

BUILDING OUR SPORTING SINGAPORE TOGETHER

SG
60



ANNUAL REPORT

1 APRIL 2025 -
31 MARCH 2026

PURPOSE

Sport Singapore's purpose is to inspire the Singapore Spirit and transform Singapore through sport. Through innovative, fun and meaningful sporting experiences, our mission is to reach out and serve communities across Singapore with passion and pride.

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MR KON YIN TONG

*Managing Partner,
Foo Kon Tan LLP*

CHAIRMAN'S MESSAGE

SG60: BUILDING OUR SPORTING SINGAPORE, TOGETHER

This year, as Singapore turned 60, sport rose to meet the occasion in remarkable ways. We became the first Southeast Asian nation to host the World Aquatics Championships (WCH). We sent our largest-ever Team Singapore contingent to a SEA Games held abroad and came home with the country's biggest medal haul from any overseas Games. Across our heartlands, Singaporeans of every age came together — at our sport centres, neighbourhood spaces and community events — to play, to cheer, to belong, and to give back. It was a year that asked what it means to build a sporting Singapore together, and found its answer in many different ways.

60 years is a milestone that invites both reflection and ambition. It reminded us that a sporting Singapore is not built in a single moment, but through decades of investment in people, in infrastructure, and in the belief that sport belongs to everyone. This was the year that belief found its fullest expression yet — in the roar of home crowds, in medals won on foreign soil, and in the quiet, steady work of bringing sport into the lives of every Singaporean, at every stage of life.

PUTTING SPORTING SINGAPORE ON THE WORLD MAP

This year, we became the first Southeast Asian nation to host the WCH – welcoming more than 2,500 athletes from 206 countries over 24 days. Weeks later, we staged the first-ever World Aquatics Masters Championships held in the region, before becoming the first Asian nation to host the Toyota World Para Swimming Championships. More than 500,000 people took part in Championship-related activities over the year, cheered on by 3,000 Team Nila volunteers, including our youngest-ever cohort of Little Team Nila members.

The momentum carried through a packed events calendar. Singapore hosted the NBA's first-ever regional high-school tournament in Asia Pacific, closed out a landmark three-year partnership with FIBA, and staged the largest single-day HYROX event held anywhere in the world. It was, unmistakably, Singapore's year to host.

The stages we built were only half the story. Our athletes stepped up to fill them — and then went further, carrying the flag beyond our shores. Our largest-ever contingent travelled to the 33rd SEA Games in Thailand:

926 athletes, including 548 debutants, competing across 48 sports. They returned with 202 medals, the nation's biggest medal haul from a Games held abroad, supported by our largest-ever Games support team. At the ASEAN Para Games, our 37 para-athletes reached the podium in almost every sport contested, led by Toh Wei Soong's three golds in the pool.

Further afield, our athletes continued to write new chapters in Singapore's sporting history. Yip Pin Xiu claimed her eighth world title. Gan Ching Hwee became the first Singaporean woman since 2007 to reach a World Championships swimming final. Our national football team qualified for the AFC Asian Cup on merit for the first time.

Behind these results was a strong system built to bring out the best in our athletes. The formation of the High Performance Sport Institute on 1 April 2025 marked a defining moment in that journey. By bringing sport science, coaching and performance capabilities under one roof, we are better positioned to nurture athletes at every stage of their pathway, so that those who are ready can compete and win at the highest levels.

GROWING THE GAME, TOGETHER

A sporting nation is not simply measured by the events it hosts or the medals it wins, but by how many people find a place within it. Our work this year was to widen that space, and to make building our sporting Singapore together something Singaporeans could take part in, not just watch.

SG60 gave us a powerful moment to do exactly that. More than a million Singaporeans and permanent residents claimed a one-time ActiveSG Credit top-up — many putting it toward gym entries, swim passes and school-holiday programmes. It was a deliberate encouragement that lowered the barrier to that first step, and in many cases, the second and third.

The inaugural Seniors National Games brought together more than 4,500 seniors from 110 Active Ageing Centres, competing across five adaptive sports. It was one of the year's clearest examples of what an active nation for every age can look like. The inaugural Active Fest opened the door for Singaporeans to try something new for five dollars. Meanwhile, FunFam Sport Fest anchored the National Family Festival 2025 and drew a record turnout.

Younger Singaporeans had their own firsts. The Singapore Youth League launched its first girls-only division. The inaugural School Sports Fiesta rallied more than 2,300 students behind Team Singapore ahead of the SEA Games. A new partnership with MOE Kindergarten began equipping preschool educators to bring movement into early learning, while the 55% growth in participation in ActiveSG Academies & Clubs broadened our outreach for the next generation.

COMING TOGETHER THROUGH SPORT

This was also the year that sport's role as a social connector deepened. Little Team Nila gave children as young as five their first taste of volunteering, cheering on athletes across ten days of competition at WCH — a reminder that the spirit of giving can be kindled early. The SportCares HEARTS Football League welcomed its most diverse line-up of teams to date, bringing youths, tertiary students and long-standing community partners together on the same pitch.

The refreshed Disability Sports Master Plan also gained traction. The Enabling Sports Fund opened for applications, matched dollar for dollar by the Government towards a \$10 million goal by 2030. Through our various initiatives and our five Para Sport Community Hubs, we grew the capacity of our regular disability sport programmes to 3,600 participants — putting us on track for the Plan's 2030 target. Play Inclusive returned for SG60, drawing more than 2,200 participants across ten sports, with various inclusive sports experiences. Together, these efforts reflected a conviction that a truly sporting Singapore leaves no one on the sidelines. SportSG was also named a Champion of Good 2025, in recognition of the work of Team Nila, and SportCares, and the belief that sport remains one of Singapore's most powerful tools for bringing people together.



SPACES WE BUILD TOGETHER

Our facilities kept pace with our ambitions. Under the Sports Facilities Master Plan, 12 Sport-in-Precinct facilities were completed across the island, with another 22 in the pipeline — bringing a game, a workout or a run within reach of more residents. Four ActiveSG Sport Centres began their refresh, and the WCH Arena where three world records fell during the Championships, is being enhanced as a legacy for both our community and national athletes.

The former Ang Mo Kio Swimming Complex reopened as ActiveSG Sport Park @ Teck Ghee, complete with Singapore's first calming pod in a sporting facility. New pickleball courts opened inside Little India Bus Terminal — a reminder that in land-scarce Singapore, sport can find a home in unexpected places. Delta Sport Centre's President's Design Award 2025 win capped the year, recognising what thoughtful design can do to open a facility up to its whole neighbourhood.

As we look ahead to hosting the SEA Games and ASEAN Para Games in 2029, this SG60 year leaves us with a clear conviction. A sporting Singapore is not built by just hosting more, but by welcoming more — more people, at more stages of life, in more corners of the island — together. With every Singaporean who found their place in sport this year, we move closer to that vision. SportSG will keep deepening our systems, broadening our reach, and building a Singapore where sport is not something people watch from the sidelines, but something every Singaporean can take part in, find meaning in, and make their own.



Image credit: JJ Wong

BOARD MEMBERS

CHAIRMAN



Mr Kon Yin Tong
Managing Partner, Foo Kon Tan LLP



Dr Hing Siong Chen
Family Physician, Healthway Medical Group;
President, Singapore Cycling Federation



Mr Pan Kit Kuan
Chief Executive Officer,
Alpha Ladder InnovX



Mr Tan Chin Hwee²
Chairman, SGTraDex
Executive Chairman, Climate Bridge
International



Ms Chan Yen San
Partner, KPMG



Dr Elmie Nekmat
Associate Professor,
Communications and New Media
Vice Dean of Students, Office
of Student Affairs, National
University of Singapore



Mr Tay Choon Hong
Chief Executive Officer,
Health Promotion Board



Mr Keith Magnus
Chairman, Evercore Asia
Chairman, Kallang Alive Sport
Management Co¹



Mr Alan Goh
Chief Executive Officer,
Sport Singapore



Dr Lee Tung Jean
Deputy Secretary, Ministry of Culture,
Community and Youth



Mr Michael Palmer
Director, Quahe Woo & Palmer LLC



Ms Theresa Sim
Partner, PricewaterhouseCoopers LLP



Ms Yip Pin Xiu
Paralympian



Mr Andrew Lim
Group Chief Operating Officer,
CapitaLand Investment



Dr Benedict Tan
Vice President, Singapore
National Olympic Council

¹ Kallang Alive Sport Management changed its corporate name to The Kallang Group on 28 November 2025, with the Singapore Sports Hub renamed The Kallang

² With effect from 1 October 2025

CORPORATE GOVERNANCE



AUDIT COMMITTEE

- Chairman**
Mr Andrew Lim
- Members**
Ms Chan Yen San
Ms Theresa Sim
Mr Tay Choon Hong

Terms of Reference:
The Audit Committee assists the SportSG Board in overseeing the financial reporting process, the internal controls, the audit process and the organisation’s process for monitoring compliance with laws, regulations and the code of conduct. The Audit Committee recommends the appointment of the external auditors for approval by the Board as well as reviews the work performed by the internal and external auditors.

FINANCE COMMITTEE

- Chairman**
Mr Keith Magnus
- Members**
Dr Lee Tung Jean
Mr Michael Palmer
Mr Pan Kit Kuan

Terms of Reference:
The Finance Committee is responsible for the strategic direction and management of SportSG’s financial resources and policies and it advises SportSG on all major financial matters. It oversees the overall structure and systems for managing SportSG’s financial resources, accounting policies and financial regulations. The committee acts as the approving authority as decided by the Board. It also sets the direction and policies on management of surplus funds. The committee is supported by the SportSG Finance Division.

HUMAN CAPITAL COMMITTEE

- Chairman**
Mr Kon Yin Tong
- Members**
Dr Lee Tung Jean
Mr Alan Goh

Terms of Reference:
The Human Capital Committee is responsible for the strategic direction and management of SportSG’s human capital, specifically compensation, talent development and management. The committee also endorses the appointment of members of various subcommittees and advisory boards.

MAJOR PROJECTS COMMITTEE

- Chairman**
Mr Kon Yin Tong
- Members**
Mr Michael Palmer
Mr Alan Goh
Mr Tai Lee Siang (Co-opt Member)
Mr Tan See Nin (Co-opt Member)

Terms of Reference:
The Major Projects Committee reviews the Sports Facilities Master Plan and infrastructure development (including The Kallang) projects. The Committee endorses the conceptual plan, project brief, architectural and design aspects of development projects, and rejuvenation plan to existing sport facilities. The Committee also advises on partnership opportunities with private sector businesses and other government agencies to ensure mutually beneficial collaborations.

SPEXSCHOLARSHIP SELECTION COMMITTEE

- Chairman**
Mr Kon Yin Tong
- Members**
Dr Benedict Tan
Ms Chan Yen San
Dr Hing Siong Chen
Mr Alan Goh
Mr Toh Boon Yi
Dr Su Chun Wei
Ms Feng Tianwei
Mr Sukhmohinder Singh (Co-opt Member)
Mr Mervyn Toh (Co-opt Member)

Terms of Reference:
The spexScholarship Selection Committee approves the award, continuation or completion, and termination of SportSG spexScholarships. It also reviews the annual monitoring and evaluation of existing spexScholars, as well as approve the metrics that determine the maximum programme funding for spexScholars and the stipend for spexScholar athletes.

BOARD OF TRUSTEES FOR VISION 2030 FUND

- Chairman**
Mr Kon Yin Tong
- Members**
Dr Benedict Tan
Mr Michael Palmer

Terms of Reference:
The Board of Trustees for the Vision 2030 Fund provides overall guidance for the use of the funds to achieve the goals in the Vision 2030 master plan. Guided by the Vision 2030 objectives, the Board of Trustees is also responsible for ensuring that SportSG’s policies and initiatives are able to promote, develop and advance sport, foster sport volunteerism and philanthropy and position sport as an integral part of everyone’s life.

SENIOR MANAGEMENT



Chief Executive Officer
Mr Alan Goh



Deputy Chief Executive Officer (Development)
Chief, Kallang Alive Management Office
Mr Daryl Yeo



Deputy Chief Executive Officer
Mr Toh Boon Yi



Chief, Strategy Group
Ms Lee Huei Chern



Chief, Sport Infrastructure Group
Mr Lim Hong Khiang



Chief, High Performance Sport Institute
Dr Su Chun Wei



Chief, ActiveSG
Mr Tan Hock Leong



Chief, Sport Development Group
Mr Marcus Tan



Chief, Industry Development Group
Mr Roy Teo³



Chief, Assurance & Corporate Excellence Group
Mr Muhammad Rostam Umar



Chief, Transformation Office
Ms Mary Yong⁴

³ Till 31 August 2025
⁴ With effect from 14 July 2025



SPORTING HIGHLIGHTS

EXPANDING OUR SPORTING REACH TOGETHER



MORE WAYS TO GET MOVING WITH SG60 ACTIVE\$G CREDITS TOP-UP

To mark Singapore's 60th year, SportSG made sport more accessible for everyone. Every Singaporean and permanent resident who logged in to MyActiveSG+ between 2 June and 31 December 2025 received a one-time S\$100 SG60 Active\$G Credit top-up – a national invitation to get moving.

In total, over 1.78 million members comprising more than 42% of eligible Singapore citizens and permanent residents claimed their SG60 credits. By the end of March 2026, more than 40% of them used their credits across gym entries, swim passes, group fitness classes, school-holiday programmes, and Active Health wellness sessions.

The initiative also expanded where credits could be spent. From 1 November 2025, Active\$G Credits could be used to book Dual-Use Scheme (DUS) facilities, opening up more than 370 school sport spaces, from indoor sport halls to fields, to the community on weekends. New members received a total of S\$200 to begin their sporting journey – comprising the S\$100 SG60 top-up in addition to the S\$100 that they received as part of the new member incentive scheme implemented in 2014 – if they signed up by 31 December 2025. To ensure every dollar could be put to good use, all credits were automatically extended to 31 December 2026.

Together, these moves gave more Singaporeans more reasons and more ways to make sport a part of everyday life.



ADVANCING CAPABILITY BUILDING THROUGH MOE KINDERGARTEN PARTNERSHIP

Building on our longstanding commitment to nurturing movement from young, SportSG secured a landmark partnership with MOE Kindergarten in FY2025 to equip preschool educators with the skills and confidence to bring active play into the classroom.

The partnership's first milestone was an inaugural workshop where 30 MOE Kindergarten educators were introduced to SportSG's 5Es Framework (Learning Environment, Movement Experiences, Exploration, Engagement and Encouragement) – a practical approach to designing positive, age-appropriate movement experiences for young children.

An educator who understands how to nurture fundamental movement can bring purposeful, joyful play into everyday learning for every child in their care, helping children develop the confidence, coordination and habits that make physical activity a natural part of growing up.

This collaboration with MOE Kindergarten laid the groundwork for a deeper, system-wide effort to build the capabilities of educators across Singapore's schools – shaping a generation for whom movement is second nature, and strengthening the foundation of a sporting Singapore for decades to come.

FUNFAM SPORT FEST ANCHORS "PLAY" AT NATIONAL FAMILY FESTIVAL 2025 @ EXPO

Families came together to race, bond and play at the National Family Festival 2025 (NFF@EXPO) at Singapore EXPO on 31 May and 1 June 2025. At the heart of it was SportSG's FunFam Sport Fest, anchoring the festival's "Play" pillar and turning family bonding into an active, joyful experience.

The response was record-breaking. FunFam Sport Fest drew a record 41,100 visitors, contributing to the 57,500 participants engaged under the Active Parents movement's broader "Play Together, Grow Together" campaign. From interactive games to multi-sport challenges, children of all ages took to the field alongside their parents and grandparents, discovering the joy of sport together.

Adding to the occasion, Team Singapore athlete-parents joined the fun: Lucas Teo and Suzanne Seah (canoe), Yip Ren Kai (water polo), Sidney Kumar (rugby), and Ng Han Bin (basketball). Playing alongside their children, they showed families what it means to be role models, both on the field of play and at home, passing the baton of healthy, active living to the next generation.



INAUGURAL SCHOOL SPORTS FIESTA RALLIES STUDENTS BEHIND TEAM SINGAPORE

The first instalment of the inaugural School Sports Fiesta gathered 1,400 Secondary One students from Edgefield, Yusof Ishak, Greendale and Punggol Secondary Schools for a day of competition and shared national pride in October 2025.

Students competed in a range of inclusive sports including basketball, boccia, frisbee and sitting volleyball, and tried their hand at athletics, football, hockey and tennis. They were joined by Team Singapore sprinter Shanti Pereira, boccia player Aloysius Gan, footballer Farhanah Ruhaizat, and tennis player Audrey Tong, who brought their sport to life and shared candid stories of their own sporting journeys. Beyond the sporting action, the students enjoyed fringe activities, including interactive booths showcasing Team Singapore and the national sport volunteerism movement Team Nila, Active Health fitness assessments, and street dance workshops.

"Through sports, our students make new friends and learn teamwork, respect, and resilience."

The Fiesta also served as the launchpad for the One Team, One Dream campaign, rallying support for Team Singapore ahead of the 33rd SEA Games and 13th ASEAN Para Games in Thailand. Following the first session, the School Sports Fiesta travelled to two other locations in 2025, bringing together a total of 16 schools and more than 2,300 students through sporting activities and competitions.

“Seeing their enthusiasm reminds me why we compete – for every Singaporean who believes in us.”

- Team Singapore sprinter, Shanti Pereira

Guest-of-Honour Mr David Neo, then Acting Minister for Culture, Community and Youth, underscored the deeper value of the day:





Image credit: Sport Singapore

FORGING NEW SPORTING PATHWAYS FOR YOUNG ATHLETES

Singapore's grassroots sporting pathways reached new heights in FY2025. Through ActiveSG Academies & Clubs (A&Cs) and our partners from the Associate Partner Scheme (APS), participation climbed to 17,700. The A&Cs alone saw a 55% jump driven by 8,300 new participants, with satisfaction ratings holding above 90%. This reflected a growing momentum in giving children and youth structured, affordable pathways to develop a lifelong love for sport.

The ActiveSG Cup, SportSG's multi-sport competition platform for youth aged 8 to 21, drew more than 7,000 youth across multiple sports in FY2025 – an increase of more than

40% from the previous year. It also expanded its 2025 year-end season to introduce hockey and water polo for the first time, with support from the President's Challenge.

The inaugural Hockey Finals brought together about 140 young athletes and drew more than 350 attendees, including students, parents, coaches and hockey officials. Ms Amy Hing, Deputy Secretary (Community and Youth) at the Ministry of Culture, Community and Youth, attended the finals, touring the ActiveSG Academies and Clubs exhibition, meeting coaches and Team Singapore hockey players, and presenting medals to the winning teams.

Held throughout the year, particularly during the school holidays, the ActiveSG Cup continues to give youth athletes diverse opportunities to compete, grow and thrive through sport.



A LANDMARK SEASON FOR THE SINGAPORE YOUTH LEAGUE

The Singapore Youth League (SYL) opened its 2025 season with a Singapore Book of Records entry, as 36 teams across five age categories took to pitches islandwide on the morning of 9 February 2025 with the "Most Number of Simultaneous Football Kickoffs". Football greats Adam Swandi, Aleksandar Duric and Baihakki Khaizan joined SportSG and the Football Association of Singapore (FAS) leadership at Serangoon Stadium to mark the occasion.

The country's largest youth football platform drew more than 6,000 young footballers across 316 teams and 12 age categories. Among the season's defining firsts was SYL's inaugural girls-only division, a dedicated platform giving young female footballers a competition of their own. Over the course of the season, the girls played 123 matches, scored 689 goals, and saw over 200 players take to the pitch week after week. The SYL 2026 season, which kicked off in February, introduced a new Under-19 age category to allow players to better transition to adult football and a professional career.

By creating space for boys and girls to compete, belong and progress, the SYL is strengthening the foundations of Singapore football for years to come – ensuring that every young Singaporean has opportunities to play football to fulfil their aspirations.



Image credit: Singapore Youth League



Image credit: Singapore Youth League



Image credit: Singapore Youth League

THE SYL SEASON IN NUMBERS

316 TEAMS COMPETING

6,000+ YOUNG FOOTBALLERS

12 AGE CATEGORIES

GIRLS' LEAGUE

18 teams across 3 age groups (U-10, U-12, U-14)

123 matches played

689 goals scored

Over **200** players



BRINGING ACTIVE HEALTH CLOSER TO ALL

In FY2025, SportSG expanded Active Health's reach, empowering more Singaporeans to improve their well-being through science-backed guidance.

Active Health's public education campaign, headlined by the interactive AHrena, travelled to events across the island, exceeding engagement and assessment targets and collecting more than 20,000 fitness assessment data points to help Singaporeans better understand and improve their health.

919 parent-child pairs participated in the Active Health Mobility Assessment Programme to improve knowledge on health and wellness.

As of March 2026, the Combat Age-related Loss of Muscle (CALM) Programme has reached about 4,000 seniors across 132 Active Ageing Centres (AACs), with 200 AACs progressively equipped with adaptive sport equipment – empowering seniors to stay active and engaged in sport.

Supported by sport science-trained coaches across Active Health Labs islandwide, the programme continued to make everyday wellness, movement, nutrition, rest and mental wellbeing, accessible to all. From 2026, Lab operating hours have been extended, with closing time on weekdays shifting from 5:30pm to 9:00pm – giving Singaporeans greater flexibility to begin and sustain their health journeys.



OPENING MORE DOORS TO SPORT WITH INAUGURAL ACTIVE FEST

SportSG made trying something new more accessible and affordable with the inaugural Active Fest. Held at five ActiveSG Sport Centres across the island – Delta Sport Centre, Woodlands Sport Centre, Choa Chu Kang Sport Centre, Heartbeat@Bedok, and Bishan Sport Centre – Active Fest drew more than 4,000 participants from November to December 2025.

With more than 110 fitness activities and sport trials to choose from at just \$5 for unlimited sessions – fully redeemable with ActiveSG credits – there was truly something for everyone. These ranged from crowd favourites like Zumba and Yoga and novel formats such as Bbarreless and FIGHT DO, to family-friendly activities such as archery, basketball, and miniature golf, as well as football trials and dance for children aged 7 to 12.



The festival atmosphere drew neighbours, friends and family together, offering Singaporeans of all ages and fitness levels a lower-barrier way to discover a new sport, break a sweat, and build a lasting routine.



“

As I grew older, I used to think that sport was no longer for me. But through the Seniors National Games, I was introduced to different types of adaptive sports. What once felt out of reach is now something I look forward to each week.”

- 64-year-old Ng Joo Leng

“

Sport has brought joy back into my routine, and I feel healthier and more connected to those around me.”

- 73-year-old competitor Michael Seah

SENIORS TAKE CENTRE STAGE

For SG60, SportSG celebrated one of Singapore's most vital communities: seniors. The inaugural Seniors National Games (SNG) brought the thrill of competition through five adaptive sports – bocchia, disc golf, ladder toss, seated floorball and sport stacking – intentionally chosen so that seniors of varying abilities could take part and shine.

The response was resounding. Over 4,500 seniors from 110 Active Ageing Centres (AACs) competed across zonal heats from 8 to 12 September 2025, before the top 15 teams per sport advanced to a spirited finals at Our Tampines Hub on 4 October 2025. Organised alongside the Agency for Integrated Care (AIC) as part of the National Celebration of Seniors, the Games were as much about connection as competition – embodying the spirit of building our Singapore together, and ensuring that no Singaporean, no matter their age, is left on the sidelines of an active nation.

COMING TOGETHER FOR GOOD THROUGH SPORT



LITTLE TEAM NILA DEBUTS AT WORLD AQUATICS CHAMPIONSHIPS

Launched in March 2025, Little Team Nila was created to give children aged 5 to 12 their first taste of sport volunteerism - inspiring them to find joy in contributing to sporting events.

About 1,600 preschoolers, teachers and principals from 26 PCF Sparkletots Preschools took their seats in the stands at the World Aquatics Championships – Singapore 2025, held from 14 July to 1 August. Over 10 days, they cheered on athletes across 20 sessions of swimming, diving, water polo and artistic swimming at the OCBC Aquatic Centre and WCH Arena. For many, it was their first time volunteering.

PCF Sparkletots Preschools (PCFSP) is Little Team Nila's first partner, building on years of collaboration with SportSG to get young children moving. Key initiatives under this partnership included Nurture Kids, a physical literacy programme for preschoolers, and the Active Innovator Campaign, which trains early childhood educators to build fundamental movement skills into their lessons. Earlier in 2025, students from five PCFSP centres also took part in Trash to Treasure, an initiative that turned about 100,000 waste aluminium cans into 5,000 medals for the Championships.

Through initiatives like Little Team Nila, SportSG continues to create inclusive, intergenerational pathways that foster national pride, social cohesion, and a lifelong passion for sport.

“

It's incredibly heartening to see our young ones cheering on Team Singapore and discovering the joy of giving through sport. Initiatives like Little Team Nila show that it's never too early to nurture values such as purpose, compassion and community spirit.”

*- Mr Victor Bay,
Chief Executive Officer at PCF*

A FOOTBALL LEAGUE WITH HEART

The fourth edition of the SportCares HEARTS Football League concluded on 11 October 2025 at Serangoon Stadium. It brought together 22 teams and more than 500 participants and supporters, including families, coaches and community partners – underscoring the League’s role in fostering connection, inclusion, and resilience while empowering youths through sport. The finale was attended by Ms Jasmin Lau, then Minister of State for Digital Development and Information and Minister of State for Education.

This edition of the League saw a growing diversity of teams: Republic Polytechnic joined for the first time, alongside returning tertiary teams from Nanyang Technological University and Singapore Management University. Long-standing partners Special Olympics Singapore and the Singapore Cricket Club also fielded teams, giving our 17 teams comprising 400 youths from Saturday Night Lights (SNL) – SportCares’ flagship sport-based youth development programme – more chances to compete and connect with peers from different backgrounds.

Teams competed across Men’s Division 1, Men’s Division 2 and a Women’s Open category, with Singapore Pools also supporting the League. Through matches and shared training, participants built values that outlast the pitch: teamwork, perseverance, respect and empathy.



“

This is my third time participating in the competition, and the first time we won first place. We really had fun training together and encouraging each other when we play... When I first joined SNL, I was really quiet and afraid of talking to people, but I’m so grateful to Coach Cynthia and my teammates who helped me build confidence in the process.”

- 20-year-old Dharshini Sarah D/O Siva Kumar
this year’s Golden Glove Award recipient

500+
participants
& supporters

22
teams



REFRESHED DISABILITY SPORTS MASTER PLAN GAINS MOMENTUM

The refreshed Disability Sports Master Plan (DSMP) gained momentum in FY2025, as progress was made across its 10 strategic moves spanning funding, facilities, training and participation.

ENABLING SPORTS FUND

The new Enabling Sports Fund, one of the strategic moves under the DSMP, opened for applications from 1 August 2025. Individuals, groups and organisations keen to organise sport initiatives for persons with disabilities could tap on the Fund, which covered costs directly supporting the running of the programmes, including purchase of sports equipment, venue costs, transportation arrangements and coaching fees. All donations would be matched dollar-for-dollar by the Government, with the goal of raising at least \$10 million by 2030.

In the inaugural cycle, 21 projects were supported, where more than 8,000 persons with disabilities are expected to benefit across more than 20 sports.

INCLUSIVE ACTIVESG SPORT CENTRES AND PROGRAMMES

ActiveSG Sport Centre staff completed specialised training, putting them in a stronger position to deliver quality service to persons with disabilities visiting our five Para Sport Community Hubs (PSCHs) - Pasir Ris Sport Centre (Boccia), Heartbeat@Bedok (Swimming and Table Tennis), Jurong West Sport Centre (Swimming and Para Cycling), Yio Chu Kang Sport Centre (Athletics and Badminton) and Delta Sport Centre (Goalball).

At the newly opened ActiveSG Sport Park @ Teck Ghee, guests who required a quieter environment could find respite in its dedicated calming pod – a first for a local sporting facility.

Working with partners including the Singapore Disability Sports Council and Special Olympics Singapore, and through our own SportCares and Para Sport Academy initiatives, we grew the capacity of our regular disability sport programmes to 3,600 participants in FY2025. This put us on track to meet the DSMP's target of 5,400 regular participants by 2030.



Image credit: Jeremy Lee

PLAY INCLUSIVE

Play Inclusive, Singapore's largest inclusive sports competition, returned for its eighth edition in 2025, drawing over 2,200 participants — including 1,200 athletes and unified partners — across 10 sports at the Singapore Sports Hub.

This edition brought inclusive sports experiences to more communities. Unified tennis tryouts were offered for the first time in partnership with ActiveSG Tennis Academy, where sighted participants

experienced simulated visual impairments and participated in wheelchair tennis. Specially curated and interactive learning journeys were also conducted for mainstream schools, involving nearly 300 participants.

More than 90 partners ranging from schools, adult disability organisations, and corporate groups came for the event – more than twice the number when the event was first launched in 2018 – reflecting a continued and shared commitment to advancing inclusive sports in Singapore.

SPORTSG NAMED CHAMPION OF GOOD 2025

SportSG was named a Champion of Good 2025 by the National Volunteer & Philanthropy Centre, a prestigious accolade that celebrates organisations driving positive impact across five key pillars: People, Society, Governance, Environment, and Economy.

The award celebrated how SportSG mobilises communities, fosters volunteerism and drives social good through sport – most visibly through Team Nila and SportCares – affirming that sport is a powerful force for building a more caring, cohesive Singapore.



Image credit: Goh Si Wei

SPORTING EVENTS THAT BRING US TOGETHER



Image credit: Andy Chua



PUTTING SINGAPORE ON THE WORLD AQUATICS MAP

From 11 July to 3 August 2025, Singapore became the first Southeast Asian nation to host the World Aquatics Championships (WCH), one of the largest sporting events on the global sporting calendar.

Over 24 days, approximately 2,500 athletes from 206 countries, plus the World Aquatics Refugee Team, competed in 77 medal events across six disciplines: artistic swimming, diving, high diving, open water swimming, swimming, and water polo. WCH Arena and venues around the city turned Singapore into a stage for the world's best in the water.

More than 500,000 people joined championship-related activities throughout the year, from live competitions to community fan zones and roadshows. Some 3,000 Team Nila volunteers – including Little Team Nila members as young as five – supported every session. Through the Trash to Treasure initiative, Singaporeans collected and upcycled aluminium cans into the Championships' medals.

The nation went on to host the World Aquatics Masters Championships from 26 July to 22 August 2025, marking another milestone as the first-ever Masters Championships staged in Southeast Asia. The event welcomed about 6,000 competitors aged 25 to 97 from 100 countries. The masters athletes took part in 657 events spanning artistic swimming, diving, open water swimming, swimming, and water polo, culminating in 30 new Masters World Records.



The action continued in September 2025, with Singapore becoming the first Asian nation to host the Toyota World Para Swimming Championships. The event welcomed 585 elite athletes from 75 countries and witnessed 23 world records. Its emphasis on inclusivity was captured in the championship medals – featuring intricate Braille inscriptions designed by Team Singapore para-athlete Aloysius Gan.

The Championships were part of Singapore's SG60 celebrations – inspiring Singaporeans, uniting communities, and putting Singapore on the world stage. Beyond the competitions, lasting legacies took shape with Singapore Aquatics launching SwimSingapore presented by OCBC – establishing a structured pathway to promote water safety and multigenerational participation in aquatic sports.

“

**Singapore has proven
time and again to be an
outstanding host for World
Aquatics events.”**

*- World Aquatics President,
Husain Al Musallam*

GETACTIVE! SINGAPORE MARKS ITS 10TH EDITION

In its 10th edition, GetActive! Singapore (GASG) returned as the nation's annual celebration of National Day through sport. Designated an SG60 signature event, GASG ran across five weekends from 26 July to 23 August 2025 – its longest and most extensive run to date, timed alongside the WCH.

GASG 2025 was launched by Mr David Neo, then Acting Minister for Culture, Community and Youth & Senior Minister of State for Education, together with Head of Civil Service Mr Leo Yip and senior management from SportSG, then Kallang Alive Sport Management, and Civil Service Club. The launch was held alongside the Civil Service Club's Public Service Sports and Family Day, drawing more than 5,500 participants.

Several new offerings were featured in GASG 2025. In conjunction with the WCH, new aquatic events were introduced. These included the AQUA Ekiden open water relay competition, Flippa Ball Frenzy Grand Finale to culminate two months of workshops and programmes for students and seniors, Aqua Dance Spectacular that set a Singapore Book of Records for the largest synchronised aqua aerobics event, and ActiveSG Para Sport Academy Swim Competition.



Others included the Pickleball Palooza, building on the pickleball trend, and the addition of six sports – golf, beach wrestling, chess, contract bridge, weiqi and xiangqi – to the largest Pesta Sukan to date. The Community Championship also added bowling and floorball. For the first time, participants received sustainable medals and trophies made from recycled metals and FSC-certified wood.

From competitive leagues to come-and-try sessions, there was a way in for every sport and fitness level.

GASG 2025 LAUNCH

5,500
participants



SGUSFF DRAWS A RECORD 90,000-STRONG TURNOUT

Across three weekends from 14 to 30 November, the Singapore Urban Sports & Fitness Festival (SGUSFF) 2025 drew a record-breaking 90,000 participants and spectators – a 30% jump from the previous year – delivering on its mission to engage Singaporeans, especially youth, in new and emerging forms of activity.

Staged across five venues and culminating at the Singapore EXPO, SGUSFF served up a high-octane line-up spanning calisthenics, bouldering, 3x3 basketball, ninja obstacle courses, arm wrestling, strongman, and aerial and pole sports. The festival also went global, hosting the international debut of the World Rowing Super60 Singapore, staged to mark the nation's 60th year.

The festival also featured dedicated youth camps and try-outs that lowered the barrier to sports many had only ever watched online.

More than 65% of participants were youth, a sign of how quickly urban sport was moving into the mainstream for a new generation.

Delivered with over 20 partners, the festival paired grassroots access with genuine international spectacle, showing how a sporting nation grows by making room for everyone to play.



THE WORLD'S BIGGEST FITNESS RACE

Singapore hosted the world's largest single-day HYROX event in 2025. Held at the National Stadium on 28 and 29 June, the AIA HYROX Open Asian Championships drew more than 25,000 participants and spectators.

More than 12,000 athletes took on the HYROX format: eight rounds of alternating 1km runs and functional workout stations. The turnout set a global benchmark, making it the largest single-day HYROX event anywhere in the world.

HYROX first came to Singapore in 2023. Two years on, it has grown into one of the country's most popular mass-fitness formats, appealing to gym-goers, running clubs and first-timers alike. Backed by title partner AIA, the Open Asian Championships combined the intensity of elite competition with the accessibility of a participation event, welcoming athletes of widely varying abilities to the same start line.

Thousands packed the stands to cheer, turning the race into a spectator event as much as a competition. For many, crossing that finish line was a personal victory as much as a competitive one.

Staged in one of the country's most iconic venues, the HYROX Championships showed how Singapore continues to attract world-leading events, while giving the community its own stage to test their limits.



HYROX 2025

25,000

PARTICIPANTS
& SPECTATORS

12,000

ATHLETES

A FIBA PARTNERSHIP THAT PAVES THE WAY

SportSG concluded its landmark three-year partnership with FIBA with the successful completion of the 2025 FIBA Intercontinental Cup. Held from 18 to 21 September 2025 at the Singapore Indoor Stadium, the tournament reinforced Singapore's standing as a premier destination for world-class sporting events.

Supported under the Major Sports Event Fund and organised alongside the then Kallang Alive Sport Management, the event brought six elite continental clubs from the United States of America, Europe, South America, Africa, Oceania, and Asia to Singapore's shores, drawing thousands of local and international fans to the Kallang precinct.



Opening day was open for free to the public, making elite basketball accessible to all.

The event left a legacy – boosting local youth participation through youth community clinics, 3x3 tournaments, and an inaugural star-studded Pro-Am showcase game, while strengthening Singapore's event-hosting capabilities and laying the foundation for the 2026 FIBA 3x3 Asia Cup and 2027 FIBA 3x3 World Cup.

25-29 JUNE
KALLANG TENNIS HUB

YOUTH BASKETBALL
11 COUNTRIES
34 GAMES

ASIA'S RISING NBA STARS, ON HOME COURT

Singapore added another global first to its SG60 calendar when it hosted the inaugural NBA Rising Stars Invitational – the NBA's first regional high-school basketball tournament in Asia Pacific. The five-day event ran from 25 to 29 June 2025 at the Kallang Tennis Hub and brought together boys' and girls' teams from 11 countries and territories for 34 games of youth basketball.

The games were headlined by NBA and WNBA stars Domantas Sabonis and Lauren Jackson, with NBA legend Yao Ming making a special appearance at the opening ceremony. Fans enjoyed open courts, clinics and the chance to see the Larry O'Brien Trophy up close.

Local youths – including beneficiaries from SportCares – trained and played under world-class mentors through the league's global youth programmes including Jr. NBA / Jr. WNBA and Her Time to Play. For these young participants, it was a once-in-a-lifetime encounter. Karim Family Foundation, the tournament's Official Community Partner, supported both programmes as part of its broader push to help young Singaporeans see sport as a real career path.

By hosting a tournament of this scale, Singapore gave its young athletes a rare shot at the world game on home ground, reinforcing its growing reputation as a regional hub for major sporting events.

“

Through Karim Family Foundation's support of the sporting community, we hope to encourage young athletes in Singapore to pursue their dreams professionally and to see sports as a meaningful and fulfilling career path.”

- KFF Principal Cindy Karim



A MARATHON FOR EVERYONE

Singapore's marquee mass-running event grew to welcome even more runners in 2025. For the first time, the Standard Chartered Singapore Marathon adopted a two-day format, splitting its races across the weekend of 6 and 7 December so that every distance — from the full marathon to the Kids Dash — could have its own dedicated course and race-day atmosphere.

The new format also made it easier for families, first-timers and seasoned runners alike to take part, as the race returned to finish at the historic Padang. With complimentary slots reserved for volunteers and community partners, the marathon reaffirmed its role as a top-quality event that belongs to all Singaporeans.



RALLYING TOGETHER BEHIND TEAM SINGAPORE



HIGH PERFORMANCE SPORT INSTITUTE UNIFIES SUPPORT FOR TEAM SINGAPORE

Singapore took a decisive step towards a more integrated, athlete-centric high performance sport system with the establishment of the High Performance Sport Institute (HPSI), which took effect from 1 April 2025. Formed through the integration of the Singapore Sport Institute (SSI) and the National Youth Sports Institute (NYSI), HPSI partners stakeholders to provide a more seamless and structured support for Team Singapore athletes. By consolidating key capabilities in high performance sport and athlete life planning, sport science and sport medicine, coaching and performance analysis HPSI aims to strengthen the youth-to-senior transition and nurture more sporting talents to compete at elite levels.



The integration also lays the groundwork for a unified centre at Kallang – the future home of Team Singapore, where athletes will come together to live, train, study and compete. Announced by Prime Minister Lawrence Wong at the National Day Rally 2024, this vision forms a key part of the Kallang Alive Master Plan.



SUPPORTING ATHLETES TO EXCEL, ON AND OFF THE FIELD

On 15 April 2025, SportSG unveiled the inaugural batch of 12 Sport Excellence Education (*spex*Education) Undergraduate Scholars at the Singapore Sports School – a milestone in supporting Team Singapore athletes to pursue academic and sporting excellence side by side.

First announced by Prime Minister Lawrence Wong in 2024, the *spex*Education Undergraduate Scholarship supports athletes across two tracks – the dual career track and the new career track. Nine scholars on the Dual Career track continue their studies while competing, among them are wushu exponent Zeanne Law and pencak silat athlete Sheik Farhan. The remaining three are supported through the New Career track, including former national shuttler Jessica Tan, who retired from competition to pursue her studies in sport management, and swimmer Teong Tzen Wei, who is currently focused on his sporting career before pursuing his studies.

The scholarship funds undergraduate studies across fields from sport science and sport management to marketing and accountancy, opening clear pathways from sport to profession.

To support the journey, six autonomous universities signed a Memorandum of Understanding to enhance athlete-friendly arrangements, ranging from aptitude-based admissions and flexible scheduling to alternative assessment arrangements.

Meanwhile, the Sport Excellence Scholarship (*spex*Scholarship) programme welcomed seven athletes across six sports. Among them were returning *spex*Scholars Gemma Rose Foo and Madeleine Ong, as well as bowler Nu'man Syahmi bin Yusri and jiu-jitsu athlete Paul Lim from the inaugural cohort of *spex*Potential athletes. Nu'man and Paul had demonstrated progress since joining the *spex*Potential programme, and their performance profile indicated that they have the potential to excel at the regional and international level.

The Sport Excellence Potential (*spex*Potential) programme welcomed 26 athletes across 15 sports. Among them was ice skater Ryo Ong, who reached the Finals of the Mixed Relay team event at the 2025 Asian Winter Games, and 13-year-old diver Ainslee Kwang Jia Ern, who was the youngest *spex*Potential athlete in the 2025 cohort.

TEAM SINGAPORE RAISES THE BAR AT THAILAND 2025

33RD SOUTHEAST ASIAN (SEA) GAMES

Team Singapore sent its largest-ever contingent to the Thailand 2025 SEA Games 926 athletes across 48 sports, including 548 debutants. Over 16 days, they won 202 medals – 52 gold, 61 silver and 89 bronze placing Singapore fifth on the medal table. It's the country's biggest medal haul from an away Games.

Beyond the medal tally, Team Singapore athletes delivered performances of notable quality, recording 12 Games records, 11 national records and 29 personal bests.



Carrying our national flag will be a proud moment not just for me but a moment that belongs to each and every Team Singapore athlete who has believed and worked hard for the chance to shine for our country."

- Badminton player and flag bearer Yeo Jia Min



Image credit: SNG C/Lim Wei Xiang

The Games also brought historic breakthroughs – The men's 3×3 basketball team won Singapore's first-ever SEA Games silver in the sport; Diver Avvir Tham and 400m hurdler Calvin Quek struck gold in their respective events for the first time in 60 years; Medals in athletics, golf, karate, gymnastics and taekwondo ended waits of more than three decades. Young athletes also made their mark on the regional stage, with strong performances recorded in 3×3 basketball, sailing, table tennis, swimming and diving, where athletes such as 12-year-old Anya Zahedi and 14-year-old Julia Yeo demonstrated composure against more experienced opponents.

The results did not come from athletes alone. More than 180 coaches and close to 100 sport science and sport medicine professionals backed the team across five clusters – the largest support team Team Singapore has sent to a major Games. From injury management and recovery strategies to psychological and physiological support,

athletes received comprehensive assistance to maintain peak condition throughout the Games. As Singapore builds towards the 2026 Asian Games and hosting the SEA Games at home in 2029, this young contingent marked the rising trajectory of Singapore's high performance sport.



Every time I step onto the mat, I think of the people who have supported me – my teammates, coaches, and family – and what it truly means to represent our country."

- Ju-jitsu athlete and SEA Games flag bearer Noah Lim.



Image credit: Andy Chua

13TH ASEAN PARA GAMES

Team Singapore sent 37 para athletes to the 13th ASEAN Para Games in Nakhon Ratchasima, Thailand, and won 29 medals – 13 gold, seven silver and nine bronze – with podium finishes in almost every discipline contested.

Swimmer Toh Wei Soong led the medal haul with three golds, extending his run as one of Singapore's most accomplished para athletes. The boccia team added three gold and two bronze medals. Team Singapore also recorded notable success across shooting para sport, ten-pin bowling, para cycling, para archery, and para table tennis, with athletes in each discipline contributing medals to the overall tally, reflecting the depth and versatility of Singapore's para sport communities.



Image credit: SNPC/Goh Si Wei



Image credit: SNPC/Ben Cho

37 SINGAPORE PARA ATHLETES WON 29 MEDALS

13 GOLD
7 SILVER
9 BRONZE

Paralympians Jovin Tan and Theresa Goh, and veteran ASEAN Para Games athlete Joan Hung, demonstrated the effectiveness of cross-sport transitions as they returned with medals in their new sports — a testament to the resilience of Singapore's para athletes. Team Singapore's performance at this Games reflected the results of sustained investment in para sport, from grassroots development through to high performance.



To achieve medals across almost every sport with a relatively small contingent speaks volumes about the quality of our preparation and development pathways.”

- Chef de Mission Mr Gary Chong, Team Singapore



Image credit: Singapore Athletics

Jiang Yunfan

Won Singapore's first-ever athletics medal at the Asian Youth Games, taking bronze in the boys' pole vault.



Image credit: Singapore Table Tennis Association

Women's Table Tennis Team

Clinched bronze at the 28th ATTU-ITTF Asian Table Tennis Team Championships, marking Singapore's return to the Asian podium after four years.



OTHER NOTABLE TEAM SINGAPORE PERFORMANCES



Image credit: SNPC/Dyan Tjhia

Yip Pin Xiu

Clinched her eighth world title at the World Para Swimming Championships on home soil, with gold in the 50m backstroke S2 and silver in the 100m backstroke S2.



Image credit: Singapore Aquatics

Gan Ching Hwee

Smashed three national records in two days and became the first Singaporean woman since 2007 to reach a World Championships final, finishing seventh in the world in the 1500m freestyle – with President Tharman Shanmugaratnam and Joseph Schooling in the stands.



Image credit: RHajduk/IKA

Maximilian Maeder

Won silver at the Formula Kite World Championships 2025, and gold at the Trofeo Princesa Sofia Regatta and the Open Trophy at the Formula Kite European Championship.



Image credit: Singapore Gymnastics

Amanda Yap

Became Singapore's first gymnast to reach a World Championships final, placing sixth in the balance beam final at the 2025 Artistic Gymnastics World Championships.



Image credit: Football Association of Singapore

Men's National Football Team

Qualified for the 2027 AFC Asian Cup on sporting merit for the first time, following a hard-fought victory away against Hong Kong.



Image credit: SportSG/Dejbordin Limsupanark



SHAPING OUR SPORTING SPACES TOGETHER



REFRESHING ACTIVESG SPORT CENTRES FOR THE COMMUNITY

SportSG began refreshing four ActiveSG Sport Centres – in Sengkang, Woodlands, Jurong East and Clementi – in 2025, helping to ensure they remain vibrant community spaces for people to come together and embrace active living.

Sengkang Sport Centre was the first of the four to complete its refresh.

New features included five water slides of varying thrills, a new Active Groove space for fitness classes from Zumba to K-pop dance, ambient lighting for evening programmes, a refreshed foyer with an LED screen and ceiling fans, and a second community space for residents to gather for events. Revitalised community spaces gave residents more room to gather, celebrate and play sport.

Works at Woodlands, Jurong East and Clementi Sport Centres were also underway, targeted for completion by the first half of 2026. These enhancements support the Sports Facilities Master Plan (SFMP), and are a testament to SportSG's commitment to delivering quality sport facilities for all.





BRINGING SPORT CLOSER TO HOME

With 12 Sport-in-Precinct (SIP) facilities across the island completed, more residents could get active within their neighbourhoods — bringing Singapore closer to our SFMP vision of quality sport facilities within a 10-minute walk of most homes by around 2030.

SIP facilities offer sheltered multi-purpose courts, playgrounds and fitness corners, inviting residents of all ages to be active together close to home. Another 22 SIP facilities are in the pipeline, including 10 under construction as at FY2025:

1. Keat Hong
2. Tampines North
3. Ulu Pandan
4. Chua Chu Kang (Brickland)
5. Mountbatten
6. Sengkang South
7. Dover MSCP
8. Zhenghua
9. Kembangan
10. Yuhua



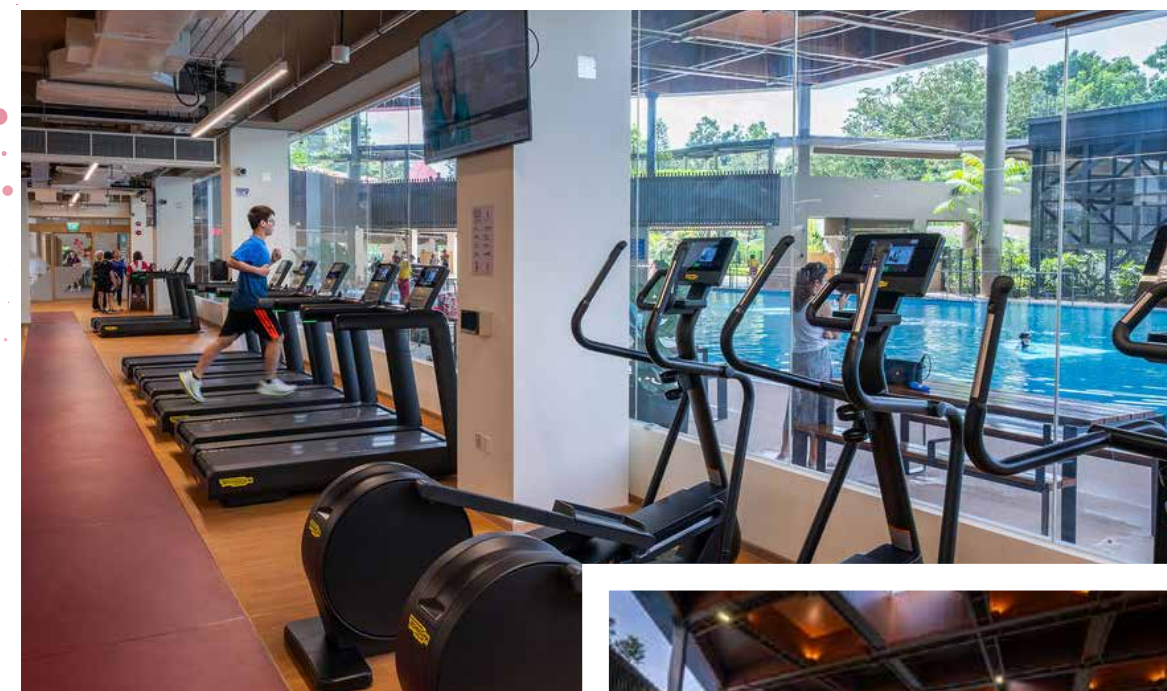
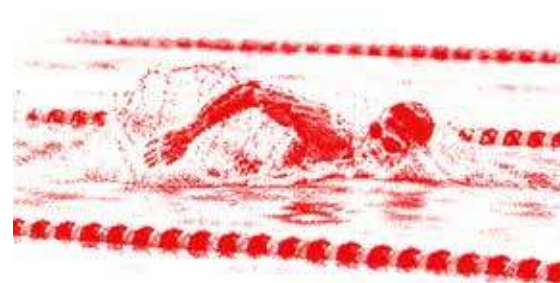
A LEGACY VENUE IN THE MAKING

The WCH Arena – where athletes set three world records during the WCH – closed for enhancement works to serve Singapore for years to come.

From 1 January 2026, works were underway for new features including a sheltered walkway, improved lift access, a reconfigured pool with an upgraded filtration system that meets NEA requirements, a dry-dive facility to support diving training, and permanent spectator seating.



These enhancements will improve the venue's accessibility and strengthen its capacity to host local, regional, and international competitions, positioning it as a prime location for major aquatics events, such as the 2029 Southeast Asian (SEA) Games and ASEAN Para Games.



ACTIVESG SPORT PARK @ TECK GHEE: FROM SWIMMING COMPLEX TO MULTI-FUNCTIONAL FACILITY FOR ALL

The ActiveSG Sport Park @ Teck Ghee was officially opened on 25 January 2026 by Senior Minister and Adviser to Ang Mo Kio GRC GROs, Mr Lee Hsien Loong, after welcoming the public through its doors in December 2025. Located on the former Ang Mo Kio Swimming Complex site, the rejuvenated facility is thoughtfully designed to serve Singapore's sporting and recreational needs across all ages and abilities.

The innovative transformation of the former single-use swimming complex into a multi-functional Sport Park maximises land use while expanding community access to sport. Key features include a 1,000 square-metre two-storey gym with conventional and strength-training equipment such as the HUR machines, a gym activity room, sheltered futsal court, two multi-sport courts, water play area and a 3x3 basketball court. The Sport Park's sheltered multi-generational pool includes a sensory trail and jacuzzi developed with the Singapore University of Social Sciences (SUSS). It also features a calming pod, a first for a local sporting facility.



The rejuvenation of ActiveSG Sport Park @ Teck Ghee is part of SFMP's aim to bring innovative, accessible, and affordable sporting facilities within a 10-minute walk of most homes by 2030.

“

The most interesting part of the ActiveSG Sport Park @ Teck Ghee is the multi-generational pool that is sheltered. Overall, I find the activities offered here are very good and it caters to all age groups. I am deeply appreciative of the care and thought the government has put into meeting the needs of the community.”

- Ang Mo Kio resident Ms Juliet Ong



Image credit: JJ Wong

ACTIVESG COURTS @ FARRER PARK BRINGS SPACE OPTIMISATION TO LIFE

Eight pickleball courts opened within Little India Bus Terminal in March 2026, transforming the space into a vibrant sporting venue – a testament to how underutilised spaces can be reimaged for the community in land-scarce Singapore.

Known as ActiveSG Courts @ Farrer Park, the facility was developed by SportSG with the support of the Land Transport Authority, and was officially opened by Mr Alvin Tan, Minister of State for National Development and Trade & Industry and Adviser to Tanjong Pagar GRC Grassroots Organisations (Moulmein-Cairnhill).

The courts open from Mondays to Saturdays, 9am to 9pm, while the facility continues to operate as a bus terminal on Sundays.

This facility is part of a broader initiative to build an additional 50 multipurpose courts for badminton or pickleball use islandwide over the next five years, under the SFMP.



This smart, dual use arrangement allows the bus terminal to serve both transport and community needs, and we hope it will bring more communities together.”

- Mr Yeo Teck Guan, Senior Group Director, Public Transport, LTA



BUILT FOR SINGAPORE, RECOGNISED GLOBALLY

DELTA SPORT CENTRE WINS THE PRESIDENT'S DESIGN AWARD 2025

Delta Sport Centre earned the President's Design Award 2025 (Design of the Year), jointly administered by the DesignSingapore Council and Urban Redevelopment Authority, and presented by President Tharman Shanmugaratnam.

The award recognised how a thoughtfully rejuvenated sport centre could open itself up to more people and the neighbourhood around it.

The rejuvenation adopted an adaptive reuse strategy that honoured Delta Sport Centre's original architecture – retaining 80% of its existing structure – while expanding capacity, enhancing community connectivity, and strengthening inclusion through passive design improvements that brought in more natural light and ventilation.

The rejuvenated Delta Sport Centre features a 1,000 sqm gym – triple its original size, four new futsal courts tucked beneath the original cantilevered spectator stand, an upgraded indoor sport hall, and three swimming pools – including an all-weather pool with an accessibility ramp.

Its second-storey thoroughfare links its swimming pools, hockey stadium and badminton hall into one connected complex, opening the site up to the neighbourhood around it.



BUKIT CANBERRA WINS THE INTERNATIONAL ARCHITECTURE AWARDS 2025 AND MORE

Bukit Canberra earned the International Architecture Awards 2025 under the Sports and Recreation category, presented by The Chicago Athenaeum: Museum of Architecture and Design and The European Centre for Architecture Art Design and Urban Studies.

The awards recognise outstanding architecture and urban planning projects from across the world for their design excellence, innovation, and contribution to communities – with the 2025 edition featuring projects from more than 50 countries.

The award reaffirmed Bukit Canberra's design quality and value as an integrated sport and community hub. Located in Sembawang, it brings together sport, healthcare, food, greenery and community spaces with a single accessible precinct. It supports active lifestyles, preventive health and active ageing, while serving as a social commons where residents can gather, exercise, dine and bond.

The project also garnered other international and local awards:

- 11TH CREDAWARD 2025: Social Public Project (Shanghai)
- Mark Winner of the Golden Pin Design Award 2025 (Taiwan)
- BLT Built Design Awards 2025: Architectural Design - Recreational
- BCA Universal Design Mark (Design) GoldPLUS Award
- Public Sector Transformation Awards

ENVIRONMENTAL SUSTAINABILITY DISCLOSURE FY25

INTRODUCTION

SportSG is dedicated to embedding sustainability into our sports events and activities. Our strategic direction is guided by the Singapore Green Plan 2030 and the GreenGov.SG framework, reflecting our commitment to support Singapore’s broader long-term environmental goals.

SPORTSG ENVIRONMENTAL STRATEGY

GOVERNANCE

Sustainability efforts at SportSG are overseen by the Chief of Sport Infrastructure Group, who is supported by the Green Journey Committee — a team made up of Sustainability Champions from across the organisation. Together, they drive and implement sustainability initiatives. Senior Management receives regular updates about the sustainability strategies and efforts to achieve the GreenGov.SG targets. In addition, since the ownership of Singapore Sports Hub (now known as The Kallang which was announced on 28 November 2025 as part of their rebranding efforts) was transferred to SportSG in December 2022, The Kallang’s emissions are also reported as part of SportSG’s overall disclosure.

SPORTSG ENVIRONMENTAL VISION

To further Singapore’s climate ambitions by developing sustainable sport infrastructure, and leveraging our influence in the sport industry and community, to collaborate and drive meaningful and environmentally sustainable change.

SPORT GREEN PLAN

Developed in FY2023, the Sport Green Plan, which is aligned with the Singapore Green Plan 2030 and GreenGov.SG framework, focuses on three core areas:

Comply with GreenGov.SG

To align with Whole-of-Government efforts

Fulfil our commitment as Green Nation Pledge Champion

To influence sustainable behaviour through sport

Publish annual sustainability disclosures from FY2024

To track and create awareness of our sustainability efforts

These allow SportSG to contribute meaningfully to Singapore’s long term environmental objectives.

FY2025 ENVIRONMENTAL DISCLOSURES



GREENHOUSE GAS EMISSIONS

Our Progress

FY2025 Greenhouse Gas Emissions:

35,294 t CO₂e,

a **0.34% decrease▼**
from the previous year

Our Target

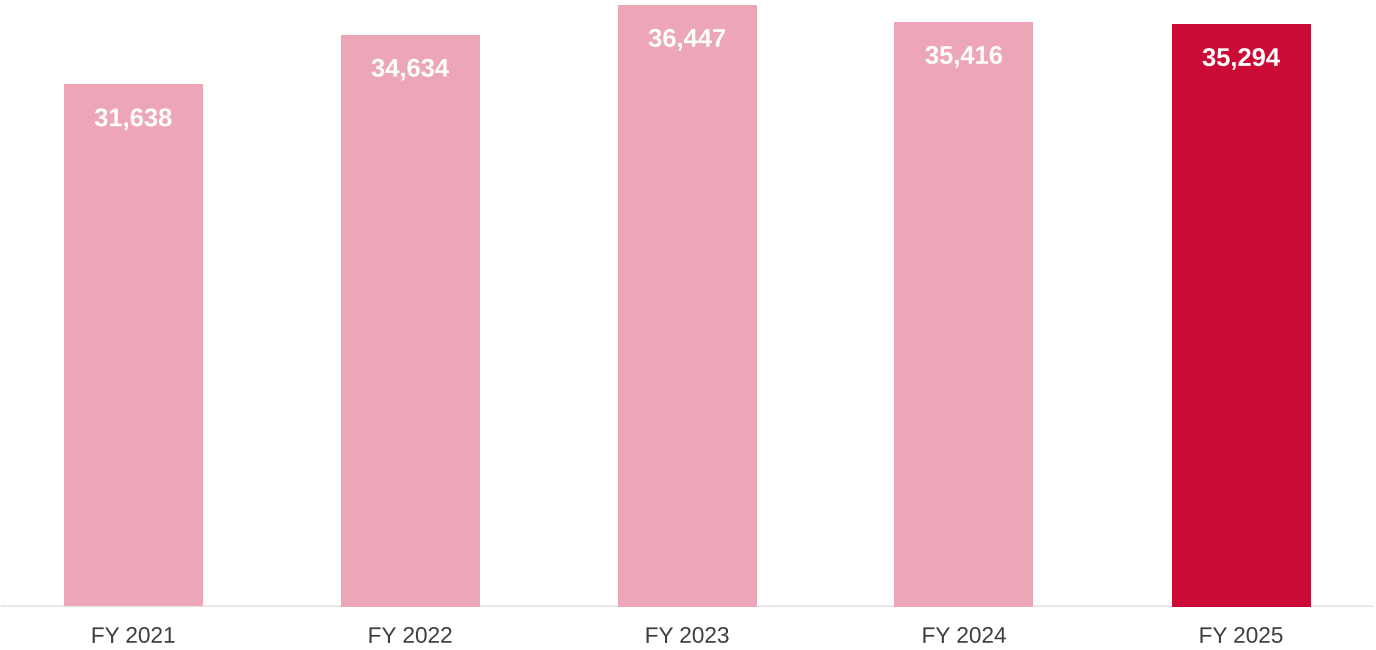
Peak emissions around 2025¹

Our Performance

In FY2025, we recorded a total of 35,294 t CO₂e of emissions, which is a slight decrease of 0.34% from FY2024. This comprises 1.7 t CO₂e of Scope 1 emissions, and 35,292 t CO₂e of Scope 2 emissions.

In FY2025, we reopened ActiveSG Sport Park @ Teck Ghee (formerly known as Ang Mo Kio Swimming Complex) after two years of renovations, while permanently closing Kallang Basin Swimming Complex and St Wilfred Sport Centre.

GREENHOUSE GAS EMISSIONS (t CO₂e)



In this Annual Report edition, sustainability data from prior reporting periods have been restated to reflect more accurate information that has since become available. These adjustments ensure the integrity and reliability of the data presented in this report.

¹In alignment with GreenGov target for government agencies.

ENERGY

Our Progress

FY2025 Energy Utilisation Index (EUI):

134.3 kWh/m²

a 1.28% increase▲ compared to the baseline (FY2018 – FY2020)

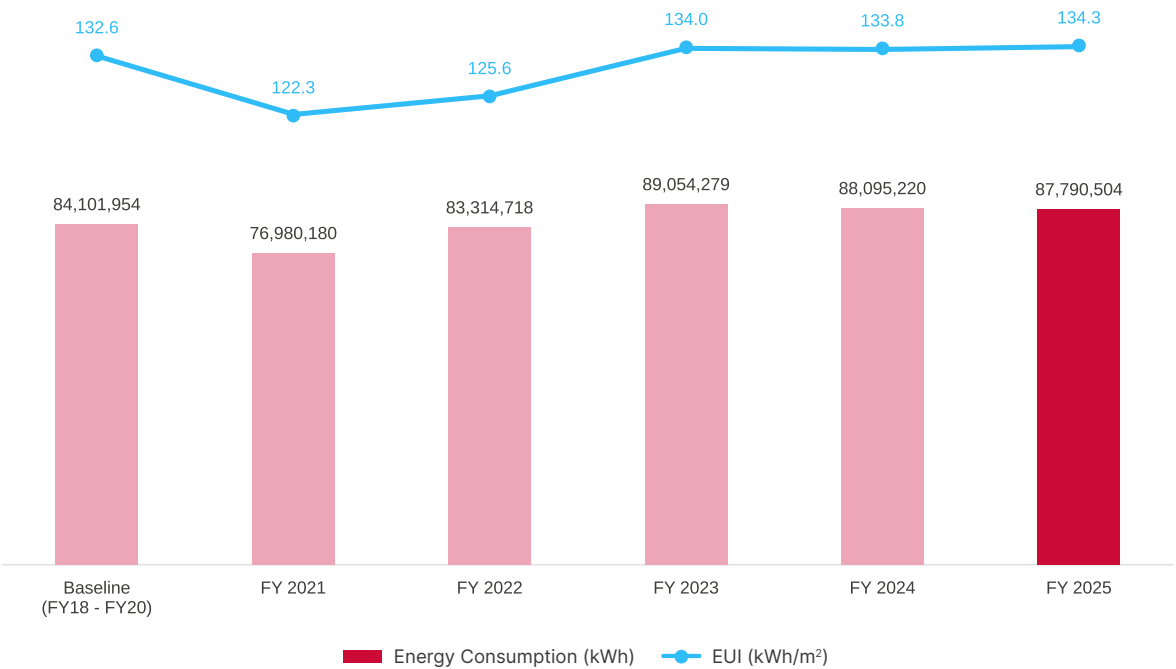
Our Performance

SportSG consumed 87.8GWh of electricity and achieved an EUI of 134.3kWh/m² in FY2025. This represents a 4.39% increase in electricity consumed and 10.28% increase in EUI compared to the baseline period (FY2018–FY2020). We will continue to invest in energy efficiency initiatives and technologies to meet our reduction target by FY2030.

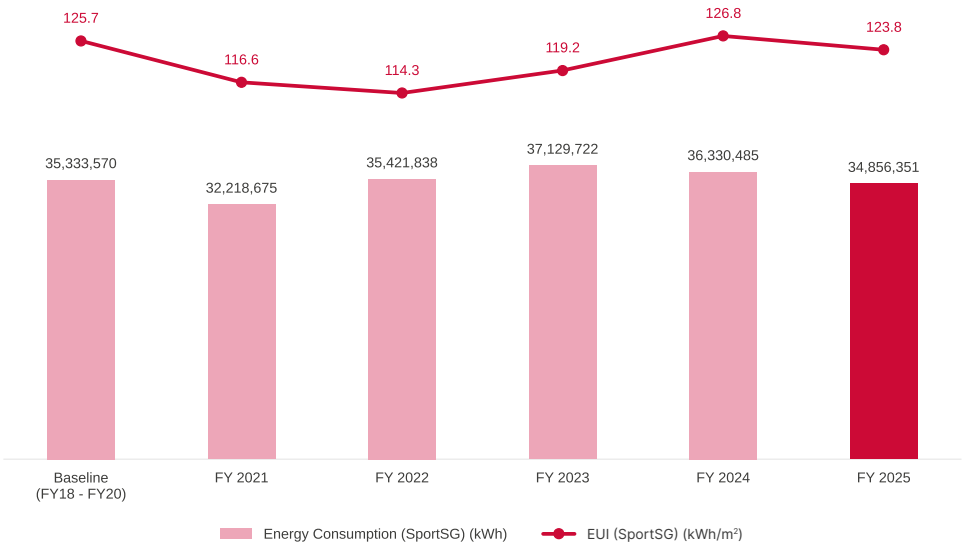
Our Target

Reduce EUI by 10% from the baseline (FY2018 – FY2020) by FY2030

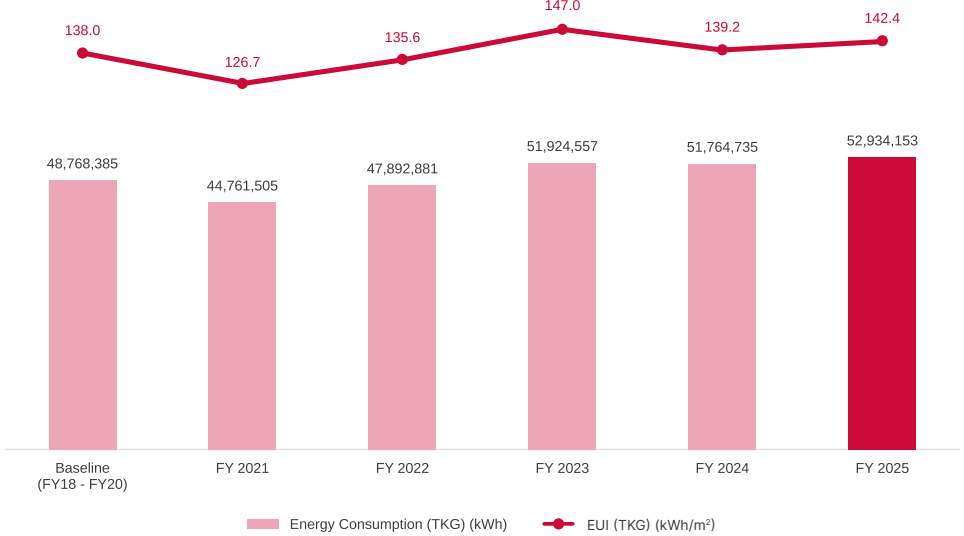
ENERGY CONSUMPTION & EUI



SPORTSG
(EXCLUDING THE KALLANG GROUP)



THE KALLANG GROUP



KEY INITIATIVES AND FUTURE PLANS

SPORTSG IS CURRENTLY CONDUCTING FEASIBILITY STUDIES ON THE INSTALLATION OF SOLAR PANELS ACROSS THE MAJORITY OF ITS SPORT FACILITIES, WITH THE AIM OF DEPLOYING THEM BY 2029.

In addition, SportSG also plans to conduct energy audits across its network of sport facilities to review the effectiveness of current energy-saving measures and propose recommendations in meeting its EUI targets by FY2030.

The Kallang has continued efforts to replace its lighting with LED, successfully converting 70% to date. Motion sensors have also been installed at the carpark, the National Stadium’s toilets and back-of-house areas, to further reduce energy use. 14 Electric Vehicle (EV) charging points are made available for a more sustainable option.

In addition, the replacement of Air Handling Units (AHUs) and Fan Coil Units (FCUs) with higher efficiency motors are being studied and planned for implementation in the coming years. The expansion of solar panels is also being studied.

In this Annual Report edition, sustainability data from prior reporting periods have been restated to reflect more accurate information that has since become available. These adjustments ensure the integrity and reliability of the data presented in this report.

¹ In alignment with GreenGov target for government agencies.

WATER

Our Progress

FY2025 Water Efficiency Index (WEI):

137.6 litres /person /day

a 38.1% decrease compared to the baseline (FY2018 – FY2020)

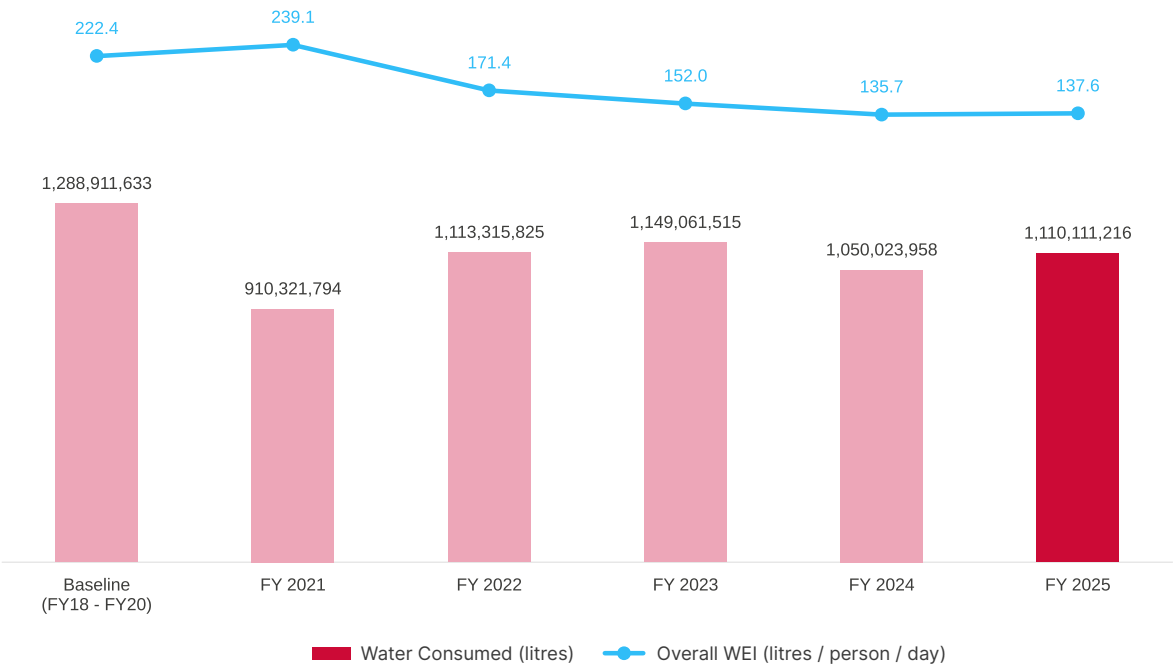
Our Target

Reduce WEI by 10% from the baseline (FY2018 – FY2020) by FY2030

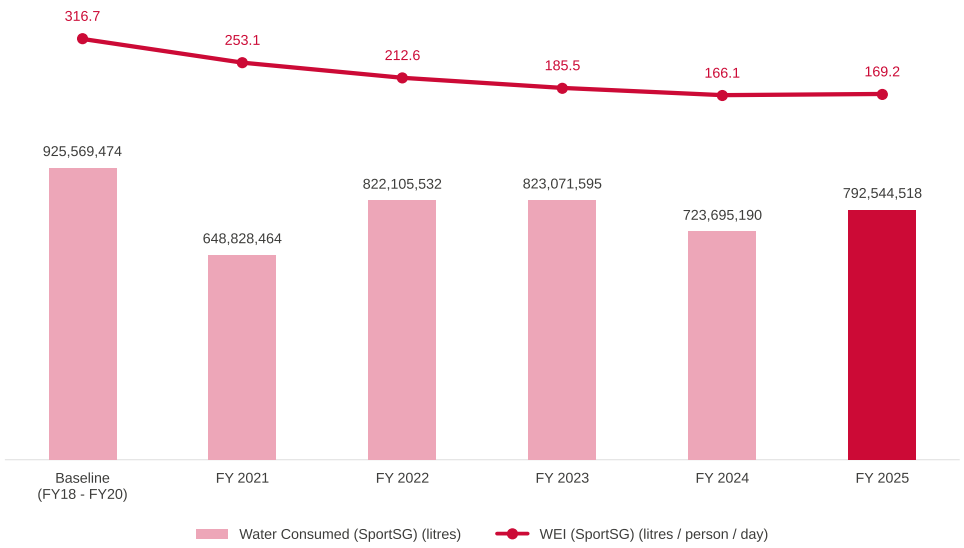
Our Performance

SportSG consumed 1,110 megalitres of water and achieved a WEI of 137.6 litres/person/day. This represents a 13.9% decrease in water consumed and 38.1% decrease in WEI compared to the baseline period (FY2018–FY2020). We have met the FY2030 GreenGov.SG targets and achieved our goal of reducing WEI by 10% from the baseline since FY2022.

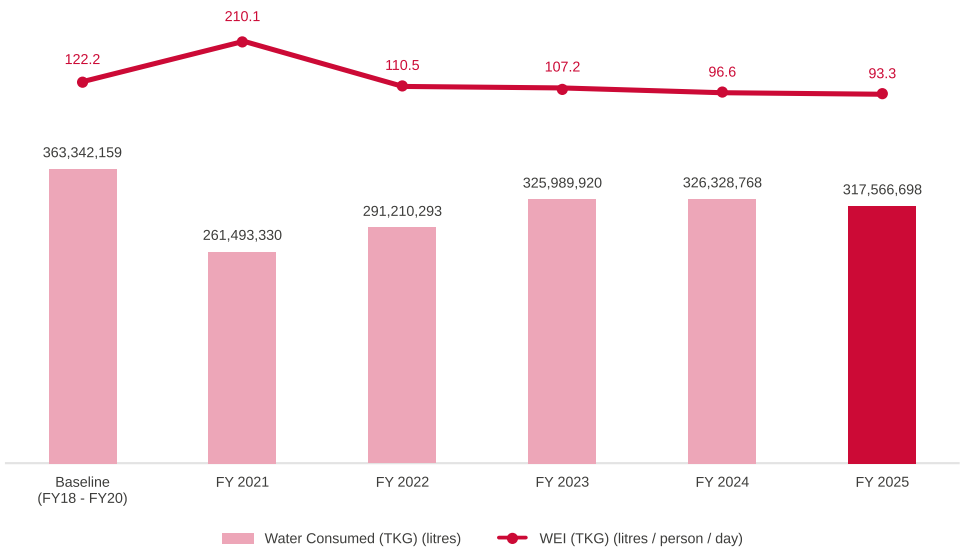
WATER CONSUMPTION & WEI



SPORTSG
(EXCLUDING THE KALLANG GROUP)



THE KALLANG GROUP



KEY INITIATIVES AND FUTURE PLANS

AT ALL OUR SPORT FACILITIES AND THE KALLANG, WE ACHIEVED CERTIFICATION UNDER SINGAPORE'S PUB WATER EFFICIENT BUILDING (WEB) BASIC CERTIFICATION PROGRAMME.

Rainwater harvesting at The Kallang is also continued to be practised for irrigation to reduce reliance on potable water consumed.

In this Annual Report edition, sustainability data from prior reporting periods have been restated to reflect more accurate information that has since become available. These adjustments ensure the integrity and reliability of the data presented in this report.

¹ In alignment with GreenGov target for government agencies.

WASTE

Our Progress

FY2025 Waste Disposal Index (WDI):

0.409 kg /person /day

a 4.3% decrease compared to the baseline (FY2022)

Our Target

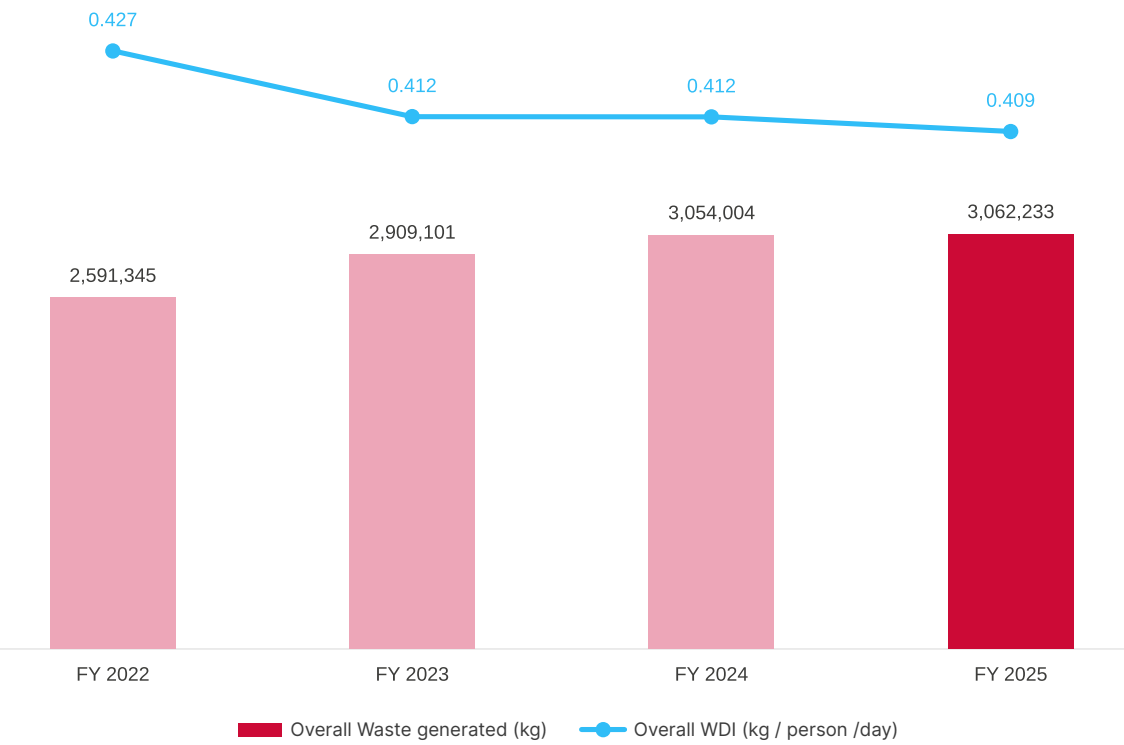
Reduce WDI by 30% from the baseline (FY2022) by 2030

Our Performance

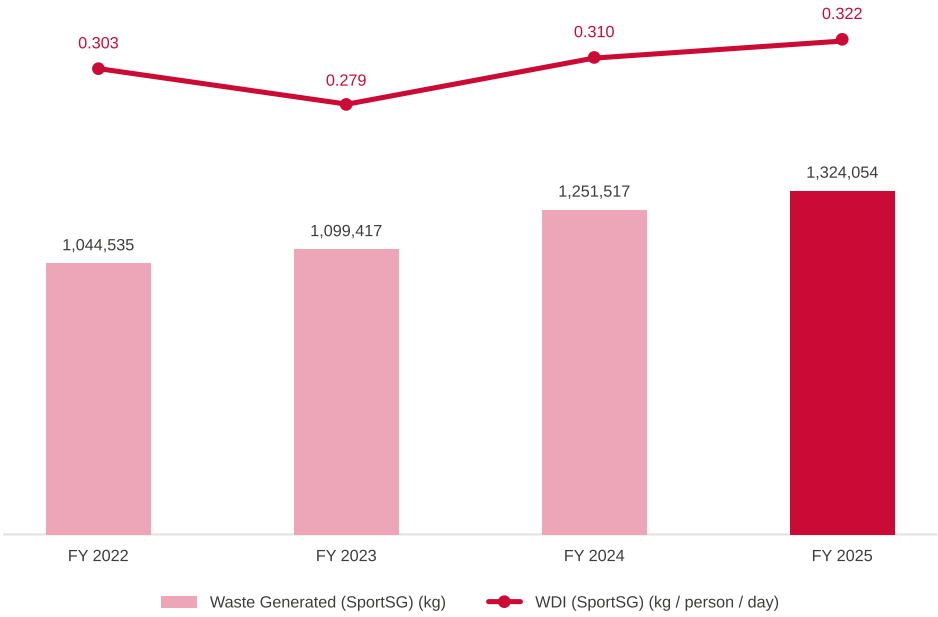
SportSG’s sport centres are high-activity spaces that naturally generate various waste streams, including general waste, recyclables, and food waste. We recognise this as both a challenge and an opportunity to strengthen our sustainability efforts.

In FY2025, SportSG generated a total of 3,062 tonnes of waste, with a WDI of 00.41 kg/person/day. This reflects an 18.2% increase in total waste and a 4.3% decrease in WDI compared to the FY2022 baseline.

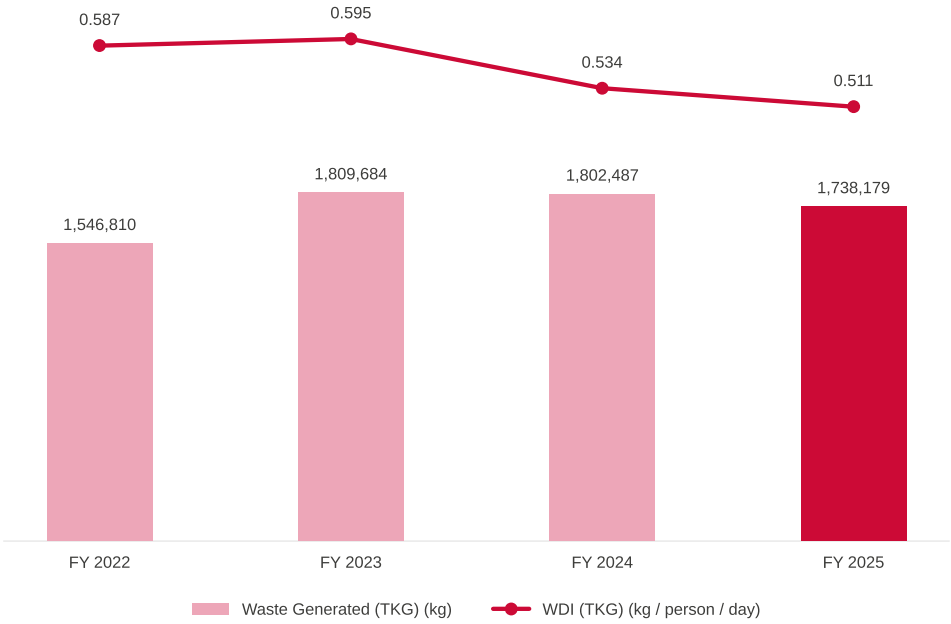
WASTE GENERATED & WDI



SPORTSG
(EXCLUDING THE KALLANG GROUP)



THE KALLANG GROUP



KEY INITIATIVES AND FUTURE PLANS

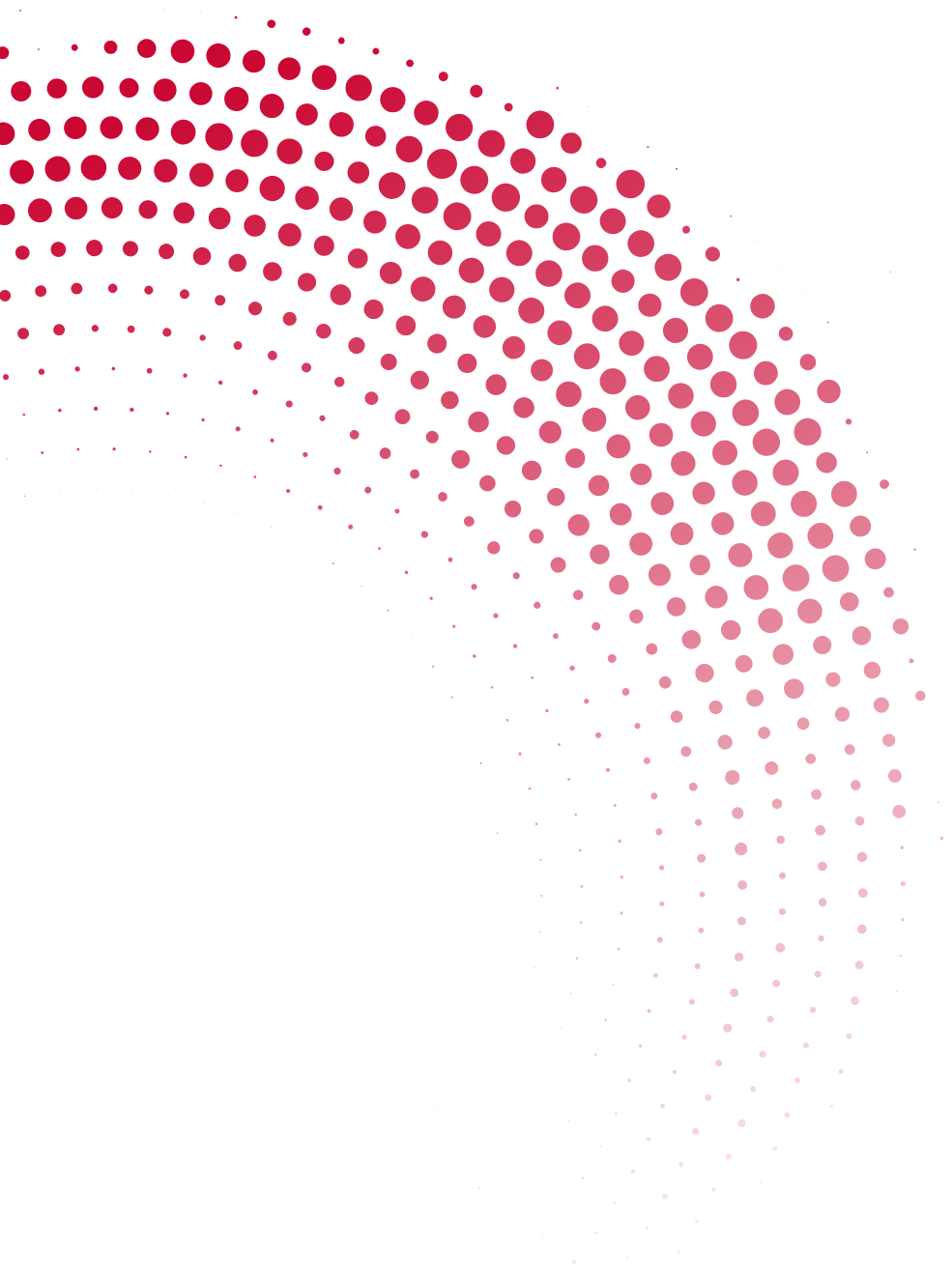
SPORTSG PLANS TO CONDUCT WASTE AUDITS ACROSS ITS NETWORK OF SPORT FACILITIES TO REVIEW THE EFFECTIVENESS OF CURRENT WASTE-REDUCING MEASURES AND PROPOSE RECOMMENDATIONS IN MEETING ITS WDI TARGETS BY FY2030.

Beyond facility measures, SportSG will continue to further efforts to reduce, reuse and recycle at sport events, with a focus on raising awareness about and minimising overall waste generation.

To reduce waste, The Kallang is exploring the implementation of an on-site food digester system at The Kallang Wave Mall.

In this Annual Report edition, sustainability data from prior reporting periods have been restated to reflect more accurate information that has since become available. These adjustments ensure the integrity and reliability of the data presented in this report.

¹In alignment with GreenGov target for government agencies.



GREEN BUILDINGS

Achieving Green Mark Certification across our sport facilities is a key priority for SportSG, as we embed sustainability throughout the design, construction, and operational phases of our facilities. Beyond environmental gains in reductions in energy and water consumption, as well as improvements to ventilation and indoor air quality, healthier and more comfortable environments for athletes and visitors alike are created.

Our Progress

13 out of 35

sport facilities (including The Kallang) have met Green Mark standards.

Our Target

All buildings are to meet Green Mark standards by 2030, with 20% of buildings attaining Green Mark Platinum SLE standards (or equivalent) by 2030.

All new and existing sport centres (upon major retrofit) to achieve Green Mark Platinum Super Low Energy standards or equivalent, where feasible.²

Key Initiatives and Future Plans

SportSG plans to conduct a Green Mark study for all remaining sport facilities to meet Green Mark standards by 2030 where possible, when land is not returned to the State and when there is no renovation or redevelopment planned in the near future. When our sport facilities undergo major renovation or redevelopment, we will ensure that each one meets the standards and criteria required for Green Mark Platinum Super Low Energy certification, upholding our commitment to build greener and more energy-efficient sports infrastructure.

In this Annual Report edition, sustainability data from prior reporting periods have been restated to reflect more accurate information that has since become available. These adjustments ensure the integrity and reliability of the data presented in this report.

² In alignment with GreenGov target for government agencies.

ENGAGING OUR EMPLOYEES AND COMMUNITIES

SportSG aims to inspire and involve our employees, stakeholders and the broader sporting community in accomplishing our sustainability goals. Examples of how we engage our employees and communities include:



CLIMATE FRESK WORKSHOP

Efforts to build a sustainability culture within the organisation

In Mar 2025, the SportSG Green Journey Committee attended a Climate Fresk Workshop where complex climate science was transformed into an interactive learning experience through a collaborative card game. The same workshop was also conducted on 22 April 2025 with the High Performance Sport Institute (HPSI) staff. They were educated on the causes and consequences of climate change. Staff learned how human activities contribute to physical changes in the atmosphere, and how this in turn leads to extreme weather events and impacts on humanity. It provided a foundation for staff to discuss possible actions and solutions.

GREENFIELD E-NEWSLETTER

Launch of Greenfield, an eNewsletter on Sustainability

The inaugural eNewsletter was launched on 14 Apr 2025. It aims to exemplify SportSG's vision for a sustainable sporting future, promoting environmentally responsible infrastructure, programming and events. It is a platform where sustainability news, updates and announcements are shared regularly with staff to increase awareness and build a sustainability culture.



SUSTAINABILITY INITIATIVES



SOLAR-POWERED LED BOLLARDS ILLUMINATE A GREENER KALLANG

As part of The Kallang's commitment to sustainable infrastructure and energy-efficient public spaces, 143 solar-powered LED bollards were installed across The Kallang Riverfront and Arena Park, replacing the existing traditional mains-powered bollard lighting. This transition to renewable energy-powered lighting reduces reliance on grid electricity while continuing to provide safe, reliable and consistent illumination for pedestrians.

Designed with integrated monocrystalline photovoltaic (PV) panels and high-efficiency LED technology, each bollard operates as a self-contained lighting system, harvesting solar energy during the day and automatically illuminating pathways from dusk until dawn.

Engineered for Singapore's tropical climate, the bollards are fabricated and installed with

design parameters including UV resistance, impact strength and weather durability. The design ensures long-term reliability while minimising maintenance requirements, supporting a lower lifecycle environmental footprint.

Beyond ensuring public safety and enhancing the visitors' experience, the initiative contributes meaningfully to our environmental goals. Through the use of integrated PV technology, the proposed solar powered LED bollards operate entirely on renewable solar energy, eliminating reliance on grid electricity for lighting. Compared to conventional mains-powered bollard lighting, the system achieves a 100% reduction in operational energy consumption, equivalent to approximately 19,438 kWh per annum. This translates to an estimated annual carbon emissions avoidance of 7,814.08 kg CO₂ (equivalent to 355 trees), supporting the organisation's sustainability and decarbonisation objectives while ensuring consistent pedestrian lighting performance.



SUSTAINABLE MEDALS/ TROPHIES USED FOR ACTIVESHG CUP

Sport Development Group launched the sustainable medals and trophies initiative in FY2025, which was implemented across five sports in the ActiveSG Cup: basketball, football, hockey, water polo and volleyball. The sport competitions are held annually to provide children and youth with expanded opportunities to participate in leagues and competitions across various sports. 1,720 medals and 67 trophies were given out in 2025.

There are plans to expand this initiative to other sports in the future. Through the use of recycled and sustainable materials for medals and trophies at these competitions, SportSG demonstrates our commitment to environmental sustainability while maintaining sporting excellence.



SUSTAINABILITY INITIATIVES IN THE WORLD AQUATIC CHAMPIONSHIPS – SINGAPORE 2025

The World Aquatics Championships – Singapore 2025 (WCH 2025) and World Aquatics Masters Championships – Singapore 2025 (WMCH 2025) marked the first time this global aquatic competition was hosted in Southeast Asia and formed a key pillar of Singapore's SG60 celebrations.

Beyond sporting excellence, the Championships successfully integrated sustainability considerations across event operations, infrastructure, and community engagement.

The implementation of the Less Plastics Campaign reduced reliance on single-use plastics, supported by the deployment of refillable water stations that supplied over 80,000 litres of drinking water and encouraged the use of reusable containers. Circular economy principles were applied through material reuse and upcycling initiatives, demonstrating the feasibility of waste reduction measures at a large-scale sporting event.

Energy and emissions management were strengthened through the selection of certified green venues, systematic monitoring of electricity consumption, and the tracking of fuel use associated with temporary power and transport logistics. The use of reusable modular structures further reduced material waste and avoided the need for permanent land conversion.

Strong community participation was achieved through the engagement of thousands of local volunteers, supporting inclusive event delivery while reducing the need for carbon-intensive travel associated with external workforce deployment.

Trash-to-Treasure Initiative

This pioneering project's primary objectives were to minimise the environmental footprint associated with medal production, promote the principles of a circular economy, and raise public awareness about sustainability through active community engagement.

The project established a collaborative collection network involving local schools, a waste management partner and a local small and medium enterprise (SME). A total of 17 educational institutions participated, comprising 6 PCF Sparkletots preschools and 11 Ministry of Education (MOE) primary and secondary schools. The collected aluminium cans were supported by the waste management partner, SembWaste (now known as Cora Environment) and processed by SME – Ipse Ipsa Ipsum. The project successfully utilised 60 bales of compressed aluminium cans, with each bale containing approximately 1,800 cans, achieving a 100% utilisation rate for medal production.

Community Engagement

Sustainability engagement was further strengthened through the deployment of Sustainability Ambassadors, comprising a mix of organising personnel and community volunteers, many of whom were from Team Nila. These ambassadors were stationed at sustainability booths across the Championships venues, where they supported on-site activations, managed recycling points, guided spectator behaviour, and promoted sustainability themes.



FINANCIAL RECORDS



**SINGAPORE SPORTS COUNCIL
AND ITS SUBSIDIARIES**

(also known as Sport Singapore)

(Company registration number: T08GB0057H)

Chairman and Chief Executive Officer's Statement
and Financial Statements
for the financial year ended 31 March 2026



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**SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)
AND ITS SUBSIDIARIES**

STATEMENT BY THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

We, Mr Kon Yin Tong and Mr Alan Goh, being the Chairman and Chief Executive Officer of the Singapore Sports Council, also known as Sport Singapore (“SportSG”), do hereby state that, in the opinion of the Board members,

- (a) the accompanying financial statements of SportSG (the “Council”) and its subsidiaries (the “Group”) set out on pages 7 to 51 are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the “Act”), the Singapore Sports Council Act 1973 (the “SSC Act”), the Charities Act 1994 and the relevant regulations (the “Charities Act and Regulations”) and Statutory Board Financial Reporting Standards (“SB-FRS”) so as to present fairly, in all material respects, the financial position of the Group and the Council as at 31 March 2026, and of the financial performance and changes in share capital, capital account, accumulated surplus and funds of the Group and the Council and cash flows of the Group for the financial year then ended and at the date of this statement, there are reasonable grounds to believe that the Group and the Council will be able to pay its debts as and when they fall due;
- (b) the accounting and other records required by the Act and SSC Act to be kept by the Council have been properly kept in accordance with the provisions of the Act and SSC Act;
- (c) the receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Council during the financial year have been in accordance with the provisions of the Act and SSC Act;
- (d) the use of the donation moneys is in accordance with the objectives of the Council as required under regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (e) The Council has complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

On behalf of the Board:

Kon Yin Tong
Chairman

Alan Goh
Chief Executive Officer

24 August 2026

**INDEPENDENT AUDITOR’S REPORT
TO THE BOARD MEMBERS OF SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Singapore Sports Council (the “Council”), also known as Sport Singapore (“SportSG”) and its subsidiaries (the “Group”) which comprise the statement of financial position of the Group and the Council as at 31 March 2026, the income and expenditure statements, the statements of comprehensive income and statements of changes in share capital, capital account, accumulated surplus and funds of the Group and the Council and consolidated statements of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 7 to 51.

In our opinion, the accompanying financial statements of the Group and the Council are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the “Act”), the Singapore Sports Council Act 1973 (the “SSC Act”), the Charities Act 1994 and relevant regulations (the “Charities Act and Regulations”) and Statutory Board Financial Reporting Standards in Singapore (“SB-FRS”) so as to present fairly, in all material respects, the financial position of the Group and the Council as at 31 March 2026 and the financial performance and changes in share capital, capital account, accumulated surplus and funds of the Group and the Council and the cash flows of the Group for the financial 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 *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.



**INDEPENDENT AUDITOR’S REPORT
TO THE BOARD MEMBERS OF SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)**

Report on the Audit of the Financial Statements (Continued)

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor’s report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, 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’s and Those Charged with Governance for the Financial Statements

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

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament’s approval. 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 there is intention to wind up the Group or to cease operations.

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



**INDEPENDENT AUDITOR’S REPORT
TO THE BOARD MEMBERS OF SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)**

Report on the Audit of the Financial Statements (Continued)

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.
- Conclude on the appropriateness of the 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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



**INDEPENDENT AUDITOR’S REPORT
TO THE BOARD MEMBERS OF SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)**

Report on Other Legal and Regulatory Requirements

Charities Act and Regulations

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

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

1. The use of the donation moneys was not in accordance with the objectives of the Council as required under regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
2. The Council has not complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Compliance Audit

Opinion

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Council during the year are, in all material respects, in accordance with the provisions of the Act, SSC Act and the requirements of any other written law applicable to moneys of or managed by the Council; and
- (b) proper accounting and other records have been kept, including records of all assets of the Council whether purchased, donated or otherwise.

Basis for Opinion

We concluded our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Compliance Audit* section of our report. We are independent of the Council in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our 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 on management’s compliance.

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act, SSC Act and the requirements of any other written law applicable to moneys of or managed by the Council. This responsibility includes monitoring related compliance requirements relevant to the Council, and implementing internal controls as management determines are necessary to enable compliance with the requirements.



**INDEPENDENT AUDITOR’S REPORT
TO THE BOARD MEMBERS OF SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)**

Report on Other Legal and Regulatory Requirements (Continued)

Compliance Audit (Continued)

Auditor’s Responsibility for Compliance Audit

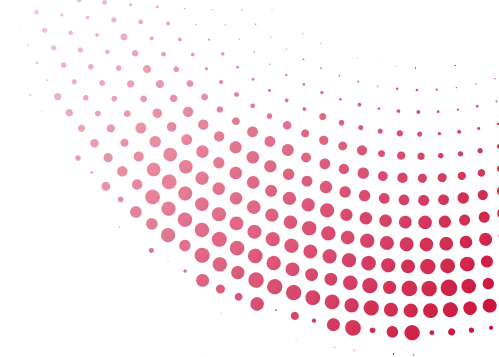
Our responsibility is to express an opinion on management’s compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act, the SSC Act and the requirements of any other written law applicable to moneys of or managed by the Council.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Council’s internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

The engagement partner on the audit resulting in this independent auditor’s report is Leong Wenjie, Stephen.


BDO LLP
Public Accountants and
Chartered Accountants

Singapore
24 August 2026



SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)
AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2026

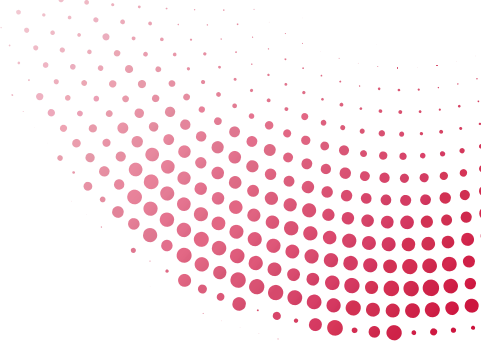
	Note	The Group		The Council	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Share capital	5.1	2,113,918	1,853,658	2,113,918	1,853,658
Capital account		295	295	295	295
Accumulated surplus					
General funds		109,632	118,397	116,831	125,438
Restricted funds		34,098	31,214	34,098	31,214
		143,730	149,611	150,929	156,652
Hedging reserve	12	(1,736)	(1,496)	(1,736)	(1,496)
		<u>2,256,207</u>	<u>2,002,068</u>	<u>2,263,406</u>	<u>2,009,109</u>
Represented by:					
Non-current assets					
Property, plant and equipment	6	2,378,708	2,248,358	2,356,465	2,235,198
Associate	7	61	1,480	61	1,480
Investments in subsidiaries	8	-	-	57,400	57,400
Receivables	9	-	2,032	-	2,032
Right-of-use assets	10	46,975	32,941	46,975	32,941
Finance lease receivables		495	860	495	860
		<u>2,426,239</u>	<u>2,285,671</u>	<u>2,461,396</u>	<u>2,329,911</u>
Current assets					
Receivables and prepayments	9	184,432	234,492	162,374	209,360
Finance lease receivables		1,177	1,017	1,177	1,017
Cash and cash equivalents	11	1,206,828	1,086,081	965,301	800,965
		<u>1,392,437</u>	<u>1,321,590</u>	<u>1,128,852</u>	<u>1,011,342</u>

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

SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)
AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2026

	Note	The Group		The Council	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Current liabilities					
Derivative financial instruments	12	247	186	247	186
Payables and accrued liabilities	13	269,206	259,746	158,134	146,597
Bank loan	14	3,600	3,600	3,600	3,600
Deferred revenue	15	17,635	16,001	4,521	4,308
Grants received in advance	16	242,109	289,992	163,004	165,025
Refundable deposits		12,609	12,912	4,825	5,314
Lease liabilities	17	8,327	4,282	8,327	4,282
		<u>553,733</u>	<u>586,719</u>	<u>342,658</u>	<u>329,312</u>
Net current assets		838,704	734,871	786,194	682,030
Non-current liabilities					
Derivative financial instruments	12	1,489	1,310	1,489	1,310
Bank loan	14	23,400	27,000	23,400	27,000
Refundable deposits		2,307	2,581	-	-
Lease liabilities	17	39,753	31,657	39,753	31,657
Deferred capital grants	18	941,787	955,926	919,542	942,865
		<u>1,008,736</u>	<u>1,018,474</u>	<u>984,184</u>	<u>1,002,832</u>
		<u>2,256,207</u>	<u>2,002,068</u>	<u>2,263,406</u>	<u>2,009,109</u>



SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)
AND ITS SUBSIDIARIES

INCOME AND EXPENDITURE STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	The Group		The Council					
				Capital and General Funds		Restricted Funds *		Total	
		2026	2025	2026	2025	2026	2025	2026	2025
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating income:									
Admission fees		9,966	9,183	5,267	9,183	-	-	5,267	9,183
Hiring of facilities		11,725	12,198	11,723	12,196	-	-	11,723	12,196
Program fees		12,662	11,427	12,662	11,427	-	-	12,662	11,427
Car park charges		8,332	7,955	5,021	4,581	-	-	5,021	4,581
Rental income		47,139	46,166	211,908	223,008	-	-	211,908	223,008
Miscellaneous income		11,095	8,092	4,743	4,664	-	-	4,743	4,664
Donations	23	2,208	1,791	56	-	2,152	1,791	2,208	1,791
Sponsorship		19,082	182	312	182	-	-	312	182
Events		43,158	40,621	-	-	-	-	-	-
Hospitality and advertising revenue		24,774	11,136	-	-	-	-	-	-
Food & beverage ("F&B") revenue		12,470	10,154	-	-	-	-	-	-
		202,611	158,905	251,692	265,241	2,152	1,791	253,844	267,032
Operating expenditure:									
Depreciation	6,10	122,184	116,066	117,619	113,208	196	444	117,815	113,652
General and administrative expenses		1,783	1,517	1,050	717	-	-	1,050	717
Minor works, repairs and maintenance of properties		36,938	28,442	32,803	25,113	-	-	32,803	25,113
Operating expenses	19	616,401	504,099	637,238	706,408	12,815	11,444	650,053	717,852
Employee benefits expense	20	151,981	137,701	106,266	103,849	-	-	106,266	103,849
Finance costs	21	2,501	2,904	2,150	2,892	1	1	2,151	2,893
		931,788	790,729	897,126	952,187	13,012	11,889	910,138	964,076
Operating deficit		(729,177)	(631,824)	(645,434)	(686,946)	(10,860)	(10,098)	(656,294)	(697,044)

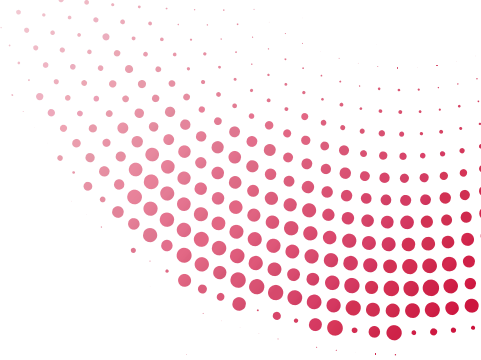
The accompanying notes form an integral part of these financial statements.

SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)
AND ITS SUBSIDIARIES

INCOME AND EXPENDITURE STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	The Group		The Council					
				Capital and General Funds		Restricted Funds *		Total	
		2026	2025	2026	2025	2026	2025	2026	2025
Non-operating income:									
Other income	22	35,178	38,790	31,114	34,563	167	108	31,281	34,671
Share of results of associate		(1,120)	(2,193)	(1,120)	(2,193)	-	-	(1,120)	(2,193)
		34,058	36,597	29,994	32,370	167	108	30,161	32,478
Deficit before grants		(695,119)	(595,227)	(615,440)	(654,576)	(10,693)	(9,990)	(626,133)	(664,566)
Grants:									
Operating grants from Government		634,729	538,054	556,314	599,560	13,577	10,280	569,891	609,840
Deferred capital grants amortised	18	54,509	43,679	50,519	41,838	-	-	50,519	41,838
		689,238	581,733	606,833	641,398	13,577	10,280	620,410	651,678
(Deficit)/Surplus for the financial year before contribution to consolidated fund and taxation		(5,881)	(13,494)	(8,607)	(13,178)	2,884	290	(5,723)	(12,888)
Contribution to consolidated fund	24.1	-	-	-	-	-	-	-	-
Income tax	24.2	-	-	-	-	-	-	-	-
Net (deficit)/surplus for the financial year		(5,881)	(13,494)	(8,607)	(13,178)	2,884	290	(5,723)	(12,888)

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



SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)
AND ITS SUBSIDIARIES

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	The Group		The Council				
			Capital and General Funds		Restricted Funds *		Total
	2026	2025	2026	2025	2026	2025	2025
Net (deficit)/surplus for the financial year	(5,881)	(13,494)	(8,607)	(13,178)	2,884	290	(12,888)
Other comprehensive income							
Items that may be reclassified subsequently to income and expenditure							
Loss on cash flow hedge, representing other comprehensive income for the financial year, net of tax	(240)	(866)	(240)	(866)	-	-	(866)
Total comprehensive (loss)/income for the financial year	(6,121)	(14,360)	(8,847)	(14,044)	2,884	290	(13,754)

* The Group's Restricted Funds comprise exclusively funds held by the Council. As there are no restricted fund attributable to the Council's subsidiaries, the split between Capital and General Funds and Restricted Funds is disclosed under the Council columns.

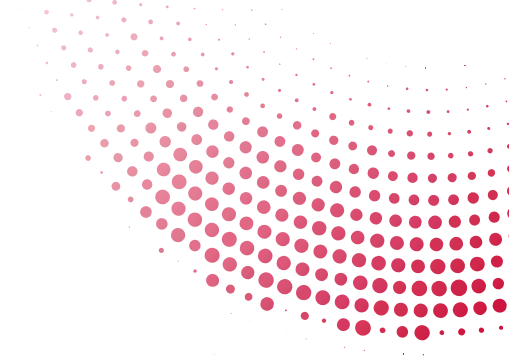
The accompanying notes form an integral part of these financial statements.

SINGAPORE SPORTS COUNCIL
(ALSO KNOWN AS SPORT SINGAPORE)
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STATEMENTS OF CHANGES IN SHARE CAPITAL, CAPITAL ACCOUNT, ACCUMULATED SURPLUS AND FUNDS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Share capital \$'000	Capital account \$'000	Accumulated surplus		Hedging reserve \$'000	Total \$'000
			General funds \$'000	Restricted funds \$'000		
The Group						
2026						
Balance as at 1 April 2025	1,853,658	295	118,397	31,214	(1,496)	2,002,068
Issue of share capital (Note 5.1)	260,260	-	-	-	-	260,260
Total comprehensive income						
Net deficit for the financial year	-	-	(8,765)	2,884	-	(5,881)
Other comprehensive loss for the financial year	-	-	-	-	(240)	(240)
	-	-	(8,765)	2,884	(240)	(6,121)
Balance as at 31 March 2026	2,113,918	295	109,632	34,098	(1,736)	2,256,207
2025						
Balance as at 1 April 2024	1,585,126	295	132,181	30,924	(630)	1,747,896
Issue of share capital (Note 5.1)	268,532	-	-	-	-	268,532
Total comprehensive income						
Net deficit for the financial year	-	-	(13,784)	290	-	(13,494)
Other comprehensive loss for the financial year	-	-	-	-	(866)	(866)
	-	-	(13,784)	290	(866)	(14,360)
Balance as at 31 March 2025	1,853,658	295	118,397	31,214	(1,496)	2,002,068

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



SINGAPORE SPORTS COUNCIL
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STATEMENTS OF CHANGES IN SHARE CAPITAL, CAPITAL ACCOUNT, ACCUMULATED SURPLUS AND FUNDS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Share capital \$'000	Capital account \$'000	Accumulated surplus		Hedging reserve \$'000	Total \$'000
			General funds \$'000	Restricted funds \$'000		
The Council						
2026						
Balance as at 1 April 2025	1,853,658	295	125,438	31,214	(1,496)	2,009,109
Issue of share capital (Note 5.1)	260,260	-	-	-	-	260,260
<i>Total comprehensive income</i>						
Net deficit for the financial year	-	-	(8,607)	2,884	-	(5,723)
Other comprehensive loss for the financial year	-	-	-	-	(240)	(240)
	-	-	(8,607)	2,884	(240)	(5,963)
Balance as at 31 March 2026	2,113,918	295	116,831	34,098	(1,736)	2,263,406
2025						
Balance as at 1 April 2024	1,585,126	295	138,616	30,924	(630)	1,754,331
Issue of share capital (Note 5.1)	268,532	-	-	-	-	268,532
<i>Total comprehensive income</i>						
Net deficit for the financial year	-	-	(13,178)	290	-	(12,888)
Other comprehensive loss for the financial year	-	-	-	-	(866)	(866)
	-	-	(13,178)	290	(866)	(13,754)
Balance as at 31 March 2025	1,853,658	295	125,438	31,214	(1,496)	2,009,109

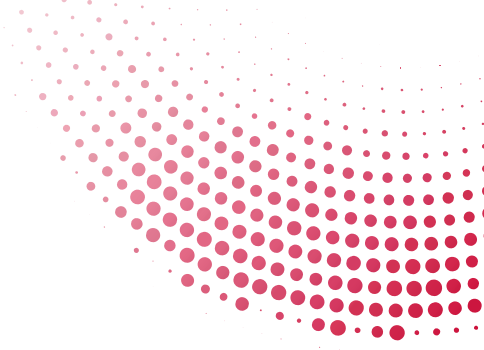
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SINGAPORE SPORTS COUNCIL
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CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	2026 \$'000	2025 \$'000
Operating activities		
Deficit before grants	(695,119)	(595,227)
Adjustments for:		
Depreciation	122,184	116,066
Property, plant and equipment written-off	3,915	8,514
Loss on re-measurement of right-of-use asset	432	-
Loss on disposal of right-of-use asset	-	36
Interest expense on bank loan and lease liabilities	1,820	1,995
Interest income	(18,013)	(38,627)
Share of losses of associate	1,120	2,193
Gain from partial divestment of associate	(3,776)	-
Amortisation of grant received in advance	(12,250)	-
Finance income	(221)	(163)
Operating cash flow before movements in working capital	(599,908)	(505,213)
Receivables and prepayments	157,623	13,720
Payables and accrued liabilities	6,411	(2,660)
Refundable deposits	(303)	4,362
Deferred revenue	1,634	3,548
Cash used in operations	(434,543)	(486,243)
Interest paid on bank loan and lease liabilities	(1,820)	(1,995)
Net cash used in operating activities	(436,363)	(488,238)
Investing activities		
Additions of property, plant and equipment	(249,370)	(332,770)
Investment in associate	-	(2,450)
Receipt of long-term loan receivables	2,032	-
Proceeds from partial divestment of associate	4,075	-
Proceeds from principal portion of finance lease receivables	1,873	1,387
Interest received	21,840	28,219
Net cash used in investing activities	(219,550)	(305,614)
Financing activities		
Repayment of bank loan	(3,600)	(3,600)
Proceeds on issue of shares	260,260	268,532
Government grants received	526,629	529,701
Repayment of principal portion of lease liabilities	(6,629)	(10,743)
Net cash from financing activities	776,660	783,890
Net change in cash and cash equivalents	120,747	(9,962)
Cash and cash equivalents at the beginning of financial year	1,086,081	1,096,043
Cash and cash equivalents at the end of financial year	1,206,828	1,086,081

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



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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

1. General

Singapore Sports Council (the “Council”), also known as Sport Singapore (“SportSG”), a statutory board established under the Singapore Sports Council Act 1973 is under the purview of the Ministry of Culture, Community and Youth (“MCCY”). The address of the Council’s registered office and principal place of business is 3 Stadium Drive, Singapore 397630.

The principal activities of the Council are to plan for and promote recreational and competitive sports and to develop, manage and maintain public sports facilities.

The principal activities of the subsidiaries are set out in Note 8 to the financial statements.

Vision 2030 Fund (the “Fund”) was set up on 9 September 2014, to enable donors to contribute in support of Vision 2030. The Fund was registered as a charity and approved as an Institution of Public Character (“IPC”) under the Charities Act and Regulations.

The Group financial statements for the financial year ended 31 March 2026 were authorised for issue by the Board of the Council on 24 August 2026.

1.1 Basis of preparation

The financial statements are prepared in accordance with the historical cost basis, except as disclosed in the material accounting policy information, and are drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the “Act”), the Singapore Sports Council Act 1973 (the “SSC Act”), the Charities Act 1994 and relevant regulations (the “Charities Act and Regulations”) and Statutory Board Financial Reporting Standards (“SB-FRS”), including Interpretations of SB-FRS (“INT SB-FRS”) and SB-FRS Guidance Notes.

The financial statements are presented in Singapore Dollars (“SGD” or “\$”) and all values in the tables are rounded to the nearest thousand (\$ ’000), except when otherwise indicated.

The preparation of financial statements in compliance with SB-FRSs requires management to make judgements, estimates and assumptions that affect the Group’s application of accounting policies and reported amounts of assets, liabilities, revenue and expenses. Although these estimates are based on management’s best knowledge of current events and actions, actual results may differ from those estimates. Management is of the opinion that judgement made is not expected to have a significant effect on the amounts recognised in the financial statements and no key assumptions and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

1.2 Adoption of new and revised standards

New or revised accounting standards and interpretations effective from 1 April 2025

On 1 April 2025, the Group and the Council have adopted the new or amended SB-FRS and Interpretations of SB-FRS (“INT SB-FRS”) that are mandatory for application for the financial year. Changes to the Group’s and the Council’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRS and INT SB-FRS did not result in substantial changes to the Group’s and the Council’s accounting policies and had no material effect on the amounts and disclosures reported for the current or prior financial years.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

1. General (Continued)

1.2 Adoption of new and revised standards (Continued)

New standards, amendments and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are effective in future reporting periods and have not been early adopted by the Group and the Council. The Group and the Council do not expect any of these standards upon adoption will have a material impact on the Group and the Council, except as follows:

SB-FRS 118 Presentation and Disclosure in Financial Statements

The SB-FRS 118 replaces SB-FRS 1 Presentation of Financial Statements and provides guidance on presentation and disclosure in financial statements and focuses on the statement of profit or loss.

SB-FRS 118 introduces:

- New structure on statement of profit or loss with defined subtotals;
- Disclosure related to management-defined performance measures (“MPMs”), which are measures of financial performance based on a total or sub-total required by accounting standards with adjustments made (e.g. ‘adjusted profit or loss’). A reconciliation of MPMs to the nearest total or subtotal calculated in accordance with accounting standards; and
- Enhanced principles on aggregation and disaggregation of financial information which apply to the primary financial statements and notes in general.

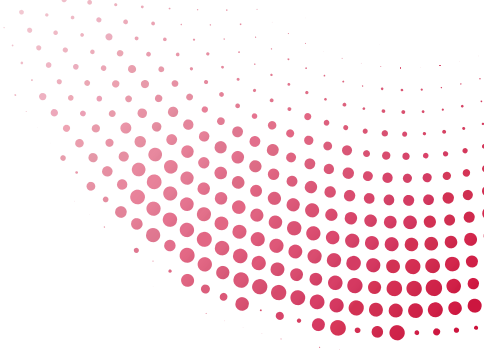
SB-FRS 118 will take effect on 1 January 2027. An impact assessment regarding the adoption of SB-FRS 118 is still underway and has not yet been completed.

2. Material accounting policy information

2.1 Fair value measurement

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 Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for value in use in SB-FRS 36 *Impairment of Assets*.



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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (Continued)

2.1 Fair value measurement (Continued)

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:

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

2.2 Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Council and entities (including structured entities) controlled by the Council and its subsidiaries. Control is achieved when the Council:

- 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 Council 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 Council 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 Council considers all relevant facts and circumstances in assessing whether or not the Council's voting rights in an investee are sufficient to give it power, including:

- The size of the Council's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- Potential voting rights held by the Council, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Council 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 shareholders' meetings.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (Continued)

2.2 Basis of consolidation (Continued)

Consolidation of a subsidiary begins when the Council obtains control over the subsidiary and ceases when the Council loses control of the subsidiary. Specifically, the results of subsidiaries acquired or disposed of during the financial year are included in the income and expenditure statement from the date the Council gains control until the date when the Council ceases to control the subsidiary.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between the members of the group are eliminated on consolidation.

In the Council's financial statements, investments in subsidiaries are carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

2.3 Financial instruments

Financial assets and financial liabilities are recognised on the statements of financial position when the Group becomes a party to the contractual provisions of the instrument. The Group determines the classification of its financial assets and financial liabilities at initial recognition.

Financial assets are initially measured at fair value, net of transaction costs that are directly attributable to the acquisition or issue of financial assets.

Financial assets

Classification of financial assets

These comprise mainly cash and cash equivalents, finance lease receivables and receivables that meet the following conditions are subsequently measured at amortised cost:

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (Continued)

2.3 Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses (“ECL”) on trade and other receivables and finance lease receivables. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group applied the simplified approach permitted by SB-FRS 109 and recognises lifetime ECL for trade receivables and finance lease receivables. The expected credit losses on these financial assets are estimated based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-months ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-months ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

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.

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.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (Continued)

2.3 Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

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.

Financial liabilities

Financial liabilities are initially measured at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs. After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest-bearing bank loan is initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings.

De-recognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group’s obligations are discharged, cancelled or expired.

Derivative financial instruments

The Group uses interest rate swaps to hedge its risk associated with interest rates when appropriate. The significant interest rate risk arises from the Group’s borrowings.

The use of financial derivatives by the Group is approved by the Council members who ensure that the use of financial derivatives is consistent with the Council’s risk management strategy. The Council does not use derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in income and expenditure immediately unless the derivatives is designated and effective as a hedging instrument, in which event the timing of the recognition in income and expenditure depends on the nature of the hedging relationship.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (Continued)

2.3 Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Hedge accounting

The Group designates interest rate swaps as cash flow hedges.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions and whether the hedging instrument that is used in a hedging relationship is highly effective in offsetting changes in cash flows of the hedged item.

Note 12 contains details of the fair value of derivative instrument used for hedging purpose. Movements in the hedging reserve in equity are detailed in the statements of changes in share capital, capital account, accumulated surplus and funds.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are deferred in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in income and expenditure, as part of other gains and losses.

Amounts deferred in equity are recycled in income and expenditure in the periods when the hedged item is recognised in income and expenditure. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in income and expenditure. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was deferred in equity is recognised immediately in income and expenditure.

2.4 Share capital

Pursuant to the Capital Management Framework FCM M26/2008 which builds on Debt-Equity Framework FCM M8/2007, equity injections from Ministry of Finance ("MOF") are recorded as share capital.

2.5 Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received.

Government grants received prior to the application of FCM M26/2008 on capital management framework issued by MOF for the purchase of depreciable assets are taken to the Deferred Capital Grants Account. Fund injections received after the application are treated as equity and recorded as share capital.

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2. Material accounting policy information (Continued)

2.5 Government grants (Continued)

Non-monetary contributions are taken to property, plant and equipment and the deferred capital grants accounts at fair value.

Deferred capital grants are recognised in income and expenditure over the periods necessary to match the depreciation of the assets with the related grants. On disposal of property, plant and equipment, the balance of related grants is recognised in income and expenditure to match the carrying amounts of the property, plant and equipment disposed.

Other 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 income and expenditure in the period in which they become receivable.

2.6 Non-government grants

Contributions from other organisations for the purpose of depreciable assets are taken to the Deferred Capital Grant - Non-Government in the statements of financial position and transferred to income and expenditure on a systematic and rational basis over the useful lives of the related assets.

2.7 Deferred revenue

Revenue from sales of admission tickets, leasing of lettable areas and hiring of facilities received in advance is stated at initial amount less accumulated amortisation.

Revenue from the sale of admission tickets is recognised when the related service is rendered. Until that point, ticket sales are accounted for as deferred revenue.

Amortisation of leasing of lettable areas and hiring of facilities received in advance is calculated on a straight-line basis to reduce the initial amount over the lease term and is recognised in income and expenditure.

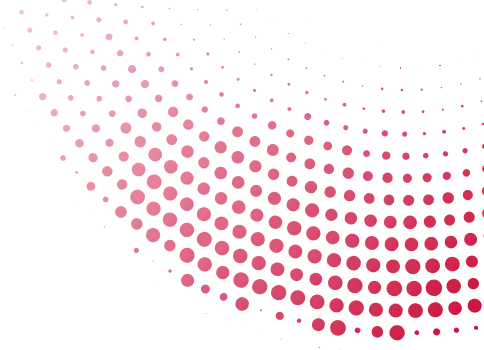
2.8 Funds

In view of the limitations and restrictions placed on the use of certain funds, resources for various purposes are classified for accounting and reporting purposes into separate funds in accordance with the activities or objectives specified for the use of those funds.

In the financial statements of the Group and the Council, three main groups of funds are distinguished: the Capital Fund, the General Fund and the Restricted Funds.

(i) Capital Fund

Equity injections, capital grants and contributions for the establishment of the Council and for its major capital expenditure, other than in respect of the Singapore Indoor Stadium ("SIS"), are accounted for in the Capital Fund.



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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (Continued)

2.8 Funds (Continued)

(ii) General Fund

Income and expenditure relating to the main activities of the Council are accounted for in the General Fund.

The General Fund was set up to fund for the Council’s activities, maintenance and operations of sports facilities.

(iii) Restricted Funds

Income and expenditure relating to specific activities are accounted for directly in the funds to which they relate. The Restricted Funds were set up for the following specific projects/purposes:

Name of Fund	Projects/Purpose
Runme Shaw Centre for Sports Medicine and Research	To fund sports medical research and the purchase of related sports medicine and research equipment.
Sports Aid Fund	To provide financial assistance to athletes and selected sports and training facilities.
Vision 2030 Fund	A trust fund set up for donors to contribute in support of Vision 2030 initiatives. It is a registered charity and has been granted IPC status.

2.9 Leases

The Group as lessee

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

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee.

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments), less any lease incentives.

The lease liability is presented as a separate line in the statements of financial position.

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2. Material accounting policy information (Continued)

2.9 Leases (Continued)

The Group as lessee (Continued)

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the relate right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset.

The right-of-use assets are presented as a separate line in the statements of financial position.

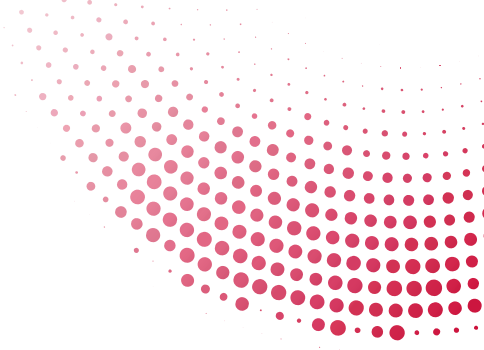
The Group applies SB-FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in “Impairment of Non-Financial Assets” below.

As a practical expedient, SB-FRS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease component.

The Group as lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.



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2. Material accounting policy information (Continued)

2.9 Leases (Continued)

The Group as lessor (Continued)

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes lease and non-lease components, the Group applies SB-FRS 115 to allocate the consideration under the contract to each component.

The Council leased the premises of The Kallang to its subsidiary and have committed to provide rental subvention to the subsidiary for the full lease amount. Accordingly, the Council does not expect to receive any operating lease payments from its subsidiary. For the purpose of disclosure in the financial statements, both the rental income and grant expense for the rental subvention are presented on a gross basis in the income and expenditure statement of the Council to reflect more accurately the existence of the lease with its subsidiary and the rental subvention provided.

2.10 Prepaid land premium

Prepaid land premium comprises premium paid for leasehold land and is charged to income and expenditure on a straight-line basis over the lease term of 20 years.

2.11 Property, plant and equipment

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

Work-in-progress consists of construction costs and consultancy expenses incurred during the period of construction.

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:

Leasehold land	the period of the lease from 15 to 101 years
Buildings	the period of the lease from 3 to 40 years
Furniture, equipment and other fixed assets	3 to 10 years

Depreciation is not provided on work-in-progress until completion of work and the asset is available for use.

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.

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2. Material accounting policy information (Continued)

2.11 Property, plant and equipment (Continued)

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, if there is no certainty that the lessee will obtain ownership by the end of the lease term, the asset shall be fully depreciated over the shorter of the lease term and its useful life.

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in income and expenditure.

2.12 Income recognition

The Group's income is measured at the fair value of the consideration received or receivable. Income is reduced for estimated rebates and other similar allowances. If it is probable that discounts will be granted and the amount can be measured reliably, then the discount is recognised as a reduction of revenue as the sales are recognised. The Group recognises revenue when it transfers control of the goods or services to a customer.

The Group assesses its revenue arrangements to determine if it is acting as principal or agent. The Group has concluded that it is acting as a principal in all of its revenue arrangements. The following specific recognition criteria must also be met before revenue is recognised:

Program fees/Admission fees / Hiring of facilities

Program fees income is derived from programs conducted, is recognised over time and accounted for on a straight-line basis over the program duration.

Income from admission fees are largely from sales of admission tickets to customers and are recognised at point in time upon consumption by customers.

Rental Income

Rental income is derived from the lease of commercial and retail space at the Kallang Wave Mall, Singapore Indoor Stadium, Sports Information and Resource Centre and Water Sports Centre, various sports and swimming complexes, sports halls and centres, stadiums and golf courses. Rental income is recognised over time and is accounted for on a straight-line basis over the lease term. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

Sponsorship revenue

Revenue from sponsorship is from sponsors for the promotion, development and advancement of events. Value-in-kind sponsorships are recognised at point in time upon delivery of the goods or acceptance of the services. Value-in-kind sponsorships are measured at the fair value of the goods and services received.

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2. Material accounting policy information (Continued)

2.12 Income recognition (Continued)

Events income

Revenue from events held at the Singapore Indoor Stadium and the The Kallang facility, such as artistic performances, sports and other special events is recognised when the event takes place. When a subscription to a number of events is sold, the fee is allocated to each event on a basis which reflects the extent to which services are performed at each event.

Hospitality and advertising income

Hospitality and advertising income is derived from naming rights income, sponsorship fees and license fees on executive suites, premium seats and premium plus seats. Revenue is recognised over time, on a straight-line basis over the contract term or based on the terms of the agreement as applicable.

Food & Beverages income

Revenue from concession sales, and provision of catering services is recognised based on consideration specified in contracts with customers.

Interest income

Interest income is accrued on a time-proportion basis, by reference to the principal outstanding and at the effective interest rate applicable.

2.13 Employee benefits

Retirement benefit costs

Payments to defined contribution retirement plans are charged as an expense as they fall due. Payments made to state-managed retirement schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement plan.

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.

2.14 Income tax

The Council is exempted from income tax under Section 13(1)(e) of the Income Tax Act 1947.

In respect of the subsidiary, income tax expense represents the sum of the tax currently payable and deferred tax.

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2. Material accounting policy information (Continued)

2.15 Contribution to consolidated fund

The Council is required to make a contribution to the consolidated fund in accordance with the section 3(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act 1989. The provision is based on the guidelines specified by the Ministry of Finance. It is computed based on the net surplus of the Council for each of the financial year at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided on an accrual basis.

3. Financial instruments, financial risks and capital management

3.1 Categories and fair value of financial instruments

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

		The Group		The Council	
	Note	2026	2025	2026	2025
		\$'000	\$'000	\$'000	\$'000
Financial assets					
Receivables	9	152,346	214,256	135,590	198,964
Cash and cash equivalents	11	1,206,828	1,086,081	965,301	800,965
Finance lease receivables		1,672	1,877	1,672	1,877
Financial assets at amortised cost		1,360,846	1,302,214	1,102,563	1,001,806
Financial liabilities					
Derivative financial instruments (Level 2)	12	1,736	1,496	1,736	1,496
Payables and accrued liabilities	13	269,206	259,746	158,134	146,597
Lease liabilities	17	48,080	35,939	48,080	35,939
Bank loan	14	27,000	30,600	27,000	30,600
Refundable deposits		14,916	15,493	4,825	5,314
Financial liabilities at amortised cost		359,202	341,778	238,039	218,450

The Group classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements (Note 2.1).

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3. Financial instruments, financial risks and capital management (Continued)

3.1 Categories and fair value of financial instruments (Continued)

There were no transfers between the levels of the fair value hierarchy during the financial year.

- (i) *Fair value of financial assets and financial liabilities that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value*

The carrying amounts of cash and cash equivalents, receivables, payables, refundable deposits, lease liabilities, finance lease receivables and bank loan approximate their respective fair values due to the relatively short-term maturity of these financial instruments or they are re-priced to interest rates approximate to current market level except for lease liabilities and tenant deposits as disclosed in Note 13 and 17 to the financial statements.

- (ii) *Fair value of financial assets and financial liabilities that are carried at fair value*

The fair value of derivative financial instruments is calculated using quoted prices. More details are disclosed in Note 12 to the financial statements.

3.2 Financial risk management policies and objectives

The Group's overall financial risk management seeks to minimise potential adverse effects on the financial performance of the Group.

- (i) *Credit risk*

The Group's and Council's principal financial assets are cash and cash equivalents and receivables.

The credit risk on cash and cash equivalents and derivative financial instrument is limited because the counterparts have high credit rating. The Group has policies in place to ensure that the rendering of services is made to customers with appropriate credit history.

The Group and Council have significant receivables due from the Government amounting to \$116,845,000 (2025: \$191,590,000) (Note 9), representing 63% (2025: 81%) of total receivables balance as at the year end. Such credit risk is deemed minimal by the management. Loss allowance for finance lease receivables has been measured at amount equal to lifetime ECL. The Group and Council have assessed that credit risk associated with finance lease receivables is mitigated because they are secured over the leased asset.

For amount due from subsidiaries, the management have taken into account information that it has available internally about these subsidiaries' past, current and expected operating performance and cash flow position.

The risk of default is considered to be minimal as these subsidiaries have sufficient liquid assets and cash to repay their debts. Therefore, amount due from subsidiaries has been measured based on 12-month expected credit loss model and subject to immaterial credit loss.

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3. Financial instruments, financial risks and capital management (Continued)

3.2 Financial risk management policies and objectives (Continued)

- (i) *Credit risk* (Continued)

The fixed deposits are short-term in nature and at market interest level. Any future variations in interest rates will not have a material impact on the results of the Group.

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

- (ii) *Interest rate risk*

Interest bearing financial assets and liabilities of the Group are mainly cash and cash equivalent, bank loan, and finance lease. The interest rates for cash with Accountant-General's Department ("AGD") are based on deposit rates determined by the financial institutions with which the cash are deposited and are expected to move in tandem with market interest rate movements. The Group has a long-term bank loan at variable rates and uses interest rate swaps as cash flow hedge of future interest payments, which has the economic effect of converting borrowings from floating rates and swap them into fixed rates that are lower than those available if the Group borrowed at fixed rates directly. Under the interest rate swap, the Group agrees with other parties to exchange, at specified intervals, the difference between fixed contract rates and floating interest amounts calculated by reference to the agreed notional principal amount. With the interest rate swaps arrangement in place and the repayment of the bank loan including the interest is funded by the Government, management determined that there is no significant interest rate risk. Further details of the interest rate swaps can be found in Note 12 to the financial statements.

The lease liabilities bear interest at fixed interest rates. Any future variations in interest rates will not have a material impact on the results of the Group and the Council. Further details on the lease liabilities can be found in Note 17 to the financial statements.

Accordingly, no interest rate sensitivity analysis is presented.

- (iii) *Foreign exchange risk*

The Group and Council have no significant foreign currency risk as its financial assets and liabilities are substantially denominated in Singapore dollar. Accordingly, no foreign exchange sensitivity analysis is presented.

- (iv) *Liquidity risk*

The Group and Council have minimal exposure to liquidity risk as its operations are generally funded by Government, which include funding for payments of the instalments (principal and interest) of the Group's bank loan (Note 14) and lease liabilities (Note 17). The Group and Council ensure that sufficient liquidity through highly liquid assets in the form of cash and short-term demand deposits are maintained to meet its financial obligations.



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3. Financial instruments, financial risks and capital management (Continued)

3.2 Financial risk management policies and objectives (Continued)

(iv) Liquidity risk (Continued)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group’s and Council’s financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	2026				2025			
	Less than one year	One to five years	Over five years	Total	Less than one year	One to five years	Over five years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
The Group								
Financial liabilities								
Payables and accrued liabilities	269,206	-	-	269,206	259,746	-	-	259,746
Refundable deposits	12,609	2,307	-	14,916	12,912	2,581	-	15,493
Lease liabilities	9,285	14,505	37,000	60,790	5,066	6,666	36,641	48,373
Bank loan	3,949	18,968	5,439	28,356	4,457	20,628	9,277	34,362
Total undiscounted financial liabilities	295,049	35,780	42,439	373,268	282,181	29,875	45,918	357,974

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3. Financial instruments, financial risks and capital management (Continued)

3.2 Financial risk management policies and objectives (Continued)

(iv) Liquidity risk (Continued)

Analysis of financial instruments by remaining contractual maturities (Continued)

	2026				2025			
	Less than one year	One to five years	Over five years	Total	Less than one year	One to five years	Over five years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
The Council								
Financial liabilities								
Payables and accrued liabilities	158,134	-	-	158,134	146,597	-	-	146,597
Refundable deposits	4,825	-	-	4,825	5,314	-	-	5,314
Lease liabilities	9,285	14,505	37,000	60,790	5,066	6,666	36,641	48,373
Bank loan	3,949	18,968	5,439	28,356	4,457	20,628	9,277	34,362
Total undiscounted financial liabilities	176,193	33,473	42,439	252,105	161,434	27,294	45,918	234,646

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3. Financial instruments, financial risks and capital management (Continued)

3.3 Capital management policies and objectives

The Group manages its capital to ensure that the entities in the Group will be able to continue as a going concern while fulfilling its objective as a statutory board.

The capital structure of the Group consists of debt, which includes the borrowings disclosed in Note 14 to the financial statements, and share capital, capital account, accumulated surplus and funds. The Group's overall strategy remains unchanged from last financial year.

4. Related party transactions

For the purposes of these financial statements, related parties refer to subsidiaries, Ministries, Organs of State, other Statutory Boards and key management personnel. The transactions with Government-related entities (other than Ministries, Organs of State and other Statutory Boards) are not disclosed unless there are circumstances to indicate that these transactions are of interest to the readers of the financial statements.

Some of the Council's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

The Group had the following significant transactions with other related parties during the financial year other than those disclosed elsewhere in the financial statements:

	The Group and Council	
	2026	2025
	\$'000	\$'000
Ministries and statutory boards		
Grants disbursed	4,635	5,003

Compensation of key management personnel

The remuneration of members of key management during the financial year was as follows:

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Short-term employment benefits	8,522	7,047	4,251	3,945
Post-employment benefits	193	169	76	60
	8,715	7,216	4,327	4,005

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5. Share capital and dividend

5.1 Share capital

	The Group and Council	
	2026	2025
	\$'000	\$'000
Issued and paid up:		
As at beginning of the financial year	1,853,658	1,585,126
Shares issued	260,260	268,532
As at end of the financial year	2,113,918	1,853,658

The shares carry neither voting rights nor par value.

Shares issued pertain to the equity injection from Ministry of Finance ("MOF") recognised as share capital under Capital Management Framework ("CMF") for Statutory Board under FCM M26/2008.

5.2 Dividend

During the financial years ended 31 March 2026 and 2025, the Council did not declare dividends on the share capital issued to the MOF in respect of the financial years ended 31 March 2026 and 2025 respectively.



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6. Property, plant and equipment

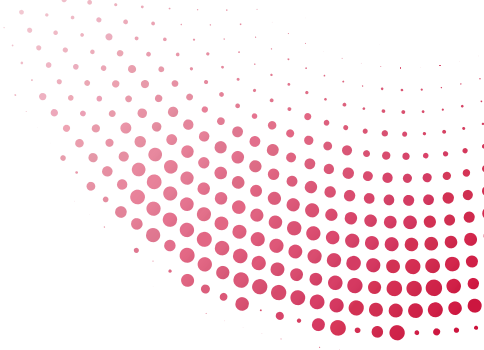
	Capital and General Funds					Restricted Funds	
	Leasehold land \$'000	Buildings \$'000	Furniture, equipment and other fixed assets \$'000	Work -in-progress \$'000	Sub-total \$'000	Furniture, equipment and other fixed assets \$'000	Grand total \$'000
The Group Cost							
At 1 April 2025	914,970	2,265,740	108,661	489,269	3,778,640	160	3,778,800
Additions	13,937	28,356	4,203	205,649	252,145	-	252,145
Transfers	19,107	92,826	5,144	(117,077)	-	-	-
Written off	-	(28,924)	(3,921)	-	(32,845)	-	(32,845)
At 31 March 2026	948,014	2,357,998	114,087	577,841	3,997,940	160	3,998,100
Accumulated depreciation							
At 1 April 2025	353,354	1,082,312	94,616	-	1,530,282	160	1,530,442
Charge for the financial year	28,175	83,093	6,612	-	117,880	-	117,880
Written off	-	(25,344)	(3,586)	-	(28,930)	-	(28,930)
At 31 March 2026	381,529	1,140,061	97,642	-	1,619,232	160	1,619,392
Carrying amount							
At 31 March 2026	566,485	1,217,937	16,445	577,841	2,378,708	-	2,378,708

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6. Property, plant and equipment (Continued)

	Capital and General Funds					Restricted Funds	
	Leasehold land \$'000	Buildings \$'000	Furniture, equipment and other fixed assets \$'000	Work-in-progress \$'000	Sub-total \$'000	Furniture, equipment and other fixed assets \$'000	Grand total \$'000
The Group Cost							
At 1 April 2024	772,392	2,233,449	107,567	366,168	3,479,576	160	3,479,736
Additions	159,666	4,886	3,172	196,173	363,897	-	363,897
Transfers	-	58,032	7,816	(65,848)	-	-	-
Written off	(17,088)	(30,627)	(9,894)	(7,224)	(64,833)	-	(64,833)
At 31 March 2025	914,970	2,265,740	108,661	489,269	3,778,640	160	3,778,800
Accumulated depreciation							
At 1 April 2024	348,017	1,032,929	99,065	-	1,480,011	160	1,480,171
Charge for the financial year	22,425	80,010	4,155	-	106,590	-	106,590
Written off	(17,088)	(30,627)	(8,604)	-	(56,319)	-	(56,319)
At 31 March 2025	353,354	1,082,312	94,616	-	1,530,282	160	1,530,442
Carrying amount							
At 31 March 2025	561,616	1,183,428	14,045	489,269	2,248,358	-	2,248,358



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6. Property, plant and equipment (Continued)

	Capital and General Funds					Restricted Funds	
	Leasehold land \$'000	Buildings \$'000	Furniture, equipment and other fixed assets \$'000	Work-in-progress \$'000	Sub-total \$'000	Furniture, equipment and other fixed assets \$'000	Grand total \$'000
The Council Cost							
At 1 April 2025	913,917	2,265,740	99,439	483,143	3,762,239	160	3,762,399
Additions	12,726	28,356	3,676	193,935	238,693	-	238,693
Transfers	16,335	92,826	2,978	(112,139)	-	-	-
Written off	-	(28,924)	(3,921)	-	(32,845)	-	(32,845)
At 31 March 2026	942,978	2,357,998	102,172	564,939	3,968,087	160	3,968,247
Accumulated depreciation							
At 1 April 2025	353,190	1,082,312	91,539	-	1,527,041	160	1,527,201
Charge for the financial year	27,187	83,093	3,231	-	113,511	-	113,511
Written off	-	(25,344)	(3,586)	-	(28,930)	-	(28,930)
At 31 March 2026	380,377	1,140,061	91,184	-	1,611,622	160	1,611,782
Carrying amount							
At 31 March 2026	562,601	1,217,937	10,988	564,939	2,356,465	-	2,356,465

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6. Property, plant and equipment (Continued)

	Capital and General Funds					Restricted Funds	
	Leasehold land \$'000	Buildings \$'000	Furniture, equipment and other fixed assets \$'000	Work-in-progress \$'000	Sub-total \$'000	Furniture, equipment and other fixed assets \$'000	Grand total \$'000
The Council Cost							
At 1 April 2024	772,392	2,233,449	105,517	361,725	3,473,083	160	3,473,243
Additions	158,613	4,886	1,789	188,665	353,953	-	353,953
Transfers	-	58,032	1,991	(60,023)	-	-	-
Written off	(17,088)	(30,627)	(9,858)	(7,224)	(64,797)	-	(64,797)
At 31 March 2025	913,917	2,265,740	99,439	483,143	3,762,239	160	3,762,399
Accumulated depreciation							
At 1 April 2024	348,017	1,032,929	98,202	-	1,479,148	160	1,479,308
Charge for the financial year	22,261	80,010	1,905	-	104,176	-	104,176
Written off	(17,088)	(30,627)	(8,568)	-	(56,283)	-	(56,283)
At 31 March 2025	353,190	1,082,312	91,539	-	1,527,041	160	1,527,201
Carrying amount							
At 31 March 2025	560,727	1,183,428	7,900	483,143	2,235,198	-	2,235,198

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7. Associate

	The Group and Council	
	2026 \$'000	2025 \$'000
Cost of investment	9,772	23,942
Deemed investment	171	418
Share of post-acquisition results, net of dividend received	(8,467)	(19,414)
Impairment loss	(1,415)	(3,466)
	<u>61</u>	<u>1,480</u>

Details of the Council's associate as at end of the reporting period are as follows:

Name of associate	Country of incorporation and operation	Proportion of ownership and voting power held		Principal activity
		2026 %	2025 %	
SISTIC.COM Pte Ltd	Singapore	20	49	Ticketing services

On 8 October 2025, the Council's ownership interest in SISTIC.COM Pte Ltd was reduced from 49% to 20% after disposing 29% of interest to an external party for a consideration of \$4,075,000. The Group recognised a gain on partial divestment of the equity interest of \$3,776,000. In determining the gain on disposal, the Group reversed impairment loss of \$2,051,000 previously recognised on the portion of investment disposed of, as the disposal consideration exceeded the carrying amount attributable to that interest. Following the disposal, the Council continues to exercise significant influence over SISTIC.com Pte Ltd and accordingly continues to account for its remaining 20% interest as an associate using the equity method.

As at 31 March 2026, the Council assessed that there is no additional impairment on the remaining investment based on estimated net carrying amounts (2025: impairment loss of \$3,466,000).

The summarised financial information of SISTIC.COM Pte Ltd has not been presented as the associate is not material to the Group and Council's financial statements.

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8. Investments in subsidiaries

	The Council	
	2026 \$'000	2025 \$'000
Unquoted equity shares, at cost	<u>57,400</u>	<u>57,400</u>

Details of the Council's subsidiaries as at end of the reporting period are as follows:

Name of subsidiary	Country of incorporation and operation	Proportion of ownership and voting power held		Principal activity
		2026 %	2025 %	
Held by the Council				
The Kallang Group Holdings Pte Ltd ("TKGH") (Formerly known as Kallang Alive Holding Co Pte Ltd.)	Singapore	100	100	Investment holding
World Aquatics Championship Singapore Pte Ltd ("WACSPL")*	Singapore	-	-	Activities of Sports Clubs/Associations and related activities
Subsidiary of TKGH				
The Kallang Group Pte Ltd ("TKG") (Formerly known as Kallang Alive Sport Management Pte Ltd.)	Singapore	100	100	Operation and maintenance of The Kallang

* In May 2024, the Council entered into a funding agreement with Singapore Aquatics in relation to the hosting of World Aquatics Championship (WCH) 2025. The terms of the funding agreement vests the Council control over the activities of World Aquatics Championships Singapore Pte Ltd, a wholly-owned subsidiary of Singapore Aquatics, to organise WCH 2025.

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9. Receivables and prepayments

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Non-current				
Loan to associate	-	2,032	-	2,032
Current				
Receivable from Government	116,845	191,590	116,404	191,590
Receivable from subsidiary	-	-	1,951	100
Trade receivables	16,365	15,697	6,049	855
Other receivables	19,136	4,937	11,186	4,387
Receivables	152,346	212,224	135,590	196,932
Prepayments	32,086	22,268	26,784	12,428
Receivables and prepayments	184,432	234,492	162,374	209,360

During the financial year, the loan to associate was fully repaid.

The average credit period is 30 days (2025: 30 days) except for receivable from Government which has no credit terms. No interest is charged on the amounts over-due.

As at 31 March 2026, the Group and Council have a grant receivable due from Tote Board amounted to \$95,291,000 (2025: \$179,399,000). \$100,587,000 (2025: \$101,455,000) was transferred to income and expenditure statement in the current financial year (Note 16).

The receivable from subsidiary is repayable on demand and non-interest bearing.

Loss allowance for trade receivables has been measured at an amount equal to lifetime ECL. The ECL on receivables are estimated by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate. Management expects credit losses on trade receivables to be immaterial.

Ageing of trade receivables that are past due but not impaired:

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
30 to 90 days	2,896	2,358	18	115
More than 90 days	4,985	108	4,477	1,596
	7,881	2,466	4,495	1,711

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10. Right-of-use assets

Apart from amounts disclosed in property, plant and equipment, the Group also has right-of-use assets leases of several leasehold land, buildings and equipment. The average lease term is 2.67 years (2025: 3.88 years).

	The Group and Council			
	Leasehold land	Buildings	Equipment	Total
	\$'000	\$'000	\$'000	\$'000
Cost				
At 1 April 2025	39,425	34,811	8,746	82,982
Remeasurement	(6,918)	-	-	(6,918)
Additions	14,515	2,803	7,938	25,256
Write-off	(959)	-	-	(959)
At 31 March 2026	46,063	37,614	16,684	100,361
Accumulated depreciation				
At 1 April 2025	37,561	5,473	7,007	50,041
Depreciation	981	1,139	2,184	4,304
Write-off	(959)	-	-	(959)
At 31 March 2026	37,583	6,612	9,191	53,386
Carrying amount				
At 31 March 2026	8,480	31,002	7,493	46,975
Cost				
At 1 April 2024	41,168	34,811	7,882	83,861
Additions	337	-	1,463	1,800
Write-off	(2,080)	-	(599)	(2,679)
At 31 March 2025	39,425	34,811	8,746	82,982
Accumulated depreciation				
At 1 April 2024	32,620	4,561	5,748	42,929
Depreciation	6,706	912	1,858	9,476
Write-off	(1,765)	-	(599)	(2,364)
At 31 March 2025	37,561	5,473	7,007	50,041
Carrying amount				
At 31 March 2025	1,864	29,338	1,739	32,941

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11. Cash and cash equivalents

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Cash held under CLM	964,047	799,133	964,047	799,133
Cash at bank and on hand	242,781	286,948	1,254	1,832
	<u>1,206,828</u>	<u>1,086,081</u>	<u>965,301</u>	<u>800,965</u>

Cash held under CLM refers to Council's cash with AGD which is held under the Centralised Liquidity Management ("CLM") scheme as set out in the Accountant-General's Circular No. 4/2009 CLM for Statutory Boards and Ministries. The cash under CLM scheme are available upon request. For the financial year ended 31 March 2026, the annualised CLM yield is 2.07% (2025: 3.08%).

12. Derivative financial instruments

	The Group and Council	
	2026	2025
	\$'000	\$'000
Interest rate swaps	1,736	1,496
Less: Current portion	<u>(247)</u>	<u>(186)</u>
Non-current portion	<u>1,489</u>	<u>1,310</u>

The Group uses interest rate swaps to manage its exposure to interest rate movements on its bank loan (Note 14) by swapping the loan from floating rates to fixed rates.

The contract with current notional value of \$27 million (2025: \$30.6 million) has fixed interest payments at 3.63% (2025: 3.63%) per annum for a tenure of 25 years and has floating interest receipts based on six-month Singapore Swap Offer Rate plus credit margin, which approximates an average interest rate of 1.73% (2025: 3.48%) per annum.

The fair value of swap entered into on 7 April 2008 is estimated at \$1,736,000 (2025: \$1,496,000) as at 31 March 2026, measured at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. The interest rate swap is designated and effective as cash flow hedge and the fair value thereof has been deferred in equity. An amount of \$485,000 (2025: \$1,101,000) has been offset against hedged interest payment made.

The interest rate swaps are settled on a six-monthly basis. The Group settles the difference between the fixed and floating interest rates on a net basis.

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13. Payables and accrued liabilities

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Current				
Account payables	80,245	59,862	63,481	33,474
Due to hirers for event tickets	44,131	80,594	-	-
Amount payable to subsidiary	-	-	9,297	40,689
Accrued liabilities	144,830	119,290	85,356	72,434
Payables and accrued liabilities	<u>269,206</u>	<u>259,746</u>	<u>158,134</u>	<u>146,597</u>

The amount due to hirers for event tickets for \$44,131,000 (2025: \$80,594,000) relate to the monies which the Group needs to pay the hirers for the ticketing sales proceeds upon settlement.

These amounts are non-interest bearing. Account payables are normally settled on 30 days (2025: 30 days) term.

The amount payable to subsidiary is repayable on demand and non-interest bearing.

Included in payables is an amount of \$25,527,000 (2025: \$22,752,000) relating to the acquisition of property, plant and equipment that remained outstanding as at the end of the financial year.

14. Bank loan

	The Group and Council	
	2026	2025
	\$'000	\$'000
Term loan - unsecured	27,000	30,600
Less: Amount due for settlement within 12 months (current liabilities)	<u>(3,600)</u>	<u>(3,600)</u>
Amount due for settlement after 12 months (non-current liabilities)	<u>23,400</u>	<u>27,000</u>

A term loan with an initial amount of \$90 million was converted from the bridging loan on 7 April 2008 and will mature on 7 April 2033. It bears interest based on six-month Swap Offer Rate which approximates an average interest rate of 1.73% (2025: 3.48%) per annum.

The Council uses interest rate swap to hedge the fluctuation in interest rates (Note 12). The loan is repayable over 50 six-monthly instalments.

Management is of the opinion that the fair value of the Group's bank loan approximates its carrying value as the interest rate is at the current market level.

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14. Bank loan (Continued)

The table below details changes in the Group's liability arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	1 April 2025 \$'000	Principal and interest payment \$'000	Interest expense \$'000	Lease addition, net of remeasure- ment \$'000	31 March 2026 \$'000
Bank loan (Note 14)	30,600	(4,666)	1,066	-	27,000
Lease liabilities (Note 17)	35,939	(7,383)	754	18,770	48,080
	<u>66,539</u>	<u>(12,049)</u>	<u>1,820</u>	<u>18,770</u>	<u>75,080</u>

	1 April 2024 \$'000	Principal and interest payment \$'000	Interest expense \$'000	Lease addition \$'000	31 March 2025 \$'000
Bank loan (Note 14)	34,200	(4,701)	1,101	-	30,600
Lease liabilities (Note 17)	43,217	(11,637)	894	3,465	35,939
	<u>77,417</u>	<u>(16,338)</u>	<u>1,995</u>	<u>3,465</u>	<u>66,539</u>

15. Deferred revenue

	The Group		The Council	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Balance at the beginning of financial year	16,001	12,453	4,308	4,189
Addition during the financial year	23,391	17,955	8,006	6,722
Less: Transfer to income	(21,757)	(14,407)	(7,793)	(6,603)
Balance at the end of financial year	<u>17,635</u>	<u>16,001</u>	<u>4,521</u>	<u>4,308</u>

The Group's contract liabilities comprise of deferred revenue for advance sponsorship, rental, hiring of facilities and events funding received for future events. Deferred revenue mainly relates to consideration received for sponsorship and rental which are recognised as revenue over the contractual terms period and events funding which relates to monies received for events which are to be held in the future.

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16. Grants received in advance

The Group

	Operating grants		Development grants		Total	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Balance at beginning of financial year	289,981	226,822	11	11	289,992	226,833
Add : Government grants received	486,259	499,758	-	-	486,259	499,758
Add : Grant receivables	100,587	101,455	-	-	100,587	101,455
Less : Transfer to income and expenditure statements	(634,729)	(538,054)	-	-	(634,729)	(538,054)
Balance at end of financial year	<u>242,098</u>	<u>289,981</u>	<u>11</u>	<u>11</u>	<u>242,109</u>	<u>289,992</u>

The Council

	Operating grants		Development grants		Total	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Balance at beginning of financial year	165,014	164,515	11	11	165,025	164,526
Add : Government grants received	467,283	508,884	-	-	467,283	508,884
Add : Grant receivables	100,587	101,455	-	-	100,587	101,455
Less : Transfer to income and expenditure statement	(569,891)	(609,840)	-	-	(569,891)	(609,840)
Balance at end of financial year	<u>162,993</u>	<u>165,014</u>	<u>11</u>	<u>11</u>	<u>163,004</u>	<u>165,025</u>

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17. Lease liabilities

Disclosure required under SB-FRS 116

	The Group and Council	
	2026	2025
	\$'000	\$'000
Maturity analysis:		
Year 1	9,285	5,066
Year 2	7,188	2,513
Year 3	3,148	1,455
Year 4	2,554	1,349
Year 5	1,615	1,349
Year 6 onwards	37,000	36,641
	60,790	48,373
Less: Unearned interest	(12,710)	(12,434)
	48,080	35,939
Analysed as:		
Current	8,327	4,282
Non-current	39,753	31,657
	48,080	35,939

The Council does not face a significant liquidity risk with regards to its lease liabilities.

18. Deferred capital grants

	The Group	
	2026	2025
	\$'000	\$'000
Balance at the beginning of financial year	955,926	969,662
Grants drawn down during the financial year	40,370	29,943
	996,296	999,605
Less:		
Grants taken to the income and expenditure statements:		
(i) To match depreciation	(54,509)	(43,679)
Balance at the end of financial year	941,787	955,926

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18. Deferred capital grants (Continued)

	The Council	
	2026	2025
	\$'000	\$'000
Balance at the beginning of financial year	942,865	964,983
Grants drawn down during the financial year	27,196	19,720
	970,061	984,703
Less:		
Grants taken to the income and expenditure statements:		
(i) To match depreciation	(50,519)	(41,838)
Balance at the end of financial year	919,542	942,865

19. Operating expenses

Operating expenses comprise mainly expenditure on sports facilities, grants disbursements, program and event expenditures. Included in operating expenses are mainly the following:

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Grant expenses**	192,405	148,437	474,510	504,698
Program/event expenses	229,917	162,363	70,824	90,639
Utilities	23,916	30,102	13,792	18,479
Property tax	25,405	25,704	4,279	16,000
Payment to outsourced contractors	25,913	24,378	23,579	20,179
Consultancy costs	13,275	13,281	8,632	12,664
Rental expenses	27,873	9,357	23,617	21,683
Transport and travelling	5,658	3,284	3,437	2,499
Insurance	2,449	1,308	263	240
Catering services	1,128	876	1,136	890
Security services	755	784	755	784
Prizes and souvenirs	704	422	704	422
Board Member's allowances	207	219	207	219
Property, plant and equipment written-off	3,915	8,514	3,915	8,514

* Grant expenses at the Group mainly comprise the disbursements made to the various National Sports Associations.

^ Grant expenses at the Council mainly comprise the disbursements made to the various National Sports Associations and grants to its subsidiary.

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20. Employee benefits expense

Employee benefit expense comprises the following:

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Salaries and bonuses	126,777	116,333	87,424	86,006
Cost of defined contribution plans	17,240	16,625	13,565	13,377
Other salary related expenses	7,964	4,743	5,277	4,466
	151,981	137,701	106,266	103,849

21. Finance costs

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Interest expense:				
Bank charges	681	807	331	796
Loan interest	1,066	1,203	1,066	1,203
Lease liabilities	754	894	754	894
	2,501	2,904	2,151	2,893

22. Other income

Other income comprises the following:

	The Group		The Council	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Interest income	18,013	38,627	15,034	34,508
Amortisation of grant received in advance	12,250	-	12,250	-
Gain on partial divestment of associate	3,776	-	3,776	-
Finance income	221	163	221	163
Event cost recoveries	844	-	-	-
Other income	74	-	-	-
	35,178	38,790	31,281	34,671

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23. Donation income

The donations mainly received by Vision 2030 Fund are tax-exempt donations as the Fund is registered as a charity and approved as an IPC under the Charities Act and Regulations. The tax-deductible donations collected during the financial year by Vision 2030 Fund are as follows:

	The Group and Council	
	2026	2025
	\$'000	\$'000
Tax exempted donations received	2,152	1,791

24. Contribution to consolidated fund and Income Tax

24.1 Contribution to consolidated fund

The Council is required to make a contribution to the Consolidated Fund in accordance with Section 3(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act 1989 at the prevailing corporate tax rate of 17% for Year of Assessment 2025 (Year of Assessment 2024: 17%) of the surplus. The Council is allowed to carry forward the accounting deficit from any financial year to offset against accounting surplus for following years.

24.2 Income tax

There are no income tax expenses as the Group has no chargeable income for the financial year.

Domestic income tax of the Group is calculated at 17% of the estimated assessable income for the financial year. The income tax for the financial year can be reconciled to the accounting loss as follows:

	The Group	
	2026	2025
	\$'000	\$'000
Deficit of the subsidiaries before taxation not subjected to tax	(499)	(662)
Income tax benefit calculated at 17% (2025: 17%)	(85)	(113)
Non-deductible expenses	2,558	1,903
Income not subject to income tax	(2,501)	(1,988)
Tax effect of unrecognised and unused tax losses	28	198
	-	-

Subject to the agreement by the tax authority at the end of the reporting period, the Group has unutilised tax loss of approximately \$5,080,000 (2025: \$5,765,000) available for offset against future profits. No deferred tax asset has been due to the unpredictability of future profit streams. The realisation of the future income tax benefits from tax losses carry forward are available for an unlimited period subject to the conditions imposed by law including the retention of majority shareholders as defined.

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25. Capital commitments

Capital expenditures approved by the Council and the Group but not provided for in the financial statements are:

	The Group and Council	
	2026	2025
	\$'000	\$'000
Amount approved but not contracted for	1,129,640	210,771

26. Operating lease arrangements

The Council and the Group as lessor

Disclosure required by SB-FRS 116

The Council and the Group rent out its office space, food and beverage outlets, carparks and golf courses, located at various sports and swimming complexes, sports halls and centres, stadiums and golf courses to third parties under operating leases. The lessees do not have an option to purchase the property at the expiry of the lease period. All of the properties leased have committed tenants for the next 1 to 20 years.

Maturity analysis of operating lease payments:

	The Group		The Council	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Year 1	41,896	44,545	24,143	26,792
Year 2	21,072	27,081	15,256	19,329
Year 3	9,556	10,561	8,144	10,532
Year 4	3,401	6,549	3,179	6,520
Year 5	1,013	3,227	793	3,220
Year 6 onwards	1,125	1,772	978	1,772
	78,063	93,735	52,493	68,165

27. Events after the reporting period

On 1 April 2026, the Council entered into a Business Transfer Agreement (“BTA”) with Sport Excellence Singapore (“SpexSG”) Ltd (formerly known as Singapore Sports School Ltd.) Pursuant to the BTA, the operations, assets and liabilities of the Council’s High Performance Sports Institute (“HPSI”) and Unleash The Roar! (“UTR”) were transferred to SpexSG at their carrying amounts. The financial impact will be accounted for in SportSG’s financial statements for the financial year ending 31 March 2027.

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