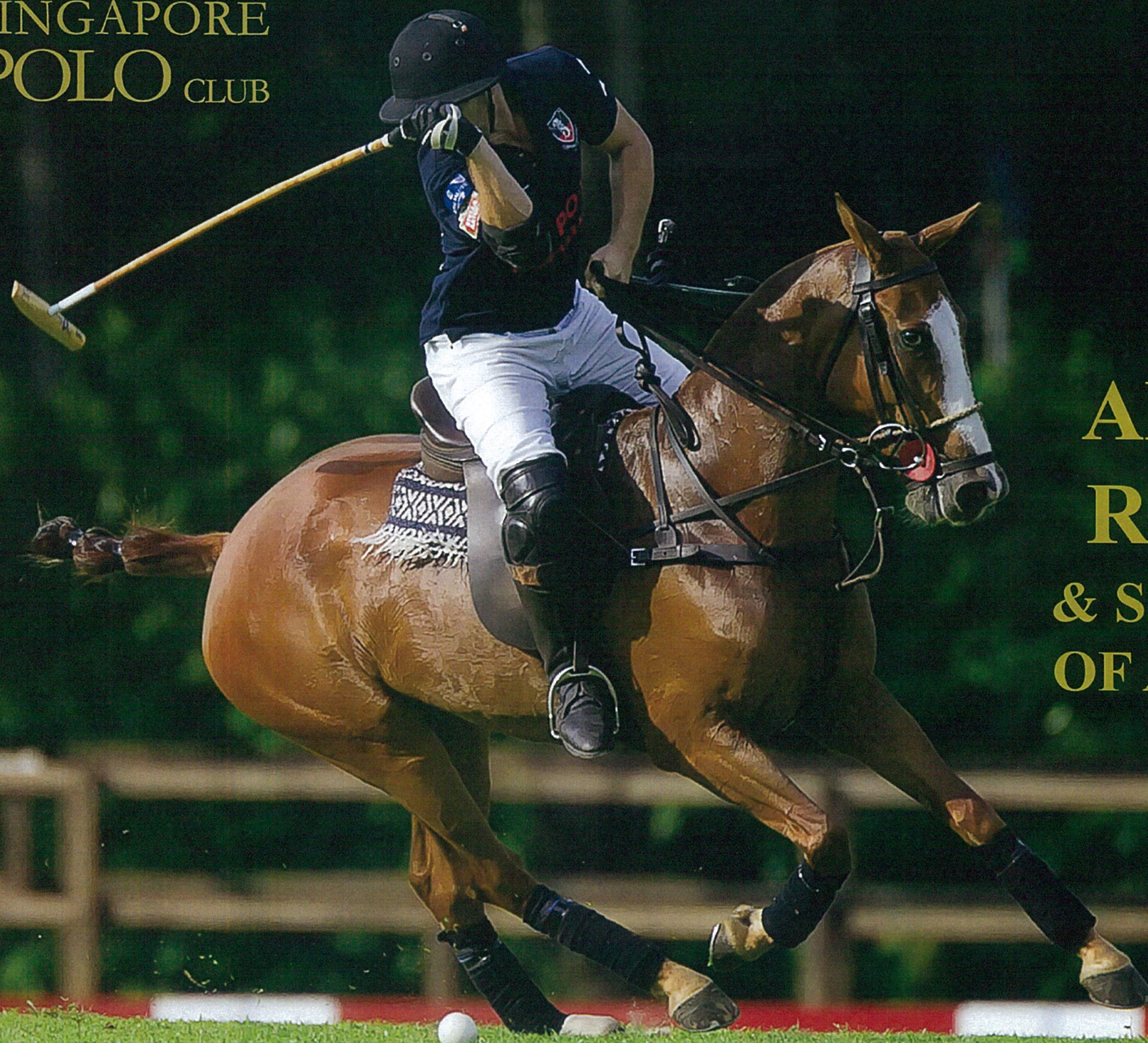




SINGAPORE
POLO CLUB

1886-2016
130
YEARS
SINGAPORE POLO CLUB



**ANNUAL
REPORT
& STATEMENT
OF ACCOUNTS
2015**

Vision, Mission, Values & Strategy

VISION

To be a sophisticated, vibrant and prestigious club with polo at its core, catering to the needs of the riding community, setting market benchmarks in quality while retaining its relaxed family-inclusive atmosphere and being the preferred choice of its members for lifestyle activities.

MISSION

To be a pre-eminent polo club by creating tangible value for all members as well as other stakeholders, be they employees, commercial partners and the national sports effort, through professional management of our polo, riding and social activities by focusing on equestrian quality and the superior delivery of our objectives, projects and activities.

VALUES

In all aspects of our activities, Singapore Polo Club is committed to core values of:

SPORTSMANSHIP

We believe that high standards of sportsmanship must govern every aspect of our polo and equestrian activities, demonstrating fairness, good conduct and respect for the sport, fellow competitors, and officials.

POLO & EQUESTRIAN PERFORMANCE

We believe in setting high standards in all our polo and equestrian activities and strive continuously to improve all aspects of these pursuits, including performance, instruction, horse training and stable management. We will endeavour to excel at international events.

INTEGRITY

We believe that the management of the Club is guided by principles of fairness, openness and honesty. We search for excellence in each and every service we provide and believe in new ideas and creative solutions for continuous improvement.

PEOPLE

We value teamwork at all levels in the pursuit of our Vision. We seek to create a club environment where members and staff respect one another. We believe in a structure where staff are motivated, achievements are recognised and the opportunity exists for personal development

SATISFACTION

We listen to our members, as well as other stakeholders, and strive to exceed their collective expectations and aspirations in fulfillment of the Club's Vision.

INTEGRITY

We believe that the management of the Club is guided by principles of fairness, openness and honesty.

STRATEGY

Singapore Polo Club will:

- Deploy resources to improve polo and equestrian standards through better instruction, innovative competitions, better facilities, improved planning and participation in international competitions, both at Club and National level
- Seek additional facilities, working with the various public bodies to obtain these
- Provide a meaningful set of lifestyle options to our members, thereby building up value in membership at the Club and attracting new members
- Build financial stability in the Club and expand the range of sponsorship options available, with a view to diversifying our sources of revenue
- Strive to create an exclusive members Club, while not compromising the friendly relaxed environment we currently enjoy
- Improve the efficiency of our human resources and nurture these through job enrichment, training and overall better HR management
- Through this strategy, Singapore Polo Club will build a solid platform for sustainability and achieve our goal of being the **“Premier Polo Club in the Region”**



SINGAPORE
POLO CLUB

130
YEARS
SINGAPORE POLO CLUB

69th Annual General Meeting

Notice is hereby given that the 69th Annual General Meeting of the Singapore Polo Club will be held at the Clubhouse on Tuesday, 29th March 2016 at 7.00pm (Registration commences at 6.30pm).

BUSINESS

1. To confirm the minutes of the 68th Annual General Meeting held on 24th March 2015.
2. To receive the Reports of the Committee.
3. To receive and approve the Audited Financial Statements for the financial year ending 31st December 2015.
4. To appoint Auditors for the year 2016.
5. (a) In accordance with Rule 37a(iii) of the Constitution, to elect a Committee to hold office till the conclusion of the next Annual General Meeting;
(b) In accordance with Rule 33a of the Constitution, to elect a Trustee Group to hold office till the conclusion of the next Annual General Meeting.
6. (a) In accordance with Rule 40a of the Constitution, to consider and vote upon any resolution relating to alterations or additions to the Constitution of the Club for which due notice of not less than 14 clear days' notice of such alterations and additions have been given to members;
(b) In accordance with Rule 36a of the Constitution, to consider and vote upon any resolution for which due notice has been given in writing to the Secretary not less than 7 clear days before the date of the AGM and provided that such resolution is not inconsistent with the Constitution.
7. In accordance with Rule 11, to consider and vote upon any nominations for Charter Polo Playing Members.

Honorary Secretary
BY ORDER OF THE COMMITTEE

NOMINATION and **PROXY FORMS** are available from the Club Office during normal working hours (Monday – Friday from 9am to 6pm).

NOMINATIONS for election to the Committee and Trustee Group should, in accordance with Rule 30, be completed on the prescribed forms and must be received by the Honorary Secretary **not later than 7.00pm on 21st March 2016**.

RULE 39 allows only Charter Polo Playing Members to appoint proxies. **Proxy Forms**, duly signed, must be submitted at the Club Office (Clubhouse basement) **by 7.00pm on 28th March 2016**.

Any resolution relating to alterations or additions to the Constitution of the Club must be received by the Honorary Secretary **not later than 7.00pm on 11th March 2016**. All other resolutions must be received by the Honorary Secretary **not later than 7.00pm on 21st March 2016**.

All submissions must be made at the Club Office (Clubhouse basement) during normal working hours.

Committee Members 2015/2016

Patrons	Ameerali Jumabhoy Derek Mitchell K.C. Loh
President	Rickard Hogberg
Vice President	Satinder Garcha
Polo Captain	Ali Namazie
Honorary Secretary	Lawrence Khong
Honorary Treasurer	Ali Reda
Committee Members	Diana The Hui Ling Gerry Gan Jonathan Gabler Leon Chu Tan Hock

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President's Report



Dear Members,

It has now been three decades that I have had the privilege to serve the Club in any capacity - first as a Committee Member, and latterly as President.

Things change over the years, and so has the club and the management role with it. It is high time for us to look at the framework of the Constitution, Bye-laws and Management structure to ensure a positive development of the Club, not just for the remaining 22 years of our lease, but also beyond that.

Today, Members have less time for Club governance matters yet are more demanding of privileges and benefits the Club can offer.

We are all busy with work commitments, together with family and other social obligations, as well as relentless travelling, yet many still find it rewarding to do voluntary Committee and Sub-Committee work. However, this is increasingly being called into question after recent legal actions in Clubs all over Singapore as more risk factors into the mix.

We at SPC have not been spared, and have suffered much monetary loss due to lawsuits over the past two years. Many demand a voice but are quick to avoid responsibility. A typical sign of our time or am I getting old?

On a brighter note, the Committee has worked tirelessly for the last few years to improve the Club and its finances, and the overall result is satisfactory with the support of the Polo, Riding and F&B sections. Membership value has also improved through an active transfer and conversion programme, as well the abolishing of the MSL.

The NEP and our relationship with EFS continues to be a challenge. Our bills remain overdue and internal changes to EFS will need to be resolved, hopefully amicably and possibly with some mediation help.

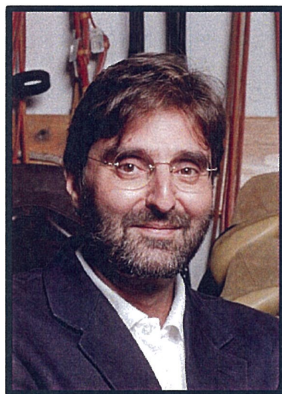
I would like to extend my personal thanks to all Committee members and Sub-Committee members for their time, dedication and brainpower. The Management team of Woo Lee Choo, Stephanie Lim, Samantha Parkhurst and Joanna Wong has pushed us forward, with excellent support from grooms, stables supervisors, riding instructors, administration crew and grounds staff.

Regretfully, the guest room development has been put on hold as we realise it needs to be part of a master plan for the remainder of our lease so as not to be an obstacle in the near future. The master plan will now be presented at this AGM.

Thank you for all your support to the Committee and me over the last year!

Rickard Hogberg
President

Polo Captain's Report



The 2015 polo season saw both a consolidation of the competitive and instructional aspects of the game, as well as a focus on overcoming various challenges relating to the management of polo ponies at the Club and implementing significant improvements to the system. As in the previous year the emphasis was on a balance between 'patron' polo and Club tournaments that catered to all our playing members. Accordingly, the calendar of tournament fixtures, spread throughout the year, allowed players to compete anywhere roughly between -2 to 10 goals.

The three major tournaments of the season – collectively known as the *Triple Crown* and culminating in the 10 goal *Singapore Open* - were all won by the *Headhunters / Elevation* team and congratulations are in order to Yeo Kuo Lee and Satinder Garcha for pulling off their hat-trick. Apart from the regular fare of Club tournaments, the Club played host to several visiting players/teams during the course of the year, including the *Hong Kong Polo Challenge Cup*, *The Barclays-Japan Cup*, *The Korea Polo Cup* and *British Polo Day*. The finals of the 2015 SPC Corporate League sponsored by EFG and Stella Artois took place in August and was won by SPC's B Team playing against EFG. Most unfortunately, the protracted period of poor air quality or 'the haze' as its come to be known and which set in during September/October affected polo adversely, eventually making it necessary to cancel the year's *Women's International Tournament* despite much effort on the part of our lady players in organising the event. I would like to congratulate the following: Lynly Fong (Best Polo Player); William Vogel (Most Improved Polo Player); Keith Yeo (Best Young Polo Player) while the Best Team of the Year was *Headhunters*.

On the instructional front, several beginners have in the course of the year joined the ranks of polo playing members at the Club – a warm welcome to them. Our two resident polo professionals, Shane Boyd and Sanaullah Khan, along with freelance polo pro Sattar Khan were between them responsible for providing a grand total of just under 2,000 polo lessons and/or instructional chukkas during the course of the year! The Club polo pony string was maintained at 16 for most of the year and the horses gave their best, despite the large number of lessons as well as *ad hoc* chukkas these horses are required to sustain. It is hoped that the string will be increased to about 20 in 2016 to cope with the demand for Club polo ponies from members as well as for mounting visiting professionals in tournaments.

Several structural changes were implemented during the course of 2015 in respect of stable management within the three distinct polo stable yards in the Club, aimed at systematically upgrading the skill sets of our stable yard personnel, along with modernising the systems and procedures employed in order to increase productivity and leverage on economies of scale (there are now around 130 polo ponies at the Club). All of this presented significant challenges and a certain amount of pain, but I daresay we have emerged from the exercise with a fairer, more robust system in place and one that is up to the task of confronting the perennial issue of manpower shortages in the relevant sectors that Singapore continues to face. Thanks are due to Samantha Parkhurst for her singlemindedness and energy in spearheading this effort.

On the financial front, compared to the previous year, while polo livery income rose by \$181k in 2015, so did the polo subsidies and discounts given to owners (including the 3:2:1 subsidy, aimed at making polo more affordable) by \$257k resulting in a net effect of -\$76k. Polo Hire income was also down for the year by some \$47k, in part due to the loss of lesson and horse hire income in months that polo had to be curtailed because of 'the haze'.

Looking forward to 2016, the Club aims to provide a varied and yet more exciting season of competitive polo while at the same time strengthening its efforts at securing significant sponsorship to support this ambition.

Ali Namazie
Polo Captain

Honorary Treasurer's Report



We are pleased to report that 2015 ended with a net surplus of almost \$1 million, compared with \$737,038 the previous year.

This has been achieved despite spending a substantial amount of money on legal fees. These fees are largely related to the continuation of a 2013/2014 dispute which had the Club defending legal action commenced against the Club as well as three individual 2013/2014 committee members. We are pleased that a settlement has finally been reached and that the case has been discontinued. Other legal costs related to the resolution of disputes between Equestrian Federation of Singapore (EFS) and the Club arising from the original National Equestrian Park (NEP) Agreements.

Some of these contentious issues are the repayment of the loan by EFS, the development of Quarantine Facility as well as the collection of maintenance fees and infrastructure/sinking fund from all users of the NEP. Both the Club and EFS recognize that it is in everyone's interest to resolve these issues. We have now agreed to enter into mediation, slated for April.

Although the Club had entered into an agreement with EFS on 30 November 2014, where each of the parties pay into a separate "Operating Account" sums to provide for recovery of the Club's investment in the common infrastructure of the NEP; as well as a sinking fund for final reinstatement towards handover of the land at the end of the lease period in 2024, we have temporarily suspended this pending the result of the mediation.

With respect to individual departments' performance, Jackpot continued to have an exceptional year contributing \$1.1m to the Club's bottom line. The Riding Section (including livery) improved on previous year's performance, with a higher net surplus of \$265,943. Polo activities contributed \$110,026, compared with \$220,585 the previous year.

As cost pressures increase, the Club continued to review its operations with a view to improve productivity and achieve better value from service providers. The Club will also need to continue its search for diversified revenue sources, as it cannot depend solely on jackpot revenue going forward. Whilst the Club's cash reserve grows, we have implemented a policy to ensure that the Club's financial risk exposure is minimized whilst trying to achieve a reasonable return on our cash surpluses. This is mainly via term deposits.

Our thanks go to members of the Finance, Administration and Governance Sub-Committee for all their hard work over the past year, as well as all of the staff in all areas; of course all members, the Trustee Group and the Committee for their support, assistance and understanding over the course of the year.

Ali Reda
Honorary Treasurer

Riding Section Report



Building strength in the Riding Section

Our riding school was the most awarded last year by the Equestrian Federation of Singapore, with our riders won 5 out the 9 awards given in jumping (including school rider and junior rider of the year). In Dressage we won several awards as well. Last year the riding school organized the biggest and most important event of the EFS calendar, the National Dressage Championships. This year we are looking forward to organizing it again in May. We ran an equine employment fair to attract more Singaporeans into the equine industry.

Financials

The Riding section generated a net surplus of SGD176,000 for the year, compared with SGD62,000 the previous year. Whilst the section continued its successful programs from the previous year. It also improved on productivity in the stables, resulting in reduced payroll costs for the section. My thanks go to all the staff for a job well done.

Horses

We acquire 4 new horses from Australia. They have settled in very well and all the riders love them.

The riding school continues to reassess the welfare of its horses as well as its horse strength. With the retirement of 4 horses, the riding school acquired 3 ponies and 1 horse from Australia in late July as well as acquired 1 retired race horses and 1 polo pony. The riding school continues to recognise that with the majority of its riders being children and beginners, the horses and ponies have been acquired to cater this large segment of riders within the riding school. As of December 2015, the Club has reached a maximum capacity of 45 horses within its riding school.

People

The riding school continues to place a great emphasis in developing its members' riding abilities by hiring good quality instructors. With the departure of both Kora Bremner and Kate Murphy, the riding section welcomed 3 new instructors, Keith Choi (part-time), Melanie Triganne and Roy Ibrahim. The riding administrative office also saw a change in personnel, by welcoming back Jennifer Tan as assistant riding office manager. Existing instructors Daniel Sitranen continues his role as senior lead instructor in ensuring that the riders receive consistent good quality riding instructions from their instructors and Ronaldo Gonzalez, apart from continuing his existing role as a jumping coach, also took on an additional role as acting stable manager for the riding section livery yard. He has since promoted to become the livery manager for 31 livery owners within the riding section.

Lessons

Allocation of rider levels was introduced in 2014, which helped the Riding Section group riders into lessons based on similar levels and also provided riders with a clear progression path.

Riding Section Report (cont'd)

Competitions

The level of participation in shows doubled with the introduction of Pony Club dressage tests and Preliminary tests in a second 20 x 40m arena. This has provided the opportunity for all riders to participate in shows.

The Livery Yard

The livery has exceeded its capacity with now 31 horses in 2015. The criteria was reduced to allow more riders to qualify for livery and have the opportunity to experience the joys of horse ownership. However, with full capacity within the livery yard, the riding school will continue to ensure that its livery owners make efforts in meeting their livery criteria in developing their riding skills. The livery yard also did the Club proud with numerous wins in the Annual Equestrian Federation (EFS) league ladder in both Jumping and Dressage. The Club now has a number of national level riders training here.

Pony Club

The Singapore Polo Club Pony Club is affiliated with the charity based Pony Club of the UK. The aim of Pony Club is to provide public benefit to young people through the provision of instruction and examination in riding, horse care and animal welfare. At camps and rallies children are taught best practice in a fun and safe environment. In 2015, the Pony Club added regular classes as part of the monthly Club competitions where kids can ride their C and D level dressage tests. We look forward to further growing the Pony Club in 2016 to reach more children across all of Singapore and grow the public's interest in horse related activities.

Diana The
Riding Convenor



Statement by the Management Committee

for the financial year ended 31 December 2015

We, **RICKARD HOGBERG** and **ALI REDA**, state that, in the opinion of the committee members:

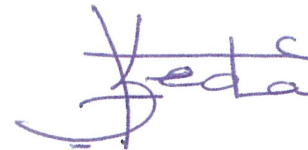
- (a) the financial statements set out on pages 12 to 49 are drawn up in accordance with the provisions of the Societies Act, Cap. 311 (the "Act") and Singapore Financial Reporting Standards so as to give a true and fair view of the financial position of the Club as at 31 December 2015 and the financial performance, changes in funds and cash flows of the Club for the financial year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Club will be able to pay its debts as and when they fall due.

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

On behalf of the Committee Members



.....
RICKARD HOGBERG
President



.....
ALI REDA
Honorary Treasurer

DATED: 21 MARCH 2016

Auditor's Report

Report on the Financial Statements

We have audited the financial statements of SINGAPORE POLO CLUB (the Club), which comprise the statement of financial position as at 31 December 2015, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 4 to 34.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Singapore Financial Reporting Standards and the Societies Act (the Act), 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgements, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the Singapore Financial Reporting Standards so as to present fairly, in all material respects, the financial position of the Club as at 31 December 2015 and the financial performance, changes in funds and cash flows of the Club for the financial year ended on that date.

Auditor's Report

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the regulations enacted under the Act to be kept by the Club have been properly kept in accordance with those regulations.



VERITY PARTNERS
Public Accountants and
Chartered Accountants
Singapore

DATED: 21 MARCH 2016

Statement of Financial Position as at 31 December 2015

	Note	2015 S\$	2014 S\$ (Restated)
ASSETS			
Non-current assets			
Property, plant, equipment and ponies	5	13,441,260	13,817,359
Deferred rent	6	625,440	711,708
Loan receivable	7	907,695	1,048,881
		<u>14,974,395</u>	<u>15,577,948</u>
Current assets			
Loan receivable	7	433,810	294,286
Inventories, at cost	8	12,215	17,617
Trade and other receivables	9	1,510,768	1,365,688
Deferred rent and prepayments	10	231,331	159,552
Cash and cash equivalents	11	13,148,326	11,823,615
		<u>15,336,450</u>	<u>13,660,758</u>
TOTAL ASSETS		<u>30,310,845</u>	<u>29,238,706</u>
FUNDS AND LIABILITIES			
Funds and reserves			
Club reserve		6,688,053	6,033,369
General fund		2,780,071	2,750,292
Facilities improvement fund		17,481,334	17,170,662
		<u>26,949,458</u>	<u>25,954,323</u>
Current liabilities			
Trade and other payables	12	3,101,314	2,841,644
Advance payments from members	13	223,863	374,799
Income tax payable		36,210	67,940
		<u>3,361,387</u>	<u>3,284,383</u>
TOTAL FUNDS AND LIABILITIES		<u>30,310,845</u>	<u>29,238,706</u>

Statement of Comprehensive Income

(for the financial year ended 31 December 2015)

	Note	2015 S\$	2014 S\$ (Restated)
OPERATING INCOME			
Members' subscriptions (gross)	14	<u>2,569,964</u>	<u>2,611,367</u>
Retail shop net surplus/(deficit)	15	5,595	(11,094)
Polo account net surplus/(deficit)	16	128,807	159,698
Riding account net surplus/(deficit)	17	175,863	61,726
National Equestrian Park net surplus/(deficit)	18	(84,047)	(137,432)
Tournaments net surplus/(deficit)	19	<u>132,813</u>	<u>(39,153)</u>
Operating surplus/(deficit)		<u>359,031</u>	<u>33,745</u>
		<u>2,928,995</u>	<u>2,645,112</u>
Fruit machine account surplus/(deficit)	20	1,135,865	945,435
Less: Contribution to general overheads		<u>(965,485)</u>	<u>(803,620)</u>
		<u>170,380</u>	<u>141,815</u>
Other activities net surplus/(deficit)		31,901	39,685
Interest income		154,532	148,121
License fee income		<u>457,315</u>	<u>403,611</u>
		<u>643,748</u>	<u>591,417</u>
Total gross operating surplus		<u>3,743,123</u>	<u>3,378,344</u>

Statement of Comprehensive Income

(for the financial year ended 31 December 2015)

	Note	2015 S\$	2014 S\$
GENERAL OVERHEADS			
Buildings, ground and utilities	21	(1,529,863)	(1,240,502)
Administrative expenses	22	(1,727,249)	(1,726,471)
Depreciation of property, plant, equipment and ponies		(654,889)	(727,227)
		(3,912,001)	(3,694,200)
Less: Contribution from fruit machine account		965,485	803,620
		(2,946,516)	(2,890,580)
OTHER ITEMS			
Members' entrance fees		19,626	96,419
Members' transfer fees		286,875	279,500
Members' conversion fees		-	5,670
Late payment charges		91,952	97,419
Minimum spending income		232,918	194,588
Carpark charges income		31,065	18,319
		662,436	691,915
Less: Membership expenditure		(495,638)	(399,201)
		166,798	292,714
OPERATING SURPLUS BEFORE TAXATION		963,405	780,478
Taxation	25	31,730	(43,440)
SURPLUS FOR THE YEAR		995,135	737,038
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		995,135	737,038
SURPLUS ALLOCATION TO RESERVES			
Club reserve		654,684	314,984
General fund		29,779	33,549
Facilities improvement fund		310,672	388,505
		995,135	737,038

Statement of Changes in Funds

(for the financial year ended 31 December 2015)

	Club reserve S\$	General fund S\$	Facilities improvement fund S\$	Total S\$
Balance at 1 January 2015	6,033,369	2,750,292	17,170,662	25,954,323
Total comprehensive income for the year	654,684	29,779	310,672	995,135
Balance at 31 December 2015	6,688,053	2,780,071	17,481,334	26,949,458

	Club reserve S\$	General fund S\$	Facilities improvement fund S\$	Total S\$
Balance at 1 January 2014	5,718,385	2,716,743	16,782,157	25,217,285
Total comprehensive income for the year	314,984	33,549	388,505	737,038
Balance at 31 December 2014 (Restated)	6,033,369	2,750,292	17,170,662	25,954,323

Statement of Cash Flows

(for the financial year ended 31 December 2015)

	Note	2015 S\$	2014 S\$ (Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating surplus, before taxation		963,405	780,478
Adjustments for:			
Interest income		(154,532)	(148,121)
Amortisation of deferred rent	6	86,268	86,268
Depreciation of property, plant, equipment and ponies	5	1,212,459	1,251,063
Loss on disposal of property, plant, equipment and ponies		(2,484)	4,304
Property, plant, equipment and ponies written off		-	2,400
Operating surplus before working capital changes		2,105,116	1,976,392
Changes in inventories		5,402	32,646
Changes in trade and other receivables		(145,080)	(14,395)
Changes in deposits and prepayments		(71,779)	79,367
Changes in trade and other payables		259,670	311,379
Changes in advance payments from members		(150,936)	(177,589)
Cash generated from/(used in) operations		2,002,393	2,207,800
Income tax paid		-	(36,902)
Net Cash From/(Used In) Operating Activities		2,002,393	2,170,898

Statement of Cash Flows (continued)

(for the financial year ended 31 December 2015)

	Note	2015 S\$	2014 S\$ (Restated)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant, equipment and ponies	5	(842,577)	(677,501)
Proceeds from disposal of property, plant, equipment and ponies		8,701	1,802
Interest received		86,194	79,782
Repayment from loan receivable	7	70,000	177,143
Net Cash From/(Used In) Investing Activities		<u>(677,682)</u>	<u>(418,774)</u>
Net Increase/(Decrease) In Cash And Cash Equivalents		1,324,711	1,752,124
CASH AND CASH EQUIVALENTS			
Opening balance		<u>11,823,615</u>	<u>10,071,491</u>
Closing balance	11	<u>13,148,326</u>	<u>11,823,615</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

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

1. GENERAL

The financial statements of Singapore Polo Club ("the Club") for the year ended 31 December 2015 were authorised for issue in accordance with a resolution of the Committee Members on the date of the Statement by the Committee Members.

The registered office of Singapore Polo Club is located at 80 Mount Pleasant Road, Singapore 298334.

The principal activity of the Club is to promote polo and other sporting and social recreation.

2. BASIS OF PREPARATION

The financial statements are prepared in accordance with Singapore Financial Reporting Standards ("FRS") including related Interpretations promulgated by the Accounting Standards Council ("ASC"). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollar which is the Club's functional currency. All financial information is presented in Singapore dollar, unless otherwise stated.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

Critical accounting estimates, assumptions and judgements

The preparation of the financial statements in conformity with FRS requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

2.1 Classification of deferred rent

In connection with an arrangement with the Equestrian Federation of Singapore (EFS) for the development of the National Equestrian Park ("NEP"), the Club has transferred assets with a cost of S\$1,077,464 to EFS without any consideration on 1 October 2011 following its completion. The Club has been appointed as the manager of NEP (excluding the assets transferred to EFS) for an initial period of 15 years commencing 4 November 2009 (the "Management Period"). Management judges that the substance of this arrangement is an operating lease. The cost of the assets transferred is deferred and amortised over the period from the date of transfer of the assets to EFS to the end of the Lease Period. Amortisation is recognised in profit or loss. The cost is analysed between current and non-current assets which represent amounts to be utilised within and after 12 months of the end of each reporting period respectively.

2.2 Depreciation of property, plant, equipment and ponies

Property, plant, equipment and ponies are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of property, plant, equipment and ponies to be within the range as indicated in the accounting policy for property, plant, equipment and ponies. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

2.3 Impairment of property, plant, equipment and ponies

Assets that are subject to depreciation and amortisation are reviewed to determine whether there is any such indication that the carrying value of these assets may not be recoverable and have suffered an impairment loss. If any such indication exists the assets are tested for impairment. The recoverable amounts of the assets are estimated in order to determine the extent of the impairment loss, if any. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Such impairment loss is recognised in profit or loss.

Management judgement is required in the area of asset impairment, particularly in assessing: (1) whether an event has occurred that may indicate that the related asset values may not be recoverable; (2) whether the carrying value of an asset can be supported by the present value of future cash flows which are estimated based upon the continued use of the asset in the business; (3) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are discounted using an appropriate rate. Changing the assumptions selected by management to determine the level, if any, of impairment, including the discount rates or the growth rate assumptions in the cash flow projections could materially affect the net present value used in the impairment test and as a result affects the Club's results.

2.4 Allowance for bad and doubtful receivables

Allowances for bad and doubtful debts are based on an assessment of the recoverability of trade and other receivables. Allowances are applied to trade and other receivables where events or changes in circumstances indicate that the balances may not be collectible.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

2.4 Allowance for bad and doubtful receivables (continued)

A significant degree of judgement is applied by management when considering whether a trade receivable is impaired. In determining this, management has used estimates based on historical loss experience for assets with similar credit risk characteristics, default of payments, indications of financial difficulties of the specific customer, and general economic conditions.

2.5 Allowance for inventories

A review is made periodically on inventories for excess inventories and decline in net realisable value below cost and a provision will be made against the inventory balance for any such decline. These reviews require management to estimate future demand for products. Possible changes in these estimates could result in revisions to the valuation of inventories. The process for evaluating inventory obsolescence or market value issues often requires management to make subjective judgements and estimates concerning future sales levels, quantities and prices at which such inventory will be sold in the normal course of business. Management adjusts inventories by the difference between the estimated market value and the actual cost of inventories to arrive at net realisable value. Changes in estimates of future sales volume may necessitate future write-downs of inventory value.

3. INTERPRETATIONS AND AMENDMENTS TO PUBLISHED STANDARDS EFFECTIVE IN 2015

The new or revised FRS that are applicable in the current financial year are not relevant to the Club for adoption in the financial year ended 31 December 2015.

The Club has not applied any new or revised FRS or Interpretations of FRS (INT FRS) that have been issued as of the reporting period but are not yet effective. The initial application of these standards and interpretations are not expected to have any material impact on the Club's financial statements. The Club has not considered the impact of any FRS or INT FRS issued after the end of the reporting period.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

4.1 Property, plant, equipment and ponies

Property, plant, equipment and ponies are stated at cost or valuation less accumulated depreciation and accumulated impairment losses, if any. Depreciation is computed utilising the straight line method to write off the cost of these assets over their estimated useful lives as follows:

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

4.1 Property, plant, equipment and ponies (continued)

	No. of years
Leasehold land, sew ers and buildings	5 to 33
Riding school and stables	5 to 30
Plant and machinery	5
Saddles and riding equipment	3
Ponies	5
Crockery, cutlery and kitchen equipment	3
Furniture, fixtures and equipment	3 to 5

No depreciation is provided on assets under construction. Depreciation will commence when the asset is completed and ready for its intended use.

The cost of property, plant, equipment and ponies includes expenditure that is directly attributable to the acquisition of the items. Dismantlement, removal or restoration costs are included as part of the cost of property, plant, equipment and ponies if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

Subsequent expenditure relating to property, plant, equipment and ponies that have been recognised is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the standard of performance of the asset before the expenditure was made, will flow to the Club and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

For acquisitions and disposals during the financial year, depreciation is provided from the month of acquisition and to the month before disposal respectively. Fully depreciated property, plant, equipment and ponies are retained in the books of accounts until they are no longer in use.

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

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date as a change in estimates.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

4.2 Financial assets

Financial assets can be divided into the following categories: financial assets at fair value through profit or loss, held-to-maturity investments, loans and receivables and available-for-sale financial assets. Financial assets are assigned to the different categories by management on initial recognition, depending on the purpose for which the assets were acquired. The designation of financial assets is re-evaluated and classification may be changed at the reporting date with the exception that the designation of financial assets at fair value through profit or loss is not revocable.

All financial assets are recognised on their trade date, the date on which the Club commit to purchase or sell the asset. Financial assets are initially recognised at fair value, plus directly attributable transaction costs except for financial assets at fair value through profit or loss, which are recognised at fair value.

Derecognition of financial instruments occurs when the rights to receive cash flows from the investments expire or are transferred and substantially all of the risks and rewards of ownership have been transferred. An assessment for impairment is undertaken at least at the end of each reporting period whether or not there is objective evidence that a financial asset or a group of financial assets is impaired.

Non-compounding interest and other cash flows resulting from holding financial assets are recognised in profit or loss when received, regardless of how the related carrying amount of financial assets is measured.

The Club does not hold any financial assets at fair value through profit or loss, available-for-sale financial assets or held-to-maturity investments.

4.3 Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Club provides money, goods or services directly to a debtor with no intention of trading the receivables. They are included in current assets, except for maturities greater than 12 months after the end of reporting period. These are classified as non-current assets.

Loans and receivables include trade and other receivables. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. If there is object evidence that the asset has been impaired, the financial asset is measured at the present value of the estimated future cash flows discounted at the original effective interest rate. Impairment losses are reversed in subsequent period when an increase in the asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to a restriction that the carrying amount of the asset at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised. The impairment or write-back is recognised in the profit or loss.

Loan and receivables comprise cash and cash equivalents, trade and other receivables, and loan receivable.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

4.4 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a first-in, first-out basis, and includes all costs in bringing the inventories to their present location and condition.

Write-down is made, where necessary, for obsolete, slow-moving or defective inventories in arriving at the net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

4.5 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and bank deposits.

4.6 Impairment of non-financial assets

The carrying amounts of the Club's non-financial assets subject to impairment are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

If it is not possible to estimate the recoverable amount of the individual asset, then the recoverable amount of the cash-generating unit to which the assets belong will be identified.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. Goodwill is allocated to those cash-generating units that are expected to benefit from synergies of the related business combination and represent the lowest level within the Club at which management controls the related cash flows.

All individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of fair value, reflecting market conditions less costs to sell and value-in-use, based on an internal discounted cash flow evaluation.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

4.6 Impairment of non-financial assets (continued)

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated to reduce the carrying amounts of the assets in the cash-generating units (group of cash-generating units) on a pro rata basis.

Assets are subsequently reassessed for indications that an impairment loss previously recognised may no longer exist.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

4.7 Funds

Club reserve fund was created to protect and further the primary objects of the Club and to ensure the future well-being of the Club as governed by the rules as set by the Constitution of the Club.

In order to build financial reserves and to pay for the renewal of the lease for the Club when the land lease expires in 2038, the Club has started to impute rental of \$300 per stable per month at Mount Pleasant and Gunner Stables with effect from 1 August 2014. In addition, the Club has set aside 90% of the gross revenue from membership sales for the same purpose. The imputed rental and 90% of the gross revenue from membership are transferred to the Club reserve fund.

General fund comprises income and expenditure of the Club that is not set aside for Club reserves and Facilities improvement fund.

Facilities improvement fund is used to finance costs incurred for maintaining, improving and developing club facilities and is funded from 15% of the surplus from fruit machines and the surplus from transfer fees, minimum spending levy, members' conversion fees car park charges 10% of the members' entrance fees.

4.8 Financial liabilities

The Club's financial liabilities include trade payables, other payables, and advance payments from members.

Financial liabilities are recognised when the Club becomes a party to the contractual agreements of the instrument. All interest-related charges are recognised as an expense in "finance cost" in the profit or loss. Financial liabilities are derecognised if the Club obligations specified in the contract expire or are discharged or cancelled.

Trade and other payables are initially measured at fair value, and subsequently measured at amortised cost, using the effective interest method.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

4.8 Financial liabilities (continued)

Gains and losses are recognised in the profit or loss when the liabilities are derecognised as well as through the amortisation process.

4.9 Provisions

Provisions are recognised when the Club have a present obligation (legal or constructive) as a result of a past event, is it probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

4.10 Operating leases

Where the Club is the lessee

Rentals on operating leases are charged to profit or loss on a straight-line basis over the lease term. Lease incentives, if any, are recognised as an integral part of the net consideration agreed for the use of the lease asset. Penalty payments on early termination, if any, are recognised in the profit or loss when incurred.

Contingent rents are mainly determined as a percentage of revenue in excess of a specified amount during the month. They are charged to the profit or loss when incurred.

Where the Club is the lessor

Assets leased out under operating leases are included in investment properties and are stated at revalued amounts and not depreciated. Rental income (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term.

4.11 Employee benefits

Short-term employee benefits and leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. Accrual is made for the unconsumed leave as a result of services rendered by employees up to the end of reporting period.

A provision is recognised for the amount expected to be paid under short-term cash bonuses if the Club has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

4.11 Employee benefits (continued)

Defined contribution plans

The Club contributes to the Central Provident Fund, a defined contribution plan which is regulated and managed by the Government of Singapore, which applies to the majority of the employees. The contributions to national pension schemes are charged to the profit or loss in the period to which the contributions relate.

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. Committee members are considered key management personnel.

4.12 Related parties

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered related if they are subject to common control or common significant influence. Related parties may be individuals or corporate entities.

4.13 Income tax

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of an asset or liability in a transaction that is not a business combination and that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries and jointly-controlled entities to the extent that the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted at the reporting date.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

4.13 Income tax (continued)

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same authorities on the same taxable entity, or on different tax entities, provided they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

4.14 Revenue recognition

The revenue amount is the fair value of the consideration received or receivable from the gross inflow of economic benefits during the reporting year arising from the course of the activities of the entity and it is shown net of any related sales taxes, estimated returns and rebates.

Fruit machine income is the aggregate of gaming wins and losses.

Polo and riding income is recognised when the service is performed.

Member subscription income is recognised in the year to which it relates.

Rental income from outsourcing food and beverage and retail spa operations is recognised when the goods are delivered or services are rendered to the customers.

Rental income from outsourcing food and beverage and spa operations is recognised as license income and amortised on a straight-line basis over the term of the relevant license.

Interest income is recognised on a time proportion basis using the effective interest rate method.

Membership entrance fees are payable upon membership acceptance. Membership transfer fees are payable upon transfer of membership. These fees, after deducting membership expenditure, are transferred to the Facilities Improvement Fund for future improvement and development of club facilities.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

5. PROPERTY, PLANT, EQUIPMENT AND PONIES

	Leasehold land, sewers and buildings S\$	Riding school and stables S\$	Plant and machinery S\$	Saddles and riding equipment S\$	Ponies S\$	Crockery, cutlery and kitchen equipment S\$	Furniture, fixtures and equipment S\$	Assets under construction S\$	Total S\$
Cost									
At 1 January 2014	17,939,296	2,252,723	843,020	102,332	1,205,014	7,818	2,948,174	199,927	25,498,304
Additions	41,113	22,659	180,950	15,131	112,331	-	234,085	71,232	677,501
Transfers / Reclassification	124,624	-	-	-	-	-	-	(124,624)	-
Disposals	-	-	(36,900)	-	(45,245)	-	-	-	(82,145)
Write-offs	-	-	(23,500)	-	(103,356)	-	(46,250)	-	(173,106)
At 31 December 2014	18,105,033	2,275,382	963,570	117,463	1,168,744	7,818	3,136,009	146,535	25,920,554
Additions	71,361	4,740	129,420	12,944	175,813	-	271,473	176,826	842,577
Transfer/Reclassification	146,535	-	-	-	-	-	-	(146,535)	-
Disposals	(2,500)	-	(73,890)	-	(38,074)	-	(1,800)	-	(116,264)
At 31 December 2015	18,320,429	2,280,122	1,019,100	130,407	1,306,483	7,818	3,405,682	176,826	26,646,867
Accumulated depreciation									
At 1 January 2014	5,673,882	1,580,495	577,225	93,496	660,431	7,817	2,505,531	-	11,098,877
Depreciation for the year	682,414	43,681	109,867	7,356	172,728	1	235,016	-	1,251,063
Disposals	-	-	(36,900)	-	(39,139)	-	-	-	(76,039)
Write-offs	-	-	(23,500)	-	(100,956)	-	(46,250)	-	(170,706)
At 31 December 2014	6,356,296	1,624,176	626,692	100,852	693,064	7,818	2,694,297	-	12,103,195
Depreciation for the year	668,904	39,104	120,025	8,628	177,392	-	198,406	-	1,212,459
Disposals	-	-	(73,890)	-	(34,717)	-	(1,440)	-	(110,047)
At 31 December 2015	7,025,200	1,663,280	672,827	109,480	835,739	7,818	2,891,263	-	13,205,607
Carrying amount									
At 31 December 2015	11,295,229	616,842	346,273	20,927	470,744	-	514,419	176,826	13,441,260
At 31 December 2014	11,748,737	651,206	336,878	16,611	475,680	-	441,712	146,535	13,817,359

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

5. PROPERTY, PLANT, EQUIPMENT AND PONIES (CONTINUED)

Leasehold land, sewers and buildings consist of NEP project and the details are as follows:

	NEP Project S\$
Cost	
At 1 January 2014	2,714,247
Transfer/Reclassification	124,624
At 31 December 2014	2,838,871
Additions	61,821
Transfer/Reclassification	146,535
At 31 December 2015	3,047,227
Accumulated depreciation	
At 1 January 2014	409,120
Depreciation for the year	246,809
At 31 December 2014	655,929
Depreciation for the year	235,275
At 31 December 2015	891,204
Carrying amount	
At 31 December 2015	2,156,023
At 31 December 2014	2,182,942

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

6. DEFERRED RENT

	2015	2014
	S\$	S\$
Opening balance	797,976	884,244
Less: Deferred rent charged to profit or		
Loss (Note 18)	(86,268)	(86,268)
Closing balance	<u>711,708</u>	<u>797,976</u>
Presented as:		
Non-current assets	625,440	711,708
Current assets (Note 10)	86,268	86,268
	<u>711,708</u>	<u>797,976</u>

In 2009, the Club entered into agreements with Equestrian Federation of Singapore (EFS). In accordance with the agreements, the Club will provide the funds for the development of the National Equestrian Park ("NEP") on a plot of land leased by EFS. The NEP facilities will comprise open arenas, stables, veterinary hospital and quarantine facility. The development of NEP includes up to 40 stables for EFS use at no consideration payable by EFS to the Club.

The Club granted EFS a loan of S\$2,194,671 (the "Loan") (Note 7) to fund its acquisition of the land under an operating lease for a period of 15 years commencing 23 April 2009.

The Club was irrevocably appointed as the manager of NEP (excluding the 40 stables which are to be allocated to EFS) for an initial period of 15 years commencing 4 November 2009 (the "Management Period"). The Club will have the right of first refusal to manage NEP after the Initial Period on terms to be agreed between both parties.

Revenue of NEP (excluding the revenue from the 40 stables) will be applied in the following order of priority: (i) reimbursement of the costs of operating, managing and maintaining NEP; (ii) reimbursement of the costs of development of NEP; and (iii) satisfaction of the Loan. Once the costs of development and the Loan have been paid, the Club and EFS will share the net profit of NEP in a proportion to be agreed, NEP shall not dispose of or encumber its interest or rights in the stables and part with possession of such stables except on leases or licences.

The Club transferred the 40 stables at a cost of S\$1,077,464 ("Transfer Cost") to EFS in October 2011.

Based on the substance of the arrangement, Transfer Cost constitutes operating lease expenses to the Club. Transfer Cost is deferred and amortised for the period from completion of the 40 stables to the end of the Lease Period.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

7. LOAN RECEIVABLE

	2015	2014
	S\$	S\$
Face value	<u>1,633,241</u>	<u>1,703,241</u>
<u>Carrying amount</u>		
Opening balance	1,343,167	1,451,971
Repayments during the year	(70,000)	(177,143)
Interest accretion	68,338	68,339
Closing balance	<u>1,341,505</u>	<u>1,343,167</u>
Presented as:		
Non-current assets	907,695	1,048,881
Current assets	<u>433,810</u>	<u>294,286</u>
	<u>1,341,505</u>	<u>1,343,167</u>

The loan receivable is from Equestrian Federation of Singapore for the National Equestrian Park project and is unsecured and interest-free.

8. INVENTORIES, AT COST

	2015	2014
	S\$	S\$
Finished goods	<u>12,215</u>	<u>17,617</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

9. TRADE AND OTHER RECEIVABLES

	2015	2014
	S\$	S\$
Trade receivables - Members	<u>1,334,083</u>	<u>1,178,624</u>
Other receivables		
Related party	7,849	7,849
Sundry receivables	92,446	96,035
Deposits	67,505	76,019
Interest receivable	<u>8,885</u>	<u>7,161</u>
	<u>176,685</u>	<u>187,064</u>
	<u><u>1,510,768</u></u>	<u><u>1,365,688</u></u>

Trade receivables are generally due within 30 days (2014: 30 days) and do not bear any interest. Credit risk analysis is set in note 26.1.

The non-trade amount due from related party, comprising mainly amounts due from members for payments made on their behalf, was unsecured, interest-free and repayable on demand.

10. DEFERRED RENT AND PREPAYMENTS

	2015	2014
	S\$	S\$
Deferred rent (Note 6)	86,268	86,268
Prepayments	<u>145,063</u>	<u>73,284</u>
	<u><u>231,331</u></u>	<u><u>159,552</u></u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

11. CASH AND CASH EQUIVALENTS

	2015	2014
	S\$	S\$
Fixed Deposits	3,234,708	4,926,909
Cash and bank balances	9,913,618	6,896,706
	<u>13,148,326</u>	<u>11,823,615</u>

The effective interest rates of the fixed deposits ranged from 1.20% to 1.50% (2014: 0.70% to 1.30%) per annum at the end of the reporting period.

The maturity periods of the fixed deposits ranged from 1 to 2 (2014: 1 to 3) months from the end of the reporting period.

12. TRADE AND OTHER PAYABLES

	2015	2014
	S\$	S\$
Trade payables and accrued liabilities:		
Third parties and accrued liabilities	1,125,759	1,238,530
Absent member fees unexpired	76,739	76,103
Members' deposit	551,527	532,217
Subscription fees in advance	273,098	214,210
Accrued payroll and related costs	90,075	87,359
Provision for staff bonus	354,176	252,402
GST payable	141,403	165,977
Staff annual leave entitlement	107,794	38,951
	<u>2,720,571</u>	<u>2,605,749</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

12. TRADE AND OTHER PAYABLES (CONTINUED)

	2015	2014
	S\$	S\$
Other payables:		
Security deposits from tenants	105,700	97,500
Other payables	275,043	138,395
	<u>380,743</u>	<u>235,895</u>
Total trade and other payables	<u>3,101,314</u>	<u>2,841,644</u>

Trade payables have credit terms of between 7 and 60 days (2014: 30 and 90 days).

13. ADVANCE PAYMENTS FROM MEMBERS

Members make advance payments in return for preferred livery rates.

14. REVENUE

	2015	2014
	S\$	S\$
Members' subscription	2,569,964	2,611,367
Retail shop activities (Note 15)	10,999	25,183
Polo activities (Note 16)	2,531,953	2,341,112
Riding activities (Note 17)	1,595,752	1,621,069
National Equestrian Park activities (Note 18)	1,407,912	1,282,683
Tournament activities (Note 19)	306,251	332,447
Fruit machines collections (Note 20)	4,293,537	3,546,143
Members' entrance, transfer and conversion fees	306,501	381,589
Interest income	154,532	148,121
Rental income	457,315	403,611

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

14. REVENUE (CONTINUED)

	2015	2014
	S\$	S\$
Minimum spending income	232,918	194,588
Carpark charges income	31,065	18,319
Late payment charges	91,952	97,419
	<u>13,990,651</u>	<u>13,003,651</u>

15. RETAIL SHOP ACCOUNT NET SURPLUS/ (DEFICIT)

	2015	2014
	S\$	S\$
Income:		
Sales (Note 14)	<u>10,999</u>	<u>25,183</u>
Less: Expenditure		
Bank charges	-	4
Retail purchases	5,404	35,844
Sundry expenses	<u>-</u>	<u>429</u>
	<u>5,404</u>	<u>36,277</u>
Surplus/ (Deficit) transferred to statement of comprehensive income	<u>5,595</u>	<u>(11,094)</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

16. POLO ACCOUNT NET SURPLUS/ (DEFICIT)

	2015	2014
	S\$	S\$
Income:		
Farrier	358,915	346,651
Polo Livery	1,724,040	1,498,238
Polo hire	406,208	433,575
Sundry Income	42,790	62,648
	<u>2,531,953</u>	<u>2,341,112</u>
Less: Expenditure		
Depreciation	75,058	84,032
Farrier	254,731	62,056
Fodder	341,393	314,037
Instructor expenses	126,782	139,145
Payroll and related costs	1,163,256	1,183,459
Polo professional fees	41,410	39,792
Sawdust	77,672	75,900
Sundries	319,845	275,520
Veterinarian expenses	2,999	7,473
	<u>2,403,146</u>	<u>2,181,414</u>
Surplus/ (Deficit) transferred to statement of comprehensive income	<u>128,807</u>	<u>159,698</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

17. RIDING ACCOUNT NET SURPLUS/ (DEFICIT)

	2015 S\$	2014 S\$
Income:		
Livery and lessons (Note 14)	1,595,752	1,621,069
Less: Expenditure		
Depreciation	125,144	110,350
Competitions	44,690	46,609
Donations	15,800	12,000
Farrier	68,717	68,880
Fodder	133,692	143,549
Instructor expenses	62,457	55,399
(Gain)/ Loss on disposal of property, plant, equipment and ponies	(144)	6,104
Payroll and related cost	777,592	865,189
Repairs and replacement - saddlery equipment	(758)	1,745
Sawdust	53,065	49,489
Sundries	39,494	45,829
Veterinarian expenses	30,599	55,962
Professional fees and stable management	69,541	95,838
Property, plant, equipment and ponies written off	-	2,400
	1,419,889	1,559,343
Surplus/ (Deficit) transferred to statement of comprehensive income	175,863	61,726

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

18. NATIONAL EQUESTRIAN PARK ACCOUNT NET SURPLUS/ (DEFICIT)

	2015	2014
	S\$	S\$
Income:		
Livery (Note 14)	<u>1,407,912</u>	<u>1,282,683</u>
Less: Expenditure		
Depreciation	264,959	272,696
Amortisation of deferred rent (Note 6)	86,268	86,268
Farrier	-	10,419
Fodder	199,805	192,933
Veterinarian expenses	528	919
Instructor expenses	13,106	-
Payroll and related cost	430,069	430,732
Sawdust	115,732	168,078
Maintenance	60,277	34,076
Polo professional	882	7,514
Professional fees	40,529	7,884
Stable management	46,270	53,735
Sundry expenses	<u>233,534</u>	<u>154,861</u>
	<u>1,491,959</u>	<u>1,420,115</u>
Surplus/ (Deficit) transferred to statement of comprehensive income	<u>(84,047)</u>	<u>(137,432)</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

19. TOURNAMENTS AND EVENTS ACCOUNT NET SURPLUS/ (DEFICIT)

	2015 S\$	2014 S\$
Income:		
Tournament and event activities and sponsorship (Note 14)	<u>306,251</u>	<u>332,447</u>
Less: Expenditure		
Tournament and events activities	173,438	321,946
Payroll and related costs	<u>-</u>	<u>49,654</u>
	<u>173,438</u>	<u>371,600</u>
Surplus/ (Deficit) transferred to statement of comprehensive income	<u><u>132,813</u></u>	<u><u>(39,153)</u></u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

20. FRUIT MACHINE ACCOUNT NET SURPLUS/(DEFICIT)

	2015 S\$	2014 S\$
Income:		
Fruit machine income* (Note 14)	<u>4,293,537</u>	<u>3,546,143</u>
Less: Expenditure		
Audit certification fees	13,150	12,650
Bank charges	39,551	30,291
Depreciation	92,409	56,758
Entertainment	71,416	64,396
Government tax	2,378,250	1,932,092
GST absorbed	279,021	231,467
Maintenance	19,215	15,200
Prizes	15,925	15,798
Payroll and related costs	241,542	230,374
Sundries	8,193	13,482
(Gain)/ Loss on disposal on property, plant, equipment and ponies	<u>(1,000)</u>	<u>(1,800)</u>
	<u>3,157,672</u>	<u>2,600,708</u>
Surplus/ (Deficit) transferred to statement of comprehensive income	<u><u>1,135,865</u></u>	<u><u>945,435</u></u>

*In accordance with accounting policies, fruit machines income is presented as the aggregate of gaming wins and losses. Gross fruit machines collections before jackpot claims were S\$11,420,477 (2014: S\$8,520,601).

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

21. BUILDING, GROUND AND UTILITIES

	2015	2014
	S\$	S\$
Building repairs	74,298	85,917
Contract services	132,744	95,230
(Gain)/ Loss on disposal on property, plant, equipment and ponies	(1,500)	-
Ground and roads	196,098	100,032
Payroll costs	574,169	502,080
Property tax and land rent	171,294	62,978
Utilities	262,916	290,575
Sundry expenses	139,237	111,200
Sundry income	(19,393)	(7,510)
	<u>1,529,863</u>	<u>1,240,502</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

22. ADMINISTRATIVE EXPENSES

	2015	2014
	S\$	S\$
Annual general meeting expenses	4,692	6,805
Audit fees	28,000	15,050
Bank charges	2,177	3,160
Donations	4,000	202,500
Entertainment	2,921	717
Insurance	123,793	96,743
IT support and expenses	38,403	34,714
Meeting expenses	1,912	3,936
Office equipment maintenance	5,057	5,461
Payroll and related costs	864,258	813,864
Printing and stationery	11,866	10,802
Professional fees	555,772	451,190
Sundry expenses	41,850	48,892
Telephone and postage	42,548	32,637
	<u>1,727,249</u>	<u>1,726,471</u>

23. STAFF COSTS

	2015	2014
	S\$	S\$
Staff salaries and bonuses	3,803,394	3,765,618
Staff CPF contributions	489,459	465,084
Staff allowances	156,639	215,591
Staff commission	120,851	136,802
Other staff costs	215,406	207,855
	<u>4,785,749</u>	<u>4,790,950</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

24. EXPENSES BY NATURE

	2015	2014
	S\$	S\$
Bad debts written off	-	49,882
Loss on disposal of property, plant, equipment and ponies	-	4,304
Changes in inventories	5,402	32,646
Rent of copier	10,320	9,950
Staff costs (Note 23)	4,785,749	4,790,950
Property, plant, equipment and ponies written off	-	2,400
Other expenses	8,201,775	7,333,041
	<u>13,003,246</u>	<u>12,223,173</u>

25. TAXATION

	2015	2014
	S\$	S\$
Current taxation		
Current year	36,210	43,440
Under/ (Over) provision from prior years	(67,940)	-
	<u>(31, 730)</u>	<u>43,440</u>

The income tax expense on the results for the financial year varies from the amount of income tax determined by applying the Singapore standard rate of income tax of 17% (2014: 17%) to results before taxation due to the following factors:

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

25. TAXATION (CONTINUED)

	2015	2014
	S\$	S\$
Tax calculated at statutory tax rate	163,779	132,681
Effect of partial tax exemption and tax relief	(25,925)	(25,925)
Income not subject to tax	(2,282,227)	(2,129,261)
Expenses not deductible for tax purposes	2,180,583	2,066,225
Others	-	(280)
Under/ (Over) provision from prior years	(67,940)	-
	<u>(31,730)</u>	<u>43,440</u>

The Club is exempt from income tax under Section 11(1) of the Singapore Income Tax Act, Cap. 141, except for certain non-qualifying income and expenses.

26. FINANCIAL INSTRUMENTS

Financial risk management objectives and policies

The Committee Members have overall responsibility for the establishment and oversight of the Club's risk management framework.

The Club does not hold or issue derivative financial instruments for trading purposes or to hedge against fluctuations, if any, in interest rates and foreign exchange.

Classification of financial assets and liabilities

The following table summarises the carrying amount of financial assets and liabilities recorded at the end of the reporting period.

	2015	2014
	S\$	S\$
Financial assets, loans and receivables	<u>16,000,599</u>	<u>14,532,469</u>
Financial liabilities, at amortised cost	<u>2,802,882</u>	<u>2,797,304</u>

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

26. FINANCIAL INSTRUMENTS (CONTINUED)

FINANCIAL RISK MANAGEMENT

26.1 Credit risk

Credit risk refers to the risk that counterparties may default on their contractual obligations resulting in financial loss to the Club. The Club's exposure to credit risk arises primarily from trade and other receivables.

The Club manages credit risk by monitoring credit-worthiness and limiting the aggregate risk to any individual counterparty.

The Club does not require collateral from its members.

The Club establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables. The main components of this allowance are a specific loss component that relates to individually significant exposures.

The allowance account in respect of trade and other receivables is used to record impairment losses unless the Club is satisfied that no recovery of the amount owing is possible. At that point, the financial asset is considered irrecoverable and the amount charged to the allowance account is written off against the carrying amount of the impaired financial asset.

At the end of the reporting period, no allowance for impairment is required in respect of trade and other receivables based on the creditworthiness, credit quality and past collection history of the counterparties.

Cash balances and fixed deposits are placed with reputable financial institutions which are regulated.

An aging analysis of trade receivable amounts that are not impaired at the end of the reporting period was as follows:

	2015	2014
	S\$	S\$
Trade receivables (Note 9)		
Current	922,741	768,533
30 to 60 days past due	230,087	207,766
61 to 90 days past due	60,632	97,838
Over 90 days past due	120,623	104,487
	<u>1,334,083</u>	<u>1,178,624</u>

There is no concentration of credit risk with respect to trade receivables, as the Club has a large number of members.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.2 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates will have on the Club's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

26.3 Interest rate risk

The Club's exposure to changes in interest rates relates primarily to its variable rate fixed deposits.

Sensitivity analysis – Interest rate risk

A change of 50 basis points ("bp") in interest rates on fixed deposits at the end of the reporting period would increase surplus before taxation and funds by the amounts shown below. The magnitude represents management's assessment of the likely movement in interest rates under normal economic conditions. This analysis has not taken into account the associated tax effects and assumes that all other variables, in particular foreign currency rates, remain constant.

	<u>Surplus before taxation</u>		<u>Statement of changes in funds</u>	
	50bp increase S\$	50bp decrease S\$	50 bp increase S\$	50bp decrease S\$
31 December 2015				
Variable rate fixed deposits	16,174	(16,174)	16,174	(16,174)
31 December 2014				
Variable rate fixed deposits	24,635	(24,635)	24,635	(24,635)

26.4 Foreign currency risk

The Club is not exposed to foreign currency risk as all its transactions and financial assets and liabilities are denominated in the Singapore dollar.

26.5 Price risk

The Club is not exposed to any movement in price risk as it does not hold any quoted or marketable financial instruments.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.6 Liquidity risk

Liquidity or funding risk is the risk that an enterprise will encounter difficulty in meeting financial obligations due to shortage of funds. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Club's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. As part of its overall prudent liquidity management, the Club maintains sufficient level of cash to meet its working capital requirement.

27. FAIR VALUES OF FINANCIAL INSTRUMENTS

Long-term loan receivable

The fair value of long-term loan receivable is estimated by discounting expected future cash flows at market interest rate for similar type of borrowing at the end of the reporting period. At the end of the reporting period, the effective interest rate of the loan receivable is 5.35% (2014: 5.38%) per annum.

Financial assets and liabilities

The notional amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, cash and cash equivalents, and trade and other payables) approximate their fair values because of the short period to maturity.

28. FUND MANAGEMENT POLICY

The objective of the Committee Members when managing funds are:

- (a) to safeguard the Club to continue as going concerns;
- (b) to provide resources to sustain future developments; and
- (c) to provide funds for the purpose of strengthening the Club's risk management capability.

The Committee Members actively and regularly review and manage its fund investments structure to ensure optimal capital structure, taking into consideration the future requirements, prevailing and projected profitability, projected operating cash flows and projected capital expenditures.

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

28. FUND MANAGEMENT POLICY (CONTINUED)

The Club's funds management policy remains unchanged from 2014.

The Club is not subject to externally imposed capital requirements.

29. COMPARATIVE FIGURES

Pursuant to the 30 November 2014 Agreement with EFS, the NEP Reserve Fund comprises the contributions to Common Infrastructure Costs and Sinking Fund from 1 August 2014 to 31 December 2014. However, there are pending issues not resolved with EFS yet. Whilst the Club maintains its position that the said Agreement still stands, until both parties achieve full agreement, the accounts have not taken into account the provisions contained in that Agreement. Below are the impact on Club's statement of financial position, statement of comprehensive income and statement of cash flows respectively as at 31 December 2014 due to the above:

Notes to the Financial Statements

(for the financial year ended 31 December 2015)

29. COMPARATIVE FIGURES (continued)

Statement of financial position

	At 31 December 2014 <u>As previously reported</u> S\$	<u>Adjustments</u> S\$	At 31 December 2014 <u>As restated</u> S\$
Current assets			
Trade and other receivables	<u>1,468,851</u>	<u>(103,163)</u>	<u>1,365,688</u>
Funds and reserves			
General fund	<u>2,738,771</u>	<u>11,521</u>	<u>2,750,292</u>
NEP reserve fund	<u>112,880</u>	<u>(112,880)</u>	<u>-</u>
Current liabilities			
Trade and other payables	<u>2,843,448</u>	<u>(1,804)</u>	<u>2,841,644</u>

Statement of comprehensive income

	At 31 December 2014 <u>As previously reported</u> S\$	<u>Adjustments</u> S\$	At 31 December 2014 <u>As restated</u> S\$
National Equestrian Park net deficit	<u>(148,953)</u>	<u>11,521</u>	<u>137,432</u>

Statement of cash flows

	At 31 December 2014 <u>As previously reported</u> S\$	<u>Adjustments</u> S\$	At 31 December 2014 <u>As restated</u> S\$
Operating surplus before taxation	<u>768,957</u>	<u>11,521</u>	<u>780,478</u>
Changes in trade and other receivables	<u>(4,678)</u>	<u>(9,717)</u>	<u>(14,395)</u>
Changes in trade and other payables	<u>313,183</u>	<u>(1,804)</u>	<u>311,379</u>

Membership List

Number Of Members By Category as of 31 December 2015

Patron	3
Honorary Life	10
Honorary	23
Charter Polo Playing	30
Charter Corporate	9
Regular Corporate	4
Charter	609
Regular Individual	591
Clubhouse	77
Absent (Charter)	147
Absent (Regular Individual)	33



Patrons

Ameerali R. Jumabhoy
Derek G. Mitchell
Loh Kim Chah

Honorary Life Members

His Royal Highness Sultan Ibrahim Ibni Almarhum Sultan Iskandar Sultan of Johor

Duli Yang Maha Mulia Paduka Seri Baginda Sultan dan Yang Dipertuan Sir Muda Hassanol Bolkiah Mu'izzadin Waddaulah Ibni Duli Yang Teramat Mulia Paduka Seri Bengawa Sultan Sir Muda Ali Saifuddin Sa'aadul Khairi Waddin

Duli Yang Maha Mulia Sultan Haji Ahmad Shah Al-Musta'in Billah Ibni Al-Marhum Sultan Abu Bakar Ri'ayatuddin Al-Muazam Shah

Duli Yang Maha Mulia Tengku Abdullah Ibni Sultan Haji Ahmad Shah Al-Musta'in Billah

H.R.H. The Prince of Wales, K.G., K.T., G.C.B., P.K., K.A.

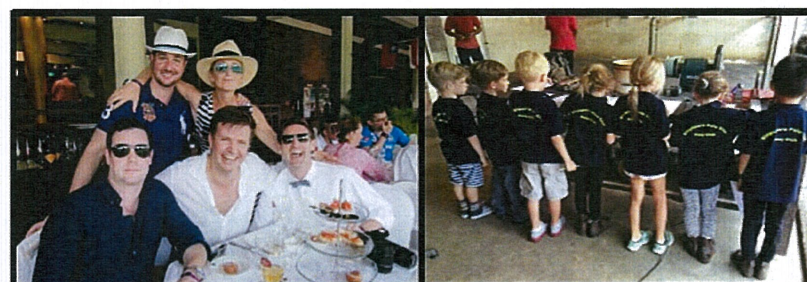
H.R.H. Prince Philip, Duke of Edinburgh, K.G., K.T.O.M., G.B.E., Q.S.O. (NZ)

Mr Choy Thoong Loke, B.V Sc., M.R.C.V.S.

Mr S.S. Dhillon

Mr Jeremy C.G. Ramsey

Mr Philip Gavin Johnston



Members

Honorary

AFONSO HENRIQUES ABREU DE AZEREDO MALHEI
ANDREAS GOROS
BENJAMIN FRANCIS JEAN DUBERTRET
HAKKI TANER SEBEN
HARALD LINK
HE SVEN HAKAN OSKAR JEVRELL
HO NAI YUE
IAN A MACLEAN
JAMES SIDNEY SINCLAIR MANLEY
JOHN CHRISTOPHER WADE
K B CLARKE
KEMAL SIDDIQUE
KOSINIAK-KAMYSZ ZENON
LKHAGVADORJ GEORGE TUMUR
LUIS FERNANDO DE ANDRADE SERRA
NICHOLAS JOHN VANN
NICHOLAS PHILIP HUGH HADOW
PHILIP VICTOR GREEN
ROBERT FITZGERALD MEHM
TANVEER AKHTAR KHASKHELI
THE HONOURABLE JOHN FISCHER
ULLA BERIT BASSE
WILLIAM ERIC CROMBY

Charter Polo Playing

ALI REDA
ANG BAN TONG
ANG SIEW LIAN, MARGARET
APRIL LOUISE MCKENNA
ASAD JUMABHOY
BRIAN JOHN MILLER
FRED RICKARD ROBIN WILLIAM HOGBERG
FREDERICK CHARLES KRYGSMAN
IAN R LANDER
IQBAL JUMABHOY
JAMES WESTWOOD MCBRIDE
JEFFREY JOSEPH JARDEE JUSTIN TAN KENNETH MCMILLAN
KEVIN WILKINSON
KHONG KIN HOONG, LAWRENCE
LEON CHU
LOW YAN KHIN, BENNY
MIRZA MOHAMMED ALI NAMAZIE
PAUL K. VON LISSBERG
SATINDER GARCHA
STEPHANIE FRANCES MASEFIELD
STEVEN LOH CHEE FAH
STIJN WELKERS
TAN HOCK
TAN SAIK HOCK
WEE TIONG HAN
WILL ALSTON BEINHORN
WONG TECK FONG, JOHN
YEO KUO LEE

Charter Corporate

CITIGROUP GLOBAL MARKETS SINGAPORE PTE LTD
CITIGROUP GLOBAL MARKETS S'PORE SECURITIES PTE LTD
FUJI XEROX ASIA PACIFIC PTE LTD
ISLAND HORTI-TECH HOLDINGS PTE LTD
LYSAGHT CORRUGATED PIPE (S) PTE LTD
RHB BANK BERHAD
ROTHSCHILD (SINGAPORE) LIMITED
ROTHSCHILD (SINGAPORE) LIMITED
ROTHSCHILD (SINGAPORE) LIMITED

Regular Corporate

ALLIANZ GLOBAL INVESTORS ASIA PACIFIC GMBH
CONNEX PTE LTD
ERICSSON TELECOMMUNICATION PTE LTD
JGP ARCHITECTURE (S) PTE LTD

Members

Charter

ABDUL SATTAR KHAN
ABIGAIL CHENG NING XIN
ABRAR ALI MOORAJ
ADAM GOODMAN
ADITYA SINGH CHAUHAN
ADITYA SINGH MEHTA
AFTAB FAIZY HAIDER
AGNES LIGRON BERGER (INES LIGRON)
AHMAD SHAHAB
AILEEN TAN
ALASDAIR GILES R. LANE
ALEXANDER EDWIN MARCH PHILLIPPS DE LISLE
ALEXANDER WILLIAM WADE
ALI JUMABHOY
ALISON MICHELLE CASTLEMAN
ALLISON HAH YEE
AMANDA LOUISE FISCHER
AMEER JUMABHOY
AMEERAH BINTE PO'AD MATTAR
AMELIE MARQUERITE NOELLE VILLENEUVE-MOOR
AMY SLAYTER
ANAND SINGH
ANDERS HAGBARTH SCHAU
ANDREA GENEVIEVE EATON
ANDREW JAMES PEARMAN
ANDREW MACDONALD SAINT
ANDREW MICHAEL BUSWELL
ANG CHENG LAM, ALVIN
ANG CHYE SENG, NORMAN
ANG GUAN HIN
ANG PENG CHYE
ANG ROON KAI
ANNABEL C. MOORE
ANNE ELAINE HAGARTY
ANNE ELIZABETH HICKS
ANNE-JEAN E.W.A.M. LIETAER
ANTHONY CRAIG STIEFEL
ANTHONY FOO KOK BOON
ANTHONY PAUL LUXMOORE MAY
APARNATH RAIVATGIRI JERAMGIRI
ARON HARILELA

ASHISH THAKORLAL RAIVADERA
ASHUTOSH CHOKSI
ASHWIN CHIDAMBARAM MUTHIAH
ASJA PERDITA PRAETOR
ASLIZAN BINTI ZABIDIN
BAILEY RICHARD EDMONDSON
BALAKRISHNAN PATSY
BELINDA CHAN HIAN WUN
BENETY CHANG
BENJAMIN DUPAL
BHAVNA SINGH
BRAD HENLEY STERLEY
BRIAN MCCAPPIN
BRYAN CHARLES O'CONNOR
BYRON ANTONY FISKE HARRISON
CAMILLA J. SUGDEN
CAMILLE CRITTENDEN BEINHORN
CAMPBELL-ROSE LORI
CARL O. BAUTISTA
CAROLINE GOH HUI LING
CAROLINE HOFFMANN
CARRIE CHEONG
CATRINA LAIRD
CELINE MARIE RAYNEY
CHAN LAI FONG, ANITA
CHAN LEUNG KWOK
CHAN LIAN CHIN, ROLAND
CHAN TAK YAM
CHAN WING SENG
CHAN YEOW HIANG, ANKA
CHANG YOKE MUN, MARCUS
CHANG-WONG KIT LEONG, SHARON
CHARLES EDWARD GRANDISON BROWN
CHAW CHONG LOONG
CHEAH CHENG POH
CHEAH PIK KUEN
CHEN YU XIA, NADIA
CHENG LI HUEI, GLENN
CHEONG SIM LAM
CHEW CHENG KEAT
CHEW LEONG CHEE

CHIA CHENG SUN
CHIA NGIANG HONG, ALLAN
CHIA SHUEN LI, ELEANOR
CHIA TEK YEW
CHIAKI SEKINE
CHIAM QUEE LUN, JENNY
CHIN CHIA KIT, KENNY
CHIN SZE HEONG VINCENT
CHNG BENG HUA, BENJAMIN
CHOU HUNG, JONATHAN
CHRISTIAN DE CHARNACE
CHRISTINE FOONG YOKE KHENG
CHRISTOPHER ALEXANDER LEDGER HILL
CHRISTOPHER RICHARD SMITH
CHU TOH CHIEH
CHUA BOON KANG
CHUA HIAN YONG, RAYMOND
CHUA KOON TIAT, GRAHAM
CHUA LI HUA
CHUA SHENG JIE, DANIEL
CHUI WAI CHENG
CHUNG WUI THYE, SHERYL
CLAIRE JOANNE ELIZABETH CHAPMAN
CLAIRE RENEE CHAUVEL
COLIN MOORE
CONG SHENG
CRAIG JACKSON
CYNDI DAWN RUSSELL
CYNTHIA EE
DALJEET SINGH SIDHU
DAMIEN PANG
DANIEL GOH
DAVID CYRUS HALPERT
DAVID LACHLAN CRONIN
DAVID MATTHEW MCDONALD AITKEN
DAVID ROBERT HUFTON
DEBBIE SALILING
DEBORAH ANN THURLEY
DIANA THE HUI LING
DIANE BARRANS
DIANE ELIZABETH BULENS

DIANNE MAREE FAULKS
DINA SHAHAB
EDWARD ABRAMOWICH
ELAINE CHRISTINE PARNELL
E-LEN FU
ELIYAHU SHALOM FREDDIE SOLOMON
EMILIE JANY AUGUSTIN
ERIC RICKARD ROBIN RAZIZ HOGBERG
ERTUGRUL KENT THOMAS
ESBEN RINGEN
ESMOND CHOO
EVGENY TUGOLUKOV
EVRARD BORDIER
EZAZUR RAHMAN
FADILAH SALIM ALKAFF
FARAH NAMAZIE
FERDINAND FURCH
FINIAN TANSENG CHIN
FLORENCE PROTAİN
FONG WAI YEN
FRECHIN LAOUENAN VERONIQUE MARIE
-NOELLE
FU YE-LAN, FELICIA
GAMUNU BANDARE SAMARAKOON
GAN KIAN KOON, GERRY
GARY TIERNAN
GAVIN KIDD
GEORGE J PALATHINKAL
GERARD MALCOLM GOON
GERHARDUS FREDERICK KLOPPERS
GILLIAN LYALL
GOH KIA SENG
GOH KIAN SWEE, DOMINIC
GOH SI YING, ANTHEA
GOH YEOK WEE
GORDON ROBERT ANDERSON
GRAHAM JOHN COX
GREG CHARLES CLAY
GREGORY IAN COOPS
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KOH BEE LEONG, KEVIN
KOH CHYE HOCK
KOH GEK PIN
KOH KEK JIN
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LIM BOON ENG, JULIE
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LIM HSIU CHIN KEITH
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LIM JEK KHIANG
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MELISSA TABITHA GOH
MELISSA TAN
MENG HONG @ TENG KWEE YAN
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MICHAEL MA
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MISRAB MUSA FAIZULLAH KHAN
MOHAMAD HAFIZ BIN SAYUTI
MOHAMMAD ALI MIRZA

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MUNNI ELLWOOD VARALAKSHMI VIJAYAN
MYO LATT
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NADA JUMABHOY
NADINE GABRIELLE KELLER
NAM YOON SUCK
NAMBI JAYAPRAKASH VISWALINGAM
NARIYUKI MARUYAMA
NASEEM SOMJEE
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NATASCHA FHERZINAH RUSTOM GHADIALI
NAWAL ROY
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NG CHENG CHANG
NG ENG KANG
NG FUNG NING, MELANIE
NG LOK LOK, DION
NG SOH HEE
NG SOO SENG
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ONG BEE SIN
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ONG HUI WEN, DAPHNE

ONG NEE NG, ANGIE
ONG POI HWA
ONG-GOH BEE HOON, JENNY
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SIM MIAOLING, KENDRA GAIL
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SUNG YEE ENG, JOANNE
SUSAN DHANWANT KAUR
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SVENJA DOWNE
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TAM PENG KWAN
TAN CHING PING, SHIRLEY
TAN GUAN HUAT
TAN HEE LENG
TAN JOON PENG, LAWRENCE
TAN JUNYANG, GERALD
TAN KEAN SIEW
TAN KENG SUAN
TAN KHEE NGUANG, TERENCE
TAN KOK KUAN
TAN KOK WEE
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TAN MINGFEN
TAN PANG KHENG
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TAY THIAM SONG
TEO CHOO ENG
TEO EK KIAN
TEO HO PIN
TEO HOCK CHYE
TEO HOOI PENG, CORI
TEO KHENG SOON, DAVY
TEO NOEL EMIL
TEO SHAO WEI MAVIS
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THAM KUM YUEN
THAM YUEN-C
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CHERN PIAK JOO, DAPHNE
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CHIN YOOK POW

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DIANA MAREE BROADHURST
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EDWARD JUSTIN WHITE
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HO KAH YING, SELINA
HO SIOW SOONG, CHRISTOPHER
HOLGER MICHAELIS
HOLLY STEGMAN-LYE
HUANG MEI PING, CINDY
HUGH KING LAVIN
HUGH YOUNG
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IAN DAVID BELLHOUSE
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ISABELLE SUZANNE TODD
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JACOB BAKKER
JACQUELINE ANN WELLS
JACQUES PIERRE ELS
JAMAJI RUSTOM
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JAMES DAVID KEITH HOWES
JAMES HUGH WOODROW
JAMES PATRICK DIGGINES
JAMES SPENDLOVE HAWKINS
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JASON LLOYD HUMPHREYS
JASON MICHAEL DEVEREOX DE LA
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JEREMY PETER FERNEE

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JOHN RUSSELL FORSYTH
JOHNNY CHEW
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JONATHAN CLIVE MANIFOLD
JONATHAN DEREK RAKE
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JUDITH ELIZABETH FINLEY
JULIE LAINE MOSLEY
JULIEN LAURENT GILLES BLOCMAN
K VEERAPUTERAN
K. SASHITHERAPANY
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KAN WAI YIM, NOAH
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KATHERINE BALDANOFF
KATHRYN MASSEY
KATRINA EVA KORZENOWSKI
KEA KAH KIM
KELLADY JILLIAN ANN
KENNETH CAMPBELL THOMSON
KENNETH IAN MOYES
KENNETH MARK WHITEHEAD
KENNETH SEAN MANDEL
KERRY MICHAEL CHUNG
KEVIN MARSHALL JOSE
KHANG HYUN SEUK
KHO IDA MAUREEN
KHO SUNN SUNN PATRICIA

KIM ERIK GEORG ROSENKILDE
KIMBLEY JESSICA ANN
KINGSLEY CHRISTOPHER WRIGHT
KOH HIAN YAN ADRIAN
KOH JYH ENG, ERNIE
KOH SIEW SIEW, KATHRYN
KOH SWEE NEO, AGNES
KOH SWEE YONG
KOH YOUNG MING
KRISHNAN JAGANNATHAN
KUM WAN SZE JOCELYN
KWOK KIAN HAI
KWOK SHUHUI
LALETHA D/O S NITHIYANANDAN
LAM THAO SHIOU, STEVEN
LARS R. E. BRITTSJO
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LAU MING CHOO, GINA
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LEE KIM TIONG
LEE MEOW CHAN, DERRICK
LEE NAI YEAK
LEE PEY JYE, CLARA
LEE PO NICOLA
LEE SEUNG HEE
LEE SHIN HO
LEE TAYLOR
LEE WILLIAM SLATER
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LEENA SANKARAN-PINSLER
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LEONCIO JR AGUDO PALANCA
LEOW KIM SEN
LEW YAW FUNG ERIC MIKE CHUANG LIOONG
LEWINA LEUNG YUET SING
LIANG TZE HUN
LIAUW CHIANG HOK
LIEW KUAN WYE, DARON
LIM AI CHEN

LIM BENG HAI
LIM CHEN KEE
LIM CHERN SIONG, HENRY
LIM CHIN WAH
LIM CHING PING
LIM E SAN, ELSA
LIM GHEE TEIK, PRUDENCE
LIM HUEY CHING
LIM HUEY YIH
LIM JEW LONG
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LIM LAN HUA, GENNY PHEBE
LIM LIAN KEY, RICHARD
LIM LOONG WAH
LIM MUI CHENG, BELINDA
LIM SIEW LING
LIM SIN WAN
LIM SIOK HUI, ALAN
LIM TEE SERN
LIM THIAM HWEE, EVELYN
LIM YOKE LYN, KATHY
LIN MINGYING
LINDSAY WILLIAM ERNEST COOPER
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LINNIE MARIA MACKENZIE
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LIU SHU MING, ANITA
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LOW-JAP JIN NA, SHARLENE
LUC GRIMOND
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LYNETTE LEE
LYNETTE WONG

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MAHENDRAN V REDDY
MAISIE CHONG
MARCEL JOHAN DE BRUIJCKERE
MARIE THERESE GODENIR
MARK EDWARD RUDDOCK
MARK EDWARD KEARNEY
MARK ERIK CHRISTENSEN
MARK JOHN MEEHAN
MARK NELLIGAN
MARK ROBERT HUNTER
MARK WHATLEY
MARK WYRILL
MARTIN KENNETH SYMES
MATHEW LAMB
MATTHEW HASTEDT DALLIMORE
MATTHEW JAMES SCOTT
METTE IRENE ABO
MICHAEL CRAIG
MICHAEL FRAZIER THOMPSON
MICHAEL JAMES MCLAUGHLIN
MICHAEL JOHN COGLIN
MICHAEL JOHN NEALE KEECH
MICHAEL LAURENCE GILMORE
MICHELE CIOLA
MICHU MOCHIZUKI
MIKAEL WILHELM HUBERTUS STEWEN
MIRZA MOHAMAD REZA NAMAZIE
MITCHEL ANDREW INGHAM-BARROW
MIWA OMOTO
MOHAMMAD ALI GHAEM MAGHAMI
MOIRA O'HAGAN
MOK HYUN JI
MONTEIRO JULIAN FREDERICK
MOORE JONATHAN DEAN
MUMTA SHAHANI
MUNGO DAVID PATERSON
MUNIB MOHAMMAD MADNI
MURIEL ANNE BOUTIN BECUWE PIERRA
MUSTAFA ASIF MAHMOOD

NANA WONG YUK KIT
NAOKO HARADA WINTHER
NATALIE LOUISE BLACK
NEEL SINHA
NEELU SINHA
NEIL DOUGLAS DAVID PASCOE LAVENTURE
NG CHING KOK
NG CHUEN GUAN
NG HEOK HWEE
NG KWAN CHUNG, KENNETH
NG POOH CHEOK, CHARLES
NGAM JIU RONG, BRUCE
NICHOLAS ANDREW CROOM
NICHOLAS ANDREW RICHMOND
NICHOLAS CHARLES EDWARDES HEATH
NICHOLAS DAVID WILKINSON
NICHOLAS FREDERICK PEGNA
NICHOLAS LAMING
NICHOLAS PAUL WATERS
NIGEL ANTHONY HARWOOD
OBEROI NAVDEEP SINGH
OLIVIA LYDIE MARIE CHAVASSIEU
ONG KING HOWE
ONG LAM KHENG
ONG POH KHENG, PATRICK
ONG SER HUAN
PARAMBIR SINGH GILL
PARHAR SUNITA SONYA
PATRICK JELFS
PATRICK LEE FOOK YAU
PAUL ANTONY RATHBAND
PAUL CORBETT
PAUL JAMES CHRISTOPHER ABREY
PAUL MATTHEW WISTE
PAUL RICHARD HARE
PAUL XAVIER KELLY
PAVITAR KAUR GILL
PETER ADAM KENEALY GRAHAM
PETER BENJAMIN READ
PETER CHARLES VALENTINE DOLAN

PETER DIGBY ANDREW WARREN
PETER GOH CHING LUCK
PETER JAMES MCDERMOTT
PETER JOHN MATTOCKS SAMPSON
PETER KEITH FERNANDO
PETER ZINSER
PETRINA LAM
PHILIP CHRISTOPHER D'CRUZ
PHILIP DOUGLAS HANNAFORD
PHILLIP RAYMOND POLLOCK
PIA ANNA DOROTHEA GUILLAND SOPORI
PIERS ALEXANDER JOHN MONTGOMERY
PLUS GILBERT LOUIS
POONKODI THIRUMALAI
PRADEEP PAUL
PRAVEEN KAMESHWAR THAKUR
PREMA MENON
PURANDAR JANAMPALLI RAO
QUEK WEI LING, ADELE
RAHUL BADHWAR
RAHUL GUPTAN
RAJAKANTH RAMAN
RAJAN MENON
RAJEEV AIYAPPA KUPPANDA NANJAPPA
RAJEV SHUKLA
RAJU NAIR
RAVI INDER SINGH BEDI
RAYMOND WINIFRED D'CRUZ
REBECCA LOUISE PORT
REBECCA SIMONE BAKER
REMI BENOIT VINCENT BEZIAN
REMY KLAMMERS
REZA HAMID DEHKORDY BEHNAME
RICARDO DINIS LOUREIRO MARQUES
RICHARD DAVID HEATH
RICHARD GEORGE MICHAEL OFFER
RICHARD GIBBS HAWKS
RICHARD JAMES SCURFIELD
RICHARD JAMES SMITH
RICHARD JOHN SAYNOR

RICHARD KENNETH MASTERSON
RICHARD YEONG
ROBERT ALAN COOMBS
ROBERT ALEXANDER HEWITSON
ROBERT CRACKNELL
ROBERT DAVID COUGHLAN
ROBERT GEORGE HOYES-COCK
ROBERT MARCEL WOLFF
ROBERT TSANG
ROBIN JAN PHILLIPS
ROBIN STUART TRISTRAM HENCHMAN
RODNEY GAVIN EDGERTON
ROSALIND DIANA SCASSERRA
RUPERT PETER NAPIER BRAY
S. RENGANATHAN SASI KALA DEVI
SAIN SAMEER SUSHIL
SAMAR NIAZI ZAHID
SALVATORE CAPOCELLI
SAMAR NIAZI ZAHID
SAMIA CLAUSIUS
SANUEL JONES
SANDRA LUDWIG
SANDRA MARGARET SADEK
SANJA BURNS
SANJEEV MAGOTRA
SARUUL TUMURKHUYAG
SEAH CHUN CHONG
SEAH YUN JING, KATHLEEN
SEE SWEH YONG, JACKSON
SEVERAC-HUANG HAN NEE
SHABBIR SADIK KAPASI
SHAMA SCHEZENE KHAN
SHANE ANTHONY BRACKEN
SHAOQIN HE
SHARAD PIUSHBHAI DESAI
SHASHIDRAN S/O NATHAN
SIM JIN HWEE, BERLINA
SIM SYN EE, JOY
SIM SYN PIN SAMUEL
SIMON JAMES HANSON

Members

Regular Individual

SIMON JAMES SLOANE
SIMON LE BLANC CAMERON
SIMONE HUDSON
SIMRAN BEDI
SIVASAKTHI D/O SIVASUBRAMANIAM
SNG CHEE YONG
SNG DELPHINE
SNG JU-KWAN YURI
SOEREN MILLOW
STACEY BELINDA HALLIWELL
STEPHEN PHILIP PUNCH
STEPHEN THOMAS PANIZZA
STEPHENIE THERESA WATTS
STUART DOUGLAS CROW
STUART MARK BYGRAVE
SU-LYN MEYER
SURAJ KUMAR BATRA
SURESH KUMAR
SURINDAR SINGH
SUSAN ELIZABETH BARTLETT
SUSANNAH HELEN MULLER
SUZAINA BTE ABD KADIR
SVEN MARKUS HENRICHWARK
SYED SHANE SAVIO
SYLVIA SOH
TAKUYA AIBA
TAN AH BEE. JOEL
TAN BEE LENG, ANGELIQUE
TAN BENG EE
TAN BOON KOK
TAN CHEE HAU, JAMES
TAN CHOON MIN
TAN JEE NAH
TAN JU KUANG
TAN JUAN HOU, ALAN NICHOLAS
TAN JUAN JONG, ALVIN ALOYSIUS
TAN LIAN CHOO
TAN MUI HUANG
TAN SHOK YEE, SALLY
TAN SIEW HUAT, STEPHEN

TAN SWEE BENG
TAN WAN-HUI, NIKOLLE
TAN WEE PHENG
TAN YAN HUAT
TAN YU-JIN, PATRICK
TANG SIEW TAENG, DENIS
TARIK HUSAIN
TARIQ LATIF SALARIA
TAY BEE BEE
TAY CHIN TONG, MOSES
TEE LIAN KEUNG
TEE TER AUN, JONATHAN
TEO LEE KWANG
THAM MUN SOONG, LEONARD
THAY YIK LEE
THERESA MAREE HALL
THOMAS ALEXANDER LODDER
THOMAS BRUNO MEIER
THOMAS NELSON PAGE JR
THOMAS VERGHESE
TIMONTHY CHARLES JUDGE
TIMOTHY NEPOMUCENO TAYAG
TIMOTHY POWER LAMBERT
TOBIAS BLAKE DURANT TROTTER
TOK HOON KWANG
TONG KING KAN, KENNY
TREVOR ANTHONY HAEGER
TRYO WILLIAM DOYLE
URSULA MARIA LOBLEIN
VANESSA JOANNE HELMER WILLIAMS
VANESSA TEO (WEI LEI)
VEEJAY MADHAVAN
VICTORIA GREAT
VIKRAM PREM KUMAR
VIMLA D'MULCHAND
VINCENT HENRI CARENSO
VITO PIETRO PIZZINGRILLI
VIVIAN RHAMANAN
VIVIENNE KATHRYN MAHONY-PAUL
VLADIMIR FRANCOIS GUY BLANCKAERT

WAN KAI RUI
WANG SIZHAO
WAYNE CHRISTOPHER FARMER
WEE BENG GEOK
WENDY HELEN STIMPSON
WILLIAM HUGH PEACOCK
WILLIAM JOHN CASTELLAS
WILLIAM MARK PATRICK
WILLIAM PADFIELD
WONG HENG NING, KEVIN
WONG LING, TAMATHA (TAMMY WONG)
WONG TED MIN, EDWARD
WOO HENG YUN, REBECCA
WOON CHEONG MING, WALTER
WU JIAT HUI
YANNICK PIERRE YVES LE BORGNE
YAP FOOK DUNG
YEAP LEONG TEIK, TONY
YEO MENG CHOO, SIMONE
YIM WING KUEN, JIMMY
YIP SAI LENG
YOICHIRO USHIODA
YONG MING LOONG, PATRICK
YU SU LING
YVES GEORGES C TOMBALLE

Members

Clubhouse

ALEX CHIONH
ANG GEOK KHENG
ANG LAI SENG
ANG SONG HUAT
CHAI CHON HIN
CHIAN PENG YEE
CHOO C H
CHUA K T
CHUA SWEE CHOO
DAVID CHEAH
DAVID SEAH
DE SAOUZA TERRENCE
DJIE TJOE NIO
GOH HOCK HOE
HO GUAN YI
HO SEOW EE
HO SWEET LIN
JEAN LIM
KOH GEOK CHOON
KWEK HOCK HIN
LAU BOK CHOON
LAU CHEE FONG
LEAW K T
LEE CHENG HWA
LEE KAH HIN
LEE KIAN CHUAN
LEE SIANG TECK
LEE TIONG WHATT
LIM BENG HUAT
LIM C C
LIM HEE THONG
LIM HWA KUANG
LIM SENG KEE
LIM KWANG YONG
LIM SOOK CHIN
LIM TECK CHYE
LIU SEOK TIN
LOH SIEW CHOO
LOKE JIM HONG
LOW KOK MENG

LOW YONG PHENG
NG AH BUAY
NG HOCK CHOON
NG K B
NG KWAN BEE
NG PUAY HWA
ONG ANN PANG
ONG PANG YONG
ONG PUI LING
PATSY TAY
PAULINE TAN
PEH ENG SOON
QUEK SWEE KENG
RAMLI PUTEH
SILVA EDGAR JOYCE
SOH GUAN ANN
SONN SINGH
TAN CHIN BEE
TAN EE HIAH
TAN JIAN WEN
TAN KHAR LIAN
TAN KIM HUAT
TAN SOH KIM
TAY GEK MENG
TEO ENG HIN
TEO WEE SIANG
THOMAS HUI
TING KIM SOON
YAP BOON HOO
YEN Y L
YONG CHEE CHUEN
YOUNG AE LEE

Absent Charter

ABIGAIL MARY ANNE SLATER
ADRIAN AJAI ZECHA
AKBAR KHAN
AKIKO KUME
ALLAN S. MARSON
AMEDEO PATRICK IMBARDELLI
ANDERS ZORN
ANG BOON HIN, MICHAEL
ANGELA COONEY
ANJA SCHORPP
ANIL SHAMDASANI
ANTHONY GRAHAM DEVEREUX
ARUNKUMAR MAHABIR PRASAD JATIA
BANG SANG CHOL
BARBARA MARIE MASON
BEN ATKINSON
BETH ROBYN GEENTY
BHAGWAN KEWALRAM ASSUDANI
BORIS NIKOLAI LIEDTKE
BRANDON LIU
CAROLINE ANN BUCK
CATHERINE LAJEUNESSE
CATHERINE YUNG WEN BARKER
CHAN KWOK MING
CHANG KWONG WAI
CHARLOTTE LEIGH KINGSMAN
CHEN YOUK WAN, LISA
CHIKAKO YAMAZUMI
CHRISTOPH S. F. X. ROMMEL
CHRISTOPHER MURPHY IVES
CHUA BENG EE
CIARAN LANDER
CLAUDE GEORGES HABERER
CYNTHIA JOHNS
DARREN JOHN SCOTTS
DAVID CAMPBELL
DEBORAH JANE MARTIN
EDWARD ALEXANDER GEORGE ASSEILY
EDWIN LIM EE YEONG
ELLEN RYAN
EVANGELINE CRUZ RUALO

FERNANDO VAZQUEZ ARTEAGA
FIONA ANNE HAMMOND
FUSHIDA MASAYUKI
GENEVIEVE THESEIRA
GILDA LIU
GILLIAN PATRICIA MUSGRAVE
GOH BOON KOOI
GOH LAI NEO, CATHERINE
GOH YEOK CHAY
GRAEME WILSON ALLAN
GRAHAM M. BONES
HENRY CHARLES ROURKE
HIROTOMO OKAMOTO
HO KAH KHOON, GREGORY
HO RU EN JESSICA
HOE GEOK ENG
IAN BATEY
JACKLYN GAY BENGTTSSON
JAMES ANTHONY RODRIGUEZ DE CASTRO
JANET LESLEY CHISHOLM
JESSAMINE ANNALENA IHRCKE
JONATHAN TOBIAS VAN HEERDEN
JOHN GERARD HOWELLS
JOSEPH LEO JOHANNES ASTRID MARIA JACOB
JOSEPH T. L. LOH
JOY SOPITPONGSTORN
JUNAINA HUSSEIN-MIAH
KARAN BHAGWAN ASSUDANI
KATE HURST
KATIE ELISABETH JOHNSTONE
KHURESH T. FAIZULLABHOY
KLAUS GUNTHER SCHILLING
KO OON JOO
KOH SING HORNG, NICHOLAS
KOH TEE CHOONG, IVAN
KOSHY K MATHEW
KUO CHING CHU
KURT WILLIAM ROELOFFS
LARS V PEARSON
LAURENT PATRICE CHRISTIAN PIEDOIS
LEE LI MENG

Members

Absent Charter

LEONARD PETER BESCHIZZA
LESLEY LEANN BENDIG
LIM GWEK QUEE MARY
LIM JEW NGAIN
LIM WAN SIM CHERYL
LOH YEN-YI, RACHEL LEE
LONA MANGOR KUNZ
MARIA CARMINA REYES FLORO
MARIA CHRISTINA COPINGER-SYMES
MARK EARL MYERS
MARK GREAVES
MARTIN THOMAS ROBBINS
MATTHEW WADE PILKINGTON
MICHAEL CHAN TIN JOR
MICHEL PIERRE VINAY
MOHAMED MOIZ BIN J M ALI MOIZ
MOUBIN MAMUN FAIZULLAH KHAN
MYLES KIM SYDENHAM MACMAHON
NG MAIMOONAH HUSSAIN
NG MEI MING, CAROLINA
NICHOLAS GARY WINSOR
NING LIM
ODILE LOMBARD MOURRE
OLIVER JUSTIN TAYLOR
ONG GIAN YONG
OW KEE JENG
PAUL A. J. SUPRAMANIAM
PETER RICHARD ANDREW KNOTT
PHUA MEI PIN
PRISCILLA KING
RACHEL EILEEN WILLIAMS
RAFAT A. RIZVI
RAGHAV MAGUNTA
REGINA SAYER
ROBERT ASHLEY
ROBERT JAMES LUCK
SALLY GRANT
SARAH CATHERINE MARION ANDERSON
SEOW JIA MIN
SHANE LANDSBERGER

SHARON AILEEN ROBSON
SITI HAJAR BINTE MOHAMED ALI
SNG BEOW LENG, RACHEL
STEPHEN JOHN WILSON
TALBOT-WEISS JONATHAN D. RATTON
TAN HANG AIK, EDWARD
TAN KOK SIANG
TAN THIAM BOON, CLIFFORD
TANG JUN MIN
TANG YUAN MIN
TATSUO FUJIKI
TAY LIAN LING MELISSA
TEH BOON PIAW, WILSON
TIU ING, PETER
TJANDRA CHEW CHING LU
TSANG HO PUI KING
TSANG SZE MIN
VINOD KUMAR MORE
WINNIE THAY JOHN
WONG KIM PAU GEORGE
WONG KONG FUI, RYAN
WONG LU YI, ROSEMARIE
WONG MUN WEI REBECCA
WONG, P. W. PETER
YOSHIAKI HAKONE
ZHANG HAIPING

Absent Regular Individual

ANDREW CHARLES HUME
AU KOK WAI, BENJAMIN
BARRIE DAVID SHEERS
CHRIS JAKUES LINDE
CHUA JOSEPHINE (CHUA WEN WEI)
DANIEL DOUGLAS ANDREW BOULD
DISSY MIRYA FADIAH
DYRLIE TRYGVE
EDWARD PETER
FONG KENG KONG, STEPHEN
GLENN ROSS WHIDDON
HASNAIN MUSTAFA SIDDIQUI
JEAN-FRANCOIS DOMINIQUE MILOU
JENS MARTIN A JENSEN
LIM BOON KHEUNG, ANDREW
LISA CAROLINE JUDGE
LOW CHOONG YIN LIONEL
LUC CHARLES MARIE MATHERON
MARYA MAHZEB FAIZULLAH KHAN
MAUD FERRAND
MELANIE ROSLYN BELL
MIYUKI TAKAGI
MIYUKI TAMAOKI
PHILIP JOHN YATES
PIERRE WALLACE MARIO FRANCIS PERRETT
RICHARD CHARLES HILL
SANDRINE KRISHNAN-LUKOMSKI
SANJAY MOTI MOTWANI
STEVEN GEORGE TIFFNEY
TAN SOONG KIAT
TANG THIAM SOON, THOMAS
VITOR ARMANDO FUNG
YANG WAYNE KY

