassment and a code of conduct to govern behaviour and to protect the integrity of the FAS.

Decisions were made to revise the approval powers of the President and General Secretary, with authority being moved to EXCO, relevant committees and Council. New regulations for the acceptance of donations were imposed, making it mandatory for EXCO to be notified of donations above \$50,000 and for the use of these donations to be solely for the benefit of Singapore football. Control measures were imposed to entrust EXCO in the signing of commercial deals by the FAS, and the appointment and remuneration of high-salaried FAS employees.

The procedure for procurement, which was previously decentralised, was also centralised to enable greater oversight. The FAS also made representations to the authorities over the changes in gaming rules, which has represented a source of funding for football for many years. While the new regulations has affected funding, we believe these were necessary to curb excesses of the past.

These changes have now been in operation for several months and while it will require some time for the system to stabilise, this has laid the foundation for a more accountable and well governed FAS. But the effort, must go beyond the FAS as an organisation. The FAS has a duty to also help its Member Associates, especially those that receive public funding, to raise their level of governance as well, and to be accountable. This will be the next phase of its work.

The FAS pledges its steadfast commitment to restore its reputation as an exemplary NSA, one that is transparent, proficient and inclusive, and to lead the entire football community to be the same. It is only then can we enjoy the strong support of stakeholders, and in so doing, aspire to bring Singapore football to where we believe it deserves to be.

Bernard Tan
Deputy President
Football Association of Singapore

A REVAMPED FAS

In December 2015, the FAS announced its plans to change to an Elected Council, in line with FIFA's requirement for all Member Associations (MA) to adopt a Constitution whereby their members elect its MA's Council members. As the Ministry of Culture, Community and Youth previously appointed the FAS Council members, the amendment paved way for the football fraternity to elect its leaders.

A drafting committee was designated to work in consultation with FIFA to produce a list of proposed amendments that would pave the way for the election of office bearers at a subsequent Congress. A series of engagement sessions with the respective stakeholders of the FAS were facilitated to review and amend the Constitution, in consultation with members of the FAS and representatives from FIFA and AFC.

Under the revised FAS Constitution, a female member must be elected to ensure female representation in the Council. This was in line with FIFA's direction of promoting women as an explicit statutory objective to create a more diverse decision-making environment and culture. In addition, the elected council would

now serve a four-year term instead of its customary two-year term.

On 7 November 2016, the FAS hosted an Extraordinary General Meeting to pass the new FAS Constitution, which was endorsed by FIFA. The members of the FAS unanimously approved the new FAS Constitution.

The preceding council's term ended on 15 November 2016. A seven member Provisional Council led by Provisional President Mr. Lim Kia Tong, took reign of the FAS Council on 16 November 2016 till the Extraordinary Congress held on 29 April 2017. The Ad Hoc Electoral Committee was appointed to assist the FAS Provisional Council to oversee all tasks relating to the organisation and supervision of the election for the FAS Council. The Ad Hoc Electoral Appeal Committee was also appointed to assist the FAS Provisional Council to oversee the appeal process for the election.

Following the approved FAS Constitution, an Extraordinary Congress was held on 29 April 2017 where the members of the FAS elected the 15-member Council (2017-2021) for the very first time in local football history.



THE FAS' FIRST ELECTED COUNCIL

In a milestone year for the FAS, the FAS Electoral Code administered the Elective Congress in the Extraordinary Congress held on 29 April 2017. The first ever elections of the council was conducted by a secret ballot in accordance to the revised FAS constitution. Candidates for all offices of the Council were subjected to integrity checks prior to their election conducted by the Ad Hoc Electoral Committee. In a milestone year for the FAS, the FAS Electoral Code administered the Elective Congress in the Extraordinary Congress held on 29 April 2017. The first ever elections of the council was conducted by a secret ballot in accordance to the revised FAS constitution. Candidates for all offices of the Council were subjected to integrity checks prior to their election conducted by the Ad Hoc Electoral Committee.

The FAS is governed by the elected Council comprising of:

- The President
- The Deputy President
- Four Vice-Presidents
- One female member
- Eight other members

The Executive Committee (EXCO) comprise of the President, Deputy President and four Vice-Presidents, and is the executive body of the FAS. The EXCO is also made up of a Treasurer whom is appointed by Council, and the General Secretary, both of whom do not have voting rights.

The Council's term runs for four years and its governing instrument is the FAS Constitution, which defines the Council's composition, the election process and tenure of the office bearers. This includes a maximum limit of four consecutive years for the position of Treasurer and not more than three full terms (each term consisting of four years) for the office of President. Induction and orientation was provided to incoming Council members to familiarise themselves with the FAS' operations. No Council member holds staff appointments and is not remunerated for their services.

The Council is responsible for indicating principles and practices of good governance in the FAS. It ensures that the Charity is well managed and compliant with all relevant laws and regulations. The Council also conducts a regular self-evaluation to assess its performance and effectiveness once every three years. In the spirit of transparency and better governance, the Council is required to make declarations through the validation of the following forms:

- Code of Conduct
- Conflict of Interest Disclosure
- Confidentiality Agreement
- Financial Embarrassment Declaration
- Personal Data Protection Act Consent
- Anti-Betting Declaration
- Declaration of Official Appointment

The first elected Council immediately worked on restoring the FAS' reputation, especially in the areas of systems, structures and processes.

The election of a new leadership has seen the FAS in reassessing its standards of governance through a comprehensive review of the corporate governance framework. This was accompanied by reforms and considerable improvements in governance, transparency and accountability. The internal operations and administration of the FAS were restructured in line with the governance standards adopted.

The Council identified key areas to invigorate for the betterment of the football fraternity:

- Create a transparent FAS with high standards of administration
- Create more facilities to achieve the vision of a football-playing nation
- Review the S-League and expand competitions at all levels to meet national objectives
- Enlarge and enhance the pool of coaches, referees, administrators and volunteers through consultative bodies and mentorship
- Increase the number of Centres of Excellence (COE) from three to a league of at least fifteen, and review the National Football Academy (NFA)
- Harness sports science and technology to boost development, fitness and performance of players
- Establish high performance targets for the various national teams over the next five to ten years
- Collaborate with private and public academies to increase participation and make football fun for kids to learn, and work with more schools to include football as a CCA
- Double the participation of girls playing football and send a women's team to the SEA Games within five years

The Council recognizes the work needed in fulfilling this vision. In light of preceding endeavors, the Council is committed to restoring the governance of the FAS through concerted and strategic steps.



STRUCTURE OF THE FAS

The FAS is the national controlling body for Association Football, Futsal and Beach Football in Singapore. It is an association officially registered with the Registrar of Societies under the provisions of the Societies Act.

The Bodies of FAS consist of a Legislative Body, an Executive Body, an Administrative Body and the Judicial Bodies:

- The FAS Congress is the supreme and Legislative Body for Association Football in Singapore
- The Council and the Executive Committee are the Executive Bodies of the FAS
- The General Secretariat is the Administrative Body of the FAS
- The Judicial Bodies are the Disciplinary Committee, the Appeal Committee and the Ethics Committee

The Standing Committees and Ad-hoc Committees of FAS shall advise and assist the Executive Committee in fulfilling its duties. The chairperson of each of the standing committee is a member of the Council. Members of the standing committees are appointed on a four-year term. The standing committees coordinate their respective meetings in collaboration with the General Secretary, and reports to the Council based on their areas of functions.

At the 35th Annual Congress 2017, elections were held for the FAS Judicial Bodies, Audit and Compliance Committee, Electoral Committee and Electoral Appeal Committees. Each committee comprise of a Chairperson, assisted by a Deputy Chairperson and supported by its members. The members serve independently and may not belong to any other body of FAS at the same time.

CODE OF CONDUCT

The Code of Conduct conveys the responsibilities of stakeholders for their compliance with a number of laws and policies, placing these obligations within the context of the FAS's values with the commitment to conduct its business with integrity.

All Council members, employees and players under the purview of the FAS have to sign a Code of Conduct Compliance Undertaking Form, The Code of Conduct includes key ethical areas such as data confidentiality, conduct of operations, contractual relations, zero tolerance policy and finance integrity. One such finance integrity includes abstaining themselves from placing bets on the FAS and SPL football matches.

CONFLICT OF INTEREST

All Council members, employees and players are required to submit a declaration of Conflict of Interest upon joining the FAS and annually thereafter. The policy requires Council members, employees, and players to act in the interests of the FAS and declare actual or potential conflicts of interest to the Council at the earliest opportunity. Council members do not vote or participate in decision-making on matters where they have a conflict of interest.

Similar stance had been made for the FAS' procurement processes, whereby employees and contracted vendors are required to declare any known conflict of interest that exists in any transactions.

To reinforce the importance of professional integrity, concerted efforts were made by the FAS to constantly educate employees, players and officials on the above policies through regular engagement sessions.

FAS CONGRESS

The FAS Congress is the supreme and legislative body of the FAS and is comprised of all its Members.

The Congress assembles every year and performs the following key activities:

- Decide to admit, suspend or expel an Ordinary Member
- Approve the financial statements
- Approve the budget
- Vote on proposals for amendments to the Constitution, Standing Orders, Rules and Regulations and By-Laws
- Approval of appointment of independent auditors upon the proposal of the Executive Committee
- Election of the President, Deputy President, Vice-Presidents and other members of the FAS Council



REFORMED GOVERNANCE IN THE FAS

As a Charity and IPC, the FAS closely follows the Code of Governance for large Charities and IPCs as part of its concerted efforts to be more transparent and accountable to its stakeholders. The Code of Governance also chaperons the FAS towards effective management towards fulfilling its mission and vision.

Prior to the Council election, the FAS had established the following policies:

- Code of Conduct
- Communications & Social Media Policy and Guidelines
- Employee Handbook
- Enterprise Risk Management ("ERM") Framework Manual
- Financial Policies Manual
- Financial Procedures Manual
- Human Resource Policies & Procedures Manual

These policies have been aligned with applicable regulations (such as Financial Regulations for NSAs for financial matters and the Ministry of Manpower practices for human resource matters) to improve the clarity and transparency in decision-making. In this respect,



Subsequently, the Council introduced the following initiatives to strengthen the governance standards in the FAS:

- Change of Auditor to Deloitte & Touche LLP
- Establishment of a Procurement and Compliance Department
- Changes in approving authority for expenditure and payments
- Changes in approving authority and signatories for long-term contracts or commitments
- Decision to vote for bodies which the FAS is affiliated to
- Hiring of key positions in the FAS
- Engagement of External Consultants
- Establishment of a Remuneration and Nominations Committee
- Changes to the donations received policy

In 2017, the Council appointed Deloitte & Touche LLP to review the processes and procedures in the FAS to ensure compliance with the Code of Governance and to review its decision-making processes. The objective of the review was to ensure that the FAS maintains its reputation of good governance, transparency and ethics, reflecting its status as a top National Sport Association (NSA) and winner of the Charity Transparency Awards 2016, bestowed in recognition of the charity's exemplary transparency and disclosure practices.

Deloitte & Touche also reviewed the FAS' internal policies and controls, financial processes, branding, management of key appointments, venue selection and team matters. The review was adapted in accordance to the internationally recognized COSO (Committee of Sponsoring Organisations) 2013 Internal Control Framework.

Deloitte & Touche further identified areas of improvements in terms of reference of certain committees within the FAS, self-evaluation by the Council, matters presented to the Council/committees, monitoring/reporting and operational matters such as players' contract, behavior on social media and player selections.

On the recommendation of Deloitte, the Council implemented improvements in the following areas:

1. Formulation of budget plan
2. Fixed Assets Management Policy
3. Review of contracts with players and coaches
4. Familiarity of sponsors requirements and social media guidelines by the players
5. Establishment of Remuneration Committee
6. Establishment of Key Performance Indicators ("KPIs") for Individual Standing Committees
7. Communication around player/team selection.

INDEPENDENT REVIEWS

Shared Services for Charities had been assisting the FAS to perform independent reviews since the year 2011, and were appointed in 2016 for the period of 2016 to 2018. The review ensures that the financial controls and processes in place are robust, providing an important indication on the performance of the board members and staff. The areas reviewed were as follows:

- Revenue and Receipts
- Cash and Investment Management
- Inventory Management
- Fixed Assets Management
- Human Resources and Payroll Processing
- Donation Management and Fund Raising
- Grant Management

Upon the successful completion of each review, the auditors issued recommendations on areas of improvements, implemented immediately by the FAS.

EXTERNAL AUDITS

Financial, management and technical audits had been conducted by FIFA, AFC and SportSG in areas such as administration, management, referees and facilities over the past year. As part of SportSG's funding requirement, National Sports Associations (NSAs) are required to carry out a Financial Regulations Compliance audit once every 3 years.

The external auditors reviewed the financial statements prepared in accordance with the Financial Reporting Standards (FRSs) in Singapore, at the end of each financial year. **Thus far, the FAS accounts have received a "clean" opinion by the auditors.**

FINANCIAL GOVERNANCE

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

The FAS took concentrated efforts towards preserving a sound policy for its financial management.

Reviews of the operational and internal controls are regularly conducted to safeguard its functionality and significance. Where an area requires its controls to be reinforced, revised controls would be implemented immediately upon discussion with the finance team. Changes to the policies and procedures are updated in the FAS Financial Policies and Procedures manual.

The FAS adapted the Revised Financial Regulations for NSAs issued by SportSG in April 2018, except that the FAS retained the procurement limits for Small Value Purchase (SVP), Invitation to Quote (ITQ) and Invitation to Tender (ITT) that were already in place before the guidelines were issued. A Procurement and Compliance Department was established to check and ensure that the procurement guidelines were adhered to by all departments.

To tighten the financial controls, approval limits for expenditure were changed. For expenditures above \$50,000 to \$100,000, Committee B, comprising of Deputy President, 1 Vice-President and 1 Council Member, grants approval. While for expenditures above \$100,000, Committee A, comprising of President, 1 Vice-President and 1 Council Member, grants the approval.

FUND RAISING AND DONATIONS

The FAS is eligible to receive cash donations for its activities. All collections are properly accounted and promptly deposited into its bank account. Donations-in-kind received from sponsors are recorded, securely stored and accurately accounted.

Donations to the FAS that are above \$50,000 in value have to be approved by the EXCO and all donations received by the FAS must be for the benefit of the FAS only. Donations through the FAS is prohibited.

BUDGETS AND STRATEGIC PLANNING

Budgets are drawn up annually to carefully plan and implement the FAS' vision and mission and to ensure that its operations and programmes are directed towards achieving its objectives.

The Council also reviews and approves the strategic plan for the FAS. The strategic plan is to ensure that the FAS' activities are in line with its objectives and develop the FAS' capacity and capabilities.

GOVERNANCE OF SPL CLUBS

CAPITAL ASSET MANAGEMENT

The FAS maintains a fixed assets register to account for all its fixed assets. Sighting of the assets are conducted up to twice a year to ensure that its accountability and

functionality. In addition, the FAS also ensures that its facilities and assets are effectively utilised.

RESERVES MANAGEMENT

The FAS is funded on a deficit-funding basis. TOTE Board supplements the funds and has handed the administration of its donation to SportSG since 1 April 2017. These funds are channeled towards FAS' programmes, events and operations.

The FAS maintains two types of Restricted Funds – The Care United Fund and The Football Development Fund. These funds are setup and used solely for clear and justifiable needs with the following objectives:

(A) Care United Fund

The funds raised are to support community outreach programmes, which have the following three key thrusts:

- Children Financial Assistance (CFA) Scheme
- Transportation for Elderly Folks (TEF) Scheme
- Development of Women's Football (DWF) Scheme

(B) Football Development Fund

The Football Development Fund is to support the following five key realms:

- National Training Centre and upgrading of football facilities
- Academic-cum-football scholarships
- Attachments for coaches, players and referees
- Attachments for management and support staff
- Sports Science and Medicine support and facilities for various age-group teams and SPL

At the start of the season, SPL Clubs are required to submit the following documents:

- Club Organisation Chart
- Governance Checklist
- Declaration of Conflict of Interest
- Club-approved Budget (submitted under the Club Licensing Admin System)
- Tighter Gaming Regulations

To further enhance governance in SPL clubs, the FAS has stipulated in the Financial Directive that in the event that if any club fails to submit their monthly management accounts (including on-time payment of staff wages and Central Provident Fund Board contributions) and relevant documents for the disbursement of monthly club subsidies by the due date, penalties would be imposed.

In addition, the appointment of the General Managers, Head Coaches, Fitness Coaches and COE Coaches, where applicable, would have to be endorsed by the FAS and SportSG to qualify for subsidies (w.e.f. 2019).

The six local SPL clubs are also subjected to club licensing regulations, whereby clubs have to submit the required documents to fulfil the regulation criteria in order for participation in the national league as well as AFC competitions. The five main criteria are as follows:

1. Sporting
2. Infrastructure
3. Personnel and Administrative
4. Legal
5. Financial

To standardize the procedures and enhance the governance at the SPL Clubs, the FAS would emplace several policies and regulations for the Clubs' compliance. These policies and regulations would focus in the areas of Finance, Human Resource and Information Technology, to ensure that basic governance subsists at the Clubs' level. These policies and regulations would be emplaced in phases starting from end-2018. Audits would be conducted from 2019 to ensure that the Clubs comply with the policies and regulations. Compulsory workshops and sharing sessions would be conducted for Club officials on a regular basis to ensure adherence to these governance standards.



FAS MEMBERS

For the period ending 31 December 2017, the FAS had a total of 44 Ordinary members and 12 Associate members.

Members' obligations include the following:

- Comply fully with the Constitution, regulations, directives and decisions of FIFA, AFC and FAS at all times and to ensure that these are also respected by its members
- Ensure the election of its decision-making bodies
- Take part in FAS approved sanctioned competitions and other football related activities organised by the FAS
- Pay their prescribed membership fees as stipulated by the FAS;
- Respect the Laws of the Game, the Futsal Laws of the Game and the Beach Soccer Laws of the Game and to ensure that these are also respected by its Members, through a statutory provisions
- Adopt a statutory clause specifying that any dispute requiring arbitration involving itself or one of its members and relating to the Constitution, regulations, directives and decisions of FIFA, AFC, FAS or the League(s) shall only be referred to an Arbitration Tribunal or the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland, both as specified in this Constitution and in the statutes of FIFA and AFC and that any recourse to Ordinary Courts is prohibited, provided that this does not violate binding law

- Communicate to the FAS any amendment of its Constitution and regulations as well as the list of its Officials or persons who are authorised signatories with the right to enter into legally binding agreements with third parties
- Not to maintain any relations of a sporting nature with entities that are not recognised or with Members that have been suspended or expelled;
- Observe the principles of loyalty, integrity and good sporting behaviour as an expression of fair play through a statutory provision
- Observe the mandatory items specified under Article 10.3 for the duration of their affiliation
- Administer a register of members which shall regularly be updated
- Ratify statutes that are in accordance with the requirements of the Constitution of the FAS.

The FAS would be reviewing the membership criteria in line with strengthening local football development. **The intent of the review was to incorporate professionally managed clubs of all levels into the fraternity, where its administrative, financial and technical acumen translates into development of sustainable programmes and production of quality players. By broadening the base, the FAS aims to enhance the football eco-system.**

HUMAN RESOURCE AND VOLUNTEER MANGEMENT

The FAS had emplaced Human Resource Policies approved by the Council, and Code of Conduct for its Council members, employees and volunteers. These policies were directed at attracting and retaining staff with suitable qualifications and experiences. Processes for the recruitment of staff, setting of remuneration, performance appraisal system, training and development of staff and disciplinary actions are documented for efficient human resource practices.

The FAS relies on its volunteers for its successful match-day operations. A volunteer management system had been developed to enhance volunteer management practices in the FAS to achieve the following objectives:

- Actively involve volunteers across the organisation
- Cultivate the spirit of tapping on expertise of volunteers
- Spread community engagement in Singapore through football

RISK ASSESSMENT

Risk Assessment entails an objective evaluation of all plausible risk events that may potentially have an impact on the FAS' mission and objectives. In 2016, the FAS undertook an exercise to identify the principle risks that it may face and how these risks could be mitigated and effectively managed. It involved establishing risk parameters, identifying and prioritizing risks, assigning risk owners and assessing the adequacy and effectiveness of existing controls to manage the risks within target.

The FAS subsequently developed a risk framework that provided an overview of the architecture for identifying and managing risks. The 'Four Lines Defence' model was embraced and evolves around processes, people and systems:

- 1st Line of Defence** Business Governance and Policy Management. This included Operational Governance, Financial Governance and Policy Management.
- 2nd Line of Defence** Management and Assurance, which included Risk Management and Compliance
- 3rd Line of Defence** Independent Assurance, which included Internal and External Audit
- 4th Line of Defence** Board Oversight

PUBLIC IMAGE

The FAS has a documented communication policy on the release of information about the charity and its activities to its stakeholders, including the media and the public.

The FAS also recognise football fans as a key stakeholder. The FAS website is a convenient and useful means for the public and stakeholders to provide feedback and opinions on matters that interest them. The Corporate Communications department is responsible for collecting feedback from stakeholders and public, as well as providing prompt responses to the parties concerned through the forum page. Strict standard operating procedures are in place concerning feedback and responses.

To comply with the Personal Data Protection Act 2012 (PDPA), the FAS has developed a PDPA Policy and Procedures Manual to safeguard individual's personal data against misuse and to promote proper management of personal data. The manual sets out the definitions, general guidelines and monitoring procedures to comply with PDPA.

WHISTLE BLOWING

The FAS developed a Whistle-blowing Policy, envisioned to provide an avenue for employees, volunteers and external parties to raise concerns and offer reassurance that they would be protected from reprisals or victimisation for whistle blowing in good faith. The policy is also intended to encourage employees to raise concerns, in confidence, about possible irregularities.

The objectives of the policy are to:

- Deter wrongdoing and to promote standards of good corporate practices
- Provision of proper avenues for employees and volunteers to raise concerns about actual or suspected improprieties in matters of financial reporting or other matters and receive feedback on any action taken.
- Give employees and volunteers the assurance that they would be protected from reprisals or victimisation for whistle blowing in good faith.

COMMITMENT TOWARDS THE FRATERNITY

The FAS has zero tolerance towards discrimination and embraces the ethos of "regardless of race, language or religion".

The FAS produces an Annual Report to its stakeholders, providing information and highlights of the management committees, competitive results, range of programmes and audited financials for its financial year.

The FAS is committed to being a cohesive organisation that promotes Inclusiveness, Respect and Fair Play as part of our efforts to encourage diversity and anti-discrimination in football. With support from our stakeholders and staff, the FAS has collectively undertaken measures to encourage and promote diversity as well as prevent discrimination in football. Various programmes have also been organised to ensure that football is accessible and available to everyone.



LEADERSHIP

ADVISORS

W.E.F. 16 NOVEMBER 2017



Mah Bow Tan



A/P Ho Peng Kee



EXECUTIVE COMMITTEE MEMBERS

W.E.F. 29 APRIL 2017

- | | |
|---------------------------------|---------------------------------|
| 1 Lim Kia Tong, President | 4 Razali Saad, Vice-President |
| 2 Bernard Tan, Deputy President | 5 S.Thavaneson, Vice-President |
| 3 Edwin Tong, Vice-President | 6 Teo Hock Seng, Vice-President |

COUNCIL MEMBERS

W.E.F. 29 APRIL 2017

- | | |
|-------------------|------------------|
| 7 Darwin Jalil | 12 Michael Foo |
| 8 Dr. Dinesh Nair | 13 Rizal Rasudin |
| 9 Forrest Li | 14 Sharda Parvin |
| 10 Kelvin Teo | 15 Yakob Hashim |
| 11 Lim Tong Hai | |

Council Meetings (April 2017 – March 2018)

- | | |
|-----------------|-----------------|
| 2 May 2017 | 26 October 2017 |
| 27 July 2017 | 19 March 2018 |
| 11 October 2017 | |



HONORARY MEMBER & EX-OFFICIOS

- 16 Lelaina Lim
Honorary Treasurer
(w.e.f. 27 July 2017)

Winston Lee *(not in picture)*
General Secretary
(till 31 December 2017)

- 17 Yazeen Buhari
General Secretary
(w.e.f. 1 September 2018)

TEAM FAS

COMMITTEES

JUDICIAL BODIES (2017 – 2021)

Appeal
Chairperson:
Mr Abdul Salim Ahmed Ibrahim, PBM

Disciplinary
Chairperson: Mr. K. Bala Chandran

Ethics
Chairperson: Mr. Jeffrey Beh

AUDIT & COMPLIANCE COMMITTEE (2017 – 2021)

Chairperson: Mr. Jackson Yap

AD HOC COMMITTEES (2017)

Ad Hoc Appeal
Chairperson: Mr. Michael Kuah

Ad Hoc Audit & Compliance
Chairperson: Mr. Jackson Yap

Ad Hoc Electoral
Chairperson:
Mr. K. Bala Chandran¹
Mr. Chandra Mohan²

Ad Hoc Ethics
Chairperson: Mr. Mohamed Muzammil

ELECTORAL APPEAL COMMITTEE (2017 – 2021)

Chairperson: Mr. Eu Hai Meng

ELECTORAL COMMITTEE (2017 – 2021)

Chairperson:
Mr. Ng Yong Ern Raymond

STANDING COMMITTEES (2017 – 2021)

Administration & Finance
Chairperson: Mr. Bernard Tan

Business Development
Chairperson: Mr. Forrest Li

Community Outreach,
Grassroots & Volunteer
Chairperson: Mr. Michael Foo

Competitions
Chairperson: Mr. S. Thavaneson

Disability and Special Needs
Players
Chairperson: Mr. Razali Saad

Facilities
Chairperson: Mr. Bernard Tan

Football Development &
Excellence
Chairperson: Mr. Lim Kia Tong

International Relations
Chairperson: Mr. Lim Kia Tong

Legal
Chairperson: Mr. Edwin Tong

Medical
Chairperson: Dr. Dinesh Nair

Players' Status
Chairperson: Mr. Kelvin Teo

Players' Welfare
Chairperson: Mr. Teo Hock Seng

Referees
Chairperson: Mr. Lim Tong Hai

Security
Chairperson: Mr. Rizal Rasudin

Women
Chairperson: Ms. Sharda Parvin

AFFILIATES

ORDINARY MEMBERS

Academy Junior Football Club

Admiralty CSC

Admiralty Football Club

Albirex Niigata Football Club (Singapore)

Arion Football Academy LLP

Balestier Khalsa Football Club

Balestier United Recreation Club

Bishan Barx FC

Eunos Crescent Football Club

Geylang International Football Club

GFA Sporting Westlake Football Club

GFA Victoria Football Club

Gombak United Football Club

Gymkhana Football Club

Home United Football Club

Hougang United Football Club

Jungfrau Punggol FC

Kaki Bukit Sports Club

Katong Football Club

Kembangan United FC

NTUC Club

Police Sports Association

Republic Polytechnic

Siglap CSC

Singapore Armed Forces Sports Association

Singapore Cricket Club

Singapore Government Services Football League

Singapore Hotel Association

Singapore Khalsa Association

Singapore Recreation Club

Singapore Xin Hua Sports Club

Singtel Recreation Club

South Avenue Sports Club

St Michael's Soccer Association

Starlight Soccerites Football Club

Tampines Changkat CSC

Tampines Rovers Football Club

Tanjong Pagar United Football Club

Tiong Bahru Football Club

Warriors Football Club

Warwick Knights FC

Winchester Isla Football Club

Woodlands Wellington Football Club

Yishun Sentek Mariners Football Club

ASSOCIATE MEMBERS

Asia Football Group Pte Ltd

Changi Village Sport and Recreation Club

Commonwealth Cosmos Football Club

ESPZEN Pte Ltd

Football Referees' Association of Singapore

GDT Circuit FC

JSSL Soccer School & League Pte Ltd

Little League Pte Ltd

Simei United Football Club

Temasek Polytechnic Football Team

X-League

Young Sikh Association (Singapore)

¹ Chairperson for the Elections of the FAS Council

² Chairperson for the Elections for the members to the Audit & Compliance Committee, Electoral Committee, Electoral Appeal Committee and Judicial Bodies

FAS ORGANISATIONAL STRUCTURE



OUR SPONSORS & PARTNERS



Eat Well, Live Well.



MP & SILVA



Giving Hope. Improving Lives.

S.LEAGUE



Giving Hope. Improving Lives.



GREAT EASTERN COMMUNITY SHIELD 2017

Singapore Football Fanzone At Singapore Sports Hub

To engage the public and involve the wider football community, the Great Eastern Community Shield 2017 was played at the Singapore Sports Hub on 26 February 2017, becoming the first S.League match to be played at the iconic venue.

Prior to kick-off, a Football Fanzone was organised at the OCBC Square to attract and engage with fans. The Fanzone featured activities booths organised by S.League clubs with appearances by players and club mascots.

Eight children teams representing the eight S.League Clubs as well as four beneficiary teams from The Straits Times School Pocket Money Fund contested the Community Shield Kids' Football Tournament, organised as part of the festivities.

Visitors were also entertained by cheer dancers from Albirex Niigata FC (S), as well as performance by Soul Percussion Club from ITE College East. Some 15,000 fans and spectators were present to witness Albirex Niigata FC (S) lift the Great Eastern Community Shield when they came from behind to beat Tampines Rovers FC 2-1. \$64,500 was donated to The Straits Times School Pocket Money Fund, raised through the efforts of Great Eastern and its partners.



Great Eastern Amateur Football League 2017

The third edition of the Great Eastern Amateur Football League 2017 kicked off on 13 August 2017. The S.League and its Co-Title Sponsor Great Eastern collaborated on this popular tournament to reach out to partners and stakeholders. 16 teams contested in the round robin stages before progressing to the second stage knockout round. The final was held on 11 November 2017 at the Jalan Besar Stadium. Team Lions Clique defeated EAFC 4-3 by penalties to win the tournament.



Great Eastern "Score For Charity"

S.League players Amy Recha, Zulfadli Zainal and Delwinder Singh attended the Great Eastern "Score for Charity" event organised by S.League Co-Title Sponsor Great Eastern on 9 November 2017. The players spent the day interacting with fans, staff and VIPs from Great Eastern as well as needy children from The Straits Times School Pocket Money Fund.



On 11 November 2017, Liverpool and Arsenal legends participated in the "Battle of the Masters" tournament as they pitted against the Singapore Masters at the National Stadium. Prior to the event, former English Premier League players – Arsenal duo Gilberto Silva and Rami Shabaan, and Liverpool duo David James and Stephane Henchoz – sportingly went in goal to stop spot-kicks punted at them from donors. A total of \$18,000 was raised for The Straits Times School Pocket Money Fund.



HYUNDAI MOTORS CO-TITLE SPONSORSHIP ANNOUNCEMENT

Leading global car manufacturer Hyundai Motors was unveiled as the official Co-Title sponsor of the S.League at a launch event on 23 Feb 2017 with a two-year deal sponsorship value of \$600,000. Singapore's only professional sports league was rebranded as the Great Eastern-Hyundai S.League.



RHB SPONSORSHIP RENEWAL ANNOUNCEMENT

The FAS and RHB Singapore announced the extension of RHB's title sponsorship for the Singapore Cup for a further three years until 2019. The renewal marks 15 years of partnership between FAS and RHB Singapore. RHB Singapore would be sponsoring \$1,500,000 for the period from 2017-2019.



RHB JUNIOR FOOTBALL CUP

As an extension of RHB Bank's regional brand strategy, the RHB Junior Football Cup was introduced in 2015.

This was the third annual edition of the RHB Junior Football Cup. The tournaments were organised with the support of the Football Federation of Cambodia and the Lao Football Federation on 27 May 2017 and 23 September 2017 in Phnom Penh and Vientiane respectively.

A total of 48 teams and some 450 children participated in the seven-a-side football tournaments. The Girls' category was introduced to the tournament to support the growing interest in women's football in Indochina.

RHB Cambodia Junior Football Cup 2017

The RHB Cambodia Junior Football Cup was held in Central Park Sports Complex, Phnom Penh, Cambodia on 29 May 2017. Organised by RHB, the tournament is a part of the group's corporate responsibility initiative. The 2017's edition saw its biggest participation since its inception in 2015 with eight girls' teams and 32 boys'. Close to 400 young children participated in the football clinic conducted by Nagaworld FC's Atuheire Kipson and Cambodia National Team player Kouch Sokumpeak.



RHB Lao Junior Football Cup 2017

The RHB Lao Junior Football Cup took place at Vientiane, Lao PDR on 23 September 2017. This football tournament was a one-day event which saw 160 children centred around nurturing the next generation of young footballers by promoting confidence, hope and pride through football.



RHB Singapore Junior Football Programme 2017

The RHB Singapore Junior Football Programme kicked off on 2 July 2017 at the Jalan Besar Stadium. Initiated as the 'Little Kicks Big Difference' football programme in 2008, the football clinic hosted 129 boys and girls, aged 7 to 12, from RHB Singapore's clients and staff, Muhammadiyah Welfare Home and Gambas Community Sports Club.



HOME OF THE LIONS

A Memorandum of Understanding was signed with the Singapore Sports Hub on 28 February 2018 to formally recognise the National Stadium as the Home of the Lions.

As part of the MOU, minimum of seven matches featuring the various National Teams or domestic clubs would be played at the National Stadium every year for three years.

The Lions took on Maldives in the first international 'A' match of the year at the National Stadium, as preparations for the final AFC Asian Cup Qualifier in Chinese Taipei. Goals from Hariss Harun, Shahdan Sulaiman and Shakir Hamzah secured a much-welcomed 3-2 win over the visitors.



MEDIACORP TOGGLE

The S.League collaborated with Mediacorp Toggle to produce a series of television commercials and National Day Greetings in June 2017.

Titled "Chasing the Dream" and "Falling in Love with Football", the trailers promoting the S.League broadcasts on Okto and Toggle featured S.League stars including Stipe Plazibat, Baihakki Khaizan and Gabriel Quak.

The 30-second advertisements went on-air in July and August on various Mediacorp and S.League platforms. An edited version was featured on the SMRT iPlasma platform across Singapore in September and October, reaching an average of 1.4 million passengers daily on the Main and Circle line.



30s iPlasma: MediaCorp Toggle Promo (3 Weeks) – 7 Sep 2017 to 20 Sep 2017, 12 Oct 2017 to 18 Oct 2017

S.LEAGUE "LIVE" MATCH TELECASTS



The S.League appointed Mediacorp as the official producer for all S.League 'Live' matches in the 2017 season. S.League 'Live' matches were telecast on Mediacorp Okto (Sports) Channel.

As part of the production package, selected matches were also streamed "Live" on Mediacorp's Toggle platform. This enabled viewing of the matches on mobile devices and on the web. Including the RHB Singapore Cup and The New Paper League Cup matches, 21 'live' matches were featured throughout the season. About 57 S.League matches were live streamed on Toggle.

“LIVE” MATCHES ON MEDIACORP OKTO



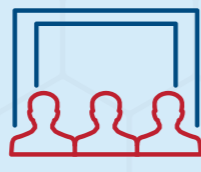
Total “Live” Matches

21



Total Viewership

1,594,800



Average Viewership

75,943



Highest “Live” Viewership

124,700

(21 July 2017,
Albirex Niigata FC(S) vs Warriors FC,
TNP League Cup Final)

“LIVE” STREAMING VIA MEDIACORP TOGGLE



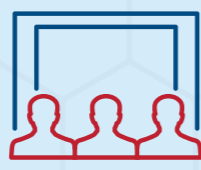
Total “Live” Streaming Matches

57



Total Viewership

155,278



Average Viewership

2,724



Highest “Live” Streaming Viewership

6,258

(28 July 2017,
Tampines Rovers FC vs
Brunei DPMM FC,
S.League match)

PRINT MEDIA



The S.League extended its collaboration with The New Paper to highlight the competition in 2017. Match editorials, player and coach profiles and previews of the upcoming matches to build awareness were created to encourage readers to attend matches. Sponsors were also given significant exposure through full-page FAS and S.League advertisements throughout the year.

SOCIAL MEDIA

The number of Facebook “Likes” reached **41,547** in December 2017 – an increase of 13.7% from 36,555 at the start of 2016.

The S.League continued to engage its fans and the public through its social media channels like Facebook, Instagram and Twitter in 2017. These included the posting of previews, match photos, match reports, videos of match highlights, sharing of clubs’ and sponsors’ activities, and players’ and coaches’ interviews after every match day.

Messages were constantly being push out for maximum exposure and impact. For the 2017 season, S.League worked with Ortus Media to produce content to drive engagement. Sponsors such as Great Eastern and Mitre also collaborated with the League to organise contests to reach out to fans and followers. Visits to the S.League website and the number of followers on the Facebook page continued to grow.



RE-SHAPING OUR LEAGUE



Twenty-two years after its inauguration, the S.League was revamped after a strategic review of Singapore football.

The Singapore Premier League was launched on 31 March 2018 by President Halimah Yacob at the Singapore Sports Hub. With a clear purpose to support a stronger National Team for the future, the SPL took on a more youthful feel to start every match with three U23 players.



The other elements of the SPL included: KEY ELEMENTS OF THE SINGAPORE PREMIER LEAGUE



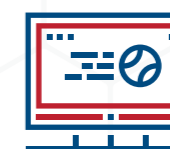
Improving Player Fitness

The Yo-Yo Intermittent Test was brought back to raise the fitness levels of players. The test would be conducted three times through the season.



Adopt a Community

Clubs were encouraged to adopt schools and build partnerships in the communities through CCs, CSCs and RCs.



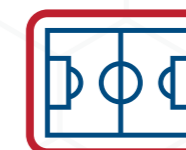
Publicity & Communications

The SPL built its online presence with "live" streaming of all matches and improved profiling on social media and introduced season tickets for fans.



Capability Development

Clubs were required to upskill their capabilities to improve their administrative governance. From the technical perspective, coach and youth development were emphasized.



Match Day Experience

Matches were predominantly scheduled on weekend evenings with curtain raiser activities to draw more fans to the SPL.



Centralised Services

HR, Marketing and Finance Services were centralised for SPL Clubs so clubs can focus of their core functions. including ticketing and Live-streaming of matches,

NATIONAL TEAMS

MEN'S "A" TEAM

AFC Asian Cup Qualifiers

The Men's "A" Team progressed to the third round of the AFC Asian Cup Qualifying after finishing third in its FIFA World Cup Qualifying Group in March 2016. The team was drawn in Group E alongside Bahrain, Turkmenistan and Chinese Taipei.

With the Asian Cup qualification twinned with World Cup qualification, the next campaign would commence in September 2019. The majority of the current National Team players will continue to feature strongly in this next campaign with the average age of 27. Complimented by the players rising up through the ranks, especially in the current Young Lions team, the future looks promising.



FIELD OF PLAY

RESULTS AFC ASIAN CUP QUALIFIERS

0 Bahrain	28 March 2017 VS	0 Singapore
1 Singapore	10 June 2017 VS	2 Chinese Taipei
1 Singapore	5 September 2017 VS	1 Turkmenistan
2 Turkmenistan	10 October 2017 VS	1 Singapore
0 Singapore	14 November 2017 VS	3 Bahrain
1 Chinese Taipei	27 March 2018 VS	0 Singapore



RESULTS

INTERNATIONAL FRIENDLIES

1	6 June 2017	1
Singapore	VS	Myanmar
0	13 June 2017	6
Singapore	VS	Argentina
1	31 August 2017	1
Singapore	VS	Hong Kong
3	5 October 2017	1
Qatar	VS	Singapore
0	9 November 2017	1
Singapore	VS	Lebanon
3	23 March 2018	2
Singapore	VS	Maldives

FAS 125th Anniversary:
Singapore vs Argentina

To mark the 125th anniversary of the founding of the FAS, two-time World Champions Argentina were invited to play an international friendly against the Singapore National Team at the National Stadium on 13 June 2017. The likes of Paulo Dybala and Angel Di Maria starred for the Albicelestes as they turned on the style in front of the Kallang Roar of more than 20,000 fans with a 0-6 victory.



UNDER-22
TEAM

As part of the preparations for the 2017 Southeast Asian (SEA) Games, the Singapore Under-22 National Team participated in a series of competitions and international friendlies. The squad had an average age of 20 in an Under-22 tournament. Out of the twenty players registered, nine players are eligible for the next SEA Games in 2019 and seven of these players were first eleven players for 2017 SEA Games. This augurs well for the stream of young players coming into Under-22 National Team.



RESULTS

U-22 INTERNATIONAL FRIENDLIES

3	01 May 2017	2
Singapore U-22	VS	Vanuatu U-20
1	04 May 2017	1
Singapore U-22	VS	Vanuatu U-20
1	07 May 2017	1
Singapore U-22	VS	Vanuatu U-20
0	15 June 2017	3
Singapore U-22	VS	Qatar U-22
0	17 June 2017	2
Singapore U-22	VS	Qatar U-22
0	09 July 2017	1
Singapore U-22	VS	India U-22
1	12 July 2017	0
Singapore U-22	VS	India U-22
0	04 August 2017	4
Singapore U-22	VS	Australia U-22
3	08 August 2017	5
Singapore U-22	VS	W. Australia State Team



RESULTS

AFC U-23 QUALIFIERS

0 Singapore U-22	19 July 2017 VS	2 Myanmar U-22
0 Singapore U-22	21 July 2017 VS	7 Australia U-22
4 Singapore U-22	23 July 2017 VS	1 Brunei Darussalam U-22

29th SEA GAMES

0 Singapore	14 August 2017 VS	2 Myanmar
1 Singapore	16 August 2017 VS	2 Malaysia
2 Singapore	18 August 2017 VS	0 Laos
1 Singapore	23 August 2017 VS	0 Brunei Darussalam



UNDER-18 TEAM



In September 2017, the Under-18 National Team competed against Cambodia, Malaysia, Laos and Thailand in the group stage of the AFF U-19 Championship held in Yangon, Myanmar.

The team then travelled to Mongolia for the AFC U-19 Qualifiers in November 2017 where they faced Thailand, Japan and Mongolia.



RESULTS

AFF U-19 CHAMPIONSHIP

5 Singapore	4 September 2017 VS	3 Cambodia
1 Singapore	6 September 2017 VS	3 Malaysia
3 Singapore	8 September 2017 VS	0 Laos
0 Singapore	10 September 2017 VS	2 Thailand
1 Singapore	12 September 2017 VS	3 Timor Leste

AFC U-19 QUALIFIERS

1 Singapore	4 September 2017 VS	3 Thailand
0 Singapore	6 September 2017 VS	7 Japan
2 Singapore	8 September 2017 VS	4 Mongolia

UNDER-17 TEAM

The Under-17 National Team took part in the 2017 J-League U-16 Challenge League in Tokyo, Japan and returned with a credible 4th place in the tournament.

The team also participated in the 2018 Jockey Club International Youth Invitational Football Tournament held in Hong Kong for their pre-season preparation.

RESULTS

J-LEAGUE U-16 CHALLENGE LEAGUE

0 Singapore	1 April 2017 VS	2 Tokyo Verdy
2 Singapore	3 April 2017 VS	0 Giravanz Kitakyushu
1 Singapore	5 April 2017 VS	0 Vegalta Sendai
0 Singapore	6 April 2017 VS	5 Tokyo Verdy
0 Singapore	7 April 2017 VS	3 FC Tokyo

RESULTS

JOCKEY CLUB YOUTH TOURNAMENT

0 Singapore	23 March 2018 VS	2 Hong Kong
1 Singapore	24 March 2018 VS	3 India
4 Singapore	25 March 2018 VS	1 Chinese Taipei

UNDER-15 TEAM

In July 2017, the Under-15 National Team participated in the AFF U-15 Championship where they were drawn in Group A alongside hosts Thailand, Australia, Myanmar, Laos, Indonesia.

Following which, the team competed in the AFC U-16 Qualifiers and finished third in the group after beating Guam. The Under-15 National Team also participated in the 2018 Jockey Club International Youth Invitational Football Tournament as part of their pre-season preparations.

RESULTS

AFF U-15 CHAMPIONSHIP

0 Singapore	8 July 2017 VS	2 Laos
0 Singapore	11 July 2017 VS	8 Australia
0 Singapore	13 July 2017 VS	2 Myanmar
0 Singapore	15 July 2017 VS	2 Thailand
0 Singapore	17 July 2017 VS	2 Indonesia

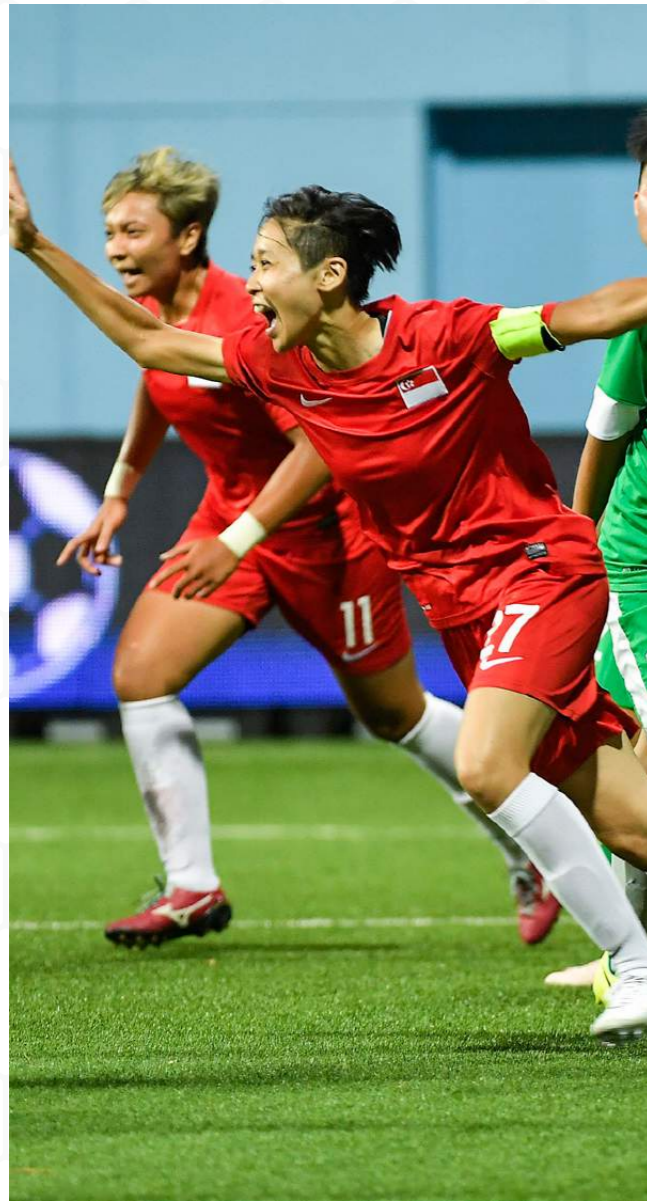
AFC U-16 QUALIFIERS

1 Singapore	20 September 2017 VS	6 Malaysia
0 Singapore	22 September 2017 VS	11 Japan
9 Singapore	23 September 2017 VS	1 Guam

JOCKEY CLUB YOUTH TOURNAMENT

1 Singapore	23 March 2018 VS	1 Malaysia
0 Singapore	24 March 2018 VS	1 Hong Kong
0 Singapore	25 March 2018 VS	1 Myanmar

WOMEN'S "A" TEAM



Singapore's position on the FIFA Women's Football rankings climbed up steadily to the range of

89 to 93

between March 2017 and March 2018 (compared to its lowest at 141 in 2015). This was due to the increased women's football activity and credible results from international friendly matches.



AFC Women's Football Day: Singapore vs Maldives

The FAS celebrated the annual AFC Women's Football Day 2018 with an International Women's Friendly between Singapore and Maldives on 5 March 2018 at the National Stadium.

It was the first football match of the season and the first time the Women's "A" Team played at the National Stadium. The match attracted 1,000 spectators and Singapore won the match by 2-0.



RESULTS

INTERNATIONAL FRIENDLIES

3 Singapore	7 August 2017 VS	0 Macau
1 Malaysia	8 August 2017 VS	0 Singapore
3 Singapore	9 December 2017 VS	0 Guam
2 Singapore	5 March 2018 VS	0 Maldives

UNDER-16 GIRLS TEAM

The U-16 Girls Team travelled to Vientiane, Laos for the inaugural AFF U-15 Girls' Championship. The tournament would be held biennially and is designed to supplement players to the AFC U-16 Finals.



RESULTS

AFF U-15 GIRLS' CHAMPIONSHIP

1 Singapore	9 May 2017 VS	2 Cambodia
2 Singapore	11 May 2017 VS	1 Indonesia
0 Singapore	13 May 2017 VS	3 Philippines

COMPETITIONS

GREAT EASTERN-HYUNDAI S.LEAGUE 2017



The Great Eastern-Hyundai S.League 2017 season took place from 26 February 2017 to 18 November 2017, with participation from six local clubs, two foreign clubs and the national developmental squad, the Garena Young Lions.

Albirex Niigata FC (S) achieved an unprecedented quadruple for the second consecutive season, winning the Community Shield, S.League, Singapore Cup and League Cup,

Both Tampines Rovers FC and Home United FC gave Albirex Niigata FC (S) a run for their money in an exciting title race, but the Japanese side managed to hold off all challenges to retain their title as Tampines and Home finished second and third respectively.

S.LEAGUE	GP	W	D	L	GF	GA	GD	PTS
Albirex Niigata FC (S) *	24	20	2	2	70	16	54	62
Tampines Rovers FC #	24	17	3	4	48	20	28	54
Home United FC #	24	15	5	4	58	26	32	50
Geylang International FC	24	11	3	10	32	37	-5	36
Warriors FC	24	9	7	8	33	36	-3	34
Hougang United FC	24	9	3	12	24	31	-7	30
Balestier Khalsa FC	24	5	4	15	17	33	-16	19
Brunei DPMM FC	24	5	2	17	30	61	-31	17
Garena Young Lions	24	1	3	20	10	62	-52	6

* Champion
AFC Cup 2018 Qualification



RHB SINGAPORE CUP 2017



The RHB Singapore Cup 2017 took place from 29 May 2017 to 26 November 2017, with 12 clubs, including four invited foreign teams. Albirex Niigata FC (S) clinched their fourth trophy of the 2017 season in a thrilling Final match against Global Cebu FC that went into penalty shootout after both teams were tied at 2-2 after extra-time, while Home United FC finished third place after beating Hougang United FC in the third placing match.



RESULTS

FINAL
25 November 2017
2 Albirex Niigata FC (S) VS 2 Global Cebu FC (PHI)
(ANFC won 3-1 on penalties)

THIRD PLACING
26 November 2017
1 Home United FC VS 0 Hougang United FC

THE NEW PAPER LEAGUE CUP 2017

The New Paper League Cup 2017 took place from 7 July 2017 to 21 July 2017. In a tightly contested Final match, Warriors FC fought hard against the defending champions Albirex Niigata FC (S), before succumbing to the only goal that decided the match during extra-time.



RESULTS

FINAL
21 July 2017
1 Albirex Niigata FC (S) VS 0 Warriors FC



AFC CUP 2017 & 2018

In the 2017 and 2018 editions of the AFC Cup, Tampines Rovers FC and Home United FC carried Singapore's hopes in this continental club competition.



TAMPINES ROVERS FC'S MATCH RESULTS

1	4 April 2017 VS	2
Tampines Rovers FC	Group Stage (Group G)	Ha Noi FC (VIE)
2	3 May 2017 VS	4
Tampines Rovers FC	Group Stage (Group G)	Ceres Negros FC (PHI)
0	10 February 2018 VS	2
Tampines Rovers FC	Group Stage (Group H)	Song Lam Nghe An (VIE)
0	6 March 2018 VS	0
Tampines Rovers FC	Group Stage (Group H)	Johor Darul Ta'zim (MAS)



HOME UNITED FC'S MATCH RESULTS

4	18 April 2017 VS	1
Home United FC	Group Stage (Group H)	Yadanarbon (MYR)
3	20 May 2017 VS	2
Home United FC (HUFC won 5-4 on aggregate)	ASEAN Zone Semi-Final	Global FC (PHI)
2	2 August 2017 VS	1
Home United FC (HUFC lost 2-3 on aggregate)	ASEAN Zone Final	Ceres Negros FC (PHI)
1	27 February 2018 VS	1
Home United FC	Group Stage (Group F)	Ceres Negros FC (PHI)
6	14 March 2018 VS	0
Home United FC	Group Stage (Group F)	Beoung Ket FC (CAM)

PRIME LEAGUE 2017



The 2017 Prime League competition took place from 5 March to 25 October 2017 on a three-round home and away format. Home United FC emerged as the 2017 Prime League Champions with Hougang United FC and Geylang International FC in second and third place respectively.

PRIME LEAGUE	GP	W	D	L	GF	GA	GD	PTS
Home United FC *	21	13	5	3	51	22	29	44
Hougang United FC	21	12	4	5	46	28	18	40
Geylang International FC	21	10	7	4	36	33	3	37
Warriors FC	21	10	4	7	42	34	8	34
NFA U-18	21	6	6	9	38	36	2	24
NFA U-17	21	7	3	11	48	60	-12	24
Tampines Rovers FC	21	4	5	12	32	45	-13	17
Balestier Khalsa FC	21	4	2	15	22	57	-35	14



* Champion

SINGAPORE POOLS FA CUP FINAL 2017

The Singapore Pools FA Cup Final between Warriors FC's Prime League and Yishun Sentek Mariners FC was held on 29 October 2017 at the Jalan Besar Stadium. Warriors FC emerged as winners, defeating Yishun Sentek Mariners FC 2-1. This was Warriors FC's fourth time winning the championship, making them the most successful club in the Cup's history.



NATIONAL FOOTBALL LEAGUE 2017

The National Football League (NFL) was launched in 2017 with a new competition logo and league sponsor in Ajinomoto. Apart from cash sponsorship, Ajinomoto conducted various Sports Nutrition Workshops for all NFL clubs to raise awareness on the importance of Sports Nutrition in Football.



As part of the FAS' long-term plan in professionalising the NFL, key initiatives such as insurance coverage for players in collaboration with Great Eastern and financial subsidies for clubs were introduced in 2017. The notion of the NFL Club Licensing System was well received by the NFL fraternity and is slated for implementation in 2019. Prize monies were also increased by 50% to motivate the clubs to do better on the field.

The FAS would be further enhancing the NFL ecosystem with the formation of the NFL Tournament Committee and the NFL Development Unit (NDU) to look into the growing needs of the league. The initiative also includes exploring possibilities in providing training and development courses and workshops through the AFC.

The 2017 season took place from 22 April 2017 to 6 December 2017, with 12 teams competing in NFL Division One and 11 teams taking part in Division Two.

Yishun Sentek Mariners FC were crowned Champions of the NFL Division One competition in a two-horse race against Singapore Armed Forces Sports Association for the title. Singapore Cricket Club and Bishan Barx FC finished bottom of the table and were relegated to Division Two in the 2018 Season.

In the NFL Division Two competition, Gymkhana FC pipped South Avenue SC to the title on the final day of competition by virtue of a superior goal difference, Jungfrau Punggol FC were right on the heels of the top two teams, finishing three points behind them.



** Champion
Relegated to
NFL Division Two
2018 Season*



** Champion
Promoted to
NFL Division Two
2018 Season*

DIVISION ONE	GP	W	D	L	GF	GA	GD	PTS
Yishun Sentek Mariners Football Club *	22	20	0	2	85	22	63	60
Singapore Armed Forces Sports Association	22	18	3	1	77	18	59	57
Balestier United Recreation Club	22	14	2	6	45	28	17	44
Tiong Bahru Football Club	22	13	1	8	51	26	25	40
Siglap Football Club	22	6	8	8	28	40	-12	26
Eunos Crescent Football Club	22	6	8	8	28	40	-12	26
Admiralty Football Club	22	6	5	11	29	51	-22	23
Police Sports Association	22	5	7	10	42	55	-13	22
GFA Sporting Westlake Football Club	22	6	4	12	42	59	-17	22
Katong Football Club	22	5	6	11	25	49	-24	21
Bishan Barx Football Club #	22	6	3	13	28	53	-25	21
Singapore Cricket Club #	22	2	5	15	20	49	-29	11

DIVISION ONE	GP	W	D	L	GF	GA	GD	PTS
Gymkhana Football Club * #	22	20	0	2	85	22	63	60
South Avenue Sports Club #	22	18	3	1	77	18	59	57
Jungfrau Punggol Football Club	22	14	2	6	45	28	17	44
Singapore Khalsa Association	22	13	1	8	51	26	25	40
Kaki Bukit Sports Club	22	6	8	8	28	40	-12	26
GFA Victoria Football Club	22	6	8	8	28	40	-12	26
Warwick Knights Football Club	22	6	5	11	29	51	-22	23
Admiralty Community Sports Club	22	5	7	10	42	55	-13	22
Kembangan United Football Club	22	6	4	12	42	59	-17	22
Starlight Soccerites Football Club	22	5	6	11	25	49	-24	21
Academy Junior Football	22	6	3	13	28	53	-25	21

SULTAN OF SELANGOR'S CUP 2017

The 16th edition of The Sultan of Selangor's Cup 2017 was announced on 17 March 2017 at Concorde Hotel, Singapore.

After an eight-year absence, the tournament returned to the Singapore National Stadium on 6 May 2017. Some 25,000 fans and spectators were able to experience the traditional rivalry between the two former Malaysia Cup rivals.

The Singapore-Selangor Schools Challenge Cup was debuted at the 2017 edition, and was contested by the Under-16 boys of the Singapore Sports School and Selangor Combined Schools team. The Singapore Sports School lifted the inaugural Singapore-Selangor Schools Challenge Cup after defeating the Selangor Combined Schools 3-2 on penalties.

The curtain raiser match featuring the Singapore Veterans and Selangor Veterans ended with a draw after full time. In the main event, Singapore Selection were crowned champions of The Sultan of Selangor's Cup 2017 after an exciting 3-2 victory over the Selangor Selection side.



RESULTS

1
Singapore Sports School
(Singapore Sports School won 3-2 on penalties)

6 May 2017
VS
Under-16 Match

1
Selangor Combined Schools

3
Singapore Veterans

6 May 2017
VS
Veterans Match

2
Selangor Veterans

2
Singapore Selection

6 May 2017
VS
Main Match

1
Selangor Selection

FAS WOMEN'S PREMIER LEAGUE (WPL) AND FAS WOMEN'S NATIONAL LEAGUE (WNL)

As there was significant increase in the number of participating teams in the women's domestic league, the league was revamped to allow for better competition amongst the top teams and narrow the gap between the beginner teams. The top two teams from the FAS WNL would be promoted to the FAS WPL.

FAS also hosted the New Zealand National Schools' Girls' Team who visited Singapore on a training camp. Friendly matches were arranged with FAS Women's Premier and National League clubs to provide them with an opportunity to spar with quality opponents and gain match experience.



RESULTS

1
Warriors FC

28 September 2017
VS

4
New Zealand National Schools' Girls Team

0
Singapore Selection

30 September 2017
VS

4
New Zealand National Schools' Girls Team

0
Woodlands Wellington

2 October 2018
VS

3
New Zealand National Schools' Girls Team

0
Home United FC

4 October 2018
VS

8
New Zealand National Schools' Girls Team

FAS NITE 2017

The inaugural "FAS Nite 2017" was held on 27 November 2017 at the Marina Bay Sands Convention Centre to bring the Singapore football family together as part of our 125 years anniversary.

The event provided a platform for the FAS to show its appreciation to all the stakeholders, partners and sponsors and to honour and recognise outstanding achievements by staff, volunteers, officials and players, both on and off the field over the years.



S.League Awards

- | | |
|--|---|
| Polar Story of the Year Award
Deepanraj Ganesan
<i>FourFourTwo</i> | Mitre Goal of the Year
Huzaifah Aziz
<i>Balestier Khalsa FC</i> |
| Great Eastern Photo of the Year Award
Eric Teo
<i>The Unofficial S.League Podcast</i> | RHB Top Scorer Award
Tsubasa Sano
<i>Albirex Niigata FC (S)</i> |
| Hyundai Assistant Referee of the Year Award
Edwin Lee Tzu Liang | Great Eastern Young Player of the Year Award
Hazzuwan Halim
<i>Balestier Khalsa FC</i> |
| FBT Referee of the Year Award
Sukhbir Singh | RHB Coach of the Year Award
Kazuaki Yoshinaga
<i>Albirex Niigata FC (S)</i> |
| Singapore Pools Fair Play Award
Albirex Niigata FC (S) | Hyundai Player of the Year Award
Kento Nagasaki
<i>Albirex Niigata FC (S)</i> |

Fas Women's Football League

- | | |
|--|--|
| TOP SCORER AWARD | FAIRPLAY AWARD |
| FAS Women's Premier League
Kamaliah Hashim
<i>Warriors FC</i> | FAS Women's Premier League
Woodlands Wellington FC |
| Mariam El-Masri
<i>Warriors FC</i> | Arion FA |
| FAS Women's National League
Nadya Zah
<i>Changi Village SRC</i> | FAS Women's National League
Arion FA |
| Raudah Kamis
<i>Winchester Isla FC</i> | Balestier Khalsa FC |
| | Tiong Bahru FC |
| | Winchester Isla FC |

National Football League

- Special Recognition Award**
Zairi Ahmari
GFA Sporting Westlake FC
- Special Recognition Award**
Abdul Latif Bin Mohd Noor
GFA Sporting Westlake FC
- Special Recognition Award**
Arriola Bueneventura
Starlight Soccerites FC
- Special Recognition Award**
Moklas Marof
Kembangan United FC

Special Achievement Award

- Special Achievement Award**
Jeffrey Goh
- Special Achievement Award**
Chia Boon Leong

FAS Awards

- | | |
|--|---|
| Long Service (Staff)
Winston Lee | Long Service (Staff)
Shirley Lim |
| Long Service (Staff)
Murtada Ahmad | Long Service (Committee Member)
K. Balachandran |
| Long Service (Staff)
Lydia Lim-Goh | Long Service (Volunteer)
K. Kandasamy |
| Long Service (Staff)
Gordon Tan | |



INAUGURAL WOMEN'S AWARDS 2017

The inaugural FAS Women's Awards was held on 7 December 2017 at the Sport Singapore Auditorium.

The historic event was to acknowledge the rising importance of women's football and give recognition to the talented footballers, coaches and supportive stakeholders.

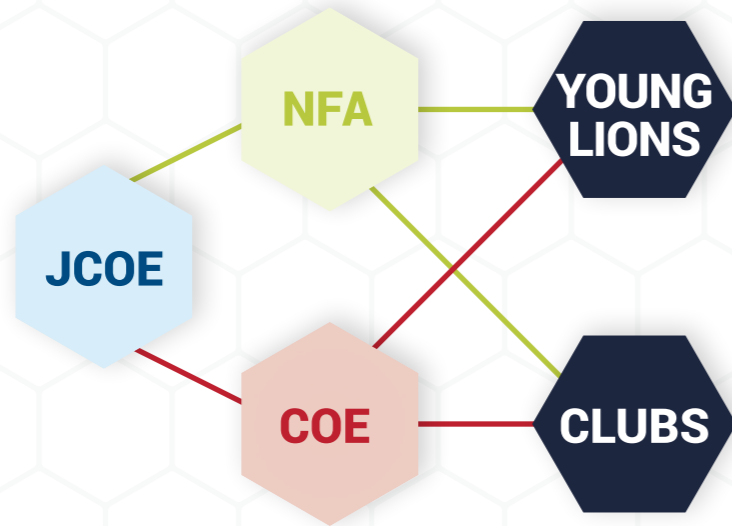


FAS Women's Awards 2017

- Player of the Year '17 (Women's Premier League)**
Siti Rosnani Binte Azman
- Player of the Year '17 (Women's National League)**
Nur Raudhah Binte Kamis
- Young Player of the Year '17**
Putri Nur Syaliza Binte Sazali
- Coach of the Year '17**
Yeong Sheau Shyan
- Picture of the Year '17**
Chris-Yip-Au
- Community Outreach '17**
Republic Polytechnic Women's Football Team
- Special Recognition '17**
Mdm Hamidah Bee Bte Bakar
Mr Seherzan Bin Mohd



YOUTH DEVELOPMENT



FAS JUNIOR CENTRES OF EXCELLENCE (JCOE)

The FAS started the Junior Centres of Excellence (JCOE) programmes in 2009 as part of the long-term player development pathway. With a purpose to nurture selected, scouted young talented players, JCOE provides a larger pool of talented players for the future youth teams by preparing them with technical skills competencies, basic decision-making and individual tactical understanding based on the principles of play. These also align with the FAS playing philosophies from the age of 10 to 13 years old, which is the golden age of learning and this window of opportunity is very crucial in building the technical foundations for the young player.



2016



8 JCOE Centres



272 Players*

2017



8 JCOE Centres



318 Players*

*(age groups U-10, U-11, U-12 and U-13)

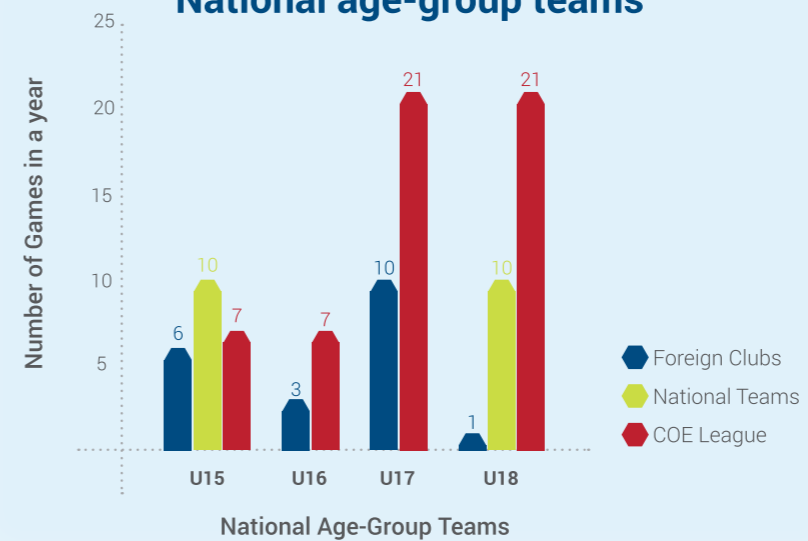
CENTRES OF EXCELLENCE (COE)

Centres of Excellence (COE) are based in the S.League clubs. They manage the club's Youth Development Programme that comprise the U-15 and U-17 teams. These teams participate in the respective FAS COE Youth Leagues. Each club has a Head Coach and a Head of Youth Development who manage the Youth Development Programme, aligned to the FAS Youth Development Philosophy.

The teams participated in the U-15 and U-17 Youth Leagues with an addition of Challenge Cup, organised for the U-17 teams.

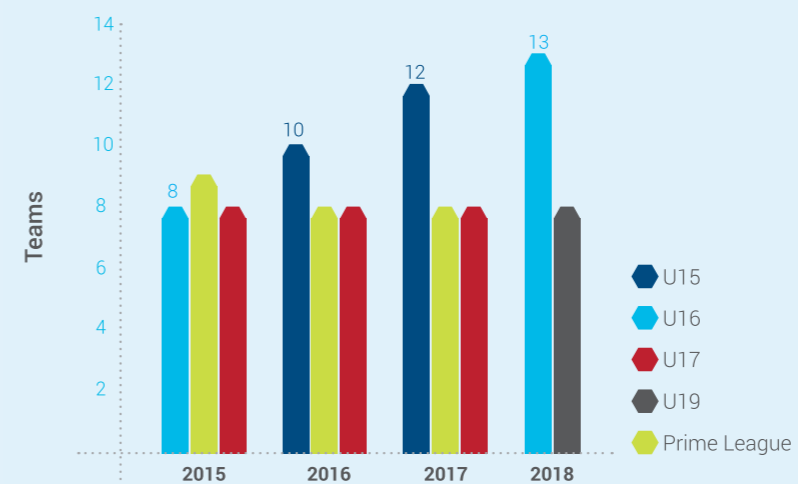
One of the changes made in the youth development for 2017 was to invite schools that have a proven record of accomplishment in football to compete in the COE league. This base of youth players were exposed to a competitive league and had their potential stretched with increased competition, which synergises well for youth development.

National age-group teams



More Players Given Opportunity To Play In Our League Over The Years

COE (2 age-groups) and Prime League



COE 2017

- Balestier Khalsa FC
- Hougang United FC
- Geylang International FC
- Tampines Rovers FC
- Home United FC
- Warriors FC

COE Under-17 League

- 1st PLACE** Home United FC COE U-17
- 2nd PLACE** FAS Football Academy U-15
- 3rd PLACE** Warriors FC COE U-17

COE Under-15 League

- 1st PLACE** Geylang International FC COE U-15
- 2nd PLACE** Balestier Khalsa FC COE U-15
- 3rd PLACE** Warriors FC COE U-15

COE Under-15 League

- 1st PLACE** Home United FC U-17
- 2nd PLACE** Warriors FC U-17

FAS FOOTBALL ACADEMY (FFA)

The FFA formerly known as the National Football Academy is a key feature in the FAS Development Plan, which is based on a deep-seated vision directly related to meaningful values such as confidence, respect, teamwork, integrity and trust.

By establishing four age groups – Under-15, Under-16, Under-17 and Under-18 – the FFA provides elite players with a systematic elite youth development training programme. The FAS Under-14 Selection Team was also formed to provide a continuous pathway for development for boys who graduate from the JCOE (10 – 13 years old). The team comprised a combination of the best JCOE Under-13 players of 2016.

Young players were given opportunities to play in a competitive environment as part of the FFA's development programme to help them develop to their fullest potential. In 2017, the FFA U-15 and FFA U-16 teams competed in the COE U-17 League alongside COE teams from S.League clubs while the FFA U-17 and FFA U-18 team participated in the 2017 Prime League.

The main objective of the FFA was to produce better football players with good character and sound values. Although results did not register as many wins as expected, several young exciting talent were produced for the national teams including Irfan Fandi, Ikhsan Fandi, Hami Syahin, Rusyaidi Salime and Muhaimin Suhaimi who have been called up to the National "A" team.



FFA TALENT POOL

The NFA system has been producing a healthy stream of players for the National Team, age-group National Teams, Young Lions, and professional clubs playing in the S.League.

NFA has produced **78.2%** of players who are playing in our current **National Team**



NFA has produced **70%** of the current **national U22 team** from NFA system



NFA has produced **75%** of players playing our current **Young Lions Team**



All 6 Local SPL Clubs have at least **2 or more players** in their first team

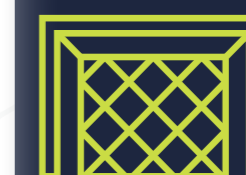


GOALKEEPING ACADEMY SINGAPORE (GAS)

The FAS established the Goalkeeping Academy Singapore (GAS) in 2016 and it attracted huge interest among the public. From a mere 20 goalkeepers in 2016, the numbers grew to a healthy 115 goalkeepers in 2017.

The Academy introduced the Proactive keeping of 2D dominance and 3D dominance, which was a new concept for both our budding goalkeepers and coaches.

The ideal goalkeeper would be to have both traits of 2D and 3D dominance as the situation varies during the game. There was significant improvement in the goalkeepers' performances following the implementation of the new concept as goalkeepers took charge of their domain and were more willing to play with the ball at their feet when necessary.



2D dominance

A reactive goalkeeper with strength in dealing with goal attempts and one-versus-one situations. Goalkeeper usually stays on the goal line.



3D dominance

A proactive goalkeeper, with strength in dealing with crosses and balls in depth, and removes the threat of goal attempts and one versus one situations before it even occurs. Goalkeeper usually plays away from the goal line.

SCHOOLS PREMIER LEAGUE

In 2017, the FAS initiated and collaborated with MOE to organise the School Premier League competition. The competition format allowed a level playing field where strong schools meet each other after the first preliminary round. This stretched the players' potential in a way that was good for their technical development.

GROUP A

- A1 Singapore Sports School
- A2 Hong Kah Secondary School
- A3 Anglo-Chinese School (Independent)
- A4 Bedok North Secondary School

GROUP C

- C1 Meridian Secondary School
- C2 Serangoon Garden Secondary School
- C3 Crest Secondary School
- C4 Woodlands Secondary School

GROUP E

- E1 Bowen Secondary School
- E2 Dunearn Secondary School
- E3 Bedok Green Secondary School
- E4 Ang Mo Kio Secondary School

GROUP G

- G1 Tanjong Katong Secondary School
- G2 Queensway Secondary School
- G3 Seng Kang Secondary School
- G4 Assumption Pathway School

GROUP B

- B1 Anglo-Chinese School (Barker Road)
- B2 Pasir Ris Secondary School
- B3 Spectra Secondary School
- B4 New Town Secondary School

GROUP D

- D1 Kranji Secondary School
- D2 Sembawang Secondary School
- D3 Greenview Secondary School
- D4 St. Joseph's Institution

GROUP F

- F1 Bendemeer Secondary School
- F2 St. Patrick's Secondary School
- F3 Regent Secondary School
- F4 Marsiling Secondary School

GROUP H

- H1 Jurongville Secondary School
- H2 Serangoon Secondary School
- H3 St. Gabriel's Secondary School
- H4 Victoria School

The competition saw many rounds of exciting matches and ultimately, Singapore Sports School emerged as champions of the School Premier League in the final against Meridian Secondary School.

WOMEN'S TALENT SUPPLY FROM NATIONAL SCHOOLS GAMES

The FAS invests in girls' school competitions in close collaboration with the Ministry of Education's Primary and Secondary Schools' Sports Councils and the National Games Board to continue to grow girls' football in schools. Girls' football in schools continues to play an important part in women's football development in Singapore.

National School Games 'A' Division Girls 2017 > 10 Junior Colleges Participated

- Champions:** Victoria Junior College
- Second:** Meridian Junior College
- Third:** St. Andrew's Junior College
- Fourth:** Raffles Institution

National Inter-Schools Championship 2017 'C' Division Girls > 11 Secondary Schools Participated

- Champions:** Queensway Secondary School
- Second:** Bowen Secondary School
- Third:** Tampines Secondary School
- Fourth:** Methodist Girls' School

National School Games 'B' Division Girls' 2018 > 8 Secondary Schools Participated

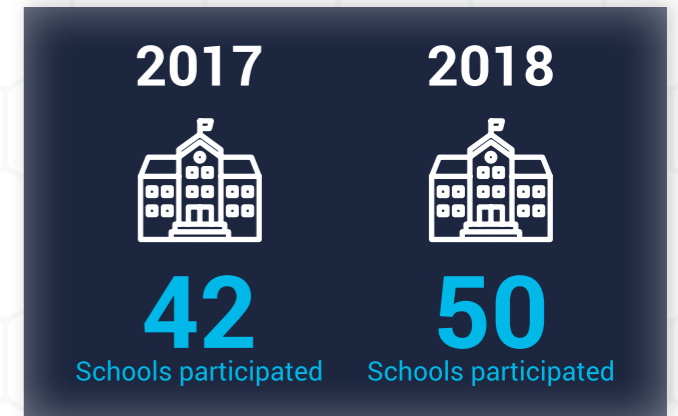
- Champions:** Queensway Secondary School
- Second:** Hong Kah Secondary School
- Third:** Bowen Secondary School
- Fourth:** Tampines Secondary School

National School Games (Primary) Junior Girls 2017 > 9 Primary Schools Participated

- Champions:** Telok Kurau Primary School
- Second:** Haig Girls' School
- Third:** Admiralty Primary School
- Fourth:** Coral Primary School

National School Games (Primary) Senior Girls 2018 > 9 Primary Schools Participated

- Champions:** Telok Kurau Primary School
- Second:** Coral Primary School
- Third:** Yang Zheng Primary School
- Fourth:** Haig Girls' School

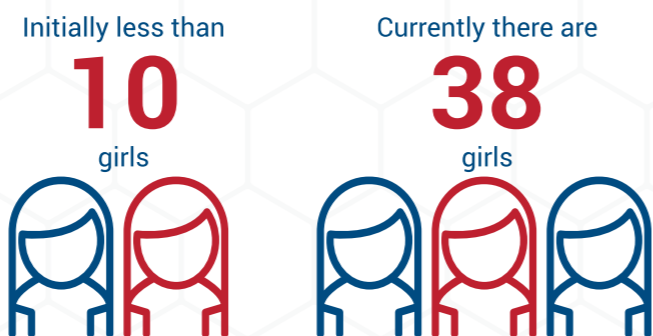


WOMEN'S UNDER-12 DEVELOPMENT SQUAD

The Under-12 Development Squad has been steadily growing since 2016.

The squad is made up of girls unearthed from the weekly 'FIFA Live Your Goals' sessions and National School Games (Junior and Senior) football championships. The objective of this initiative was to provide a pathway for talented girls to excel and enhance their skills with improved training programmes in a high-intensity setting. The players also benefit from mentoring by both current national and former National Team players, who took time out to coach them.

From less than 10 girls initially, there are currently 38 girls in the U-12 Development Squad being groomed for the future. With the growing numbers, the squad was able to further develop into three age-groups; Under-10, Under-11 and Under-12.



AFC WOMEN'S FOOTBALL DAY



On 10 and 11 March 2018, the FAS collaborated with ActiveSG to run mini-tournaments for U-8, U-10 and U-12 children including an all-girls' category. A total of approximately

1,600 children, women, family and friends,

participated in the two-day event at Serangoon Stadium.

10 March 2018

U-8 & U-10 Children, (5v5 mixed)

72 teams

11 March 2018

U-12 Children & Girls, (5v5 mixed)

40 teams

U-17 Girls, (5v5)

15 teams

Women's Open, (7v7)

24 teams

Family, (3v3)

9 teams

WOMEN'S COACHING CLINIC BY BORUSSIA DORTMUND

The Borussia Dortmund team conducted a clinic for the U-19 and U-16 Women's National teams on 7 September 2017 at Serangoon Stadium. Former Dortmund women's player and current Dortmund coach Julia Farr conducted the clinic. The event was organised as part of the German Cup's first-ever Southeast Asia trophy tour.



COACH DEVELOPMENT

COACH EDUCATION SCHEME (CES)



In line with the AFC Coaching Convention in October 2017, the CES offered various levels of FAS certificates, AFC accredited diplomas and non-accreditation courses and workshops to cater to the needs of mainstream and specialised coaches.

The FAS planned and organised AFC and FAS accredited coaching courses and FIFA Workshops to develop new coaches and to upgrade the existing certified coaches. The initiative focused on providing a supply of qualified coaches at the various levels and specialised areas such as goalkeeping and fitness is a key strategy to support the FAS National Football Development Plan. These courses also provided football education for coaches who are on the FAS Coaches Pathway.

The new methodology, structure, contents and delivery of the AFC courses aligned to meet the requirements of the AFC Coaching Convention, which FAS has applied for membership. The course contents are adapted to meet local needs to ensure that our football playing philosophies, styles and formations were made clear to our coaches for their further dissemination to players when undertaking their coaching roles. The course

structures, programmes and method of delivery has been adapted to the best practices globally, which are then customised for Singapore's coaching needs.



AFC/FAS INSTRUCTORS

Coaching Instructors from Singapore are appointed by the FAS to deliver domestic courses and by AFC to conduct coaching courses overseas.



FIFA WORKSHOPS

Placing great emphasis on continuous learning for adult learners, the FAS organised the FIFA Workshops that target specific groups of coaches in the ecosystem, to provide them with a sharing platform for updates and best practices.

FAS invited FIFA, UEFA and Switzerland Football Federation' coach instructor, Mr. Dany Ryser, to conduct the Youth Development Workshop. FIFA, UEFA and Belgium Football Federation's coach instructor, Mr. Bob Browaews, was also invited to conduct the Elite Youth Workshop.



FIFA Workshops for



2017

FIFA Women's Coaching
FIFA Grassroots & Festival
FIFA Youth Development
FIFA Elite Youth



2018

FIFA Coaching
Amateur Adults

CONTINUING COACH EDUCATION (CCE)



The implementation of CCE sessions and participation of coaches would be crucial in the introduction of the FAS Coaching Licensing from January 2019. These sessions would allow coaches to accumulate coaching credit hours needed for the licensing renewal procedures.

The FAS collaborated with CoachSG to implement the licensing system. One key requirement was the membership of the football coaches in the National Registry of Coaches managed by SportSG upon meeting the stipulated requirements. Once registered, the coaching license is valid for 3 years.

REFEREES



INTERNATIONAL APPOINTMENTS

Singapore's top FIFA referee Muhammad Taqi kept the Singapore flag flying high when he was appointed to officiate as a video assistant referee (VAR) at the FIFA U-20 World Cup 2017 held in Korea Republic. The video assistant referee was used as a trial by FIFA as an additional means to assist the referees with decisive missed incidents in the game. This was an additional step in preparation for the implementation of the VAR in the FIFA World Cup Russia 2018.

Our refereeing trio achieved the distinction of being appointed to officiate in the FIFA U-17 World Cup 2017 that was held in India. The youth tournament was the first FIFA tournament assignment for assistant referees Edwin and Ronnie, and Taqi's first FIFA Under-17 World Cup. The trio had been officiating together at the international level since 2015, and made history as the first referee trio from Singapore at a FIFA World Cup tournament.

Tournaments Officiated by Taqi

- FIFA U-20 World Cup (Korea Republic)
- FIFA U-17 World Cup (India)
- AFC Champions League
- EAFF Football Championship (Japan)
- International Champions Cup (Singapore)

Tournaments Officiated by Singapore's FIFA Referees and Assistant Referees

- AFC Cup
- AFC Asian Cup 2019 Qualifiers
- International Friendly Matches
- AFC U-16 Women's Championship Qualifiers (Thailand)
- AFC U-16 Championship Men Qualifiers (Mongolia)
- Toyota Mekong Club Championship Final (Thailand)

COURSES AND TRAININGS



FAS Referees Department embraces continuous learning as a key tool in improving and developing the referees.

Several courses and training sessions were steered annually, one of which was the FIFA Member Association (MA) Referees seminar. FIFA Technical Instructor Mr Subkhiddin and FIFA Fitness Instructor Mr Ahmad Khalidi, both from Malaysia, conducted the five-day seminar for top referees and assistant referees in Singapore. With Modern Refereeing as the theme of the seminar, the objective was to rejuvenate and enhance the technical knowledge of the Laws of the Game and on-the-field performances of our match officials.

The FAS Referees Department conducted engagement sessions with the instructors and assessors regularly to ensure consistency and conformity in instructing and assessing processes. With a limited number of instructors allowed to attend the 'FIFA FUTURO III COURSE' every year internationally, FAS brought the course to Singapore for local instructors and assessors, with the objective of equipping them with the necessary skills to assist in developing local referees to their optimum level.

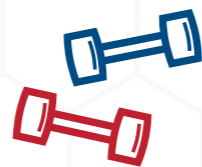


FAS REFEREES ANNUAL APPRECIATION NIGHT

The Annual Appreciation Night function for FAS-registered referees was organised by the Referees Department at the Golden Village @ Great World City on 1 December 2017. Attended by over 100 referees, instructors and assessors, the movie event served as a bonding session as well as to honour their achievements and dedication towards refereeing.

Appreciation tokens were awarded to two outstanding referees for the categories of Most Improved Refereeing Performance and Physical Fitness. These accolades were given based on referees' physical fitness test data, assessment of their refereeing performance, technical ability and understanding towards the Laws of the Game.

Most Improved Physical Fitness award



Chan Kwok Wai
Class 1 Referee

Most Improved Refereeing Performance award

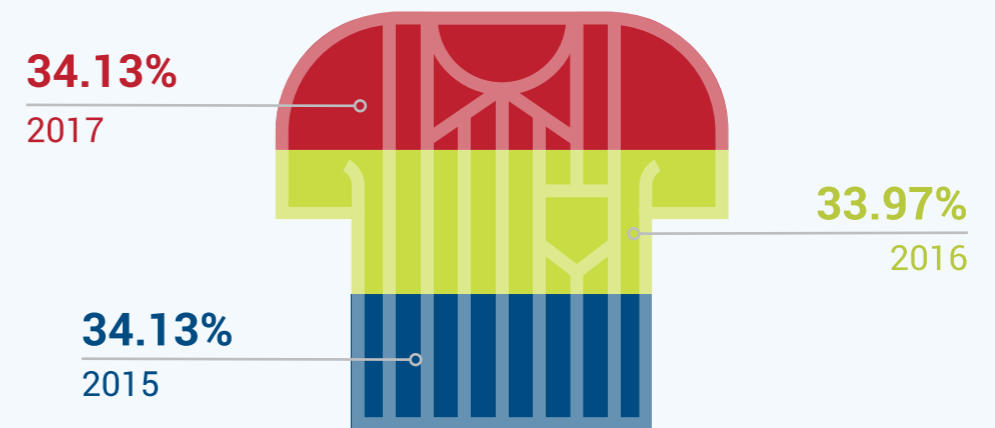


Kamaruzaman
Class 2 referee

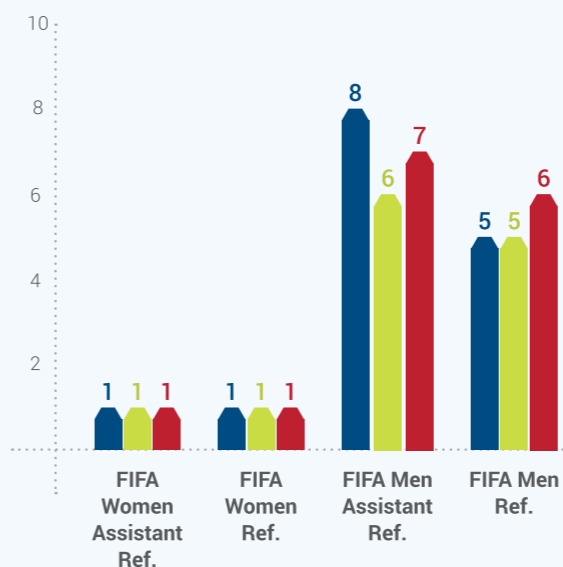
FAS REGISTERED REFEREES

Year 2017 saw an increase in the number of registered FIFA Referees and Class 1 Referees, providing a wider pool for AFC tournaments & the S.League.

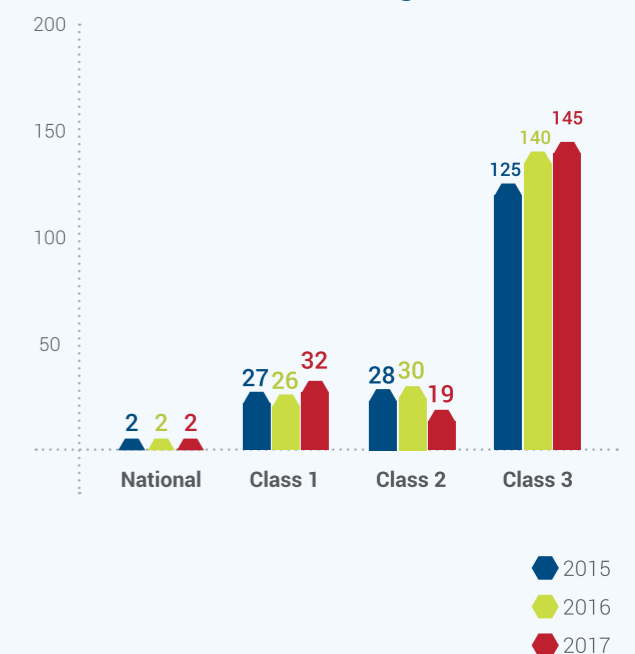
No. of FAS Registered Referee



FIFA Referees



Referees Categories



FOOTBALL SCIENCE & MEDICINE

COLLABORATIONS



The FAS signed a three-year Memorandum of Understanding (MOU) with Republic Polytechnic (RP) on 9 March 2018 to leverage on the benefits of Sports Science. Under the MOU, the National 'A' Team, FFA and Women's teams would be able to use facilities such as the VO2max and DEXA Scan measurements in the Centre of Excellence based in the RP Sports Engineering Laboratory. This provides reliable, objective monitoring and measurements of players' athletic performances to ensure that their performance capabilities are maximised.



Khoo Teck Puat Hospital (KTPH) was responsible for the FIFA Medical Screening of the National 'A' Team and NFA players in 2017 & 2018.

They also provided services such as travel vaccinations for travelling teams. Besides medical appointments and follow-ups, Dr Dinesh Sirisena, a Sports Consultant at KTPH, volunteered his services by helping out with sports coverage for the Garena Young Lions in the 2017 S.League season.



The FAS continued its collaboration with the National University Hospital (NUH) Sports Medicine Centre for the Year 2017-2018.

The Sports Consultants in NUH Sports Medicine Centre handled all medical screenings and sports injuries sustained by the Women's teams. Research collaboration on prevalence of Anterior Cruciate Ligament (ACL) injuries amongst the female soccer players were also on the pipeline.

CONFERENCES & WORKSHOPS

Football Sports Science and Injury Prevention Talks

As part of the FAS' collaboration with the National Youth Sports Institute (NYSI) to promote sports science awareness among youth players, a series of talks were conducted for the NFA Under-15 and Under-18 teams.

The topics included injury prevention, hydration, nutrition, post-training recovery and mental strength workshops. The introduction of these football science and medicine workshops was aimed towards improving players' knowledge and understanding of sports science, which would in turn enhance the quality of training sessions and match performance.

The Garena Young Lions and the Under-22 National Team had dedicated nutrition and sports psychological support from the Singapore Sports Institute. They participated in individual and group sessions with the nutritionist, focusing on post-trainings and post-matches meals and recovery meals. The National 'A' Team were also involved in these workshops with the support of experts from a specialised team of mental strength coaches and nutritionist. These sessions allowed the elite players to take ownership of their well-being and individualised sessions with the specialised staff.

FIFA Medical Conference 2017

The Football Science and Medical department (FSM) were invited to deliver presentations at the FIFA Medical Conference 2017 in Barcelona. Head Physiotherapist, Nurhafizah Abu Sujad presented on Injury Surveillance on Elite Footballers in Singapore League. The team benefited tremendously from the conference and shared their experience towards daily practices as Sports Scientist and Sports Trainer, especially in the National Team set-up.



AFC Football Emergency Medicine and Anti-Doping Regional Course 2017

Dr Xu Cunzhi, who worked closely with FSM department throughout the 2017 season, was selected to attend the AFC Football Emergency Medicine and Anti-Doping Regional Course held in Manila from 31 October to 3 November 2017. Dr Xu is currently working in NUH and has assisted FAS with local football science coverages. Topics covered for this workshop included immediate care of injured athletes, sudden cardiac arrest and spinal injuries, environmental injuries in football with a focus on lightning and heat illness, use of supplements and anti-doping procedure.

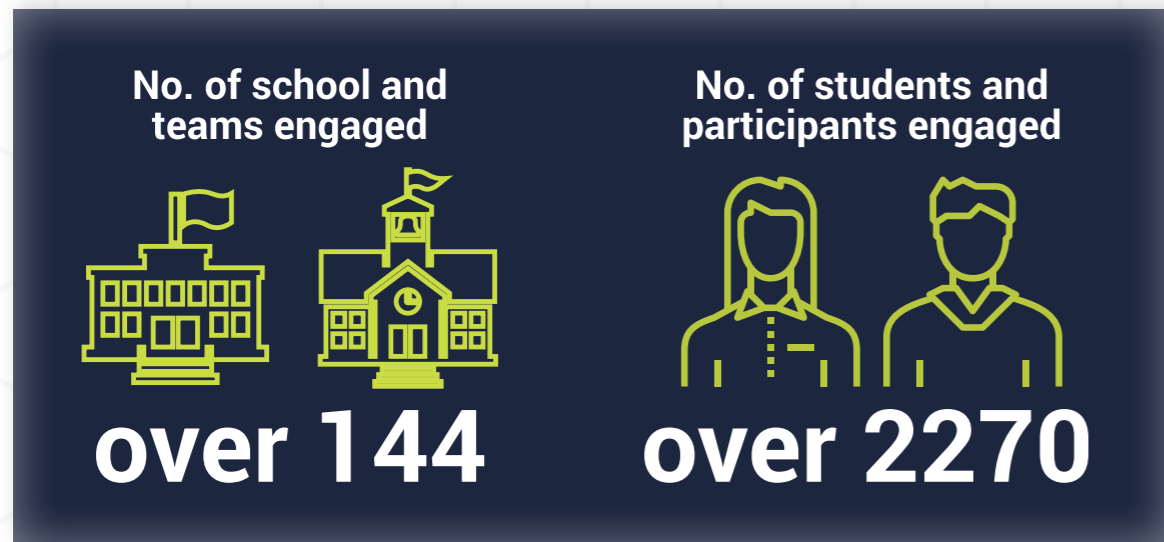


2nd AFC Physiotherapy Conference 2018

Nurhafizah was selected to attend the 2nd AFC Physiotherapy Conference conducted in Aspetar, Qatar from 4 to 6 March 2018. The conference covered vital topics such as injury prevention, role of the physiotherapist in a football set-up, skills and knowledge for any medical emergencies and treatment and management of commonly seen injuries. It was an informative experience with many practical workshops and sharing sessions conducted by experienced doctors and physiotherapists from Aspetar.

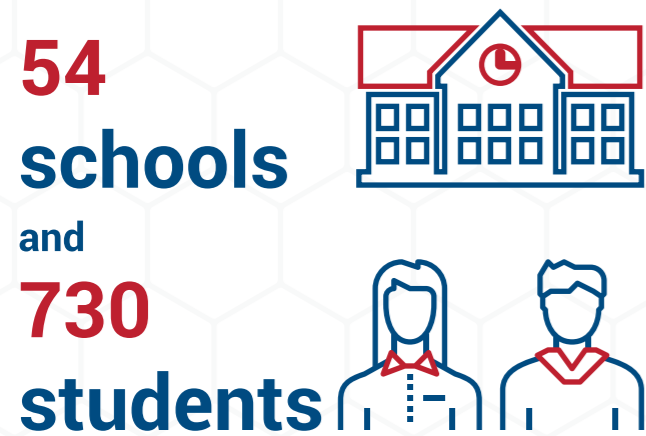


COMMUNITY OUTREACH & GRASSROOTS



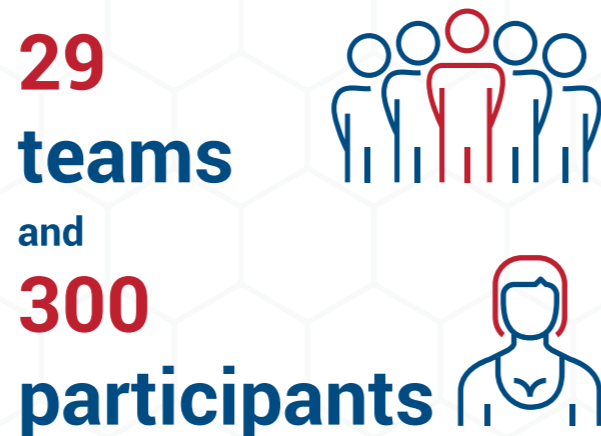
NATIONAL SCHOOLS FIESTAS

The FAS collaborated with the MOE's Primary Schools Sports Council and the Physical, Sports & Outdoor Education Branch to introduce football to primary school children. Events were organised between May and October 2017 for



ANNUAL AFC GRASSROOTS FOOTBALL DAY

The FAS supported this event with 40 other AFC Member Associations in Asia. The activities spread across various venues on the island, and involved children, girls and women, parents, families, teachers and coaches. Activities including the FAS Grassroots Coaching Course and FIFA Live Your Goals festivals were held over a week from 13 to 21 May 2017 and garnered



FIFA GRASSROOTS WORKSHOP AND FESTIVAL

The FAS hosted the FIFA Grassroots Workshop and Festival from 22 to 29 November 2017 at the Jalan Besar Stadium. Thirty-two participants comprising coaches from People's Association PAssion children's centres, ActiveSG, former and current internationals and S.League clubs benefited from the session. At the end of the workshop, the participants themselves coordinated a festival where more than 100 children enjoyed themselves in fun drills and small-sided matches.



ANNUAL FIFA GIRLS' FESTIVAL

The annual FIFA Girls' Festival was held on 9 November 2017 at Serangoon Stadium. Thirty-nine teams comprising over 500 girls participated in the Under-8, Under-10 and Under-12 categories of five versus five and eight versus eight mini-tournaments.



OUTREACH AND TALENT DEVELOPMENT

In an effort to continue promoting football to girls and provide quality technical development, football clinics were conducted at St. Anthony's Canossian Secondary School and CHIJ Our Lady of Good Counsel.

The programme also supports schools to start up girls' football as a co-curricular activity and eventually participate in the National School Games. Clinics were conducted between March 2017 and January 2018 for 248 students.



from seven centres of Pat's Schoolhouse at Jalan Besar Stadium on 27 June 2017. FAS coaches organised fun drills and small-sided games while FAS staff members shared on topics such as refereeing, sports science, coaching, communication and team

JAPAN FA / UNIQLO KIDS SOCCER FESTIVAL

Japan Football Association and Uniqlo once again brought their popular event to Singapore on 22 April 2017 and saw participation from 22 teams comprising over 140 children aged six years and below. The festival was also celebrated across 14 venues in Japan.

AFC AWARDS 2017



The FAS won the AFC President Recognition Award for Grassroots Football in the Developing Member Association category at the AFC Awards 2017 held on 29 November 2017 in Bangkok, Thailand.

The award was presented after successfully fulfilling the criteria of structure and management in the MA, philosophy and policy, partnership with stakeholders, technical programmes conducted, activities and exchange programmes organised, and the successful application of AFC Grassroots Charter.

GOLDEN GOALS

FAS CHARITY GOLF CHALLENGE 2017

The 15th edition of the FAS Charity Golf Challenge and Official Dinner was held at the Singapore Island Country Club on 20 October 2017 to raise funds to support the development of Singapore football.

The Charity Golf Challenge is an annual major corporate social responsibility programme by the FAS wherein the funds raised will be used to both support FAS football programmes at all levels and to enrich the lives of the less fortunate through football.

With the general support of its sponsors, the FAS raised \$269,400.00 through the Charity Golf Challenge 2017.



SINGAPORE CANCER SOCIETY PARTNERSHIP

A partnership with Singapore Cancer Society was announced in February 2017, where half of the gross ticket proceeds from Garena Young Lions' S.League 2017 home matches would be donated to the Society. In addition to the donation, FAS also offered complimentary access to their beneficiaries for all Garena Young Lions 2017 home S.League matches.



DELTA LEAGUE

The Delta League is a biannual youth engagement programme jointly organised by the National Crime Prevention Council and Singapore Police Force, and supported by the FAS. With football as the key platform of engagement, the programme aims to keep youths meaningfully occupied during the June and December school holidays, and raise awareness of the consequences of involvement in crime.

Officials and players from the FAS and S.League have been directly involved in the programme through football clinics, player appearances and participant engagement sessions. Participants were also engaged in community activities to encourage their personal development and to inculcate in them a sense of social responsibility, teamwork and discipline.



NATIONAL TEAM VISIT TO THE NATIONAL KIDNEY FOUNDATION

As part of the FAS' continued efforts to engage with and give back to the community, the National Team visited the Tay Choon Hye – National Kidney Foundation (NKF) Dialysis Centre where players and officials interacted with patients at the centre and learn more about the organisation.



FINANCIAL STATEMENTS

Deloitte.

FOOTBALL ASSOCIATION OF SINGAPORE AND ITS SUBSIDIARY
(Registration No. S82SS0043B)

COUNCIL'S REPORT AND FINANCIAL STATEMENTS

FINANCIAL YEAR ENDED 31 MARCH 2018

COUNCIL'S REPORT AND FINANCIAL STATEMENTS

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COUNCIL'S REPORT

The Council presents their statement to the members together with the audited financial statements of Football Association of Singapore ("Association") and its subsidiary (the "Group") for the financial year ended March 31, 2018.

In the opinion of the Council,

- (a) the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in funds of the Association as set out on pages 6 to 30, are drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Societies Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the financial position of the Association and of the Group as at 31 March 2018 and of the financial performance, changes in funds and cash flows of the Group and the change in funds of the Association for the financial year ended on that date; and at the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due;
- (b) the accounting and other records required by the Societies Act and Regulations to be kept by the Association have been properly kept in accordance with the provisions of the Societies Act and Regulations;
- (c) the fund-raising appeal held during the period 1 April 2017 to 31 March 2018 has been carried out in accordance with regulation 6 of the Societies Act and Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal;
- (d) the use of the donation monies is in accordance with its objectives of the Association as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (e) the Association has complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

ON BEHALF OF THE COUNCIL



Lim Kia Tong
President



Lelaina Lim Siew Li
Honorary Treasurer

DATE: 20 AUG 2018

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FOOTBALL ASSOCIATION OF SINGAPORE

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Football Association of Singapore ("the Association") and its subsidiary ("the Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Association as at 31 March 2018, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in funds and consolidated statement of cash flows of the Group and statement of changes in funds of the Association for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 6 to 29.

In our opinion, the accompanying financial statements of the Group and the statement of financial position and statement of changes in funds of the Association are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Societies Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Association as at 31 March 2018 and of the consolidated financial performance, consolidated changes in funds and consolidated cash flows of the Group and changes in funds of the Association for the year ended on that date.

Basis for Opinion

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

The financial statements of the Group for the financial year ended 31 March 2017 were audited by another firm of auditors who expressed an unmodified opinion on these financial statements on 30 October 2017.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the Council's Report, set out 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FOOTBALL ASSOCIATION OF SINGAPORE

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.

Responsibilities of Management and Council Members for the Financial Statements

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

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FOOTBALL ASSOCIATION OF SINGAPORE

- 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 Group'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 Group 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

In our opinion:

- (a) the accounting and other records required by the Societies Act and Regulations to be kept by the Association have been properly kept in accordance with the provisions of the Societies Act and Regulations; and
- (b) the fund-raising appeal held during the period 1 April 2017 to 31 March 2018 has been carried out in accordance with regulation 6 of the Societies Act and Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FOOTBALL ASSOCIATION OF SINGAPORE

During the course of our audit, nothing has come to our attention that caused us to believe that during the year:

- (a) the Association has not used the donation monies in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Association has not complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Deloitte Touche

**Public Accountants and
Chartered Accountants
Singapore**

DATE: 20 AUG 2018

STATEMENTS OF FINANCIAL POSITION 31 MARCH 2018

	Note	The Association		The Group	
		2018	2017	2018	2017
		\$	\$	\$	\$
Assets					
Current assets					
Inventories	7	1,199,536	518,547	1,199,536	518,547
Trade and other receivables	8	3,441,029	4,754,397	3,411,029	4,734,397
Prepayments		96,498	392,456	97,782	392,456
Cash and cash equivalents	9	5,961,616	10,216,789	5,974,162	10,227,507
Total current assets		10,698,679	15,882,189	10,682,509	15,872,907
Non-current assets					
Plant and equipment	5	115,859	189,420	115,859	189,420
Subsidiary	6	2	2	-	-
Total non-current assets		115,861	189,422	115,859	189,420
Total assets		10,814,540	16,071,611	10,798,368	16,062,327
Liability and Funds					
Current liability					
Trade and other payables	11	4,803,593	10,099,107	4,806,376	10,102,463
Funds					
General funds		1,582,855	1,582,855	1,563,900	1,570,215
Restricted funds	10	4,428,092	4,389,649	4,428,092	4,389,649
Total funds		6,010,947	5,972,504	5,991,992	5,959,864
Total liability and funds		10,814,540	16,071,611	10,798,368	16,062,327

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Financial year ended 31 March 2018

	Note	The Group	
		2018	2017
		\$	\$
Revenue and other income			
Gate collections		1,417,829	68,456
Domestic League entrance fees	12	-	21,961
Sponsorship		3,270,439	6,312,759
Advertising and TV rights		1,259	2,092
Interest on fixed deposits		15,506	41,892
Donations	13	265,490	16,584,022
Miscellaneous receipts	14	44,378	554,470
Affiliation fees		372,474	15,371
SportSG Grant	15	22,637,069	5,915,269
Subsidies	16	1,828,731	1,484,901
Bad debts recovered		90,000	-
		29,943,175	31,001,193
Expenses			
Domestic football league expenses	12	(663,852)	(542,614)
Football development expenses		(5,185,370)	(5,787,257)
SportSG levies and charges		(173,461)	(62,859)
Operating expenses	17	(1,736,491)	(1,373,494)
Organising and travelling expenses	18	(2,209,648)	(632,281)
National Teams and Lions training costs		(3,935,233)	(4,902,793)
Incentives and awards		(180,175)	(168,701)
Overseas conferences/meetings		(7,802)	(72,811)
Referees committee expenses	19	(178,876)	(37,456)
Singapore Professional Football League	20	(15,411,705)	(17,489,770)
Women's football		(266,877)	(348,711)
		(29,949,490)	(31,418,747)
Deficit before taxation		(6,315)	(417,554)*
Taxation	21	-	-
Deficit after taxation		(6,315)	(417,554)*
Funds			
Care United			
Total receipt for the year	10	-	183,450
Total disbursement for the year	10	(13,000)	(62,149)
		(13,000)	121,301
Football Development Fund			
Total receipt for the year	10	51,443	-
		51,443	-
		38,443	121,301
Total net surplus representing total comprehensive income (loss) for the year		32,128	(296,253)

* The Association used to receive donation directly from the TOTE Board on a calendar year basis from 1 January 2011 to 31 December 2016. The TOTE Board has handed the administration of the donation to Sport Singapore ("SportSG") but continues to fund it. Under SportSG, the funding period for the Football Development Programme has been changed from 1 January to 31 December to 1 April to 31 March. Expenses incurred for the Football Development Programme for the period from 1 January 2017 to 31 March 2017 was \$411,307 with no matching income recognised for the same period as donation from SportSG is effective from 1 April 2017.

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN FUNDS

Financial year ended 31 March 2018

	General funds	Restricted funds	Total
	\$	\$	\$
The Group			
At 1 April 2016	1,987,769	4,268,348	6,256,117
Total net deficit representing total comprehensive loss for the year	(417,554)	121,301	(296,253)
At 31 March 2017	1,570,215	4,389,649	5,959,864
Total net deficit representing total comprehensive loss for the year	(6,315)	38,443	32,128
At 31 March 2018	1,563,900	4,428,092	5,991,992

	General funds	Restricted funds	Total
	\$	\$	\$
The Association			
At 1 April 2016	1,994,243	4,268,348	6,262,591
Total net deficit representing total comprehensive loss for the year	(411,388)	121,301	(290,087)
At 31 March 2017	1,582,855	4,389,649	5,972,504
Total net surplus representing total comprehensive income for the year	-	38,443	38,443
At 31 March 2018	1,582,855	4,428,092	6,010,947

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

Financial year ended 31 March 2018

	The Group	
	2018	2017
	\$	\$
Operating activities		
Surplus (Deficit) for the year	32,128	(296,253)
Adjustments for:		
Depreciation	82,053	96,717
Inventories	(680,989)	(518,546)
Interest income	(15,506)	(41,892)
Operating cash flows before changes in working capital	(582,314)	(759,974)
Changes in working capital		
Trade and other receivables	1,618,042	1,121,388
Trade and other payables	(5,296,087)	(1,347,029)
Cash flows used in operations	(3,678,045)	(225,641)
Interest received	15,506	41,892
Net cash used in operating activities	(4,244,853)	(943,723)
Investing activity		
Purchase of plant and equipment, representing net cash used in investing activity	(8,492)	-
Net decrease in cash and cash equivalents	(4,253,345)	(943,723)
Cash and cash equivalents at beginning of year	10,227,507	11,171,230
Cash and cash equivalents at end of year	5,974,162	10,227,507

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

1. General Information

The Association is incorporated and domiciled in the Republic of Singapore as a charity, under the Charities Act, Chapter 37, with its principal place of business located at 100 Tyrwhitt Road, Jalan Besar Stadium #01-02, Singapore 207542.

The principal activities of the Association are those related to the promotion of professional/semi-professional football league and organising football matches.

The consolidated financial statements of the Group and statement of financial position and statement of changes in funds of the Association for the year ended 31 March 2018 were authorised for issue by the Council on [Date].

2. Summary of Significant Accounting Policies

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

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

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 Association takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of FRS 102 Share-based Payments, leasing transactions that are within the scope of FRS 17 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in FRS 2 Inventories or value in use in FRS 36 Impairment of Assets.

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

- (a) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- (b) 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
- (c) Level 3 inputs are unobservable inputs for the asset or liability.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

ADOPTION OF NEW AND REVISED STANDARDS - On 1 April 2017, the Group and the Association adopted all the new and revised FRSs and Interpretations of FRS ("INT FRS") that are effective from that date and are relevant to its operations. The adoption of these new/revised FRSs and INT FRSs does not result in changes to the Group's and the Association's accounting policies and has no material effect on the amounts reported for the current or prior years.

At the date of authorisation of these financial statements, the following new and revised FRSs that are relevant to the Group and the Association were issued but not effective:

- (a) FRS 109 Financial Instruments¹
- (b) FRS 115 Revenue from Contracts with Customers (with clarifications issued)¹
- (c) FRS 116 Leases²

¹ Applies to annual periods beginning on or after 1 January 2018
² Applies to annual periods beginning on or after 1 January 2019

Consequential amendments were also made to various standards as a result of these new/revised standards.

FRS 109 Financial Instruments

FRS 109 Financial Instruments replaces FRS 39 Financial Instruments: Recognition and Measurement and introduced new requirements for (i) the classification and measurement of financial assets and financial liabilities (ii) general hedge accounting (iii) impairment requirements for financial assets.

In relation to the impairment of financial assets, FRS 109 requires an expected credit loss model, as opposed to an incurred credit loss model under FRS 39. The expected credit loss model requires an entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognised.

Management has performed a preliminary assessment on the new impairment. This analysis requires the identification of the credit risk associated with the counterparties and, considering that the majority of the Association's financial assets are trade receivables, integrates some statistical data reflecting the past experience of losses incurred due to default.

Management is currently evaluating the potential impact of the adoption of FRS 109 on the financial statements of the Group in the period of their initial adoption.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

FRS 115 Revenue from Contracts with Customers

In November 2014, FRS 115 was issued which establishes a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. FRS 115 will supersede the current revenue recognition guidance including FRS 18 Revenue, FRS 11 Construction Contracts and the related Interpretations when it becomes effective.

The core principle of FRS 115 is that an entity should recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Specifically, the standard introduces a 5-step approach to revenue recognition:

- (1) Identify the contract with a customer;
- (2) Identify the performance obligation in the contract;
- (3) Determine the transaction price;
- (4) Allocate the transaction price to the performance obligations in the contract; and
- (5) Recognise revenue when (or as) the entity satisfies a performance obligation.

Under FRS 115, an entity recognises revenue when (or as) a performance obligation is satisfied, i.e. when "control" of the goods or services underlying the particular performance obligation is transferred to the customer. More prescriptive guidance has been added in FRS 115 to deal with specific scenarios. Furthermore, extensive disclosures are required by FRS 115.

Management is currently evaluating the potential impact of the adoption FRS 115 on the financial statements of the Group in the period of initial adoption.

FRS 116 Leases

FRS 116 was issued in June 2016 and will supersede FRS 17 Leases and its associated interpretative guidance.

The standard provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessees and lessors. The identification of leases, distinguishing between leases and service contracts, are determined on the basis of whether there is an identified asset controlled by the customer.

Significant changes to lessee accounting are introduced, with the distinction between operating and finance leases removed and assets and liabilities recognised in respect of all leases (subject to limited exceptions for short-term leases and leases of low value assets). The standard maintains substantially the lessor accounting approach under the predecessor FRS 17.

Management is currently evaluating the potential impact of the adoption FRS 116 on the financial statements of the Group in the period of initial adoption.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

BASIS OF CONSOLIDATION - The consolidated financial statements incorporate the financial statements of the Association and its subsidiary controlled by the Association. Control is achieved when the Association:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

The Association reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Association has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Association considers all relevant facts and circumstances in assessing whether or not the Association's voting rights in an investee are sufficient to give it power, including:

- The size of the Association's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- Potential voting rights held by the Association, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Association has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous Council's meetings.

Consolidation of a subsidiary begins when the Association obtains control over the subsidiary and ceases when the Association loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Association gains control until the date when the Association ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Association and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Association and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

Investment in subsidiary is stated at cost less any impairment in net recoverable value that has been recognised in profit or loss.

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

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period. Income and expense is recognised on an effective interest basis for debt instruments.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

Financial assets

All financial assets are recognised and de-recognised on a trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, plus transaction costs.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at bank that are subject to an insignificant risk of changes in value.

Loans and receivables

Trade and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as "loans and receivables". Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest method, except for short-term receivables when the effect of discounting is immaterial.

Impairment of financial assets

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been impacted.

For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade and other receivables where the carrying amount is reduced through the use of an allowance account. When a trade and other receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in profit or loss.

Derecognition of financial assets

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

Financial liabilities and equity instruments

Classification as debt or equity

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Other financial liabilities

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

Derecognition of financial liabilities

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

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

PLANT AND EQUIPMENT - Plant and equipment are stated at cost, less accumulated depreciation and any accumulated impairment losses.

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

	Years
Office equipment	5
Furniture and fittings	5
Computer	3
Sports and field equipment	5

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

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

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

INVENTORIES – Inventories comprise consumables for own use received from sponsors are initially recognised at fair value which is the deemed cost. Provision is made for obsolete, slow-moving and defective inventories.

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

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

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. Impairment losses are recognised as an expense immediately.

When an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income immediately.

LEASES - Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

The Group as lessee

Rentals payable under operating leases are charged to profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

PROVISIONS - Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

REVENUE RECOGNITION - Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts and other similar allowances.

Revenue from sponsorship income

Revenue from sponsorships are recognised in accordance with the Group's accounting policy on sponsorships, on a straight-line basis over the sponsorship period unless the sponsorship is contingent on specific milestones or fulfilment of equivalent performance obligations in which case revenue is recognised when those milestones or performance obligations are met.

Value-in-kind sponsorships are recognised upon delivery of the goods or acceptance of the services. Value-in-kind sponsorships are measured at the fair value of the goods received and services rendered.

Revenue other than sponsorship income

Revenue from gate collections is recognised based on matches played throughout the year with revenue from each match being recognised only after the match to which the revenue relates is completed.

Revenue from grants, subsidies and donations is recognised on accrual basis according to agreed terms and conditions set by the concerned parties. All other revenue from donations is recognised upon receipt.

RETIREMENT BENEFIT COSTS - Payments to defined contribution retirement benefit plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Association's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

EMPLOYEE LEAVE ENTITLEMENT - Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

FUND – The Association maintains general fund and restricted funds. General funds are fund available for use for any of the Group's purposes. Restricted funds are set up for specific purposes.

GOVERNMENT GRANTS - Government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

INCOME TAX - Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of profit or loss and other comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Association's liability for current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted in countries where the Association and its subsidiaries operate by the end of the reporting period.

Deferred tax is recognised on the differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Association intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited outside profit or loss (either in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity, respectively), or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is taken into account in calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

FOREIGN CURRENCY TRANSACTIONS - The financial statements of the Association are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The financial statements of the Association are presented in Singapore dollars, which is the functional currency of the Association, and the presentation currency for the financial statements.

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. For such non-monetary items, any exchange component of that gain or loss is also recognised in other comprehensive income.

CASH AND CASH EQUIVALENTS IN THE STATEMENT OF CASH FLOWS - Cash and cash equivalents in the statement of cash flows comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

3. Critical Accounting Judgements And Key Sources Of Estimation Uncertainty

In the application of the Association's accounting policies, which are described in Note 2, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying the Association's accounting policies

Revenue recognition

For the performance obligations to be fulfilled by the Association to earn the respective sponsorship income, the obligations are to be performed via an indeterminate number of acts over a specific period of time. Further, there is no single specific act which is much more significant than any other acts. Accordingly, the Association has recognised revenue on a straight-line basis over the specific sponsorship period.

Key sources of estimation uncertainty

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

Allowance for trade and other receivables

Allowance for doubtful debts of the Group is based on management's evaluation of collectability and age analysis, taking into consideration credit standing and past payment trends of each customer. The carrying amounts of the Group's trade and other receivables are disclosed in Note 8 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

4. Financial Instruments, Financial Risks And Capital Management

(a) Categories of financial instruments

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

	2018	2017
	\$	\$
The Association		
Financial assets		
Loans and receivables (including cash and cash equivalents) #	9,393,847	14,922,573
Financial liabilities		
Trade and other payables *	4,272,959	4,703,347
The Group		
Financial assets		
Loans and receivables (including cash and cash equivalents) #	9,376,393	14,913,291
Financial liabilities		
Trade and other payables *	4,275,742	4,706,703

Excludes employee advance

* Excludes fees received in advance and donations received in advance

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

(b) Financial risk management policies and objectives

The Group is exposed to various financial risks arising from the normal course of business. It has adopted risk management policies and utilises a variety of techniques to manage its exposure to these risks.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

(i) Foreign exchange risk management

The Group does not transact its business in foreign currencies.

(ii) Interest rate risk management

The Group is exposed to interest rate risk arising from changes in interest rates for interest earning fixed deposits.

The Group's exposure to interest rates is limited to non-derivative instruments at the end of the reporting period. Fluctuations in interest rates are not expected to have a material impact on the Group's operating results.

(iii) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group's credit risk is primarily attributable to its cash and cash equivalents and trade and other receivables.

Cash and cash equivalents are placed with reputable financial institutions.

The carrying amount of financial assets recorded in the financial statements, which are net of any allowances for losses, represents the Group's maximum exposure to credit risk.

Further details of credit risks on trade and other receivables are disclosed in Note 8 to the financial statements. The Group has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers except for the fund receivable from a single party which the Group expects that this is collectible.

(iv) Liquidity risk management

The objective of liquidity management is to ensure that the Group has sufficient funds to meet its contractual and financial obligations. The Group's liquidity risk is minimal as the Group maintain sufficient cash and bank balances through grants, donations, and sponsorships and internally generated cash flows to finance their operating activities and committed liabilities.

(c) Fair value of financial assets and financial liabilities

Management considers that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the financial statements approximate their fair values.

(d) Capital risk management policies and objectives

The Group reviews its capital structure at least annually to ensure that the Group will be able to continue as a going concern. The capital structure of the Group comprises reserves and retained earnings. The Group's overall strategy remains unchanged from the prior year.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

5. Plant and Equipment

	Office equipment	Computer	Furniture and fittings	Sports and field equipment	Total
	\$	\$	\$	\$	\$
The Association and the Group					
Cost					
At 1 April 2016 and 2017	34,966	255,352	156,000	193,219	639,537
Additions	4,961	3,531	-	-	8,492
At 31 March 2018	39,927	258,883	156,000	193,219	648,029
Accumulated depreciation					
At 1 April 2016	20,147	168,313	54,594	110,346	353,400
Depreciation for the year	4,812	43,261	24,244	24,400	96,717
At 31 March 2017	24,959	211,574	78,838	134,746	450,117
Depreciation for the year	5,052	30,330	24,244	22,427	82,053
At 31 March 2018	30,011	241,904	103,082	157,173	532,170
Net book value					
At 31 March 2018	9,916	16,979	52,918	36,046	115,859
At 31 March 2017	10,007	43,778	77,162	58,473	189,420

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

6. Subsidiary

The Association

Unquoted equity investment, at cost
Impairment loss

	2018	2017
	\$	\$
	300,002	300,002
	(300,000)	(300,000)
	2	2

Impairment due to Singapore Professional Football League Pte Ltd being dormant company and also in a net total liabilities and loss position.

The subsidiary is as follows:

Name of subsidiary	Principal activities	Country of Incorporation	Percentage of equity held	
			2018	2017
			%	%
Singapore Professional Football League Pte Ltd ⁽¹⁾	To promote a professional/ semi-professional football league and betting outlet operations. The subsidiary remains dormant.	Singapore	100	100

(1) The shares are held in trust by a nominee corporation and two individuals

7. Inventories

The Association and The Group

Inventories, at cost

	2018	2017
	\$	\$
	1,199,536	518,547

Inventories pertain to sponsored goods in the form of football attire and equipment.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

8. Trade and Other Receivables

	The Association		The Group	
	2018	2017	2018	2017
	\$	\$	\$	\$
Trade receivables				
- third parties	873,633	2,424,406	873,633	2,424,406
- subsidiary	133,929	103,929	-	-
	1,007,562	2,528,335	873,633	2,424,406
Allowance for impairment of trade receivables				
Balance at beginning of year	(103,929)	(103,929)	-	-
Allowance for the year	(30,000)	-	(30,000)	-
Balance at end of year	(133,929)	(103,929)	(30,000)	-
Net trade receivables	873,633	2,424,406	843,633	2,424,406
Other receivables				
Deposits	68,182	78,137	68,182	78,137
Insurance claim and recoverables	28,244	95,765	28,244	75,765
Advances to employees for competition and training	8,798	48,613	8,798	48,613
Fund receivable	2,462,172	2,107,476	2,462,176	2,107,476
Advance to S-League clubs	105,496	105,496	105,496	105,496
	2,672,892	2,435,487	2,672,896	2,415,487
Allowance for impairment loss of other receivables (Advance to S-League clubs)				
Balance at beginning and end of year	(105,496)	(105,496)	(105,496)	(105,496)
Other receivables	2,567,396	2,329,991	2,567,396	2,309,991
Net trade and other receivables	3,441,029	4,754,397	3,411,029	4,734,397

Trade receivables are non-interest bearing and are generally on 30 or 60 (2017 : 30 or 60) days' terms. No interest is charged on the overdue trade receivables. Allowance for doubtful receivables are recognised against trade receivables based on irrecoverable amounts, determined by reference to past default experience. Advance to S-League clubs are unsecured, interest-free and repayable on demand.

In determining the recoverability of a receivable, the Group considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the end of the reporting period.

Included in the Group's trade receivable balances are debtors with a carrying amount of \$582,423 (2017 : \$1,375,855) which are past due at the end of the reporting period for which the Group has not recognised an allowance for doubtful receivables as there has not been a significant change in credit quality and the amounts are still considered recoverable.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

The age analysis of trade and other receivables past due but not impaired is as follows:

	2018	2017
	\$	\$
The Group		
Past due not impaired		
Past due 0 to 30 days	-	49,322
Past due 31 to 60 days	43,399	53,694
Past due 61 to 90 days	-	578,425
Past due over 90 days	539,024	694,414
	<u>582,423</u>	<u>1,375,855</u>

9. Cash and Cash Equivalents

	The Association		The Group	
	2018	2017	2018	2017
	\$	\$	\$	\$
Fixed deposits	3,800,263	6,806,305	3,800,263	6,806,305
Cash and bank balances	2,161,353	3,410,484	2,173,899	3,421,202
	<u>5,961,616</u>	<u>10,216,789</u>	<u>5,974,162</u>	<u>10,227,507</u>

Fixed deposits are for terms of approximately one to three months with interest rate of 0.33% to 0.92% (2017 : 0.62 to 0.75%) per annum at the end of the year.

10. Restricted Funds

	Care United	Football Development Fund	Total
	\$	\$	\$
The Association and The Group			
At 1 April 2016	127,438	4,140,910	4,268,348
Total receipts for the year	183,450	-	183,450
Total disbursements for the year	(62,149)	-	(62,149)
At 31 March 2017	248,739	4,140,910	4,389,649
Total receipts for the year	-	51,443	51,443
Total disbursements for the year	(13,000)	-	(13,000)
At 31 March 2018	<u>235,739</u>	<u>4,192,353</u>	<u>4,428,092</u>

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

The objectives of the Funds are as follows:

Care United

The funds raised are to support community outreach programmes, which have the following three key thrusts:

- Children Financial Assistance (CFA) Scheme;
- Transportation for Elderly Folks (TEF) Scheme; and
- Development of Women's Football (DWF) Scheme.

Football Development Fund

The Association has set up the Football Development Fund to support the following five key realms:

- National Training Centre and Upgrading of football facilities;
- Academic-cum-football scholarships;
- Attachments for coaches, players and referees;
- Attachments for management and support staff; and
- Sports Science and Medicine support and facilities for various age-group teams and S.League clubs.

11. Trade And Other Payables

	The Association		The Group	
	2018	2017	2018	2017
	\$	\$	\$	\$
Trade payables	1,549,014	1,350,928	1,549,014	1,350,928
Accruals	2,353,237	2,049,893	2,356,021	2,053,249
Others payables	370,708	1,302,526	370,707	1,302,526
	<u>4,272,959</u>	<u>4,703,347</u>	<u>4,275,742</u>	<u>4,706,703</u>
Fees received in advance	78,980	1,126,836	78,980	1,126,836
Donations received in advance	451,654	4,268,924	451,65	4,268,924
	<u>4,803,593</u>	<u>10,099,107</u>	<u>4,806,376</u>	<u>10,102,463</u>

The average credit period on purchases is approximately 30 days (2017 : 30 days).

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

12. Domestic Football League

The Group	2018	2017
	\$	\$
Income		
Island Wide League	-	9,600
NFL Division 1 and 2	-	1,400
FA Cup	-	1,500
Singapore 9s	-	8,411
Women's Domestic League	-	1,050
	<u>-</u>	<u>21,961</u>
Expenses		
Island Wide League	-	19,034
NFL Division 1 and 2	472,335	265,500
FA Cup	36,707	32,287
Singapore 9s	-	21,628
Women's Domestic League	114,444	125,698
Office Operating Expenses	308,333	516,462
	<u>931,819</u>	<u>980,609</u>
Shared services	<u>(267,967)</u>	<u>(437,995)</u>
	<u>663,852</u>	<u>542,614</u>

The participation fees of the various domestic football leagues have been waived in FY2018 and no income is generated from the leagues

13. Donations

The Institution of a Public Character ("IPC") status of Football Association of Singapore has been renewed up till 7 June 2019, under which FAS can grant tax deductions to its donors. With effect from 24 October 2008, Football Association is authorised to issue tax deductible receipts to its donors.

Included in donations are tax deductible donations of \$228,800 (2017 : \$173,450).

14. Miscellaneous Receipts

The Group	2018	2017
	\$	\$
Disciplinary fines	28,850	40,700
Tournament sanction fees	763	-
Others	14,765	513,770
	<u>44,378</u>	<u>554,470</u>

15. Sport Singapore (SPORTSG) Grant

This represents grant from Sport Singapore to the Association as a National Sports Association. In 2018, the TOTE Board has handed the administration of the donations to SportSG and TOTE Board continue to fund this donation. This donation is recorded under SportSG Grant in the beginning of 2018.

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

16. Subsidies

The subsidies are received mainly from Federation International Football Association ("FIFA"), The Asian Football Confederation ("AFC") and ASEAN Football Confederation ("AFF") for local football development.

17. Operating Expenses

The Group	2018	2017
	\$	\$
Bank charges	2,552	6,806
Computer expense - website, supplies and maintenance	65,384	20,817
Entertainment/refreshment	22,467	29,067
Exchange loss	1,177	-
Insurance	30,884	39,111
Medical expenses	21,244	13,970
Miscellaneous expenses	242,869	177,239
Newspaper/Publications	2,758	4,318
Printing and stationery	17,538	17,036
Professional fees	177,506	162,985
Recruitment and training	13,226	28,757
Repairs and maintenance	32,064	33,546
Rental of office premises	184,781	187,789
Souvenirs	10,480	15,125
Salaries and bonuses	2,107,089	2,058,284
Staff welfare	38,786	14,422
Subscription/membership	2,782	3,337
Telephone and postage	29,799	45,127
Transport	13,639	18,454
Water and electricity	18,463	16,554
Depreciation of plant and equipment	82,053	96,717
Fund raising event	41,116	-
Goods & Services Tax not recoverable	83,169	57,728
	<u>3,241,826</u>	<u>3,047,189</u>
Shared services	<u>(1,505,335)</u>	<u>(1,673,695)</u>
Net operating expenses after shared services	<u>1,736,491</u>	<u>1,373,494</u>

18. Organising and Travelling Expenses

The Group	2018	2017
	\$	\$
AFC Asian Youth Qualifying Rounds	127,996	1,500
AFF Asean Youth Competitions	31,793	49,415
AFF Championship (Suzuki Cup)	(1,903)	100,522
Friendly Matches	1,484,721	320,826
Asian and SEA Games	98,373	-
Asian Cup Qualifying Rounds	382,519	67,407
World Cup Qualifying Rounds	(8,383)	18,076
Women's International Competition	39,829	74,535
Olympic Qualifying /AFC U22	54,703	-
	<u>2,209,648</u>	<u>632,281</u>

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

19. Referee Committee Income/(Expenses)

	2018	2017
	\$	\$
The Group		
Referee committee income	15,295	20,127
Referee committee expenses	(514,634)	(515,287)
	(499,339)	(495,160)
Shared services	320,463	457,704
	(178,876)	(37,456)

20. Singapore Professional Football League Expenses

	2018	2017
	\$	\$
The Group		
S League Competitions	1,123,827	1,747,633
Singapore Cup	490,246	579,711
League Cup	83,990	136,649
Grants to Clubs	9,840,408	10,254,721
Allowance for doubtful debts	30,000	-
Advertising	83,974	85,616
Salaries and related costs	754,724	1,139,158
Others (Including advertising)	910,771	976,888
	13,317,940	14,920,376
*Shared services		
- Domestic football league (Note 12)	267,967	437,995
- Operating expenses (Note 17)	1,505,335	1,673,695
- Referee committee expenses (Note 19)	320,463	457,704
	15,411,705	17,489,770

* Shared services relate to expenses attributable to the Singapore Professional Football League included within domestic football league (Note 12), operating expenses (Note 17) and referee committee expenses (Note 19).

21. Taxation

The Association is exempt from tax by virtue of being an approved charity under the Charities Act, Chapter 37 and an Institution of Public Character under the Income Tax Act, Chapter 134. The subsidiary is subject to the prevailing corporate tax rate of 17% (2017 : 17%).

Reconciliation of effective tax rate

	2018	2017
	\$	\$
Deficit before taxation	(6,315)	(6,247)
Tax at statutory rate of 17% (2017 : 17%)	(1,074)	(1,062)
Non-deductible expenses	1,074	1,062
	-	-

NOTES TO THE FINANCIAL STATEMENTS

31 March 2018

22. Employee Benefits Expense

	2018	2017
	\$	\$
The Group		
Short-term employee benefits:		
Key management personnel		
- salaries and related costs	1,604,623	1,597,842
- CPF contributions	51,499	54,221
	1,656,122	1,652,063
Other than key management personnel		
- salaries and related costs	6,661,504	6,914,485
- CPF contributions	822,594	880,064
	7,484,098	7,794,549
	9,140,220	9,446,612

23. Commitments**Operating lease commitments**

	2018	2017
	\$	\$
The Group		
Operating lease expense for the financial year	558,718	565,747

At the end of the reporting period, the Group has outstanding commitments under non-cancellable operating leases in respect of rental of apartments and office equipment as follows:

	2018	2017
	\$	\$
The Group		
Not later than one year	534,171	537,483
Later than one year and not later than five years	44,137	517,198

The above operating leases have an average tenure of between 2 to 5 years. They do not contain any escalation clauses and do not provide for contingent rents. Lease terms do not contain restrictions on the Group's activities concerning additional debts or entering into other leasing arrangements.





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