



Building a

Safe Inclusive

Sustainable Vibrant

Town



Nee Soon Town comprises 5 divisions
Chong Pang, Nee Soon Central,
Nee Soon East, Nee Soon South, and Nee Soon Link.

We manage 726 blocks and 70,588 residential units in the town, in addition to 1,201 commercial units comprising of shops, hawker stalls and markets.

Vision

Home with a Heart

Mission

Building a Safe, Inclusive,
Sustainable and Vibrant Town





Contents:

- 04** Our Members of Parliament
- 05** Our Town Councillors
- 08** Chairperson's Review
- 12** Continuance of Effective Governance
- 16** Financial Management
- 20** Building a Sustainable Future for Nee Soon
- 24** Reimagining Spaces in a Home with a Heart
- 36** Homegrown Strength: Powered by Community
- 46** Keeping Up with Nee Soon News
- 50** Heartbeat of Nee Soon: Building a Community Together
- 52** Financial Updates



Our Members of Parliament

For the Term 16 June 2025 to 15 June 2027



Mr K. Shanmugam

Coordinating Minister for National Security and
Minister for Home Affairs

MP for Nee Soon GRC
Adviser to Nee Soon Town Council



Ms Goh Hanyan

Senior Parliamentary Secretary
Ministry of Culture, Community and Youth and
Ministry of Sustainability and the Environment

MP for Nee Soon GRC
Chairperson of Nee Soon Town Council



Dr Syed Harun Alhabsyi

Senior Parliamentary Secretary
Ministry of Education and
Ministry of National Development

MP for Nee Soon GRC
Adviser to Nee Soon Town Council



Ms Lee Hui Ying

MP for Nee Soon GRC
Vice-Chairperson of Nee Soon Town Council



Mr Lam Weiliang, Jackson, PBM

MP for Nee Soon GRC
Vice-Chairman of Nee Soon Town Council

Town Councillors

For the Term 16 June 2025 to 15 June 2027

AUDIT COMMITTEE



Chairperson

1. Ms Yik Yeng Kee

Members

2. Mr Yee Kum Hong, Ivan, PBM, PBS
3. Mr Lim Joon Leng, John
4. Mr Tan Teck Ngee, Simon
5. Mr Tin Cheong Eng, Joe



INVESTMENT & FINANCE COMMITTEE



Chairman

1. Mr Rajiv Agarwal

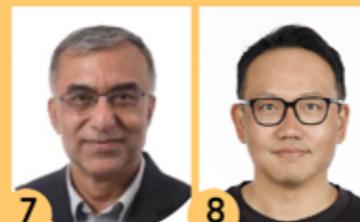
Members

2. Mr Zeng Jun Hao, Anthony
3. Mr Koh Aik Kuan, PBM
4. Ms T Porchelvi, PBM
5. Mr Mohd Farhan Bin Abdul Hadi
6. Mr Lua Hong Lim, Daryl, PBM



Resource Members

7. Mr Arun Khanna
8. Mr Kwan Cho Ching, Joe



Town Councillors

For the Term 16 June 2025 to 15 June 2027

LEGAL, CONTRACTS & HUMAN RESOURCE COMMITTEE



- Chairman**
1. Mr Koh Keen Chuan, Jerry
- Co-Chairman**
2. Mr Wong Yuan Jun, Eldwin, PBM



- Members**
3. Mr Tay Bernard @ Tay Hock Lye
4. Mr Lai Wee Yeong
5. Mr Eric Ng Xu Yong, PBM
6. Ms Shailaja D/O Kamalasanan, PBM
7. Mr Tan Kok Hui

MAINTENANCE & CUSTOMER SERVICE COMMITTEE



- Chairman**
1. Mr Poovendhran Kannayah, PBM
- Co-Chairman**
2. Mr Tan Meng, JP, BBM (L)



- Members**
3. Mr Oliver Osman Junus, BBM
4. Mr Lawrence Koh Hock Siong, BBM(L)
5. Ms Tan Ee Hwee, Evie
6. Mr Lewis Yong Fook Seng, PBM, PBS
7. Ms Santha D/O Raman
8. Mr Xie Zixian, Albert, PBM
9. Mr Koh Yam Huat, Damien
10. Mr Toh Boon Teck, PBM
11. Mr Sean Feivel Ng Jun Xuan
12. Ms Chng Poh Suan
13. Ms Putri Nur Quraisha
- Resource Members**
14. Ms Tan See Leng
15. Ms K Jayaprema, PBM
16. Ms Lim Jia Yan, Edna

Town Councillors

For the Term 16 June 2025 to 15 June 2027

MASS COMMUNICATIONS COMMITTEE



- Chairman**
1. Mr Quak Hiang Whai
- Co-Chairman**
2. Mr Benny Lian Kiat Chye, BBM



- Members**
3. Ms R Santhi
4. Mr Tay Chiang Yip, Daniel
5. Ms Dahlia Binte Mohd Dali
6. Mr Jackson Tan Kun Seng, PBM
7. Ms Koh Siew Lin, Vivien, PBM
8. Mr Lawrence Chan Wei Ting

PROJECTS & DEVELOPMENT COMMITTEE



- Chairman**
1. Mr Lim Ee Tiong



- Members**
2. Mr Toh Sze Wei, PBM
3. Mr Lee Mun Soon, Freddy
4. Revd Wilson Wong Leong Jiam, PBM
5. Mr Lee Wei Kwang
6. Mr Tan Kian Soon
7. Mr Lee Khee Aik, Christopher (Li Qiyi)
8. Mr Irvin Chan Chee Wah
9. Mr Tan Choon Kiang, Ivan
10. Mr Henry Chan
11. Mr Chin Xuan Ming, Jason
- Resource Member**
12. Mr Lek Chun Guan, PK, PBM, PBS



Ms Goh Hanyan
Chairperson
Nee Soon Town Council

“
NSTC received top ratings in our Town Council Management Report (TCMR) for the tenth consecutive year, scoring "Green" bands in all four categories: Estate Cleanliness, Estate Maintenance, Lift Performance, and Arrears Management.
”

Chairperson's Review

It is a privilege to present my first Chairman's Review following my appointment after the Singapore General Election in May 2025. I am deeply honoured by the trust placed in me to serve the Nee Soon community and will build upon the strong foundation established by my predecessors.

FY2024/2025 was a year marked by dedication, hard work, and care for our shared home. I am proud to report that for the tenth consecutive year, Nee Soon Town Council (NSTC) achieved top-tier results in the Town Council Management Report (TCMR), receiving "Green" ratings in all four categories—Estate Cleanliness, Estate Maintenance, Lift Performance, and Arrears Management. This reflects our continued focus on vendor performance, financial discipline, and risk management.

Over the past year, NSTC has delivered a series of upgrades to enhance the daily experience of our residents. These included new sheltered walkways, multi-purpose halls, playgrounds, fitness corners, barrier-free access ramps, railings, awnings, and community gardens — reflecting our commitment to building inclusive and well-equipped living spaces. We also improved connectivity between schools and residential areas by introducing covered linkways across roads, offering students and parents safer and more comfortable access in all weather conditions. Looking ahead to FY2025/2026, residents can anticipate more of such thoughtful enhancements to our infrastructure.

In February 2025, we ushered in the Lunar New Year with a meaningful celebration with our Council members, staff, and Yishunite of the Year 2024 awardees. This event also marked the official opening of our newly refurbished NSTC Main Office, an important milestone that strengthens our ability to serve you more effectively. Recognising service excellence remains a key part of our culture.

Sustainability continues to guide our town's development. As part of the Green Towns Programme, we worked with the Housing & Development Board to install Smart LED Lighting in 105 HDB blocks—around 14.46% of the blocks in Nee Soon Town. These lights can reduce energy use by up to 40% compared to standard LEDs, supporting both cost savings and environmental goals. Our newly renovated Town Council Main Office also incorporates significant energy-saving measures, including upgraded air-conditioning systems, which are estimated to reduce energy consumption by approximately 30%.



One of this year's standout initiatives was the MyNeeSoon 2025 Roving Exhibition, which brought the Town Council's vision, plans, and progress directly to our neighbourhoods. Designed as a mobile and interactive showcase, the exhibition engaged thousands of residents across all five Nee Soon divisions, sparking meaningful conversations about the future of Nee Soon Town. Beyond providing information, it created a valuable platform for feedback, empowering residents to actively shape our living environment. Its success reaffirmed our belief that community-building is most effective when done in partnership with residents.



All these milestones were made possible by the tireless efforts of our Council members, staff, community partners, and, most importantly, your continued support as residents. I extend my heartfelt thanks to each of you. We remain committed to shaping Nee Soon into a more inclusive, accessible, and liveable town. I look forward to walking this journey with you.

Continuance of Effective Governance

Council Effectiveness

In FY2024/2025, the Council strengthened its governance framework through leadership renewal and structured collaboration. A rotational system was introduced to include grassroots leaders as council members, promoting diverse representation and fresh perspectives in decision-making.

To enhance focus and accountability, the Council operates through six committees:

- Audit
- Investment & Finance
- Legal, Contracts & Human Resource
- Maintenance & Customer Service
- Mass Communications
- Projects & Development

NSTC renamed the Legal & Contracts Committee to the Legal, Contracts & Human Resource Committee to reflect its expanded role. In addition to legal and contractual oversight, the Committee now formally oversees human resource matters, ensuring strategic alignment and effective governance in areas such as compliance, workforce planning, and talent management.

NSTC continues to uphold high standards in leadership effectiveness through a rigorous selection and renewal process for Town Councillors. Candidates are identified via a structured referral system based on professional experience, community involvement, and strategic alignment with the Town Council's priorities. Councillors are appointed for two-year term, with at least two-thirds residing in HDB estates within Nee Soon Town, ensuring a strong connection to the ground and first-hand understanding of residents' concerns.



Committee Chairpersons are selected based on domain expertise, while other Councillors are assigned portfolios that align with their strengths and background. To safeguard transparency, all meetings enforce strict conflict of interest declarations. With the commencement of the 8th Term on 15 August 2024, we renewed our leadership, with 32% of Council members newly appointed. This deliberate refresh brings in diverse perspectives and experiences to meet emerging community needs.

We also take this opportunity to extend our heartfelt thanks to the 7th Term Councillors for their dedication and contributions. Their thoughtful leadership has laid the foundation for continued progress and a more caring, well-managed Nee Soon Town.

Enterprise Risk Management and Internal Audit

In a dynamic and evolving operating environment, NSTC strongly emphasises agility, accountability, and proactive risk oversight. Our Enterprise Risk Management (ERM) Framework serves as a key pillar in guiding the Council's risk governance, addressing potential exposures across four critical domains: Strategic, Operational, Financial, and Compliance.

In FY2024/2025, management conducted a comprehensive review of risks under these categories and implemented appropriate mitigation measures for areas assessed as higher risk. This structured approach ensures NSTC remains resilient, forward-looking, and responsive to emerging challenges.

Reinforcing Ethical Conduct: Whistle-blowing Policy

NSTC remains firmly committed to transparency and ethical governance through its Whistle-Blowing Policy — a confidential and secure channel for residents, vendors, and employees to report suspected misconduct or irregularities.

This public-facing policy is accessible via our official website and is actively supported by:

- Regular staff training
- Ongoing communication efforts to raise awareness among stakeholders
- Strong safeguards to protect whistle-blowers from retaliation, ensuring anonymity and confidentiality

All allegations received are subject to independent investigation by a team appointed by either the Town Council Chairperson or the Audit Committee. Each case is formally reviewed and reported at Audit Committee meetings, ensuring objectivity, due process, and accountability.

This system is a cornerstone of our commitment to uphold the trust placed in us by the community, and we encourage residents to come forward whenever they observe matters of concern, because integrity begins with shared responsibility.

Governance Assurance

In September 2023, Ernst & Young Advisory Pte Ltd ("EY") carried out a governance audit. This audit was part of the larger governance audit commissioned by MND on all Town Councils. The audit period was for the period from 1 April 2021 to 31 March 2022. The final audit report was issued by EY in March 2025, and NSTC was rated as Average/Satisfactory. Several audit findings, pertaining to controls over our tender preparation/ opening process and budget analysis for Council review, had since been addressed.

Drawing on a comprehensive risk review and internal audits conducted by management and the findings from independent audits by EY and our external auditors Ecovis Assurance LLP, the Audit Committee and the Council are of the opinion that NSTC's ERM framework and internal controls are adequate and effective. They are well-aligned to address material strategic, operational, financial, and compliance risks in today's operating environment.

We remain committed to continually enhancing our governance standards to safeguard public trust and ensure sound stewardship of town resources.



Financial Management



Financial Prudence and Operational Efficiency

Financial prudence remains central to NSTC's ethos. In FY2024/2025, NSTC reported an operating deficit of \$4.2 million (after tax), which was offset by government grants, resulting in a net surplus of \$4.89 million. Key funds stood at \$162.1 million (Sinking), \$88.9 million (Lift Replacement), \$5.1 million (Town Improvement & Project), and \$18.3 million (Accumulated Surplus).

Despite rising global energy costs since December 2021, NSTC continues to manage energy expenses through sustainability-focused initiatives. These include participation in HDB's SolarNova programme, LED lighting upgrades, and securing competitive energy rates via tender.

Our commitment to cost discipline and operational efficiency has yielded tangible results. In FY2022/2023, NSTC was ranked the third most cost-efficient Town Council in Singapore in terms of maintenance expenditure. The routine maintenance cost per residential unit was \$517.81, lower than that of many other Town Councils. These funds place the Town Council in a strong position to address future infrastructure and maintenance needs.

Looking ahead, we remain focused on sustaining financial health, driving operational improvements, and investing in initiatives that benefit our residents and the community at large.

Prudent Management of Surplus Funds

NSTC maintains disciplined financial stewardship through long-term planning and strategic deployment of surplus funds. As of the current term, approximately \$50 million is actively managed across a diversified portfolio focused on capital preservation and inflation resilience, entrusted to leading fund managers including Lion Global Investors, UOB Asset Management, and Manulife Singapore.

As of 31 March 2025, the Council's appointed fund managers continued to deliver stable performance, supported by prudent investment strategies and sound portfolio management. In view of the volatile interest rates, an additional \$15 million was placed in Singapore Government and Statutory Board bonds in October 2023. Our investments adhere strictly to internal investment guidelines and First Schedule of Town Council Financial Rules (TCFR).

To reinforce oversight and governance, a Special Investment Committee was previously established within the Council to guide investment decisions. With the conclusion of its term, ongoing oversight is now provided by the Investment & Finance Committee, and all placements continue to be formally reviewed and approved by the Council. These measures ensure that public funds are managed with transparency, accountability, and a strong focus on financial sustainability to support long-term infrastructure renewal and community needs.

To safeguard capital and mitigate concentration risk, placements follow strict limits on concentration by bank and institution type. These limits are designed to ensure diversification and reduce exposure to any single financial entity.

To safeguard capital and mitigate concentration risk, the following guidelines govern the placement of surplus funds in fixed deposits:

- No placements shall be made with Finance Companies.
- No more than 40% of total fixed deposits may be placed with any single MAS-designated Domestic Systemically Important Bank (DSIB) in Singapore.
- No more than 20% of total fixed deposits may be placed with:
 - (i) any single qualifying subsidiary of a foreign bank incorporated in Singapore, or
 - (ii) any single branch or office of a foreign bank operating in Singapore.



Community Outreach & Financial Assistance

In response to rising cost-of-living pressures, NSTC's Community Liaison Team (CLT) continues to serve as a compassionate and proactive support network for residents experiencing financial hardship. Through sustained outreach efforts, the CLT identifies individuals and families in need, offering timely guidance and connecting them with relevant agencies, including Social Service Offices and voluntary welfare organisations. These meaningful interventions strengthen the social safety net across Nee Soon Town.

In FY2024/2025, the CLT conducted visits to over 4,600 households, reflecting our steadfast commitment to supporting vulnerable residents.

Our commitment to responsible governance is exemplified by NSTC's continued excellence in managing Service and Conservancy Charges (S&CC) arrears. For the tenth consecutive year, the Town Council attained a "green" banding under the Town Council

Management Report (TCMR), a clear reflection of our financial discipline and the strength of our resident outreach and community partnerships.

As of 31 March 2025, our arrears position remained well-managed and within acceptable benchmarks under the TCMR. This reflects our proactive approach to arrears control and ongoing engagement with residents. The achievement is a result of strong collaboration among residents, Town Councillors, Grassroots Leaders, partner agencies, and our dedicated staff. Together, these efforts advance our shared vision of building a Home With A Heart — where financial stewardship is matched by inclusive support, and every resident feels seen, valued, and empowered.



Building a Sustainable Future for Nee Soon

Measured Impact: Weighing In on Recycling Success

Since launching the Action for Green Towns campaign in 2021, NSTC has led sustainability efforts through innovative initiatives that reduce our carbon footprint and promote environmental awareness. Key actions include installing solar energy systems and LED lighting with vendors, enhancing energy efficiency and climate resilience.

NSTC has also expanded recycling infrastructure across Nee Soon Town, introducing:

- SGRecycle Machines for paper recycling
- Cloop Textile Bins for textiles
- Second Stream Reverse Vending Machines for plastic bottles and aluminium cans
- E-Waste Collection Bins (in collaboration with ALBA)

Community participation increased significantly in the past year, with recycling volumes showing strong year-on-year growth:

- Paper recycling nearly doubled, from 16,000kg to 29,000kg
- Textile recycling rose by 16%, from 119,745 kg to 138,861 kg

In total, 185,231 kilograms of recyclables were collected this year:

- 29,022 kg of paper
- 138,861 kg of textiles
- 1,220 kg of plastic bottles and aluminium cans
- 16,128 kg of e-waste

These achievements place NSTC among the top-performing Town Councils under the Extended Producer Responsibility scheme, and reflect the growing environmental awareness and active participation of Nee Soon residents.



Greener Horizons: Energy-Efficient Future for Nee Soon

In FY2024/2025, NSTC, in collaboration with the HDB, advanced its sustainability efforts through the successful implementation of LED Lighting Batch 4 and SolarNova Phase 8 initiatives. The LED Lighting Batch 4 project involved retrofitting common area lighting in over 105 HDB blocks with energy-efficient LED systems, leading to an estimated 40% reduction in energy consumption compared to traditional lighting. This upgrade not only enhances safety and visibility for residents but also contributes to significant energy savings. Concurrently, SolarNova Phase 8 saw the installation of solar photovoltaic (PV) panels across 363 HDB blocks in Nee Soon. Together, these initiatives underscore our commitment to fostering a sustainable and energy-resilient community.



Driving Sustainability: Expanding EV Charging Infrastructure in Nee Soon

In line with Singapore's Green Plan 2030 and the national target to deploy 60,000 electric vehicle (EV) charging points by 2030, NSTC is actively contributing to the transition towards cleaner transport options. As of FY2024/2025, the town boasts over 48 EV charging stations strategically located across residential and commercial areas, providing convenient access for EV owners. This expansion supports the government's commitment to making every HDB town EV-ready by 2025, with nearly 2,000 HDB carparks islandwide set to be equipped with a minimum of three charging points each. By enhancing the EV charging infrastructure, Nee Soon aims to encourage more residents to consider EV ownership, thereby reducing the carbon footprint and promoting environmental sustainability.



Cycle It Forward @ North West: Pedalling Change for a Greener Nee Soon

As part of the *Cycle It Forward @ North West* initiative, NSTC collaborated with Republic Polytechnic to champion sustainability and express appreciation to our essential workers. During a refurbishment event held in Khatib, 45 engineering students, guided by their lecturers, restored 26 bicycles, comprising 11 donated by Pratt & Whitney and 15 salvaged from around the estate.

These refurbished bicycles were gifted to Town Council cleaners, supporting their daily commutes and recognising their invaluable contributions to our neighbourhoods. More than just promoting upcycling and waste reduction, this initiative demonstrated how purposeful partnerships and simple gestures can deliver lasting impact. Together, these efforts pedal us forward, toward a more sustainable and caring community.

Smart, Seamless, and Sustainable: Greener Habits for Everyday Living

NSTC continues championing low-carbon lifestyles by integrating sustainability into everyday life. As part of our effort to reduce paper usage and waste, we promoted digital payment options for S&CC, such as General Interbank Recurring Order (GIRO), Recurring Credit Card Scheme (RCCS), and Automated eXpress Services (AXS). We are pleased to report that 40,913 households, representing 57.2% of our residents, have adopted GIRO & RCCS payments as of March 2025, marking a significant step toward greener financial practices. To further minimise our environmental footprint, we also expanded our SMS Notification Service, allowing residents to receive SMSes for their S&CC notifications instead of printed letters. The initiative saw strong community engagement through 13 online campaigns, resulting in 12,334 successful sign-ups. Residents who joined were rewarded with exclusive NSTC swag bags in our eco-themed lucky draws. These digital transitions not only enhanced service efficiency but also contribute meaningfully to paper reduction and environmental conservation in Nee Soon.

Reimagining Spaces in a Home with a Heart

Estate improvement works remain one of the core functions of the Town Council. In FY2024/2025, a total of \$27.65 million was spent on Town Improvement Projects, Neighbourhood Renewal Programme, Lift Replacement Works, and Cyclical Works to upgrade and rejuvenate the estates.



Cyclical Works

The Town Council carries out repairs, repainting and replacements works on a cyclical basis to keep our estates in good condition. In FY2024/2025, we spent a total of \$18.64 million on cyclical works.

- \$8.91 million for cyclical maintenance
- \$6.79 million for lift replacement works and cyclical replacement of lift parts
- \$2.94 million for Lift Enhancement Programme

For the safety of our residents, these cyclical works help to keep our facilities in good working condition.

Town Improvement Projects

The Town Council invested approximately \$3.15 million in Town Improvement Projects aimed at enhancing the living environment and infrastructure within our estates.

To raise residents' awareness of completed and upcoming projects, we implemented a comprehensive outreach strategy. This included banners, posters, social media posts, digital display panels, and video content. These communication efforts helped keep residents informed and engaged in the improvements across the community.

The Town Improvement Projects undertaken this year focused primarily on enhancing connectivity and accessibility. Key initiatives included the construction of drop-off porches, barrier-free access (BFA) ramps, awnings, and covered linkways connecting schools and residential blocks. In addition, we prioritised the construction and upgrading of playgrounds and fitness corners to support an active and healthy lifestyle for residents of all ages.



Completed Projects

Between 2020 and 2024, we successfully completed the construction of:

NSTC, BUILDING A HOME WITH A HEART!
 义顺市镇理事会，打造温馨家园！NSTC, MEMBINA KEDIAMAN PENUH KASIH SAYANG!
 நீ. சூன் நகர மன்றம், அன்பான இல்லத்தை உருவாக்குகிறது.

COMPLETED

Mr K Shanmugam 尚穆根
 Minister for Home Affairs and Minister for Law

OVER 1,800 METRES OF LINKWAY	8 DROP-OFF PORCHES	14 FITNESS CORNERS
	26 PLAYGROUNDS	9 COMMUNITY GARDENS

Upcoming Projects

Looking ahead, residents can look forward to the following enhancements over the next few years:

UPCOMING TOWN COUNCIL PROJECTS YOU CAN LOOK FORWARD TO!

市鎮理事会即将推出的全新项目，敬请期待！
 PROJEK PROJEK MAJLIS BANDARAH YANG BAHARU DAN YANG AKAN DATANG UNTUK ANDA SEMUA!
 நிமகர் ஆலாந்தர் எதிர்பார்த்திருக்க பூதிநகர் எதிர்பாரவிருக்கும் நகர மன்றத் திட்டப்பணிகள்.

20 PLAYGROUNDS	25 LINKWAYS	7 DROP-OFF PORCHES	3 COMMUNITY GARDENS	22 FITNESS CORNERS	4 RAMPS	6 AWNINGS
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Enhancing Our Shared Spaces, Strengthening Our Community

At Nee Soon, we believe that every enhancement contributes meaningfully to a more vibrant, inclusive, and connected town. These initiatives reflect our enduring commitment to building a town that grows with its people.

Chong Pang City: A New Heart for Nee Soon

Located at Blocks 101, 103 and 104 Yishun Ring Road, Chong Pang City is undergoing a major transformation into a vibrant town centre that will anchor community life in Chong Pang. Slated for completion in 2027, this integrated development will include:

- A modern community club, hawker centre, and wet market
- Swimming pools, fitness studios, and multi-purpose halls
- Over 300 carpark lots and smart sustainability features

Chong Pang City will be a one-stop destination for daily essentials, recreation, and social connection — thoughtfully designed to meet evolving resident needs while preserving the area's rich heritage.

In support of a vibrant and sustainable living environment, Nee Soon GRC saw several key infrastructure upgrades during the year. These include:

Sustainable Upgrades for a Better Nee Soon

- Upgraded playgrounds, fitness corners, and sheltered linkways to enhance community spaces
- The opening of Nee Soon Central Community Club — Singapore's first CC located within a shopping mall
- Installation of solar panels on HDB blocks, advancing our green town initiatives, improved transport connectivity.



N4 Yishun Mall Rejuvenation

The rejuvenation of Nee Soon Link and the N4 Town Centre is progressing steadily, with enhancements focused on connectivity, safety, and accessibility:

- Covered walkways linking Orchid Spring and Orchid Vista to Yishun Mall
- Traffic calming measures such as Silver Zones and speed humps
- The upcoming Nee Soon Link Community Club

These upgrades reflect our commitment to creating spaces that support active lifestyles and intergenerational bonding.

The North as a Healthcare Hub

Nee Soon is emerging as a regional healthcare hub, offering residents seamless access to quality care through:

- Khoo Teck Puat Hospital and Yishun Community Hospital
- Two polyclinics, including the newly opened Khatib Polyclinic
- Three Wellness Kampung promoting preventive health and social connection
- Dementia-friendly town features such as barrier-free access and enhanced signage

These facilities are part of a broader strategy to deliver integrated, community-based healthcare across the North.



Chencharu Housing Estate: Heritage Meets Modern Living

The new Chencharu estate represents a bold step in expanding housing options while preserving Yishun's heritage:

- First BTO launch in June 2024, with full development by 2040
- Approximately 10,000 new homes, with 80% public housing
- Colonial-inspired architecture, community avenues, and a new park
- Plans for a nursing home and heritage trail to honour Yishun's agricultural roots

Chencharu will be a model for sustainable and inclusive living, blending modern amenities with cultural identity.

Revitalising Recreational Spaces

- Swings Park (Block 290 Yishun Street 22): Featuring modern play equipment and soft safety flooring, this upgraded park has become a favourite among families, encouraging outdoor play and spontaneous neighbourly interaction.
- Sheltered Basketball Court (Block 761 Yishun Street 72): Designed for all-weather use, this court promotes youth engagement and active lifestyles, with clear operating hours and guidelines.
- Community Square (near Block 413 Yishun Ring Road): A vibrant hub for grassroots activities — from weekend markets and Zumba sessions to sustainability workshops — this sheltered hardcourt exemplifies our vision of inclusive spaces that bring people together.



Improving Connectivity and Accessibility

- Linkways to Huamin and Jiemin Primary Schools: Newly constructed covered walkways offer safer, sheltered routes for students, parents, and educators, reinforcing the vital connection between homes and schools.
- Linkway from Blocks 277 & 291 to Nee Soon East Neighbourhood Centre: This strategic upgrade across a major junction enhances pedestrian safety and access to essential amenities.
- Linkway between Blocks 426A and 417 Yishun Avenue 11: Residents now enjoy seamless, sheltered access to the popular Kim San Leng coffeeshop. This upgrade enhances walkability in the estate and supports a more connected living environment.
- High-low linkway from Block 507A to 506C Yishun Avenue 4
- Low linkway from Block 513 MSCP to Blocks 513B, 513C, and 513D
- High-low linkway from Block 506B Yishun Avenue 4 to Blocks 510B and 511A Yishun Street 51

These upgrades reflect our ongoing commitment to building a community that is safe, accessible, and family-friendly.

Neighbourhood Renewal Programmes (NRP)

The NRP is designed to uplift the living environment in older HDB estates, aligning them with the standards of newer developments. As of FY2024/2025, six NRP projects are actively underway across the Chong Pang and Nee Soon Central divisions. These upgrades reflect our continued commitment to rejuvenating mature estates and enhancing residents' quality of life.

- **Nee Soon Central NRP Batch 15**
(Blocks 925–928, 930–932, 934–935 Yishun Central 1)

This cluster is currently in the design stage, with exciting plans underway to upgrade communal spaces and enhance connectivity within the estate. Residents can look forward to rejuvenated facilities at Nee Soon Central Town Centre and Yishun Town Garden, thoughtfully designed to promote sustainability and inclusivity for all.

- **Nee Soon Central NRP Batch 14 (Blocks 770–774 Yishun Avenue 3)**

The tender for renewal works has been called, paving the way for extensive rejuvenation and with plans featuring refreshed common areas, upgraded sheltered walkways, and improvements aimed at enriching residents' daily experiences.

- **Nee Soon Central NRP Batch 13 (Blocks 713–716 Yishun Street 71)**

Tender drawings are being prepared, with the call for tender targeted in Q3 2025. As part of the enhanced scope enabled by increased HDB funding, a new sheltered linkway will connect Blk 716 to Blk 717 coffeeshop and Yishun Street 71, providing seamless, all-weather access for residents and patrons.

- **Nee Soon East NRP Batch 12 (Blocks 203–206, 213–216 Yishun Street 21)**

This batch is progressing steadily, with tender drawings in preparation and a Q3 2025 timeline set for tender calling. Future upgrades will focus on elevating accessibility, convenience, and overall vibrancy of the estate.



- **Nee Soon East NRP Batch 13 (Blocks 227–235 Yishun Street 21)**

Similarly preparing to call tender in Q3 2025, this cluster includes a noteworthy new addition — a pedestrian linkway spanning across a major junction between Blk 227 and 291. This safe, sheltered crossing will connect residents to Nee Soon East Neighbourhood Town Centre and the Town Council office, greatly improving access and walkability.

- **Chong Pang NRP Batch 11 (Blocks 127–139 Yishun Street 11/Ring Road)**

Construction works are actively ongoing, bringing improved amenities and a revitalised living environment to the precinct. Upgrades include enhanced landscaping, seating areas, and barrier-free access to better support community activities. Among the upcoming enhancements are several new high linkways that will significantly improve pedestrian access and convenience:

- Block 129 Yishun Street 11 to Ahmad Ibrahim Primary School
- From Block 137 to Block 141 Yishun Ring Road

Seepage Task Force (STF)

NSTC led a comprehensive STF aimed at improving efficiency and responsiveness. We streamlined communication channels with residents, incorporating feedback via calls, emails, and other platforms to ensure timely and effective responses. This enhanced workflow includes clear timelines for inspection appointments, swift escalation to contractors for repairs, and diligent monitoring of repair progress. Throughout the process, all seepage cases were closely tracked, with regular coordination meetings held with building contractors and ongoing updates provided to residents.

In response to the increasing volume of seepage incidents, we strategically divided the scope of our term contract into two distinct zones. By engaging two separate contractors, we reduced the workload for each, optimizing resource management. This approach doubled our workforce and equipment availability, significantly speeding up the resolution of seepage issues across all five wards of Nee Soon.



To further enhance coordination, we established a dedicated team of three professionals within the STF. Their expertise has bolstered our ability to address seepage concerns swiftly and effectively. Between April 2024 and March 2025, the STF successfully managed 614 roof leak cases and 880 seepage cases.

While the STF has successfully resolved these cases, we continue to work closely with HDB and residents to address underlying causes through preventive maintenance, infrastructure upgrades, and community education.



Homegrown Strength: Powered by Community



In every corner of our town — bustling streets, quiet neighbourhoods, and shared spaces, the spirit of community thrives. This year's journey is a testament to what we can achieve when we come together with purpose and pride.

As we look ahead, we do so with gratitude and determination, strengthening connections, inspiring progress, and building a future that honours the rich and diverse fabric of our town.

Celebrating our Unsung Heroes

On 27 April 2024, NSTC organised Cleaners' Appreciation Day to formally recognise the invaluable contributions of over 370 conservancy cleaners, who work tirelessly to maintain the cleanliness and liveability of our community. The event commenced with a series of team-building games and activities, including a balloon-popping relay, the Four-Chair Trick, and a best dancer competition, which fostered camaraderie and celebratory spirit among participants. A photo booth was also set up, allowing cleaners to capture memorable moments in a festive atmosphere.

In appreciation of their dedication, the cleaners were treated to a buffet lunch and received tokens of recognition, including lunch boxes, vouchers, and commemorative plaques. These were personally presented by NSTC Chairman Mr Derrick Goh and Vice-Chairperson Ms Carrie Tan. Through words of encouragement and pledges of continued support, both Advisers reaffirmed the Town Council's commitment to enhancing the welfare and recognition of cleaners. The celebration underscored the importance of collective effort in estate maintenance and reinforced the value of respect and appreciation for frontline workers.



Spreading Christmas Cheer with Annual Outing for Nee Soon East Cleaners

On 10 December 2024, Adviser Mr Louis Ng hosted a heartfelt Christmas celebration for 39 cleaners from Nee Soon East, many of whom are migrant workers spending the holidays away from loved ones. The highlight was an open-top bus tour along Orchard Road's festive light displays, followed by a warm dinner at a local restaurant — part of an annual tradition to show appreciation for their dedicated service in keeping our neighbourhoods clean.

The cleaners shared their gratitude for being treated as part of the Nee Soon family by the Adviser and the Town Council. Community support extended beyond the outing, with residents and volunteers sponsoring entry-visa applications to help reunite cleaners with family members in Singapore. One such story includes Yousuf from Bangladesh, who was joyfully reunited with his wife as they prepare to welcome their first child. These efforts reflect ongoing community care and recognition for those who contribute tirelessly to the well-being of Nee Soon.



My Nee Soon 2025: Engaging Residents in Our Shared Future

In 2025, NSTC made significant strides under the *My Nee Soon 2025* five-year masterplan, enhancing estate infrastructure and residents' quality of life. Key improvements included upgraded linkways, barrier-free access ramps, better lighting, renovated playgrounds, and replacement of aging utilities across over 200 blocks. Sustainability efforts advanced with solar panel installations, expanded greenery, and community gardens — part of a “beautiful cycle of care” that supports lower-income families through shared harvests.



Accessibility was enhanced through safer flooring, wider handrails, and visual lift indicators, supporting seniors and persons with disabilities. Connectivity was improved via new cycling paths, bus stops, and clearer signage, while recreational facilities were upgraded to encourage active living, including covered basketball courts and futsal arena.

The five roving exhibition carnivals across Nee Soon GRC attracted large resident participation and boosted engagement on our social media platforms. These exhibitions showcased how Nee Soon is evolving into a healthcare hub of the north, with 2 hospitals, 2 polyclinics, 3 Wellness Kampung, and a Caregivers Resource Centre — all part of a robust infrastructure of care.

Other than supporting these physical upgrades, our Advisers also led social initiatives like the Nee Soon Cares voucher programme, digital literacy workshops, and youth engagement.

Together with residents, these efforts are shaping Nee Soon into a greener, safer, and more connected town — a Home With A Heart, as the Minister K Shanmugam described, where families, seniors, and youth can thrive in a vibrant and inclusive community.

Celebrating Excellence: Honouring Our Dedicated Team with #PositivitySunday

At NSTC, we believe that outstanding service deserves recognition. Each month, staff and cleaners who receive exceptional compliments from residents are rewarded with \$30 NTUC vouchers as a token of our appreciation. This programme not only motivates our frontline heroes but also strengthens the bond between our team and the community they serve.

To share these moments of positivity, we highlight selected commendations and awardees every Sunday on our social media platforms using the hashtag #PositivitySunday — spreading gratitude and inspiring kindness throughout Nee Soon. Throughout the financial year, we proudly recognised a total of 228 staff and cleaners, underscoring our commitment to celebrating those who go above and beyond in their roles.



Bringing Nee Soon to Life: Engaging Videos that Connect Our Community

In FY2024/2025, the NSTC Communications Team produced a series of impactful videos that brought residents closer to the heart of our community. Highlights included behind-the-scenes stories of our horticulture, lift, community liaison, and property teams in What Do I Do? Season 1, a joyful dance with our conservancy workers in APT, the informative Town Improvement Works announcement by Minister Shanmugam, and the popular Nee So-On the Go online series showcasing local culture and activities.

In his video address, Minister Shanmugam reaffirmed the Town Council's commitment to upgrading Nee Soon's infrastructure, highlighting improvements such as covered linkways, barrier-free access ramps, upgraded playgrounds, and energy-efficient lighting. He emphasized that these enhancements are part of a long-term plan to make Nee Soon more liveable, accessible, and future-ready, while also improving property value and quality of life for residents.

These videos were widely shared on NSTC's social media platforms such as Facebook, Instagram, and TikTok, achieving strong viewership and engagement. They successfully enhanced transparency, fostered community spirit, and kept residents informed about upcoming developments shaping Nee Soon's future. Through creative storytelling and digital outreach, NSTC continues to build a more connected, informed, and proud community.



Labour Day Celebrates Workers and Green Initiatives

On 5 May 2024, residents of Nee Soon Central commemorated Labour Day by honouring the workforce and promoting environmental sustainability. Assoc Prof Muhammad Faishal Ibrahim joined residents in a litter-picking exercise across the estate, allowing cleaners to rest on the public holiday. Residents actively participated in beautifying their neighbourhood, demonstrating commitment to environmental stewardship through activities such as using reusable water bottles to reduce single-use plastics. Interactive games further engaged the community on recycling and waste reduction. Assoc Prof Faishal highlighted the importance of recognising both the contributions of workers and the shared responsibility in maintaining clean and green communal spaces. The event concluded with residents receiving goodie bags and a renewed dedication to fostering a sustainable and vibrant community.



Shining Stars of Yishun: Honouring the Yishunite of the Year 2024

Winner: *Mdm Aishah bte Abdul Jalil*, a pioneer volunteer at Nee Soon East Community Farm, has shown extraordinary commitment by nurturing the farm and its community with compassion and leadership. Her efforts in growing and sharing produce with those in need reflect her deep-rooted generosity and warmth.

1st Runner-up: *Ms Ivy Choo*, a logistics lead with Project Love Lunch, has transformed into a key pillar of the initiative — coordinating corporate contributions, organising essentials for seniors, and even converting her home to store supplies. Her initiative and heartfelt care have touched countless lives.

2nd Runner-up: *Mr Yong Fook Seng*, an active grassroots leader, keeps the community vibrant through wellness programmes, festive events, and everyday conversations at local kopitiam. His devotion to both community service and family makes him a true role model of selfless service.

These recipients exemplify the spirit of volunteerism, leadership, and community care, reminding us that collective impact begins with individual heart.

Social Media

We leverage on social media to effectively convey and communicate with our residents. Giveaways are often held on our social media pages as a form of appreciation to our online audience and as an outlet to distribute our green collaterals to drive environmental consciousness amongst our residents. As of March 2025, our Facebook, Instagram and TikTok follower counts rank the highest among all Town Councils in Singapore.



Facebook
26,397



Instagram
4,613



TikTok
1,735

#HomeWithAHeart, #MyNeeSoon and #NeeSoonCares are some of our longstanding hashtags used to foster a strong and tight-knit online community. We are heartened by the continuous support and encouragement of our followers which motivate us to do better.



Keeping Up with Nee Soon News

Since the rebranding of Nee Soon News (NSN) in 2020, our commitment in providing relevant and engaging content has remained steadfast. In the past year, NSN has continued to deliver meaningful insights that reflect the dynamic spirit of our community.

NSN 46, "Nee Soon Cares for the Community," highlighted impactful initiatives such as distributing \$3 million in shopping vouchers to 72,000 households and hosting events like the Sustainability Festival and Family Day. The issue also introduced the Nee Soon East Care Corner, which enhances social and educational opportunities for children and seniors, underscoring the importance of community welfare and inclusivity.



In NSN 47, "Healthcare Hub of the North," we showcased Nee Soon's growth as a healthcare destination, including the opening of Khatib Polyclinic and the integrated approach of Yishun Health. The issue also featured Wellness Kampung's holistic wellbeing initiatives and Adviser Mr Louis Ng's advocacy for animal welfare, reflecting our community's values of care and compassion.

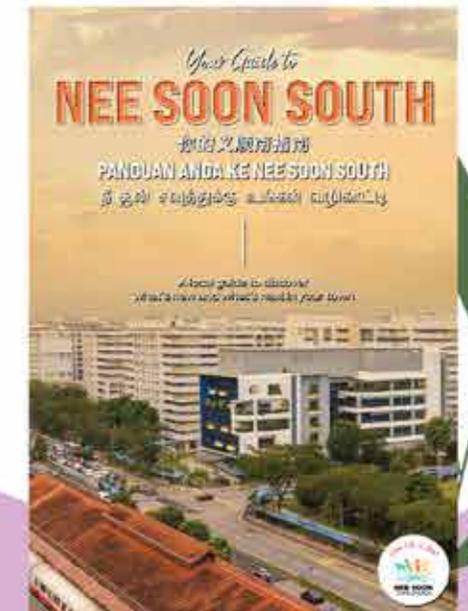
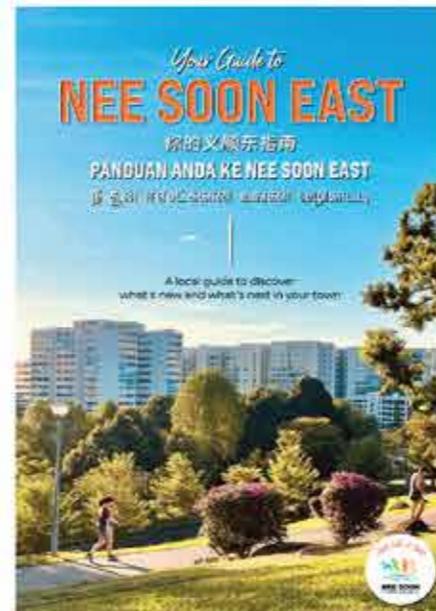
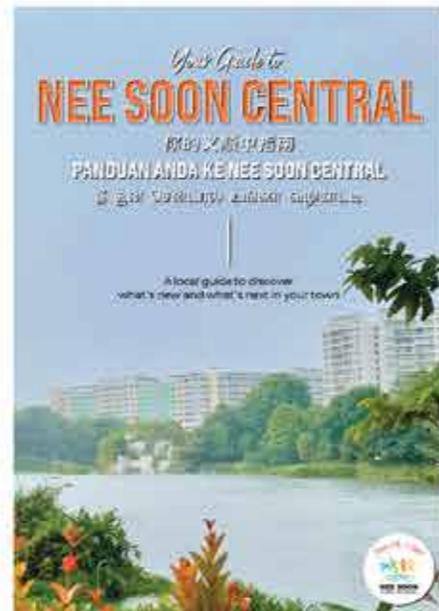
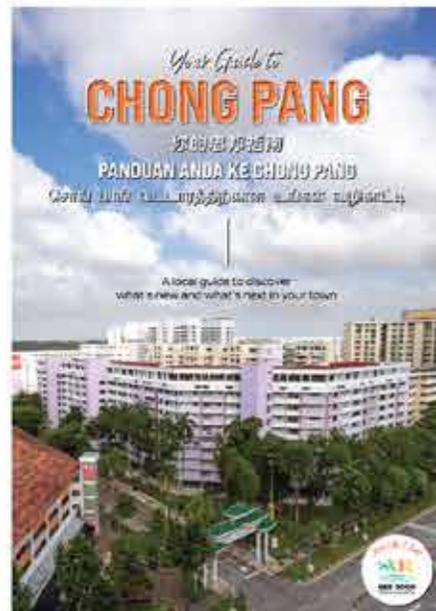
NSN 48, "Pedalling Towards a Greener Future," focused on sustainability and active living in Nee Soon. Highlights included the Cycle It Forward program, Minister K Shanmugam's fitness milestone at the Chong Pang Fitness Fiesta, the introduction of Bus Service 861, and the story of Early Risers and Small Steps, which encouraged healthier lifestyles.

NSN 49, "Charting Our Future with My Nee Soon 2025," shared the vision for a sustainable and vibrant future. The My Nee Soon 2025 events showcased community efforts towards inclusivity, while Nee Soon Cares highlighted sustainability goals and a Cleaners' Appreciation Day. The issue also featured the Town Council Management Report and Life Hacks, offering residents practical tips for better living.



In NSN 50, "Community of Supply 2025," we covered the Community of Supply event, where residents shared their views on Nee Soon's future. The issue also featured Minister Shanmugam's engagement with residents, the Rooted in Nee Soon story, and the recognition of Yishunite of the Year awardees.

Each edition of NSN embodies the unity, progress, and compassion that define Nee Soon. As we reflect on this year's achievements, we remain dedicated to delivering content that resonates with our diverse readership.



Heartbeat of Nee Soon: Building a Community Together

In reflection, 2024 showcased NSTC's steadfast dedication to our residents and community. Significant progress was achieved across various fronts, fuelling our anticipation for the promising opportunities that lie ahead in our pursuit to elevate Nee Soon as the premier destination for living, working, and leisure.

Throughout the past year, our community has been adorned with inspiring tales of resilience and solidarity. Yishunites rallied together, extending support in times of need, while demonstrating profound gratitude towards our frontline heroes.

NSTC remains focused on enhancing the quality of life for our residents. Within a span of one year, we have laid the groundwork for numerous sustainable initiatives, hosting community engagements to foster eco-friendly practices, recognising the invaluable contributions of our diligent Town Council cleaners, and actively soliciting feedback for our Neighbourhood Renewal Programme. Additionally, we have spotlighted completed and upcoming projects aimed at enriching the overall well-being of our residents.



Despite encountering challenges stemming from a competitive labour market, NSTC maintains an unwavering commitment to upholding service excellence. Our property teams and conservancy contractors continue to demonstrate steadfast dedication, ensuring the cleanliness and orderliness of our town, alongside well-maintained lifts. Monthly consultations with conservancy contractors are conducted to refine our strategies for addressing recurring issues within our community hotspots.

We would like to extend heartfelt gratitude to our residents for their steadfast support. Our pledge is to persist in our endeavours to cultivate Nee Soon as a modern, inclusive, sustainable, and vibrant town — a true embodiment of the 'Home With A Heart' ethos. Together, we aspire to shape Nee Soon into a community that caters to the diverse needs and aspirations of all, forging a collective vision for this town, a Nee Soon for everyone.



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**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF NEE SOON TOWN COUNCIL**
(Established under the Town Councils Act 1988)

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Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Nee Soon Town Council (the "Town Council"), which comprise the statement of financial position of the Town Council as at 31 March 2025, the income and expenditure statement, statement of comprehensive income, statement of changes in Town Council funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including a material accounting policy information, as set out on pages 5 to 42.

In our opinion, the accompanying financial statements of the Town Council are properly drawn up in accordance with the provisions of the Town Councils Act 1988 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Town Council as at 31 March 2025 and of the financial performance, changes in Town Council funds and cash flows of the Town Council for the financial year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Town Council in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

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

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

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

A Town Council is established under the Act and may be dissolved by the Minister's order published in the Gazette. In preparing the financial statements, management is responsible for assessing the Town Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Town Council or for the Town Council to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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



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- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Town Council to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Other Legal and Regulatory Requirements

Opinion

In our opinion:

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

Basis for opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Town Council in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.



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Responsibilities of Management for compliance with legal and regulatory requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

Auditor's responsibilities for the Compliance Audit

Our responsibility is to express an opinion on the management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

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

Ecovis Assurance LLP
Public Accountants and
Chartered Accountants
Singapore

24 September 2025

NEE SOON TOWN COUNCIL
(Established under Town Councils Act 1988)

STATEMENT OF FINANCIAL POSITION
As at 31 March 2025

	Note	2025 S\$	2024 S\$
TOWN COUNCIL FUNDS			
Residential Property			
Accumulated Surplus	3	14,567,112	9,659,148
Sinking Fund	4	133,160,776	118,861,820
Lift Replacement Fund	5	79,893,157	70,468,915
Town Improvement and Project Fund	6	4,902,000	6,969,253
		232,523,045	205,959,136
Commercial Property			
Accumulated Surplus	3	3,695,014	2,779,077
Sinking Fund	4	28,930,505	28,143,143
Lift Replacement Fund	5	9,017,991	8,439,762
Town Improvement and Project Fund	6	167,000	14,586
		41,810,510	39,376,568
Car Park			
Accumulated Surplus	3	-	-
		274,333,555	245,335,704
Represented by:			
Non-Current Assets			
Financial assets at fair value through profit or loss	10	70,805,789	35,599,820
Plant and equipment	8	2,084,196	1,539,810
		72,889,985	37,139,630
Current Assets			
Financial assets at fair value through profit or loss	10	-	31,176,810
Conservancy and service fee receivables	11	1,785,876	1,639,748
Other receivables	12	15,475,165	13,257,483
Interest receivables		2,221,241	2,823,338
Receivables for Neighbourhood Renewal Programme, Electrical Load Upgrading Programme and Sport in Precinct	7	2,974,418	2,560,412
Cash and cash equivalents	13	193,111,655	172,446,084
		215,568,355	223,903,875
Total Assets		288,458,340	261,043,505
Non-Current Liabilities			
Lease liabilities	15	441,532	768,808
Current Liabilities			
Payables and accrued expenses	14	8,988,539	10,622,603
Conservancy and service fee received in advance		1,447,231	1,597,931
Lease liabilities	15	518,391	540,492
Provision for taxation		2,729,092	2,177,967
		13,683,253	14,938,993
Net assets		274,333,555	245,335,704

Ms Goh Hanyan
Chairman

24 September 2025

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Ms Christina Goh Choy Boon
Secretary

NEE SOON TOWN COUNCIL
(Established under Town Councils Act 1988)

INCOME AND EXPENDITURE STATEMENT
For the Financial Year Ended 31 March 2025

	Note	2025 S\$	2024 S\$
Operating Income			
Conservancy and Service Fees	3	54,893,135	51,835,632
Operating transfer to Sinking Fund (minimum required by law)	3,4	(14,272,215)	(13,477,463)
Operating transfer to Lift Replacement Fund (minimum required by law)	3,5	(7,685,039)	(7,257,105)
		32,935,881	31,101,064
Agency Fees	3,16	3,737,730	3,535,364
Other Income	3,17	4,266,007	3,521,160
		40,939,618	38,157,588
Operating Expenditure			
Cleaning Works		(9,090,257)	(8,542,046)
Managing Agent Fees	18	(6,035,927)	(5,881,434)
Lift Maintenance		(8,851,282)	(9,216,379)
Other Works and Maintenance		(7,546,271)	(6,412,926)
Water and Electricity		(9,551,432)	(9,013,090)
General and Administrative Expenditure	21(a)	(4,242,270)	(3,562,361)
		(45,317,439)	(42,628,236)
Operating Deficit		(4,377,821)	(4,470,648)
Non-Operating Income			
Interest Income		581,884	521,493
Deficit before taxation and government grants		(3,795,937)	(3,949,155)
Taxation	22	(396,368)	(354,897)
Deficit after taxation but before government grants		(4,192,305)	(4,304,052)
Government Grants	3,24	22,206,833	20,878,464
Transfer to Sinking Fund	3,4,24	(3,935,997)	(3,794,405)
Transfer to Lift Replacement Fund	3,5,24	(7,015,810)	(6,711,394)
Transfer to Town Improvement and Project Fund	3,6,24	(2,171,962)	(1,616,385)
		9,083,064	8,756,280
Surplus for the financial year		4,890,759	4,452,228
Accumulated Surplus as at 1 April		12,438,225	10,976,997
Transfer from Town Improvement and Project Fund	6	6,002,142	-
Transfer to Town Improvement and Project Fund	6	(5,069,000)	(2,991,000)
Accumulated Surplus as at 31 March	3	18,262,126	12,438,225

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

NEE SOON TOWN COUNCIL
(Established under Town Councils Act 1988)

STATEMENT OF COMPREHENSIVE INCOME
For the Financial Year Ended 31 March 2025

	Note	<u>2025</u> S\$	<u>2024</u> S\$
Surplus/(Deficit) for the financial year			
Accumulated Surplus	3	4,890,759	4,452,228
Sinking Fund	4	15,086,318	13,697,416
Lift Replacement Fund	5	10,002,471	10,955,100
Town Improvement and Project Fund	6	<u>(981,697)</u>	<u>(972,968)</u>
		<u>28,997,851</u>	<u>28,131,776</u>
Total comprehensive income for the year attributable to Town Council Funds		<u>28,997,851</u>	<u>28,131,776</u>

NEE SOON TOWN COUNCIL

(Established under Town Councils Act 1988)

STATEMENT OF CHANGES IN TOWN COUNCIL FUNDS

For the Financial Year Ended 31 March 2025

	<u>Residential Property</u> S\$	<u>Commercial Property</u> S\$	<u>Carpark</u> S\$	<u>Total</u> S\$
<u>2025</u>				
Balance as at 1 April 2024	205,959,136	39,376,568	-	245,335,704
Surplus for the financial year representing total comprehensive income	25,857,653	2,433,942	706,256	28,997,851
Transfer from carpark to residential property (Note 3)	706,256	-	(706,256)	-
Balance as at 31 March 2025	<u>232,523,045</u>	<u>41,810,510</u>	<u>-</u>	<u>274,333,555</u>
<u>2024</u>				
Balance as at 1 April 2023	179,165,425	38,038,503	-	217,203,928
Surplus for the financial year representing total comprehensive income	26,045,284	1,338,065	748,427	28,131,776
Transfer from carpark to residential property (Note 3)	748,427	-	(748,427)	-
Balance as at 31 March 2024	<u>205,959,136</u>	<u>39,376,568</u>	<u>-</u>	<u>245,335,704</u>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

NEE SOON TOWN COUNCIL
(Established under Town Councils Act 1988)

STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 March 2025

	Note	2025 S\$	2024 S\$
Cash flows from operating activities			
Deficit before taxation and government grants		(3,795,937)	(3,949,155)
Adjustments for:			
Conservancy and service fee transferred to Sinking Fund	3	14,272,215	13,477,463
Conservancy and service fee transferred to Lift Replacement Fund	3	7,685,039	7,257,105
Movement in loss allowance on conservancy and service fees	11	(98,021)	(264,675)
Depreciation of plant and equipment	8	54,709	85,877
Depreciation of right-of-use assets	8	619,487	619,116
Lease interest expense	21(a)	90,296	68,623
Interest income		(581,884)	(521,493)
Operating surplus before working capital changes		18,245,904	16,772,861
Increase in conservancy and service fee and other receivables		(1,047,900)	(2,716,121)
Increase in creditors and conservancy and service fee received in advance		(1,766,791)	2,736,517
Net movement in receivables for Neighbourhood Renewal Programme, Electrical Load Upgrading Programme and Sport in Precinct	7	(414,006)	285,897
Cash generated from operations		15,017,207	17,079,154
Sinking fund other income	4	218,601	918,432
Sinking fund expenditure	4	(8,914,367)	(9,381,909)
Lift replacement fund expenditure	5	(9,729,434)	(10,724,273)
Town improvement and project fund other income	6	-	43,943
Town improvement and project fund expenditure	6	(3,153,659)	(2,633,296)
Interest income received		581,884	521,493
Income tax paid		(786,236)	(374,059)
Net cash used in operating activities		(6,766,004)	(4,550,515)
Cash flows from investing activities			
Additional fund to fund managers		-	(15,000,000)
Purchase of plant and equipment		(1,018,388)	-
Investment and interest income received		5,488,824	2,922,356
Net cash generated from/(used in) investing activities		4,470,436	(12,077,644)
Cash flows from financing activities			
Government grants and fundings		23,586,921	27,568,654
Payment of lease liabilities		(639,867)	(658,847)
Net cash generated from financing activities		22,947,054	26,909,807
Net increase in cash and cash equivalents		20,651,486	10,281,648
Cash and cash equivalents at the beginning of the financial year		172,120,449	161,838,801
Cash and cash equivalents at end of the financial year	13	192,771,935	172,120,449

NEE SOON TOWN COUNCIL
(Established under Town Councils Act 1988)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2025

1. GENERAL INFORMATION

Nee Soon Town Council ("Town Council") was formed on 1 April 2013 under the Town Councils Act 1988 following the restructuring of Sembawang-Nee Soon Town Council into two separate entities – Sembawang Group Representation Constituency ("GRC"), now known as Sembawang Town Council and Nee Soon GRC, now known as Nee Soon Town Council.

The primary functions of the Town Council are to control, manage, maintain and improve the common property of residential, other commercial property and market and food centres in the housing estates of the Housing and Development Board ("HDB") within the Town. The HDB estates within Chong Pang, Nee Soon Central, Nee Soon East, Nee Soon South and Nee Soon Link divisions of Nee Soon GRC make up Nee Soon Town.

The financial statements of the Town Council for the financial year ended 31 March 2025 were authorised for issue by the members of Town Council on 24 September 2025.

The head office of the Town Council is situated at Block 290 Yishun Street 22, Singapore 760290.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Financial Reporting Standards in Singapore ("FRSs") as issued by the Accounting Standards Committee as well as all related interpretations to FRS ("INT FRS") and the Town Councils Act 1988. The financial statements are prepared on a going concern basis under the historical cost convention, except where an FRS requires an alternative treatment (such as fair values), as disclosed where appropriate in these financial statements.

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

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Town Council takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of FRS 116 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as value in use in FRS 36 *Impairment of Assets*.

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

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

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

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.2 SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and disclosure of contingent assets and liabilities at the end of each reporting period. Actual results could differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis.

Apart from those involving estimations, management has made judgements in the process of applying the Town Council's accounting policies. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements are disclosed in Note 2.22.

2.3 ADOPTION OF NEW AND AMENDMENT STANDARDS AND INTERPRETATIONS

Interpretations and amendments to published standards

The Town Council has adopted the new or revised FRSs and INT FRS that are mandatory for application on 1 April 2024. The adoption of these new or revised FRSs and INT FRS did not result in substantial changes to the Town Council's accounting policies and had no material effects on the financial statements for the current or prior years.

Standards issued but not yet effective

At the date of authorisation of these financial statements, there were FRSs, INT FRSs and amendments to FRS that were issued but not yet effective. Management anticipates that the adoption of these FRSs, INT FRSs and amendments to FRS in future periods will not have a material impact on the financial statements of the Town Council in the period of their initial adoption except as follows:

FRS 118 Presentation and Disclosures in Financial Statements

FRS 118 replaces FRS 1, carrying forward many of the requirements in FRS 1 unchanged and complementing them with new requirements. In addition, some FRS 1 paragraphs have been moved to FRS 8 and FRS 7. Furthermore, minor amendments to FRS 7 have been made.

FRS 118 introduces new requirements to:

- present specified categories and defined subtotals in the income and expenditure
- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements;
- improve aggregation and disaggregation presented in the financial statements and disclosed in the notes.

The Town Council is required to apply FRS 118 for annual reporting periods beginning on or after 1 April 2027, with earlier application permitted. The amendments to FRS 7, as well as the revised FRS 8 and FRS 7, become effective when the Town Council applies FRS 118. FRS 118 requires retrospective application with specific transition provisions. The Town Council is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Town Council's income and expenditure statement, statement of cash flows and the additional disclosures required for MPMs. The Town Council is also assessing the impact on how information is grouped in the financial statements.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 TOWN COUNCIL FUNDS

In accordance with Section 47(1) of the Town Councils Act, separate funds were established to account for the management of the various types of properties. The types of properties under the management of the Town Council are as follows:

- Residential property
- Commercial property
- Carparks are managed by the Town Council for the HDB on an agency basis

These funds, together with the Sinking Fund, Lift Replacement Fund and Town Improvement and Project Fund form the Town Council Funds.

All monies received by the Town Council are paid into and related expenditures are met out of the appropriate funds set up for each property type managed.

Assets and liabilities of the various funds of the Town Council are pooled in the statement of financial position.

ORDINARY SINKING FUND

In accordance with the Section 47(4) of the Town Councils Act, separate Sinking Funds are established for the improvement to, management and maintenance of residential property and commercial property. This Sinking Fund is maintained as part of the Town Council Funds.

Under the Town Councils Act, the Minister of National Development ("MND") may, from time to time, prescribe the minimum amounts of conservancy and service fees and grants-in-aid to be paid into the Sinking Fund.

The minimum amounts to be paid into the Sinking Fund is 26% (2024: 26%) of service and conservancy charges and grants-in-aid, excluding the Lift Replacement Fund ("LRF") matching grant-in-aid and payments from Citizens' Consultative Committee ("CCC") for Residential Property and Commercial Property.

These contributions are treated as operating transfers and deducted from the gross conservancy and service fees and government grants in the Income and Expenditure Statement.

The Sinking Funds are utilised for major cyclical works such as repairs and redecoration, re-roofing, rewiring and replacement of pumps, water tanks and water pipes and contributions to the HDB in respect of general upgrading works carried out on the common property under the Housing and Development Act.

LIFT REPLACEMENT FUND

In accordance with Section 47(5) of the Town Councils Act, a separate LRF is established to meet the cost of any capital expenditure related to the replacement of lifts or lift upgrading works on Residential Property and Commercial Property.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 TOWN COUNCIL FUNDS (CONT'D)

LIFT REPLACEMENT FUND (CONT'D)

To assist Town Councils in building up the LRF, MND will provide a 50% matching grant to the following contributions Town Councils make to the LRF:

- (i) Quarterly contributions to the LRF from service and conservancy charges collections and other grants-in-aids, including voluntary contributions beyond the minimum LRF contribution rate; and
- (ii) Voluntary contributions of Operating Fund surpluses to the LRF at the end of a financial year, as allowed under Section 47(12) of the amended Town Councils Act.

Under the Town Councils Act, MND may, from time to time, prescribe the minimum amount of service and conservancy charges and grants-in-aid to be paid into the LRF. These LRF are maintained as part of the Town Council funds.

The minimum amounts to be paid into the LRF is 14% (2024: 14%) of service and conservancy charges and grants-in-aid, excluding the LRF matching grant-in-aid and payments from CCC for Residential Property and Commercial Property.

This minimum contribution is treated as operating transfers and netted off against the service and conservancy charges and government grants in the Income and Expenditure Statement.

Lift Enhancement Programme

The Lift Enhancement Programme ("LEP") was introduced in September 2016 to help Town Councils modernise their existing HDB lifts that have been in operation for 18 years or less with installation of the recommended enhancement features. HDB will fund about 92.5% of the cost which is derived from the total of individual caps of each lift component required.

TOWN IMPROVEMENT AND PROJECT FUND

Town Improvement and Project Fund is established and maintained as part of the Town Council Funds. These Funds are utilised for improvement and development works in the Town.

These funds are set up by transfer from the Accumulated Surplus based on specific projects to be carried out. In addition, the Town Council receives payments from CCC for approved projects.

Expenditure on Town Improvement Projects is taken directly to the Town Improvement and Project Fund. Payments from CCC are shown as part of Government Grants in the Income and Expenditure Statement and then transferred to the Town Improvement and Project Fund.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.5 ALLOCATION OF GENERAL OVERHEADS

Expenditure not relating specifically to any property type managed, for example, administrative overheads, tree planting, pruning etc. is allocated to the various property types using equivalent dwelling units as follows:

<u>Property type</u>	<u>Equivalent Dwelling Unit(s)</u>
1 residential property unit	1
1 commercial property unit	2
6 car lots or 36 motor cycle lots or 4 lorry lots	1

No overheads are allocated to the Sinking Fund, Lift Replacement Fund and Town Improvement and Project Fund.

2.6 GOVERNMENT GRANTS

The Town Council receives six types of grants from the Government, namely, Service and Conservancy Charge Grant, payments from CCC, GST Subvention Grant, Lift Maintenance Grant, LRF Matching Grant and Special Funding Support.

- (i) Service and Conservancy Charge Grants are given to meet the current year's operating expenditure and are taken to the Income and Expenditure Statement.
- (ii) Payments from CCC are given as reimbursement claims under the Community Improvement Projects Committee ("CIPC") scheme.
- (iii) The GST subvention grant is given as a grants-in-aid and is granted to Town Councils for absorbing the GST increases in service and conservancy charge for HDB residential flats.
- (iv) The Lift Maintenance Grant helps Town Councils cope with the higher lift-related servicing and maintenance costs.
- (v) The LRF Matching Grant is to assist Town Councils in building up the LRF.
- (vi) The Special Funding Support is provided to Town Councils that need to adjust their S&CC to buffer Town Councils and residents from the full impact of operational cost increases from financial year 2024.

Government grants are recognised at their fair values where there is reasonable assurance that the grants will be received and all required conditions will be complied with. Grants to meet the current year's operating expenditure are taken to the Income and Expenditure Statement.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.7 PLANT AND EQUIPMENT

Depreciation is computed on a straight-line basis over their estimated useful lives as follows:

Office equipment	2 to 3 years
Data processing equipment	3 years
Furniture, fixtures and fittings	5 years
Right-of-use assets	Over the lease period

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

Plant and equipment are carried at cost less accumulated depreciation and any accumulated impairment losses. The gain or loss arising from the derecognition of an item of plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is recognised in the Income and Expenditure Statement. The residual value and the useful life of an asset is reviewed at least at each financial year-end and, if expectations differ from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Cost also includes acquisition cost, any cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent cost are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income and Expenditure Statement when they are incurred.

2.8 FINANCIAL ASSETS

(a) Classification

The Town Council classifies its financial assets in the following measurement categories: (1) Amortised cost; and (2) Fair value through profit or loss (FVPL).

The classification depends on the Town Council's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset. The Town Council reclassifies debt instruments when and only when its business model for managing those assets changes.

(b) Initial recognition

At initial recognition, the Town Council measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in Income and Expenditure Statement or the respective funds.

(c) Subsequent measurement

(i) Debt instruments

Debt instruments mainly comprise cash and cash equivalents, conservancy and service fees receivables, other receivables, receivables for Neighbourhood Renewal Programme, Electrical Load Upgrading Programme and Sport in Precinct and interest receivables.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.8 FINANCIAL ASSETS (CONT'D)

(c) Subsequent measurement (cont'd)

(i) Debt instruments (cont'd)

There are three prescribed subsequent measurement categories, depending on the Town Council's business model in managing the assets and the cash flow characteristic of the assets:

- **Amortised cost:** Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in Income and Expenditure Statement or the respective funds when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.
- **FVOCI:** Debt instruments that are held for collection of contractual cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in Other Comprehensive Income (OCI) and accumulated in fair value reserve, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in Income and Expenditure Statement or the respective funds. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from fair value reserve to Income and Expenditure Statement or the respective funds. Interest income from these financial assets is recognised using the effective interest rate method and presented under "Investment and interest income" in Sinking funds.
- **FVPL:** Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movement in fair values and interest income is recognised in Income and Expenditure Statement or the respective funds in the period in which it arises.

Amortised cost and effective interest method

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

For financial instruments other than purchased or originated credit-impaired financial assets, the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.8 FINANCIAL ASSETS (CONT'D)

(c) Subsequent measurement (cont'd)

(i) Debt instruments (cont'd)

Amortised cost and effective interest method (cont'd)

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

Interest is recognised using the effective interest method for debt instruments measured subsequently at amortised cost.

(ii) Equity investments

The Town Council subsequently measures all its equity investments at their fair values. Equity investments are classified as FVPL with movements in their fair values recognised in "Investment and interest income" under sinking fund and lift replacement fund in the period in which the changes arise. Dividends from equity investments are also recognised under "Investment and interest income" under sinking fund and lift replacement fund.

(d) Impairment of financial assets

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

The Town Council always recognises lifetime expected credit loss ("ECL") for conservancy and service receivables.

The Town Council applies a simplified approach in calculating ECLs. Therefore, the Town Council does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Town Council uses the practical expedient under FRS 109 in the form of allowance matrix to measure the ECL for conservancy and service fee receivables and interest receivable on late payment, where the loss allowance is equal to lifetime ECL. The following allowance matrix is used:

	<u>Rate of Provision</u>
Live accounts with arrears in excess of 6 months but less than 12 months	25%
Live accounts with arrears in excess of 12 months but less than 24 months	50%
Live accounts with arrears in excess of 24 months	100%
Terminated accounts with arrears	100%

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.8 FINANCIAL ASSETS (CONT'D)

(d) Impairment of financial assets (cont'd)

Any subsequent changes in lifetime ECL, both positive and negative, will be recognised immediately in Income and Expenditure Statement or respective funds.

For all other financial instruments (including cash and cash equivalents, other receivables, receivables for Neighbourhood Renewal Programme, Electrical Load Upgrading Programme and Sport in Precinct, interest receivables) the Town Council recognises a loss allowance equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instruments since inception, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

For debt instruments carried at amortised cost, the Town Council applies the low credit risk simplification. At every reporting date, the Town Council evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Town Council reassesses for any deterioration in the credit ratings of the debt instrument.

The Town Council considers a financial asset to be in default when internal or external information indicates that the Town Council is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Town Council. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(e) Derecognition of financial assets

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

2.9 IMPAIRMENT OF NON-FINANCIAL ASSETS

The Town Council assesses at each reporting date whether there is an indication that an asset may be impaired and determined that there is no indication that assets have suffered an impairment.

2.10 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash balances and fixed deposits, less cash with fund managers that are readily convertible to a known amount of cash and be subject to an insignificant risk of changes in value.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.11 RECEIVABLES/ADVANCES RECEIVED FOR NEIGHBOURHOOD RENEWAL PROGRAMME

Neighbourhood Renewal Programme ("NRP") is established in respect of the NRP works carried out on the qualifying properties to upgrade the quality of HDB estates. It is implemented by the Town Council with full funding from the Government.

In 2014, the NRP budget allocation was increased from \$3,400 to \$4,700 per dwelling unit (DU) to support the expansion in the scope of NRP. This revision in allocation was implemented to projects selected for NRP from FY2015 onwards. In 2022, the NRP budget allocation was revised to provide a one-off increase in budget of \$850 per DU for NRP block and precinct works. This was applicable to projects up to Batch 13. In 2024, the budget allocation was further revised to provide an additional one-off increase in budget of \$1,400 per DU for NRP block and precinct works. This increased the budget allocation for eligible ongoing NRP Batch 7 to 15 projects to \$6,100 per DU. In addition, the Town Council shall be entitled to a sum of S\$150 per dwelling unit or S\$125,000 per project, whichever is higher, to cover miscellaneous costs relating to the NRP project. However, if the cost of project works incurred exceeds the funding provided, the Town Council has to bear the cost of excess expenditure.

2.12 RECEIVABLES/ADVANCES RECEIVED FOR ELECTRICAL LOAD UPGRADING PROGRAMME

The Electrical Load Upgrading Programme ("ELU") was introduced to upgrade the incoming electrical supply for HDB apartment blocks with a 40amps main switch instead of 30amps.

This programme is fully funded by HDB and implemented by the Town Council.

2.13 PROVISION

Provisions are recognised when the Town Council has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.14 FINANCIAL LIABILITIES

(i) Initial recognition and measurement

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

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

(ii) Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in Income and Expenditure Statement or the respective funds when the liabilities are derecognised, and through the amortisation process.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.14 FINANCIAL LIABILITIES (CONT'D)

(iii) De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in Income and Expenditure Statement or the respective funds.

2.15 LEASE

When the Town Council is the lessee

At the inception of the contract, the Town Council assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

• Right-of-use assets

The Town Council recognised a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets are presented within "Plant and equipment".

• Lease liabilities

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Town Council's assessment of whether it will exercise an extension option; or
- There are modification in the scope or the consideration of the lease that was not part of the original term.

Lease liability is remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in Income and Expenditure Statement if the carrying amount of the right-of-use asset has been reduced to zero.

• Short-term and low-value leases

The Town Council has elected to not recognised right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases. Lease payments relating to these leases are expensed to Income and Expenditure Statement on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.15 LEASE (CONT'D)

When the Town Council is the lessee (cont'd)

- Variable lease payments

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Town Council shall recognise those lease payments in Income and Expenditure Statement in the periods that triggered those lease payments.

2.16 REVENUE RECOGNITION

Conservancy and service fees is charged on a monthly basis to the lessees and tenants of HDB flats, shops/offices and market/food stalls towards the maintenance and upkeep of the common property under the Town Council. Conservancy and service fees are allocated between operating income, sinking fund and lift replacement fund in accordance with the Town Councils Act 1988. Conservancy and service fees are recognised as a performance obligation over time.

Agency fees received for routine maintenance of HDB's car parks and common property within the town is recognised as a performance obligation over time.

Investment income from financial assets designated at fair value through profit or loss is recognised as income, in the respective funds, when right to receive the income is established, unless such income clearly represent a recovery of part of the cost of the investment.

Investment income from other financial assets at amortised costs is recognised in the respective funds, on a time proportion basis using the effective interest method.

2.17 INCOME TAX

Tax is provided on the following income:

- Income derived from investments;
- Fees, rent and other charges received from non-residents or non-owners of properties in the Town for use of common properties; and
- Donations from non-residents or non-owners of properties in the Town.

In respect of Government grants received, the Town Council has been granted remission under Income Tax Act 1947. Conservancy and service charges and agency fees are not subject to tax.

Income tax expense comprises of current tax. Current tax is recognised in the Income and Expenditure Statement or the respective funds except to the extent that it relates to items recognised directly in equity.

Current tax is the expected tax payable or receivable on the taxable income or loss 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.

2.18 EMPLOYEE BENEFITS

Defined contribution plan

Defined contribution plans are post-employment benefit plans under which the Town Council pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Town Council has no further payment obligations once the contributions have been paid. The expenses are disclosed under manpower cost and general administrative expenditure accordingly.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.19 FAIR VALUE ESTIMATION

The carrying amount of current financial assets and liabilities with a maturity of less than one year, are assumed to approximate their fair values due to their short-term nature.

The fair value of financial assets traded in active markets (such as exchanged-traded and over-the-counter securities) are based on quoted market bid-prices at the end of the reporting period.

2.20 FUNCTIONAL CURRENCY

The functional currency of the Town Council is Singapore dollar as it reflects the primary economic environment in which the Town Council operates.

2.21 INTER-FUND TRANSFER

The Town Council may make inter-fund transfers in accordance to Sections 47(12) and 57(1)(i) of the Town Councils Act 1988, and Rule 11A of the Town Councils Financial Rules.

2.22 CRITICAL ACCOUNTING JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Apart from information disclosed elsewhere in these financial statements, the following summarises estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and significant judgements made in the process of applying the Town Council's accounting policies.

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

- Impairment of conservancy and services fees receivables

The Town Council measures impairment loss based on an ECL on conservancy and service debts and related interest charged for late payment. When measuring ECL, the Town Council uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other. Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions. The gross amount of conservancy and service fee and related ECL are disclosed in Note 11.

- Income tax

Significant judgement is required in determining the deductibility of certain expenses during the estimation of the provision for income tax. There are also claims for which the ultimate tax determination is uncertain during the ordinary course of operation. The Town Council recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. When the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax provisions in the period in which such determination is made.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.22 CRITICAL ACCOUNTING JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES (CONT'D)

(c) Town improvement project grants

The Town Council receives grants under CIPC scheme for approved improvement and development works in the Town. Such grants are pre-approved in principle. Accruals are made at year end based on the lower of the value of work completed that is eligible for CIPC funding or the approved CIPC funding for each specific project. Judgement is required for such accrual, which are made based on the Town Council's assessment of the value of work completed and the claims made for each town improvement project and is subject to the final review and approval by the MND.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

3 Accumulated Surplus

The surplus for the financial year attributable to the various activities is carried forward as accumulated surplus in the respective funds as follows:-

	Note	Total		Residential Property		Commercial Property		Carpark	
		2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$
Operating Income									
Conservancy and service fees		54,893,135	51,835,632	51,755,051	48,885,061	3,138,084	2,950,571	-	-
Operating transfer to Sinking Fund (minimum required by law)	4	(14,272,215)	(13,477,463)	(13,456,311)	(12,710,319)	(815,904)	(767,144)	-	-
Operating transfer to Lift Replacement Fund (minimum required by law)	5	(7,685,039)	(7,257,105)	(7,245,708)	(6,844,027)	(439,331)	(413,078)	-	-
		32,935,881	31,101,064	31,053,032	29,330,715	1,882,849	1,770,349	-	-
Agency Fees	16	3,737,730	3,535,364	-	-	-	-	3,737,730	3,535,364
Other Income	17	4,266,007	3,521,160	2,822,917	2,403,553	1,243,947	942,296	199,143	175,311
		40,939,618	38,157,588	33,875,949	31,734,268	3,126,796	2,712,645	3,936,873	3,710,675
Operating expenditure		(45,317,439)	(42,628,236)	(40,284,020)	(37,986,462)	(1,787,549)	(1,666,060)	(3,245,870)	(2,975,714)
Operating (deficit)/surplus		(4,377,821)	(4,470,648)	(6,408,071)	(6,252,194)	1,339,247	1,046,585	691,003	734,961
Non-operating income		581,884	521,493	516,055	463,042	17,711	15,884	48,118	42,567
(Deficit)/Surplus before taxation and government grants		(3,795,937)	(3,949,155)	(5,892,016)	(5,789,152)	1,356,958	1,062,469	739,121	777,528
Taxation	22	(396,368)	(354,897)	(351,541)	(314,972)	(11,962)	(10,824)	(32,865)	(29,101)
(Deficit)/Surplus after taxation but before government grants		(4,192,305)	(4,304,052)	(6,243,557)	(6,104,124)	1,344,996	1,051,645	706,256	748,427
Government Grants	24	22,206,833	20,878,464	21,927,882	20,669,404	278,951	209,060	-	-
Transfer to Sinking Fund	4,24	(3,935,997)	(3,794,405)	(3,935,061)	(3,793,625)	(936)	(780)	-	-
Transfer to Lift Replacement Fund	5,24	(7,015,810)	(6,711,394)	(6,795,900)	(6,504,914)	(219,910)	(206,480)	-	-
Transfer to Town Improvement and Project Fund	6,24	(2,171,962)	(1,616,385)	(2,116,016)	(1,616,385)	(55,946)	-	-	-
		9,083,064	8,756,280	9,080,905	8,754,480	2,159	1,800	-	-
Surplus for the year		4,890,759	4,452,228	2,837,348	2,650,356	1,347,155	1,053,445	706,256	748,427
Accumulated surplus at the beginning of year		12,438,225	10,976,997	9,659,148	9,152,064	2,779,077	1,824,933	-	-
Transfer surplus/(deficit) from/to Town Improvement and Project Fund	6	6,002,142	-	6,266,360	-	(264,218)	-	-	-
Transfer to Town Improvement and Project Fund	6	(5,069,000)	(2,991,000)	(4,902,000)	(2,891,699)	(167,000)	(99,301)	-	-
Transfer of Accumulated Surplus from carpark to residential property		-	-	706,256	748,427	-	-	(706,256)	(748,427)
Accumulated surplus at end of year		18,262,126	12,438,225	14,567,112	9,659,148	3,695,014	2,779,077	-	-

NEE SOON TOWN COUNCIL
(Established under the Town Councils Act 1988)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

4 Sinking Fund

	Note	Total		Residential Property		Commercial Property	
		<u>2025</u> S\$	<u>2024</u> S\$	<u>2025</u> S\$	<u>2024</u> S\$	<u>2025</u> S\$	<u>2024</u> S\$
Balance at beginning of year		147,004,963	133,307,547	118,861,820	105,212,119	28,143,143	28,095,428
Add:							
Investment and interest income	19 (a)	6,195,340	5,505,691	5,990,991	5,322,883	204,349	182,808
Other income		218,601	918,432	206,095	899,942	12,506	18,490
Operating transfer from conservancy and service fees (minimum required by law)	3	14,272,215	13,477,463	13,456,311	12,710,319	815,904	767,144
Transfer from Government Grants							
Government grants		3,242,742	3,082,133	3,241,806	3,081,353	936	780
Special Funding Support Grant		693,255	712,272	693,255	712,272	-	-
	3,24	3,935,997	3,794,405	3,935,061	3,793,625	936	780
Expenditure	19 (b)	(8,914,367)	(9,381,909)	(8,688,485)	(8,480,891)	(225,882)	(901,018)
Surplus before tax		15,707,786	14,314,082	14,899,973	14,245,878	807,813	68,204
Taxation	22	(621,468)	(616,666)	(601,017)	(596,177)	(20,451)	(20,489)
Surplus for the financial year		15,086,318	13,697,416	14,298,956	13,649,701	787,362	47,715
Balance at end of year		<u>162,091,281</u>	<u>147,004,963</u>	<u>133,160,776</u>	<u>118,861,820</u>	<u>28,930,505</u>	<u>28,143,143</u>
Represented by:							
<u>Non-Current Assets</u>							
Financial assets at fair value through profit or loss	10	<u>54,437,874</u>	<u>35,599,820</u>				
<u>Current Assets</u>							
Financial assets at fair value through profit or loss	10	-	15,743,337				
Conservancy and service fee receivables		464,328	426,334				
Other receivables		446,674	23,876				
Interest receivable		1,644,337	1,710,697				
Amount due from accumulated surplus		4,022,013	4,781,584				
Cash and cash equivalents		104,387,935	90,927,736				
		<u>110,965,287</u>	<u>113,613,564</u>				
Total assets		<u>165,403,161</u>	<u>149,213,384</u>				
<u>Less: Current Liabilities</u>							
Payables and accrued expenses		2,061,956	1,267,952				
Provision for taxation		1,249,924	940,469				
Total liabilities		<u>3,311,880</u>	<u>2,208,421</u>				
Net Assets		<u>162,091,281</u>	<u>147,004,963</u>				

NEE SOON TOWN COUNCIL
(Established under the Town Councils Act 1988)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

5 Lift Replacement Fund

Note	Total		Residential Property		Commercial Property	
	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$
Balance at beginning of year	78,908,677	67,953,577	70,468,915	59,971,545	8,439,762	7,982,032
Add:						
Investment and interest income	2,771,055	2,117,753	2,679,582	2,047,470	91,473	70,283
Operating transfer from conservancy and service fees (minimum required by law)	7,685,039	7,257,105	7,245,708	6,844,027	439,331	413,078
Funding for Lift Enhancement Programme	2,579,526	5,987,812	2,515,079	5,744,342	64,447	243,470
Transfer from Government Grants						
– LRF Matching Grant	4,896,427	4,668,251	4,677,021	4,462,191	219,406	206,060
– Other government grants	1,746,092	1,659,612	1,745,588	1,659,192	504	420
– Special Funding Support Grant	373,291	383,531	373,291	383,531	-	-
	7,015,810	6,711,394	6,795,900	6,504,914	219,910	206,480
Less:						
Expenditure	(9,729,434)	(10,724,273)	(9,503,018)	(10,261,806)	(226,416)	(462,467)
Surplus before tax	10,321,996	11,349,791	9,733,251	10,878,947	588,745	470,844
Taxation	(319,525)	(394,691)	(309,009)	(381,577)	(10,516)	(13,114)
Surplus for the financial year	10,002,471	10,955,100	9,424,242	10,497,370	578,229	457,730
Balance at end of year	88,911,148	78,908,677	79,893,157	70,468,915	9,017,991	8,439,762
Represented by:						
<u>Non-Current Assets</u>						
Financial assets at fair value through profit or loss	16,367,915	-				
<u>Current Assets</u>						
Financial assets at fair value through profit or loss	-	15,433,473				
Conservancy and service fee receivables	250,023	229,565				
Other receivables	8,443,820	8,030,804				
Interest receivable	711,544	1,201,814				
Amount due from accumulated surplus	2,411,712	2,281,876				
Cash and cash equivalents	61,471,293	53,997,152				
	73,288,392	81,174,684				
Total assets	89,656,307	81,174,684				
<u>Less: Current Liabilities</u>						
Payables and accrued expenses	30,972	1,724,362				
Provision for taxation	714,187	541,645				
Total liabilities	745,159	2,266,007				
Net Assets	88,911,148	78,908,677				

NEE SOON TOWN COUNCIL
(Established under the Town Councils Act 1988)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

6 Town Improvement and Project Fund

	Note	Total		Residential Property		Commercial Property	
		2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$
Balance at beginning of year		6,983,839	4,965,807	6,969,253	4,829,697	14,586	136,110
Government grants	3, 24	2,171,962	1,616,385	2,116,016	1,616,385	55,946	-
Other income		-	43,943	-	42,491	-	1,452
Expenditure		(3,153,659)	(2,633,296)	(2,818,909)	(2,411,019)	(334,750)	(222,277)
Deficit for the financial year		(981,697)	(972,968)	(702,893)	(752,143)	(278,804)	(220,825)
Transfer (surplus)/deficit to Accumulated Surplus*	3	(6,002,142)	-	(6,266,360)	-	264,218	-
Appropriation from Accumulated Surplus **	3	5,069,000	2,991,000	4,902,000	2,891,699	167,000	99,301
Balance at end of year		<u>5,069,000</u>	<u>6,983,839</u>	<u>4,902,000</u>	<u>6,969,253</u>	<u>167,000</u>	<u>14,586</u>
Represented by:							
<u>Current Assets</u>							
Other receivables		2,342,717	2,231,178				
Amount due from accumulated surplus		3,221,921	5,257,999				
Total assets		<u>5,564,638</u>	<u>7,489,177</u>				
<u>Less: Current Liabilities</u>							
Payables and accrued expenses		<u>495,638</u>	<u>505,338</u>				
Net Assets		<u>5,069,000</u>	<u>6,983,839</u>				

* Commencing from this financial year, the Town Council would transfer any surplus or deficit from the Town Improvement and Project Funds to the accumulated surplus.

** The amount required by the Town Improvement and Project Funds for the following financial year would then be appropriated from the accumulated surplus.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

7 Receivables for Neighbourhood Renewal Programme, Electrical Load Upgrading Programme and Sport in Precinct

	<u>2025</u> S\$	<u>2024</u> S\$
Balance at beginning of year	2,560,412	2,846,309
Funding from Government - NRP	(2,501,378)	(880,451)
Reimbursement from HDB for Electrical Load Upgrading Programme	(2,949,296)	(1,349,658)
Others	-	(2,857)
Expenditure incurred	5,864,680	1,947,069
Movements during the year	414,006	(285,897)
Balance at end of year	<u>2,974,418</u>	<u>2,560,412</u>

8 Plant and Equipment

	<u>Office Equipment</u> S\$	<u>Data Processing Equipment</u> S\$	<u>Furniture, Fixtures and Fittings</u> S\$	<u>Right-of-use assets</u> S\$	<u>Total</u> S\$
2025					
Cost:					
Balance at 1 April 2024	368,212	302,098	1,281,510	2,896,159	4,847,979
Additions	208,923	110,787	698,678	200,194	1,218,582
Written off	(204,419)	(24,542)	(574,857)	(200,194)	(1,004,012)
Balance as at 31 March 2025	<u>372,716</u>	<u>388,343</u>	<u>1,405,331</u>	<u>2,896,159</u>	<u>5,062,549</u>
Accumulated depreciation:					
Balance at 1 April 2024	359,808	287,546	1,273,731	1,387,084	3,308,169
Charge for the financial year	14,540	20,746	19,423	619,487	674,196
Written off	(204,419)	(24,542)	(574,857)	(200,194)	(1,004,012)
Balance as at 31 March 2025	<u>169,929</u>	<u>283,750</u>	<u>718,297</u>	<u>1,806,377</u>	<u>2,978,353</u>
Net book value:					
Balance as at 31 March 2025	<u>202,787</u>	<u>104,593</u>	<u>687,034</u>	<u>1,089,782</u>	<u>2,084,196</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

8 Plant and Equipment (cont'd)

	<u>Office Equipment</u> S\$	<u>Data Processing Equipment</u> S\$	<u>Furniture, Fixtures and Fittings</u> S\$	<u>Right-of-use assets</u> S\$	<u>Total</u> S\$
2024					
Cost:					
Balance at 1 April 2023	369,552	302,098	1,281,510	2,894,490	4,847,650
Additions	-	-	-	413,735	413,735
Written off	(1,340)	-	-	(412,066)	(413,406)
Balance as at 31 March 2024	<u>368,212</u>	<u>302,098</u>	<u>1,281,510</u>	<u>2,896,159</u>	<u>4,847,979</u>
Accumulated depreciation:					
Balance at 1 April 2023	351,721	237,391	1,247,436	1,180,034	3,016,582
Charge for the financial year	9,427	50,155	26,295	619,116	704,993
Written off	(1,340)	-	-	(412,066)	(413,406)
Balance as at 31 March 2024	<u>359,808</u>	<u>287,546</u>	<u>1,273,731</u>	<u>1,387,084</u>	<u>3,308,169</u>
Net book value:					
Balance as at 31 March 2024	<u>8,404</u>	<u>14,552</u>	<u>7,779</u>	<u>1,509,075</u>	<u>1,539,810</u>

Details of right-of-use assets acquired under leasing arrangements are disclosed as below.

Right-of-use assets classified within plant and equipment

	<u>2025</u> S\$	<u>2024</u> S\$
(a) Carrying amounts		
Computer system	605,331	951,219
Office premises	484,451	557,856
	<u>1,089,782</u>	<u>1,509,075</u>
(b) Depreciation charge during the year		
Computer system	345,888	345,888
Office premises	273,599	273,228
	<u>619,487</u>	<u>619,116</u>
(c) Interest expense		
Interest expense on lease liabilities	90,296	68,623
(d) Lease expense not capitalised in lease liabilities		
Small value lease expense	<u>11,312</u>	<u>6,765</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

8 Plant and Equipment (cont'd)

- (e) Total cash outflow for all leases in financial year ended 31 March 2025 was S\$639,867 (2024: S\$658,847).
- (f) Addition of right-of-use assets during the financial year ended 31 March 2025 was S\$200,194 (2024: S\$413,735).
- (g) Written off of right-of-use assets due to end of lease during the financial year ended 31 March 2025 was S\$200,194 (2024: S\$412,066).

9 Funds with Fund Managers

Funds with Fund Managers comprised the following:

	Note	2025 S\$	2024 S\$
Financial assets at fair value through profit or loss	10	70,805,789	66,776,630
Accrued interest	12	184,609	166,158
Other Receivables	12	48,787	-
Cash	13	339,720	325,635
Management fees payable to fund managers	14	(22,762)	(40,735)
		<u>71,356,143</u>	<u>67,227,688</u>

10 Financial Assets at Fair Value Through Profit or Loss

	2025 S\$	2024 S\$
Taken up in sinking funds and comprised of the following:		
-Equities - quoted	12,923,141	10,002,145
-Bonds - quoted	29,402,874	31,464,967
-Treasury Bills	12,111,859	9,876,045
	<u>54,437,874</u>	<u>51,343,157</u>
Taken up in lift replacement funds and comprised of the following:		
-Equities - quoted	3,131,431	2,948,249
-Bonds - quoted	13,236,484	12,485,224
	<u>16,367,915</u>	<u>15,433,473</u>
Total	<u>70,805,789</u>	<u>66,776,630</u>

The classification between current and non-current is based on the maturity of the mandates with various Fund Managers.

	2025 S\$	2024 S\$
Classified as:		
Current (Maturity within one year)	-	31,176,810
Non-current (Maturity after one year)	70,805,789	35,599,820
Total	<u>70,805,789</u>	<u>66,776,630</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

11 Conservancy and Service Fee Receivables

	2025 S\$	2024 S\$
Conservancy and service fee receivables	2,354,112	2,296,674
Interest receivable on late payment	343,079	352,410
Loss allowance	(911,315)	(1,009,336)
	<u>1,785,876</u>	<u>1,639,748</u>

Movement in loss allowance during the year:

Balance at beginning of year	1,009,336	1,274,011
Reversal of loss allowance	(98,021)	(264,675)
Balance at end of year	<u>911,315</u>	<u>1,009,336</u>

Town Council holds SC/CC collections that do not have a significant financing component. In order to determine the amount of ECL to be recognised in the financial statements, it has set up a provision matrix based on its historical observed default rates which is adjusted for forward-looking estimates and establishes that ECL should be calculated as:

	SC/CC Debtors S\$	Amount to be provided S\$
2025		
Live accounts with arrears in excess of 6 months but less than 12 months @ 25%	388,161	97,040
Live accounts with arrears in excess of 12 months but less than 24 months @ 50%	313,904	156,952
Live accounts with arrears in excess of 24 months @ 100%	455,589	455,589
Terminated accounts with arrears @ 100%	201,734	201,734
Expected credit loss as at 31 March 2025		<u>911,315</u>
2024		
Live accounts with arrears in excess of 6 months but less than 12 months @ 25%	327,109	81,777
Live accounts with arrears in excess of 12 months but less than 24 months @ 50%	321,132	160,566
Live accounts with arrears in excess of 24 months @ 100%	575,446	575,446
Terminated accounts with arrears @ 100%	191,547	191,547
Expected credit loss as at 31 March 2024		<u>1,009,336</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

12 Other Receivables

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Other receivables from third parties	292,402	152,676
Recoverable from HDB	7,155,379	7,001,115
Citizens' Consultative Committee grant receivable	3,224,154	2,175,879
Prepayments	786,774	447,020
Accrued interest (Note 9)	184,609	166,158
Conservancy and service grant receivable	11,473	47,597
GST subvention grant receivable	773,629	709,519
LRF matching grant receivable	1,034,137	958,557
Deposits paid	1,015,623	601,403
Other Receivables from fund managers (Note 9)	48,787	-
Recoverable from SP Services	948,198	997,559
	<u>15,475,165</u>	<u>13,257,483</u>

The Town Council believes that no allowance for expected credit loss is necessary in respect of the above financial assets with due consideration of the counterparties' credit risk.

13 Cash and Cash Equivalents

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Cash in hand and bank balances	21,881,739	19,110,404
Cash held in trust by fund managers (Note 9)	339,720	325,635
Fixed deposits	170,890,196	153,010,045
	<u>193,111,655</u>	<u>172,446,084</u>

At the year end, the carrying amounts of cash and cash equivalents approximate their fair values.

The fixed deposits are with 6 (2024: 7) financial institutions. The fixed deposits mature between one month to twelve months (2024: one month to twelve months) after the financial year end. The interest rate as at 31 March 2025 was between 1.5% and 3.40% (2024: 1.5% and 4.15%) per annum.

For the purposes of statement of cash flows, the cash and cash equivalents comprised the following:

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Cash and cash equivalents	193,111,655	172,446,084
Cash held in trust by fund managers (Note 9)	(339,720)	(325,635)
Cash and cash equivalents per statement of cash flows	<u>192,771,935</u>	<u>172,120,449</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

14 Payables and Accrued Expenses

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Work order accruals	357,645	523,025
Accounts payable	1,561,740	2,927,086
Water and electricity payables	1,743,913	1,927,402
Accrued operating expenses	4,870,561	4,048,327
Sundry deposits	307,508	307,332
Lift Enhancement Programme Funding received in advance	-	499,782
Management fees payable to fund managers (Note 9)	22,762	40,735
Other payables	124,410	348,914
	<u>8,988,539</u>	<u>10,622,603</u>

The contractual undiscounted cash outflows on payables and accrued expenses are expected to approximate their carrying amounts and settled within one year.

15 Lease Liabilities

	<u>2025</u>	<u>2024</u>
	S\$	S\$
<u>Lease liabilities</u>		
Current	518,391	540,492
Non-current	441,532	768,808
Total	<u>959,923</u>	<u>1,309,300</u>
<u>Lease liabilities</u>		
Within 1 year	610,395	615,519
Between two and five years	524,062	942,805
	<u>1,134,457</u>	<u>1,558,324</u>
Less: future interest expense	(174,534)	(249,024)
Present value of lease liabilities	<u>959,923</u>	<u>1,309,300</u>

Reconciliation of lease liabilities arising from financing activities

	<u>2025</u>	<u>2024</u>
	S\$	S\$
At beginning of the year	1,309,300	1,485,789
New leases during the year	200,194	413,735
	<u>1,509,494</u>	<u>1,899,524</u>
<u>Financing cash flows</u>		
Repayment of lease liabilities	(639,867)	(658,847)
<u>Non-cash changes</u>		
Interest expense	90,296	68,623
At end of the year	<u>959,923</u>	<u>1,309,300</u>

16 Agency Fees

Agency fees are received for routine maintenance of HDB's car parks and common property within the Town.

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

17 Other Income

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Late payment penalty	217,640	206,426
Liquidated damages	428,848	312,852
Temporary occupational licence income	2,512,257	2,249,616
Use of common property	22,810	24,775
Use of void decks	24,772	21,875
Use of water and electricity at void decks	325,396	248,850
Others	734,284	456,766
	<u>4,266,007</u>	<u>3,521,160</u>

18 Managing Agent Fees

The Town Council daily operations have been outsourced to a managing agent for a fee of S\$6,035,927 (2024 : S\$5,881,434) for the financial year ended 31 March 2025.

19 (a) Investment and Interest Income on Sinking Fund

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Interest Income - fixed bank deposits	3,094,929	2,999,385
Fair value gain from financial assets carried at fair value through profit or loss	2,238,940	1,630,334
Dividend income	162,844	286,664
Bond interest income	698,627	589,308
	<u>6,195,340</u>	<u>5,505,691</u>

19 (b) Sinking Fund Expenditure

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Re-roofing works	-	926,568
Electrical rewiring	3,775	28,454
Replacement of water & booster pump	234,400	486,606
Repairs & redecoration	5,769,872	4,928,503
Replacement water pipes	1,495,665	242,880
Consultancy fee and other charges	318,120	338,641
Goods and services tax (Note 23)	243,045	179,364
Rooftop safety provision	-	913,832
Fire protection system	-	73,780
Replacement of lamp post	-	358,944
Replacement of metal roof	-	904,337
Replacement of alert alarm system	849,490	-
	<u>8,914,367</u>	<u>9,381,909</u>

20 (a) Investment and Interest Income on Lift Replacement Fund

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Interest Income - fixed bank deposits	1,745,306	2,318,273
Fair value gain from financial assets carried at fair value through profit or loss	885,693	(211,483)
Dividend income	140,056	10,963
	<u>2,771,055</u>	<u>2,117,753</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

20 (b) Lift Replacement Fund Expenditure

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Replacement of main sheaves and ropes	2,945,612	1,051,931
Replacement of ARD battery	479,290	81,461
Replacement of EBOPS battery	209,760	112,358
Replacement of lift position display panel	328,732	1,317,298
Replacement of inverter units	950,760	632,483
Replacement of fire detector for lift lobby	64,849	14,365
Lift Enhancement Programme	2,942,470	6,811,221
Lift overhaul and modernisation works	1,045,583	-
Consultancy fee and other charges	384,611	395,263
Goods and services tax (Note 23)	377,767	307,893
	<u>9,729,434</u>	<u>10,724,273</u>

21 (a) General and Administrative Expenditure

The general and administrative expenditure comprised the following:

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Advertising and public relations	1,192,276	976,248
Reversal of loss allowance on conservancy and service fees	(98,021)	(264,675)
Computing services	28,289	23,562
Depreciation of plant and equipment (Note 8)	54,709	85,877
Depreciation of right-of-use assets (Note 8)	619,487	619,116
Short term office rental and upkeep expenditure	315,819	256,676
Office supplies and stationery	37,456	56,941
Postage/Telephone	178,676	205,589
Town Councillors' allowance	219,596	220,217
Insurance premium	106,299	84,520
Goods and services tax (Note 23)	408,605	285,235
Legal fee	2,069	613
Property tax	263,035	216,738
Lease interest expense	90,296	68,623
Others *	823,679	727,081
	<u>4,242,270</u>	<u>3,562,361</u>

* Includes manpower costs of S\$362,764 (2024: S\$327,749) (Note 21(b)).

21 (b) Manpower Cost

General administrative expenditure included cost of manpower as follows:-

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Staff salaries and related costs	333,029	300,515
CPF contribution	29,735	27,234
	<u>362,764</u>	<u>327,749</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

22 Income Tax

Taken up in:

	2025			
	Income and Expenditure Statement	Sinking Fund Statement	Lift Replacement Fund Statement	Total
	S\$	S\$	S\$	S\$
Current income tax provision	396,368	621,468	319,525	1,337,361
	2024			
	Income and Expenditure Statement	Sinking Fund Statement	Lift Replacement Fund Statement	Total
	S\$	S\$	S\$	S\$
Current income tax provision	355,051	615,291	394,662	1,365,004
(Over)/Under provision in prior year	(154)	1,375	29	1,250
	354,897	616,666	394,691	1,366,254

The tax expense on surplus differs from the amount that would arise using the Singapore statutory rate of income tax as explained below:

	2025	2024
	S\$	S\$
Interest income received	6,120,746	6,428,460
Dividend income	302,900	297,627
Government Grant	22,206,833	20,878,464
TOL Income	1,336,970	1,407,590
Other income	692,154	439,150
Allowable expenses	(272,433)	(273,086)
	30,387,170	29,178,205
Tax calculated at a tax rate of 17%	5,165,819	4,960,295
Tax exempt income	(17,425)	(17,425)
Tax effect of certain income taxed at concessionary tax rate	(48,905)	(41,252)
Tax remission of government grants under Section 92(2) of Singapore Income Tax Act	(3,762,128)	(3,536,614)
Under provision in prior year	-	1,250
	1,337,361	1,366,254

23 Goods and Services Tax

Government grants received by the Town Council are considered non-taxable supplies. Therefore, input tax claimable is based on a formula determined by the Inland Revenue Authority of Singapore. The unclaimed portion is charged to the sinking fund expenditure (Note 19(b)), lift replacement fund expenditure (Note 20(b)) and general and administrative expenditure (Note 21(a)).

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

24 Government Grants

(i) Government grants taken to the Income and Expenditure Statement during the year are as follows :-

	Total		Conservancy and Service Grant		Special Funding Support Grant		Payment from Citizens' Consultative Committee		GST Subvention Grant		Lift Maintenance Grant		LRF Matching Grant	
	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$
Government Grants received/receivable during the year	22,206,833	20,878,464	8,522,360	8,438,883	2,666,363	2,739,510	2,171,962	1,616,385	3,011,321	2,482,435	938,400	933,000	4,896,427	4,668,251
Transfer to -														
Sinking Fund	(3,935,997)	(3,794,405)	(2,215,814)	(2,194,110)	(693,255)	(712,272)	-	-	(782,944)	(645,443)	(243,984)	(242,580)	-	-
Lift Replacement Fund	(7,015,810)	(6,711,394)	(1,193,130)	(1,181,444)	(373,291)	(383,531)	-	-	(421,586)	(347,548)	(131,376)	(130,620)	(4,896,427)	(4,668,251)
Town Improvement and Project Fund	(2,171,962)	(1,616,385)	-	-	-	-	(2,171,962)	(1,616,385)	-	-	-	-	-	-
	<u>9,083,064</u>	<u>8,756,280</u>	<u>5,113,416</u>	<u>5,063,329</u>	<u>1,599,817</u>	<u>1,643,707</u>	<u>-</u>	<u>-</u>	<u>1,806,791</u>	<u>1,489,444</u>	<u>563,040</u>	<u>559,800</u>	<u>-</u>	<u>-</u>

(ii) The total amount of grants received/receivable, since the formation of the Town Council, is as follows :-

	2025 S\$	2024 S\$
Balance at 1 April	172,424,411	151,545,947
Add : grants received/receivable during the year	22,206,833	20,878,464
Balance at 31 March	<u>194,631,244</u>	<u>172,424,411</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

25 Capital Commitments

Capital expenditure approved by the Town Council but not provided for in the financial statements are as follows:

	<u>2025</u> S\$	<u>2024</u> S\$
Amount approved and contracted for	11,356,598	12,128,271
Amount approved but not contracted for	84,650,024	94,679,445
	<u>96,006,622</u>	<u>106,807,716</u>

26 Related Party Transactions and Balances

Related party relates to the managing agent of the Town Council which manages the operations of the Town Council, town councillors and the General Manager.

(a) The following significant transactions took place between the Town Council and its managing agent at terms agreed between the parties:

	<u>2025</u> S\$	<u>2024</u> S\$
Managing agent fees	6,035,927	5,881,434
Contract for services and works*	10,523	-
EMSU	-	796,344
Project management fee	881,195	831,075
Repairs and maintenance	176,086	143,070

*Contract for services and works include mainly construction of playgrounds and electrical licensing fees.

The balances due to managing agent as at 31 March 2025 was S\$642,353 (2024: S\$959,803).

(b) During the financial year, town councillors allowances amounted to S\$219,596 (2024: S\$220,217).

(c) During the financial year, the remuneration paid to the General Manager amounted to S\$227,200. (2024: S\$214,908)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

27 Financial risk management objectives and policies

General Risk Management Principles

The Town Council's financial instruments comprise cash and liquid resources, investments in financial assets carried at fair value through profit or loss, conservancy and services fee receivables and other receivables, payables and accrued expenses. The main risks arising from the Town Council's financial instruments are credit risk, market risk and liquidity risk. The Town Council reviews and monitors policies for managing each of these risks and they are summarised below:

Credit Risk

Credit risk is the risk that counterparty to a financial asset fail to discharge an obligation or commitment entered into with the Town Council.

For conservancy and service receivables, at the end of the reporting period, there were no significant concentrations of credit risk. Investment in fixed deposits is with 6 (2024: 7) banks holding banking licences issued by the Monetary Authority of Singapore.

The Town Council's conservancy and service receivables has no significant concentration of credit risk with any single resident or category of resident. The credit risk for SC/CC receivable arise mainly from residents who are facing significant financial hardships and have difficulties paying their SC/CC fees despite letter of demand sent. Procedures are in place for collecting the outstanding SC/CCs. The Town Council measures loss allowance using simplified approach at an amount equal to lifetime expected credit losses ("ECL"), which is calculated using a provision matrix. As the Town Council's historical credit loss experience does not indicate significantly different loss patterns for different residential property room type and commercial property, the loss allowance based on past due status is not further disaggregated.

Credit risk on investments is managed through the setting of guidelines. The guidelines are reviewed and approved by the Investment & Finance Committee. Ongoing monitoring is undertaken by management to ensure that all investment activities are in compliance with the guidelines.

The ageing analysis of conservancy and service fee receivable past due and interest receivable on late payment and information on the loss allowance are as follows:

	<u>Gross</u> <u>2025</u> S\$	<u>Gross</u> <u>2024</u> S\$	Loss allowance <u>2025</u> S\$	Loss allowance <u>2024</u> S\$
Past due <3 months	918,320	978,113	136,567	140,867
Past due 3 to 6 months	393,608	337,123	7,050	4,714
Past due 6 to 12 months	406,144	345,717	115,430	96,487
Past due 12 to 24 months	339,811	341,329	182,859	178,810
Past due > 24 months	639,308	646,802	469,409	588,458
	<u>2,697,191</u>	<u>2,649,084</u>	<u>911,315</u>	<u>1,009,336</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

27 Financial risk management objectives and policies (cont'd)

Credit risk (cont'd)

Other receivables comprised mainly recoverable from statutory boards and government agencies with low credit risk.

The Town Council's maximum exposure to credit risk arising from cash and cash equivalents, conservancy and service fee receivables, other receivables and other financial assets as at 31 March 2025 is equal to the carrying amount of these financial assets in the statement of financial position.

Market risk

Market risk is the risk of potential adverse changes to the value of the financial instruments because of changes in market conditions such as interest and volatility in security prices.

(i) Price risk

The Town Council is exposed to securities price risk from financial assets which are classified on the statement of financial position at fair value through profit or loss. Fluctuations in the market price of a security may result from perceived changes in the underlying economic characteristics of the financial assets and the market conditions. The investment portfolio with fund managers and debt investments are monitored by the fund managers, on a regular basis, so as to assess changes in fundamentals and valuation. Guidelines have been set by the Finance and Investment Committee to manage the exposure of the investment portfolio so as to reduce exposures to market volatility by diversifying the investment portfolio into equities, bonds and other financial assets.

Sensitivity analysis

The table below summarises the impact to the Town Council's financial assets at fair value through profit or loss as a result of a 10% increase/(decrease) in the fair value of funds with all other variables held constant:

	Net Assets		Increase/(Decrease) Sinking Fund		Lift Replacement Fund	
	10% increase	10% decrease	10% increase	10% decrease	10% increase	10% decrease
	S\$	S\$	S\$	S\$	S\$	S\$
31 March 2025						
Financial assets at fair value through profit or loss	7,080,579	(7,080,579)	5,443,787	(5,443,787)	1,636,792	(1,636,792)
31 March 2024						
Financial assets at fair value through profit or loss	6,677,663	(6,677,663)	5,134,316	(5,134,316)	1,543,347	(1,543,347)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

27 Financial risk management objectives and policies (cont'd)

Market risk (cont'd)

(ii) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Fair value interest rate risk is the risk that the value of financial instrument will fluctuate because of changes in market interest rates.

The Town Council has interest-bearing fixed deposits with financial institutions. The interest rates are disclosed in Note 13 to the financial statements. The interest-bearing fixed deposits and debt investments are at fixed interest rates at the reporting date.

If the interest rates from the Town Council's fixed deposits with banks had been 25 basis points lower/higher, with all other variables held constant, the Town Council's deficit before government grants for the year would have been S\$427,225 (2024: S\$382,525) higher/lower.

(iii) Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

The Town Council's operational activities are carried out in Singapore dollar. Hence, the Town Council is not exposed to significant foreign currency risk.

Liquidity risk

The Town Council manages its liquidity risk by maintaining sufficient cash and cash equivalents to meet its routine, sinking fund expenditure, lift replacement expenditure and town improvement project expenditure. This is managed via the regular monitoring of the Town Council's operating cash flow requirements and the budget set for capital expenditure.

The financial assets and financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations have a maturity of less than one year other than financial assets at fair value through profit or loss and lease liabilities as disclosed in Notes 10 and 15 respectively.

Financial instruments by category

The carrying amounts of the different categories of financial instruments are as follows:

	Note	2025 S\$	2024 S\$
Financial assets at fair value through profit or loss	10	70,805,789	66,776,630
Financial assets at amortised cost		214,781,581	192,280,044
Less: financial liabilities at amortised cost		(9,948,462)	(11,931,902)
		<u>275,638,908</u>	<u>247,124,772</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2025

28 Management of Town Council's funds

The Town Council's objectives when managing the funds are:

- (a) To safeguard the Town Council's ability to continue as a going concern;
- (b) To support the Town Council's stability and growth; and
- (c) To provide funds for the purpose of strengthening the Town Council's risk management capability.

The Town Council actively and regularly reviews and manages its fund structure to ensure optimal structure, taking into consideration the future funds requirements of the Town Council and fund efficiency, prevailing and projected service and conservancy charges, projected operating cash flows, capital expenditures and strategic investment opportunities.

The Town Council is not subject to externally imposed capital requirements. As at end of the reporting date, the Town Council's total funds amounted to S\$274,333,555 (2024: S\$245,335,704).

29 Fair value of financial Instruments

Fair values

The carrying amount of financial assets and liabilities with a maturity of less than one year is assumed to approximate their fair values.

The Town Council does not anticipate that the carrying amounts recorded at the end of the reporting period would be significantly different from the values that would eventually be received or settled.

Assets measured at fair value

The following table shows an analysis of each class of assets measured at fair value at 31 March 2025.

	Level 1 S\$	Level 2 S\$	Level 3 S\$	Total S\$
Recurring fair value measurements				
31 March 2025				
Financial assets at fair value through profit or loss (Note 10)	70,805,789	-	-	70,805,789
31 March 2024				
Financial assets at fair value through profit or loss (Note 10)	66,776,630	-	-	66,776,630

30 SUBSEQUENT EVENTS

General Election

By virtue of the writ of election issued on 15 April 2025, a general election was called on 3 May 2025. As the members elected for the constituency are under the same political party, hence there will be a transfer of 80% surpluses as at 31 March 2024 after Parliamentary election to the ordinary Sinking Fund and Lift Replacement Fund of the Town Council, in accordance with Town Councils Act 1988. The surpluses as at 31 March 2024 would be reduced by approximately S\$10 million for transfer to ordinary Sinking Fund and Lift Replacement Fund after taking into consideration of capital commitments of Town Improvement works and capital expenditures as at 14 April 2025, the day before the writ of election.





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