

#ONESTRONG



ANNUAL REPORT
APR**2018** - MAR**2019**

MISSION

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

VISION

To excel in ASEAN and compete at the Asian stage.

VALUES

Teamwork
Inclusiveness
Transparency
Respect
Innovation
Passion

KEY PILLARS OF FAS

In line with a vision and attitude to improve the footballing standard and environment in Singapore, the FAS identified four key pillars as the basis of all the changes and developments to build a stronger National Team for the future.

Youth Development
Inclusion of promising youth players competing in a Professional League.

Capability Development
Customised and centralised mechanism to deliver industry best practices in coach development & club administration.

Cost Efficiency
Shared services to maximise holistic support and to leverage on economies of scale.

Vibrant Football Culture
For Singaporeans to feel connected to and embrace local football.



PRESIDENT'S MESSAGE

Dear members,

It is my pleasure to present our Annual Report for the Financial Year of April 2018 to March 2019 on behalf of the Football Association of Singapore (FAS).

While our first year in office was spent addressing the existing issues in Singapore football that we identified, 2018 was when we took further steps to make refinements and introduce new initiatives as we endeavoured to better the sport.

INCREASED VIBRANCY OF LOCAL FOOTBALL

A key focus for us is to create a more vibrant local football scene. New rules were introduced to the revamped Singapore Premier League (SPL) to provide young players more playing time, where we saw a 20% increase in registered Under-23 players compared to 2017. Several of these young players were rewarded with call-ups to both the age-group and senior National Teams, such as Young Lions' Zulqarnaen Suzliman.

The amateur National Football League (NFL) saw the staging of the inaugural NFL Challenge Cup which was introduced to provide higher competitive value to the league and to create greater excitement in the opening of the NFL. In women's football, the two FAS Girls' Development Centres at Bowen and Queensway Secondary Schools were revamped with an improved curriculum. The centres not only provide a platform for young girls to develop their interest and abilities in the sport, but also offer development

opportunities to young, potential female coaches. To further increase participation, a third development centre was launched this year at Meridian Secondary School.

COMMUNITY ENGAGEMENT

Efforts were also made to reach out to the community and grassroots through various events and activities to get them involved in the sport and be a part of the football ecosystem. We engaged a total of 56 schools and 49 community groups through various football clinics, outreach programmes and activations in the past year to encourage participation and create a lively football scene.

REVIVAL OF SINGAPORE SPIRIT - ONESTRONG

The #ONESTRONG campaign was launched to rally Singaporeans, from all walks of life, to come together to support Singapore football and stand behind the National Teams as they compete on the international stage. As the number one sport in Singapore, we believe that football has the power to bring Singaporeans together and we witnessed a revival of this spirit in 2018.

From Fandi Ahmad's appointment as National Team head coach for the ASEAN Football Federation Suzuki Cup to the friendlies leading up to the tournament, we saw the growing support from the fans as they turned up at the stadiums to cheer on the Lions. When the time came to support the National Team against Indonesia and Timor-Leste, close to 50,000 fans turned up at the Home of the Lions.

The players responded by playing their hearts out and in turn, enraptured the spectators. While we were disappointed by the two losses to Philippines and Thailand, we were nevertheless heartened by the fans' support throughout the Suzuki Cup campaign.

#ONESTRONG will continue as an ongoing campaign for the National Teams with more international tournaments coming up in 2019 such as the revived Merlion Cup and the Southeast Asian Games. We hope that this spirit will continue to grow as a strong source of support for our national teams as they fly the Singapore colours on the international stage.

STAKEHOLDER ENGAGEMENT

To move Singapore football forward, we recognised the need for more to be done as a collective and we are thankful to be given the vote of confidence to help make this happen.

Our shared vision for Singapore football was adopted by our stakeholders and I would like to take this opportunity to express my gratitude. I would like to specially thank the Asian Football Confederation (AFC) whom have supported us through the AFC President's Development Initiatives. We are also working closely with FIFA on the FIFA Forward Programme, as well as with Sport Singapore (SportSG) on several initiatives to add vibrancy to the overall football ecosystem.

The ongoing Kallang Football Hub project, overseen by SportSG, will allow our national teams to have access to a

brand new training centre that features one full-sized natural turf field, two full-sized artificial surfaces, one half-sized artificial pitch, four sheltered futsal courts, a 400m running track, changing rooms, and spectator stands. On the local league front, the FAS and SportSG jointly rolled out the shared stadiums initiative earlier this year. The move aims to consolidate resources and create football-centric stadiums where SPL fans can look forward to more football programmes and improved match-day experience.

Engagement sessions were also held with the Ministry of Education, schools and private football academies to promote and share our youth development philosophy and plans.

NEW SPONSORS AND PARTNERS

In February 2019, we welcomed AIA Singapore on board as the new title sponsor for the SPL. With their existing ties to football and notable presence in the Asia-Pacific region, we believe that this partnership will help us to achieve our goal of improving the vibrancy of local football and raising the standards of football in Singapore. We look forward to more collaboration opportunities and building more relationships with their network which include Tottenham Hotspur Football Club.

New partnerships were also forged to raise the level of professionalism and develop the capabilities of players, coaches and officials. Not only did we partner private education institution PSB Academy to provide players the opportunity for continuous learning and

further education, we also sought to enhance the professional image of local referees through apparel sponsor Warrix.

GOVERNANCE

Governance is a key focus area which my Council and I continue to prioritise. Overall, the governance standards in the FAS has been enhanced since 2017 and while we are not perfect yet, we will continue to make further improvements to the systems and processes.

Club Licensing, which was introduced to SPL clubs in 2012, was further ramped up through the use of online systems and processes to ensure stronger governance and organisational structures, stable financial management, as well as improve clubs' administration processes. We will be looking to introduce club licensing to the amateur National Football League next.

MOVING FORWARD IN SOLIDARITY AND UNITY

The Council and I have been taking steps

to achieve what we have planned, and we believe that we are headed in the right direction. There is however more work that needs to be done until we reach our goal and it is crucial that we work together as a collective unit.

I strongly believe that we are only as strong as we are united, and that we can do so much more together. Each and every individual in the football fraternity – be it the players, coaches, clubs, staff or external agencies, partners and stakeholders – is important in our journey towards achieving our vision for Singapore football. Let us work hand in hand towards our common goal for Singapore football.

Yours sincerely,



Lim Kia Tong
President

Football Association of Singapore



GENERAL SECRETARY'S MESSAGE

Dear friends in football,

The past year has been a busy one for us here at the Football Association of Singapore (FAS). While challenges were aplenty, we have continued to work tirelessly towards realising our vision for Singapore football by making key organisational changes as we tackled challenges head on.

ORGANISATIONAL RESTRUCTURING

The FAS underwent an organisational restructuring to reprioritise and streamline resources. We recognised the need to review the structure of the Technical Department for a more effective delivery of our Strategic Plan.

A thorough process was undertaken for the search for both the Technical Director and the Men's Senior National Coach, and resulted in the appointment of Joseph Palatsides and Tatsuma Yoshida respectively.

Joseph has been tasked to assess the foundation laid by our previous Technical Director, Michel Sablon and to further enhance the development of our age-group teams. With Tatsuma leading the charge now with our Lions, and seeing young players like Jacob Mahler, Amirul Adli and Darren Teh getting selected for the senior team, it gives us a sign of the bright young talent emerging in our National team and genuine excitement about them developing further playing with the senior Lions.

At the age-group roster, Coach Philippe Aw was brought in to lead the Under-15 National Team, joining Under-18 National Team Head Coach Fadzuhasny Juraimi. Together with Joseph and Tatsuma, they will be working closely with Under-22 National Team Head Coach Fandi Ahmad to develop a pipeline of players for the National Team from the youth level and ensure a congruent style of play.

On the coaching front, Zainudeen Hassan was appointed as the new Head of Coach Education and Development, where he has been tasked to work closely with coaches from Singapore Premier League (SPL) clubs, oversee their Centre of Excellence programmes, as well as implement the FAS coach education syllabus.

On the administration side, not only were governance structure and processes refined to enhance accountability and transparency, efforts were also ramped up in the areas of stakeholders and organisational development.

OBJECTIVES FOR SINGAPORE FOOTBALL

With a renewed vision and attitude towards local football, the Council and I have identified key pillars for the development and future of the sport in Singapore.

From the revamp of the SPL to the slew of initiatives that were rolled out over the past year, these were plans that the Council and I, in consultation with stakeholders, had in mind to achieve our objectives of Youth Development, Capability Development, Cost Efficiency and Vibrant Football Culture.

As part of the league's revamp, a new rule requiring clubs to start at least three Under-23 players was put in place to provide more opportunities for young players to come through. This resulted in some bright talents making their mark in the league and even catching the eyes of the National Team selectors. The likes of Zulqarnaen Suzliman, Jacob Mahler and Adam Swandi impressed when given the chance to play regularly and were part of the Lions squad that took part in the ASEAN Football Federation (AFF) Suzuki Cup 2018. Others like Zikos Chua and Amirul Adli also caught the eye and

have since been involved regularly at international level.

To increase participation of the sport at the grassroots level and develop young players, we launched the inaugural Singapore Pools-FAS Inter-School Futsal Challenge for youths in the Under-10 and Under-14 age-groups. With the support of the Ministry of Education, the tournament received overwhelming response as more than 1,200 students from over 80 schools participated in Singapore's first school futsal tournament in Singapore held in July and August.

We hope to ride on this positive start to introduce more initiatives to complement and grow the sport in Singapore. Having started out with a boys' tournament, there are plans to expand the competition to include girls' teams, as part of Youth Development efforts. To supplement a larger number of playing teams, coaching and refereeing courses will be rolled out to develop officials with the necessary capabilities. We are also keen to explore the possibility of bringing futsal to the heartlands by hosting matches at schools so as to create a more vibrant football culture.

An Under-14 Development League was also initiated for clubs, schools and private academies from June to November to provide additional playing opportunities for the young footballers.

At the national team level, we sought to provide more playing opportunities, especially for the age-group teams. We successfully organised two international quadrangular tournaments in collaboration with UEFA for the senior and Under-15 Women's National Teams, which saw Singapore finish second in both tournaments. The teams also participated in regional tournaments where the Lionesses recorded draws with

Vietnam, Indonesia and Mongolia, while the age-group teams held themselves against Malaysia and Philippines.

Meanwhile, the Men's National Team put up a credible showing in the 2018 AFF Suzuki Cup, and while the Lions missed out on progressing to the next stage, their performances brought renewed belief in the stands. This wave of positivity was built upon in the AIRMARINE Cup earlier this March, where they beat 2018 AFF Suzuki Cup finalist Malaysia at the Bukit Jalil Stadium and then drew with Middle Eastern giants Oman before succumbing on penalties. Our Under-22 Men's National Team also completed their Asian Football Confederation Under-23 Championship 2020 qualifying campaign with a second-place finish in the group stage, where they were unbeaten – our best ever result at this tournament. Our U-22 would then go on to become champions of the Merlion Cup 2019 where they beat traditional powerhouse Thailand in a thrilling final backed by our very own ardent fans at the Jalan Besar Stadium.

Off the field, we looked at improving the skills and capabilities of players with the signing of a Memorandum of Understanding with PSB Academy, one of Singapore's leading Private Education Institutions. The partnership aims to provide professional players with a pathway for continuous learning and further education to help prepare them for life after they retire from their professional football career.

Players who are seeking a career in coaching after retirement are also given opportunities to be certified through various coaching courses organised by the Coach Education Department.

With fans being a key stakeholder in our efforts to uplift local football, we wanted to increase engagement efforts and improve the match-day experience for

them. Not only did we hold engagement sessions with several fan groups, we also worked with the SPL clubs to organise football-related pre-match activities such as curtain-raiser matches and community events to create a more appealing atmosphere for fans.

As part of our continuing efforts to engage with fans via our online channels, we have put out more engaging digital content in the forms of graphics, videos and stills to showcase the vibrancy of the local football and keep things fresh for the fans. These include player profiles, player features, behind-the-scenes content and more that are curated for each of our channels.

Apart from the activities, we embarked on the shared stadiums initiative in the Singapore Premier League as part of Sport Singapore's Sports Facilities Master plan. We hope to create a better fan experience by upgrading the identified football stadiums with better facilities and the latest technology. Enhancements include the installation of bucket seats, new sound systems, LED boards along the perimeter of the

fields and Jumbotrons for increased fan engagement. LED banners and screens have also been installed outside stadiums so that clubs can keep fans updated on upcoming fixtures, events and profile players. This initiative will also consolidate resources for a more football-centric focus and optimise commercial value for the clubs.

The following pages describe in detail the initiatives that were introduced, on and off the pitch, in the Financial Year from April 2018 to March 2019. We recognise that there are further challenges and obstacles to be surmounted as we move ahead, but we are nevertheless excited for the new opportunities that will come our way as we work towards building the future of the Beautiful Game in Singapore.

Yours sincerely,



Yazeen Buhari

General Secretary
Football Association of Singapore



MILESTONES

APRIL '18 - MARCH '19



**SINGAPORE
PREMIER
LEAGUE**

AIA Singapore Premier League

Leading life insurer AIA Singapore came on board in February 2019 as the new title sponsor of Singapore's only professional sports league.



Shared Stadiums

As part of the nation's Sports Facilities Master Plan to provide greater access to sports facilities and enable wider participation, the eight locally based Singapore Premier League (SPL) clubs will be sharing four stadiums – Bishan Stadium, Jalan Besar Stadium, Jurong East Stadium and Our Tampines Hub – equipped with enhanced digital facilities to boost the match day experience on all match days from 2019 onwards.



Warrix Partnership

The FAS signed a three-year partnership with Warrix Sport Sdn. Bhd. to provide uniformed official match attire for all FAS-registered referees to enhance their professional image.



Broadcast Operations

The FAS shifted its broadcast operations from network television to the digital sphere by setting up an in-house production team to undertake production of live matches. 85 matches were successfully delivered on-the-go for fans by leveraging on Facebook and MyCujoo's platforms. This accounts for almost 90 percent of matches in the 2018 season. The live-streamed matches have reached over 1 million people and garnered 1,067,685 views.

The FAS aims to stream 100 percent of matches by the upcoming financial year and also hopes to provide regular streaming of grassroots, women's and age-group games. This ties in with the FAS's goal of increasing connectivity with fans through the use of digital platforms.



AFC Asian Cup 2019

Asia's most prestigious football tournament saw the involvement of four Singapore officials. Besides Referee Instructors John Chia and M. Ganesan, the tournament saw Ronnie Koh making his maiden debut while Muhammad Taqi participated in his second Asian Cup. Taqi was also part of the VAR team from the quarterfinal stage to the final match.



Club Licensing

Club Licensing, a basic criterion for SPL clubs to participate in AFC Club Competitions such as the Asian Champions League and AFC Cup, has turned into a fundamental consideration in key decisions made by SPL clubs and its operations to improve the standards of the football ecosystem in Singapore. The FAS will seek to introduce Club Licensing to the National Football League (NFL) in 2019.

HR & Finance Integrated System

A series of integrated systems initiatives with the potential to change footballing administration landscape at the FAS and SPL Clubs was introduced. HR and Financial systems were integrated to eliminate database duplication through the syncing of applications and processes.

To enable more efficient administration and operational processes, a new Club Portal for financial purposes would be extended to all SPL Clubs.



AFC President's Development Initiative

Following a fruitful engagement between the FAS and AFC President Shaikh Salman Bin Ebrahim Al Khalifa in November 2017, AFC Consultant Anter Isaac and Development Officer Visakan Subramanian conducted a series of consultations with the FAS to assist in the continued development of Singapore Football. The areas of reviews led to several key strategic implementations including corporate and financial governance, organisational excellence, referee and competitions management.



Asian Football Confederation (AFC) Awards 2018

The FAS was recognised for its efforts in developing and promoting grassroots football, which includes technical programmes, grassroots partnerships and activities.

AFC Grassroots Charter 2018

Silver Level Membership

AFC Special Grassroots Awards 2018

Best Grassroots Leader:
Rizal Rasudin, PBM, Admiralty CSC – 3rd place
Best Grassroots Club:
Yuhua Constituency Sports Club – 3rd place
Best Grassroots Project:
Football with a Heart – Merit

AFC Awards 2018

AFC President's Recognition Awards for Grassroots Football 2018: Developing MA



Technical Revamp

As part of efforts to improve technical standards of Singapore football, the FAS would be reviewing and revamping the structure of the Technical Department. This included decentralising youth development to clubs, schools and academies, and key appointments of Technical Director, Head of Coach Education and National 'A' Team Coach.



Inter-School Futsal Challenge 2018

In line with the FAS' objectives of developing youth players and increasing participation at the grassroots level, the Inter-School Futsal Challenge was Singapore's largest school futsal tournament organised for the Under-10 and Under-14 age-groups with the support of Singapore Pools and the Ministry of Education. The tournament saw participation from 41 primary and 35 secondary schools in the respective age-group events.



2018 FIFA World Cup Russia

Singapore was represented at the 2018 FIFA World Cup Russia by FAS President Lim Kia Tong who is a member of FIFA's Disciplinary Committee, and FIFA Fitness Instructor M. Ganesan. As the only FIFA Fitness Instructor from Asia, Ganesan was responsible for training match officials at tournaments, which include monitoring their nutrition, overseeing their recovery and keeping them in peak condition throughout.



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TEAM FAS

ADVISORS



MAH BOW TAN



A/P HO PENG KEE



LIM KIA TONG
PRESIDENT



BERNARD TAN
DEPUTY PRESIDENT



EDWIN TONG
VICE-PRESIDENT



RAZALI SAAD
VICE-PRESIDENT



S. THAVANESON
VICE-PRESIDENT



TEO HOCK SENG
VICE-PRESIDENT

EXECUTIVE COMMITTEE MEMBERS

COUNCIL MEMBERS



DARWIN JALIL



DR DINESH NAIR



FORREST LI



KELVIN TEO



LIM TONG HAI



MICHAEL FOO



RIZAL RASUDIN



SHARDA PARVIN



YAKOB HASHIM

EX-OFFICIOS



LELAINA LIM



YAZEEN BUHARI

ADVISORS (w.e.f. 16 November 2017)

Mah Bow Tan
(former Minister for National Development)
Designation: Chairman
Organisation: GYP Properties Limited

A/P Ho Peng Kee
(former Senior Minister of State for Law and Home Affairs)
Designation: Associate Professorial Fellow
Organisation: NUS, Law Faculty and LKYSPP

EXECUTIVE COMMITTEE (w.e.f. 29 April 2017)

Lim Kia Tong
Designation: Lawyer
Organisation: Hin Tat Augustine & Partners
Attendance: 5/6

Bernard Tan
Designation: Country President
Organisation: Sinar Mas Group
Attendance: 6/6

Edwin Tong
Designation: Senior Minister of State
Organisation: Ministry of Law & Ministry of State, Government of Singapore
Attendance: 2/6

Razali Saad
Designation: Assistant Director
Organisation: Sport Singapore
Attendance: 6/6

S. Thavaneson
Designation: Chief Executive Officer
Organisation: Sports Equipment F.E. Pte. Ltd.
Attendance: 6/6

Teo Hock Seng
Designation: Company Director
Organisation: Komoco Holdings Pte. Ltd.
Attendance: 5/6

COUNCIL MEMBERS (w.e.f. 29 April 2017)

Darwin Jalil
Designation: Group Executive Director
Organisation: Project Vaults Group Pte. Ltd.

Dr. Dinesh Nair
Designation: Cardiologist
Organisation: Hearts Matters Medical Centre Pte. Ltd.

Forrest Li
Designation: Chairman and Group Chief Executive Officer
Organisation: Sea Limited

Kelvin Teo
Designation: Chief Executive Officer
Organisation: Sembcorp Development Ltd.

Lim Tong Hai
Designation: Team Lead
Organisation: Sport Singapore

Michael Foo
Designation: Director, South East Community Development Division
Organisation: People's Association

Rizal Rasudin, PBM
Designation: Director, Business Development
Organisation: NAZA Holdings

Sharda Parvin
Designation: Educator
Organisation: Pathlight School

Yakob Hashim
Designation: Retiree

EX-OFFICIOS

Lelaina Lim
(w.e.f. 27 July 2017)
Designation: Group Chief Financial Officer
Organisation: Eu Yan San International Limited

Yazeen Buhari
(w.e.f. 1 September 2018)
Designation: General Secretary
Organisation: Football Association of Singapore

COMMITTEES

Audit & Compliance Committee (2017 – 2021)

Mr Jackson Yap
Chairperson

Electoral Committee (2017 – 2021)

Mr Ng Yong Ern Raymond
Chairperson

Electoral Appeal Committee (2017 – 2021)

Mr Eu Hai Meng
Chairperson

Judicial Bodies (2017 – 2021)

Mr Abdul Salim Ahmed Ibrahim, PBM
Appeal | Chairperson

Mr Jeffrey Beh
Ethics | Chairperson

Mr K. Bala Chandran
Disciplinary | Chairperson

Standing Committees (2017 – 2021)

Mr Bernard Tan
Administration & Finance |
Chairperson

Mr Edwin Tong
Legal | Chairperson

Mr Forrest Li
Business Development |
Chairperson

Dr Dinesh Nair
Medical | Chairperson

Mr Michael Foo
Community Outreach, Grassroots
& Volunteer | Chairperson

Mr Kelvin Teo
Players' Status | Chairperson

Mr S. Thavaneson (2017 - 2019)
Mr Lim Kia Tong (2019 - 2021)
Competitions | Chairperson

Mr Teo Hock Seng
Players' Welfare | Chairperson

Club Licensing (2019 – 2021)

Mr Mohamed Muzammil
First Instance Body | Chairperson

Mr Razali Saad
Disability and Special Needs
Players | Chairperson

Mr Lim Tong Hai
Referees | Chairperson

Mr Bernard Tan
Facilities | Chairperson

Mr Rizal Rasudin, PBM Security | Chairperson

Mr Lim Kia Tong
Football Development & Excellence | Chairperson

Ms Sharda Parvin
Women's | Chairperson

Mr Lim Kia Tong
International Relations |
Chairperson

Mr Navindraram Naidu
Appeal Body | Chairperson

AFFILIATES

ORDINARY MEMBERS



AFFILIATES

ASSOCIATE MEMBERS



FAS ORGANISATIONAL STRUCTURE





**OUR SPONSORS
& PARTNERS**

SPONSORS & PARTNERS



**SINGAPORE
PREMIER
LEAGUE**

FIFA[®]



AIA

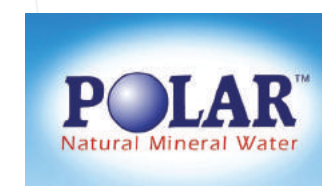
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KOMODO
MOTORS PTE. LTD.



Sport
SINGAPORE
LIVE BETTER THROUGH SPORT



Sport
SINGAPORE
LIVE BETTER THROUGH SPORT



Giving Hope. Improving Lives.

WARRIX

WARRIX

SPONSORS & PARTNERS

The AIA logo is displayed in a large, bold, red font. It is positioned on the left side of the page, within a light blue hexagonal graphic element that has a subtle geometric pattern.

AIA New Title Sponsor of the Singapore Premier League

The FAS announced leading life insurer AIA Singapore as the new title sponsor of Singapore's only professional sports league, now renamed as the AIA Singapore Premier League. Under this partnership, the FAS and AIA would leverage on SPL clubs' ties with the communities and schools as part of AIA's commitment to encourage football development in youths through various outreach initiatives.

The partnership would help the FAS to achieve its goal of improving the vibrancy of local football and raising standards of football in Singapore while keeping in line with its objective of increasing participation at the grassroots level.

The Sport SINGAPORE logo features the word "Sport" in a stylized red font with a colorful circular graphic element. Below it, "SINGAPORE" is written in a smaller, red, sans-serif font. At the bottom, the tagline "LIVE BETTER THROUGH SPORT" is written in a small, red, sans-serif font. The logo is set against a light blue hexagonal background with a geometric pattern.

Sport Singapore Shared Stadiums for the Singapore Premier League

As part of the nation's Sports Facilities Master Plan to provide greater access to sports facilities and enable wider participation, the eight locally based SPL clubs will be sharing stadiums on all match days from 2019 onwards.

Bishan Stadium

Home United FC and Balestier Khalsa FC

Jalan Besar Stadium

Young Lions and Hougang United FC

Jurong East Stadium

Albirex Niigata FC (S) and Warriors FC

Our Tampines Hub

Tampines Rovers FC and Geylang International FC

The shared stadium initiative was aimed at creating a vibrant football culture by enhancing match day experience and increasing fans' participation. Not only were the stadiums upgraded with new seats, the latest visual and audio technology – which include giant LED screens and A-boards – were also installed to provide an improved experience for fans. Clubs would also be able to leverage on the latest technology for increased fan engagement during the match, as well as provide information on upcoming fixtures, events and players' profiles via out-of-home advertising.

Warrix Official Apparel Sponsor for FAS-registered Referees

As match officials play a vital role in the game, the FAS took the step to enhance the professional image of local referees.

The FAS signed a three-year partnership with Warrix Sport Sdn. Bhd. to provide all FAS-registered referees with a uniform attire. Under the partnership with Warrix, all FAS-registered referees from SPL referees to FAS Class 3 referees would don Warrix apparel to officiate FAS-sanctioned matches for the domestic football season from 2019 – 2021. FAS Referee Assessors and Instructors would also wear Warrix attire when conducting official duties.

The WARRIX logo features a stylized orange 'X' shape above the word "WARRIX" in a bold, black, sans-serif font. The logo is set against a light blue hexagonal background with a geometric pattern.

PSB Academy Memorandum of Understanding

With the revamp of the SPL and a vision to improve the technical knowledge and capabilities of players, coaches and officials, the FAS identified the need to expand efforts to skills and capabilities off the field.

The partnership with PSB Academy – one of Singapore's leading Private Education Institutions – was announced at a Memorandum of Understanding signing ceremony. It was the first time that the FAS collaborated with a Private Education Institution to help prepare players for life after retirement from their professional football career by providing them with a pathway for continuous learning and further education.

The psb ACADEMY logo features the letters "psb" in a large, bold, red font, with the word "ACADEMY" in a smaller, black, sans-serif font below it. The logo is set against a light blue hexagonal background with a geometric pattern.

SPONSORS & PARTNERS

People's Association Shioh Series

The FAS, through the Young Lions, partnered with People's Association (PA) for the Shioh Series Programme which is supported by an ever-expanding network of Malay Muslim Organisations and industry experts to co-curate customised courses for the community, by the community.

A football clinic session on 'Correct footwork and techniques to dominate the field' was organised on 1 August 2018 for 35 aspiring footballers. Participants also got the chance to watch the SPL match between the Young Lions and Tampines Rovers FC at Jalan Besar Stadium and an exclusive opportunity to become player escorts for the match.



FAS Congress Cup 2018

The inaugural FAS Congress Cup, which took place on 21 September 2018, was a platform to foster and strengthen ties amongst members of the football fraternity and stakeholders through football. It was also a great opportunity to recognise the various groups of people who had contributed in different ways towards ensuring the success of the sport.

As a prelude to the FAS Congress, a total of eight teams and over 150 members from various groups of the football fraternity – the FAS, partners and sponsors, SPL, National Football League, women's football, ex-internationals and the media – gathered at the Jalan Besar Stadium to take part in the eight-a-side tournament.

Inter-School Futsal Challenge (ISFC) 2018

In line with FAS' objectives of Youth Development and increasing participation at the grassroots level, the ISFC was Singapore's largest school futsal tournament organised for the Under-10 and Under-14 age-groups with the support of Singapore Pools and the Ministry of Education.

A key focus of the ISFC was to instil key values – Passion, Respect and Teamwork – in the young students through sport. These values were reinforced throughout the tournament through FAS Values Ambassadors Taufiq Muqminin (Young Lions), Justin Hui (Hougang United FC) and Mukundan Maran (Warriors FC).

Under-10s

Champions:

First runners-up:

Second runners-up:

Woodlands Ring Primary School

White Sands Primary School

Yangzheng Primary School

Under-14s

Champions:

First runners-up:

Second runners-up:

Bartley Secondary School

Whitley Secondary School

Bendemeer Secondary School



PARTICIPANTS

1260
PLAYERS



NO. OF SCHOOLS

41 **35**
PRIMARY SECONDARY

Partners: Berita Harian, MOE, Our Tampines Hub, Select, Field Catering, Singapore Pools, Sport Singapore and You-C 1000



SPONSORS & PARTNERS

The Sultan of Selangor's Cup

An annual event in the football calendar, the 2018 Sultan of Selangor's Cup took place on 25 August 2018 at the Shah Alam Stadium, Selangor, Malaysia. 38 busloads of Singaporean fans travelled to watch the match, which was graced by His Royal Highness Tengku Sharafuddin Idris Shah Alhaj, The Sultan of Selangor.

The Singapore Selection team were edged on penalties by the Selangor Selection team in the 17th edition of The Sultan of Selangor's Cup after the match ended 1-1 in regulation time. Selangor won 3-2 on penalties in the Veterans clash to win the title for the eighth time while the Singapore Under-16 Selection went down 2-0 to their counterparts in the Selangor-Singapore Schools Challenge Cup.



NATIONAL TEAMS

NATIONAL TEAMS



Appointment of National 'A' Team Coach Tatsuma Yoshida

Former J.League manager Tatsuma Yoshida was appointed as Singapore's National Team Coach in June 2019, ending the search for a permanent Lions coach after V. Sundram Moorthy stepped down in April 2018.

The FAS focused its search in Asia and Tatsuma was highly recommended by the Japanese Football Association, and was also endorsed by J.League President Mitsuru Murai.

Tatsuma started his coaching journey as Kashiwa Reysol's youth team coach in 2003, before being appointed as the club's sports director in 2011. He took up his first head coach position with Reysol in 2015 and subsequently moved to lead fellow J1 League sides Albirex Niigata and Ventforet Kofu.

As the first-ever Japanese coach to helm the team, Tatsuma brings with him not only his experience with youth development but also the exemplary attitude, strict discipline and work ethic that the Japanese are known for.

MEN'S 'A' TEAM



WORLD RANKING
160
as of 31 March 2019

From April 2018 to March 2019, the National 'A' Team played 10 international 'A' matches and completed the calendar year with an unbeaten home record. The Lions also registered their away wins for the first time since June 2016.

International 'A' Friendlies

Across the September and October windows, we played four friendly matches and were unbeaten in all under Fandi Ahmad's leadership.

Fresh blood was injected into the squad as youngsters like Zulqarnaen Suzliman, Zulfadhmi Suzliman and Jacob Mahler won their first caps, while the likes of Ho Wai Loon and Huzaifah Aziz were rewarded for their good performances in the league with international debuts as well. Ikhsan Fandi and Jacob also notched their first goals for the country.

SUZUKI CUP 2018 SQUAD

INTERNATIONAL 'A' FRIENDLIES

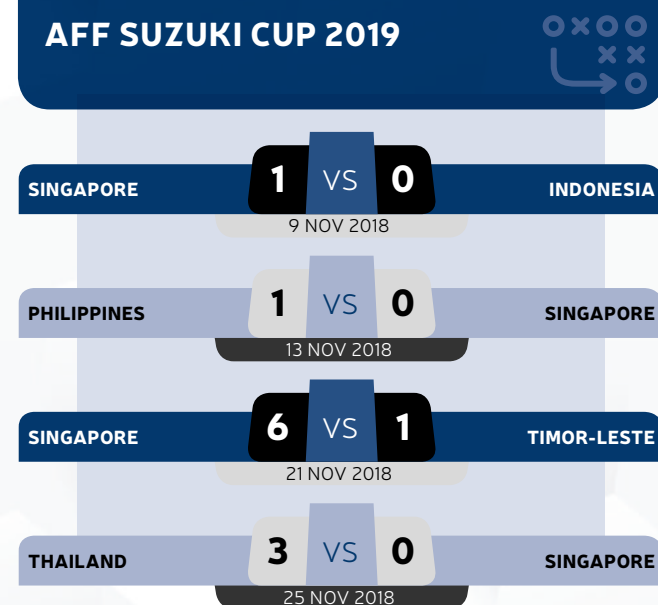
SINGAPORE	1	VS	1	MAURITIUS
7 SEP 2018				
SINGAPORE	2	VS	0	FIJI
11 SEP 2018				
SINGAPORE	2	VS	0	MONGOLIA
12 OCT 2018				
CAMBODIA	1	VS	2	SINGAPORE
16 OCT 2018				

NATIONAL TEAMS

AFF Suzuki Cup 2018

There was a palpable sense of buzz and excitement as the Lions headed into the AFF Suzuki Cup off the back of good performances in the preceding friendlies, as well as a training camp in Japan where the team bonded well. An opening victory against Indonesia at home saw the team win their first match in the tournament since 2014. A resounding 6-1 win was also achieved against Timor-Leste in our third game, thanks to Safuwan Baharudin's first career hat-trick; he also became the first Lion to score a hat-trick in 12 years. The same match also saw Singapore score its 100th goal in the history of the AFF Championships, 22 years on from the first goal. Fittingly, it was Ikhsan Fandi who got the goal – his father, Fandi, had scored that first goal in 1996.

While away defeats against the Philippines and Thailand meant the team just missed out on qualification to the semi-finals, fans were won over by the exciting football on display.



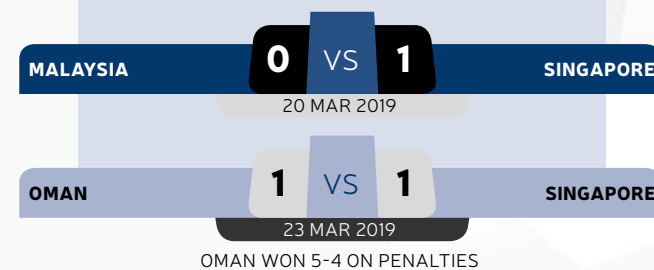
AIRMARINE Cup 2019

In March 2019, we accepted an invitation from the Football Association of Malaysia to take part in the quadrangular alongside hosts Malaysia, Oman and Afghanistan.

Faris Ramli's clinical finish in our opening match against Malaysia saw the Lions record their first win over their Causeway rivals since 2012. In the final, a brilliant last-gasp freekick from Zulfahmi Arifin saw Singapore hold 90th-ranked Oman to a 1-1 draw. In the ensuing penalty shootout, Oman prevailed 5-4 to win the trophy.



**AIRMARINE CUP 2019
2ND PLACE FINISH**



AWARD RECIPIENT
MALAYSIA SUPER LEAGUE'S
BEST ASEAN PLAYER 2018
HARISS HARUN



Special Appreciation

The FAS bid farewell to one of our greatest servants in the Lions set-up. Fahrudin Mustafic, our midfield engine since 2006 officially retired from professional football at the end of the 2018 SPL season.

During an international career spanning an incredible 12 years, Fara was capped 87 times and most notably won the AFF Championships in 2007 and 2012.

Fara continues his contribution to Singapore football as one of the backroom staff of Tampines



Rovers FC since the start of the 2019 season. The FAS would like to express its gratitude for Fara's continued dedication to Singapore football as he embarks on developing talent for the next generation of local footballers.

MEN'S UNDER-22 TEAM

The National Under-22 team led by Coach Fandi Ahmad, competed in the AFC U23 Championship Qualifiers in March 2019. Grouped with hosts Mongolia, DPR Korea and Hong Kong, the matches all took place in sub-zero temperatures in Ulaanbaatar.

The team completed the qualification campaign unbeaten in second place in the group; drawing 1-1 with both Hong Kong and DPR Korea, before beating Mongolia 3-1. The result against DPR Korea stands out as they were seeded ninth in Pot 1 for the qualifiers and were most recently quarter-finalists at the 2018 Asian Games.

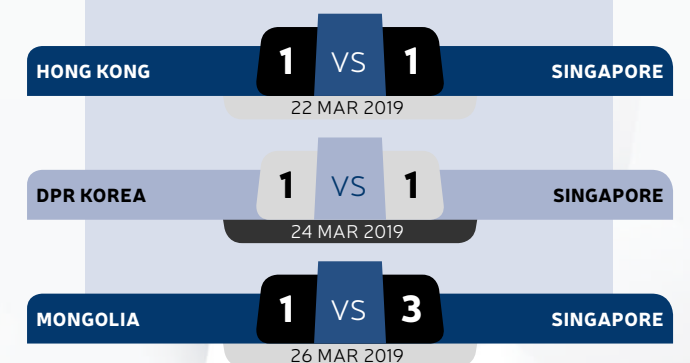
While the team may have missed out narrowly on qualification, there were plenty of positives from the performances of the team and that will stand them in good stead ahead of the 30th SEA Games at the end of the year. It was also Singapore's best ever showing – in each of the previous three editions of qualifying, there was at least

one defeat and the team never finished higher than third.

The results will also leave a positive legacy for the next qualifying campaign in two years, with the team potentially moving up from Pot 3 to Pot 2 in the draw.



**AFC UNDER-23 CHAMPIONSHIP
QUALIFIERS 2019**
(ULAANBAATAR, MONGOLIA)



NATIONAL TEAMS



AFF UNDER-19 CHAMPIONSHIP 2018 (SURABAYA, INDONESIA)

PHILIPPINES	1 JULY 2018 2 VS 1	SINGAPORE
INDONESIA	3 JULY 2018 4 VS 0	SINGAPORE
THAILAND	5 JULY 2018 6 VS 0	SINGAPORE
LAOS	7 JULY 2018 5 VS 0	SINGAPORE
VIETNAM	9 JULY 2018 2 VS 2	SINGAPORE

Boys' Under-19 Team

Under-19 head coach Robbie Servais had to do without the services of a few key players at the AFF Under-19 Championship 2018 and as a result named nine players who were 17 years old or below in the 22-man traveling squad. This affected preparations for the tournament and while the results were not ideal, the team managed to show what they were capable of in their final game by holding Vietnam to a 2-2 draw.

Boys' Under-16 Team

An unfortunate opening loss to Laos was followed by defeats to the tournament's eventual first and second runners-up, but the Singapore Under-16 boys ended on a winning note with a comprehensive win against Brunei. Striker Zikos Chua emerged as one to watch for the future by scoring in three of the four matches, tallying four goals.

AFF UNDER-16 CHAMPIONSHIP 2018 (SURABAYA, INDONESIA)

LAOS	1 JULY 2018 2 VS 1	SINGAPORE
THAILAND	3 JULY 2018 3 VS 1	SINGAPORE
MALAYSIA	5 JULY 2018 5 VS 0	SINGAPORE
BRUNEI	7 JULY 2018 0 VS 5	SINGAPORE

WOMEN'S 'A' TEAM



The work in building a solid base of female players at youth level continues and has come on in recent years, with the introduction of more age-group teams at Under-12, 14 and 16 to complement the U19 and senior teams, while talent is scouted at all-girls' training centres and the two domestic leagues. The U15, U16 and U19 sides played against opposition that have more established women's programmes and despite the defeats, the experiences of international exposure – the first time for most of these players – will only serve to benefit them.

TRAINING CAMP VIETNAM FOOTBALL FEDERATION

VIETNAM U19	26 MAY 2018 1 VS 0	SINGAPORE
HANOI FC	27 MAY 2018 1 VS 1	SINGAPORE
VIETNAM	28 MAY 2018 1 VS 1	SINGAPORE

AFF WOMEN'S CHAMPIONSHIP 2018 (PALEMBANG, INDONESIA)

INDONESIA	1 JULY 2018 1 VS 1	SINGAPORE
PHILIPPINES	3 JULY 2018 3 VS 0	SINGAPORE
VIETNAM	5 JULY 2018 10 VS 0	SINGAPORE
MYANMAR	7 JULY 2018 7 VS 0	SINGAPORE



OLYMPICS 2020 AFC WOMEN'S QUALIFIERS (DUSHANBE, TAJIKISTAN)

PHILIPPINES	4 NOV 2018 9 VS 0	SINGAPORE
MONGOLIA	6 NOV 2018 2 VS 2	SINGAPORE
CHINESE TAIPEI	11 NOV 2018 10 VS 0	SINGAPORE
TAJIKISTAN	13 NOV 2018 6 VS 0	SINGAPORE

NATIONAL TEAMS

Girls' Under-19 Team

TRAINING CAMP VIETNAM FOOTBALL FEDERATION

MYANMAR	6 SEP 2018 7 VS 0	SINGAPORE
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AFC UNDER-19 WOMEN'S CHAMPIONSHIP 2018 (HANOI, VIETNAM)

JORDAN	24 OCT 2018 8 VS 0	SINGAPORE
BIETNAM	26 OCT 2018 11 VS 0	SINGAPORE
MALAYSIA	28 OCT 2018 0 VS 0	SINGAPORE

JENESYS 2018 (OKINAWA, JAPAN)

CAMBODIA	2 MAR 2019 4 VS 1	SINGAPORE
VISCALE OKINAWA	3 MAR 2019 9 VS 0	SINGAPORE
LAOS	4 MAR 2019 4 VS 0	SINGAPORE
MALAYSIA	6 MAR 2019 - VS -	SINGAPORE

CALLLED OFF DUE TO INCLEMENT WEATHER



Girls' Under-16 Team

AFF UNDER-16 WOMEN'S CHAMPIONSHIP 2018 (PALEMBANG, INDONESIA)

MALAYSIA	1 MAY 2018 3 VS 3	SINGAPORE
VIETNAM	3 MAY 2018 4 VS 0	SINGAPORE
PHILIPPINES	5 MAY 2018 1 VS 1	SINGAPORE
MYANMAR	7 MAY 2018 7 VS 1	SINGAPORE

TRAINING CAMP MYANMAR FOOTBALL FEDERATION

MYANMAR	4 SEP 2018 9 VS 2	SINGAPORE
MYANMAR	6 SEP 2018 4 VS 0	SINGAPORE

AFC UNDER-16 WOMEN'S CHAMPIONSHIP 2019 QUALIFIERS (DUSHANBE, TAJIKISTAN)

TAJIKISTAN	15 SEP 2018 9 VS 0	SINGAPORE
IR IRAN	17 SEP 2018 2 VS 2	SINGAPORE
CHINESE TAIPEI	19 SEP 2018 10 VS 0	SINGAPORE
NORTHERN MARINA ISLANDS	23 SEP 2018 6 VS 0	SINGAPORE

Girls' Under-15 Team

UEFA UNDER-15 YOUTH INTERNATIONAL TOURNAMENT 2018 (BURIRAM, THAILAND)

THAILAND	9 DEC 2018 5 VS 0	SINGAPORE
MALTA	11 DEC 2018 4 VS 0	SINGAPORE
MONGOLIA	13 DEC 2018 0 VS 2	SINGAPORE



COMPETITIONS

COMPETITIONS



Great Eastern–Hyundai
Singapore Premier
League 2018

WINNER
ALBIREX
NIIGATA FC (S)



Great Eastern–Hyundai
Singapore Premier
League Community
Shield 2018

FINAL SCORE

ALBIREX NIIGATA FC (S) 2 VS 1 TAMPINES ROVERS FC

31 MAR 2018

TAKU MORINAGA 59' (PEN)
SHUHEI HOSHINO 90'

FAHRUDIN MUSTAFIC 77'

WINNER
ALBIREX
NIIGATA FC (S)



CLUB	P	W	D	L	GF	GA	GD	PTS
ALBIREX NIIGATA FC (S)	24	21	3	0	69	17	52	66
HOME UNITED FC	24	12	7	5	48	36	12	43
BRUNEI DPMM FC	24	11	8	5	46	38	8	41
TAMPINES ROVERS FC	24	12	4	8	43	27	16	40
WARRIORS FC	24	7	7	10	32	35	-3	28
BALESTIER KHALSA FC	24	7	6	11	25	36	-11	27
YOUNG LIONS	24	5	6	13	25	46	-21	21
GEYLANG INTERNATIONAL FC	24	5	5	14	26	57	-31	20
HOUGANG UNITED FC	24	2	6	16	22	44	-22	12

SPL STATISTICS

VIEWERSHIP STATISTICS

TOTAL MATCHES
LIVE STREAMED
85
MATCHES

TOTAL
VIEWERSHIP
1,067,685
VIEWERSHIP

AVERAGE
VIEWERSHIP
12,561
VIEWERSHIP

HIGHEST VIEWED
LIVE STREAMED MATCH
96,000
COMMUNITY SHIELD
ALBIREX NIIGATA FC (S) VS TAMPINES ROVERS FC

MATCH STATISTICS

TOTAL NUMBER
OF MATCHES
108
MATCHES

TEAM WITH LONGEST
WINNING STREAK
17
MATCHES
ALBIREX NIIGATA FC (S)

TOTAL MINUTES OF PLAY
FOR U23 PLAYERS
39,264
MINUTES

HIGHEST
SCORING MATCH
2 - 6
GEYLANG INTERNATIONAL FC VS DPMM FC

CARD STATISTICS

TOTAL NUMBER
OF CARDS
428

TOP 3 REASONS FOR
YELLOW CARDS ISSUED

TOTAL NUMBER OF
YELLOW CARDS
407
YELLOW CARDS

UNSPORTING
BEHAVIOUR
350
CARDS

TEAM WITH MOST NUMBER
OF YELLOW CARDS
58
YELLOW CARDS
HOME UNITED FC

PERSISTENTLY INFRINGING
THE LAWS OF THE GAME
39
CARDS

PLAYER WITH MOST NUMBER
OF YELLOW CARDS
10
YELLOW CARDS
HUZAIFAH AZIZ (BALESTIER KHALSA FC)

DELAYING THE RESTART
OF THE GAME
22
CARDS

TOTAL NUMBER OF
DIRECT RED CARDS
11

TOP 3 REASONS FOR
RED CARDS ISSUED

RECEIVED 2ND
YELLOW CARD
10
CARDS

TOTAL NUMBER OF
INDIRECT RED CARDS
10
RED CARDS

VIOLENT
CONDUCT
4
CARDS

TEAM WITH MOST NUMBER
OF RED CARDS
4
RED CARDS
GEYLANG INTERNATIONAL FC & WARRIORS FC

DENYING OBVIOUS GOAL
SCORING OPPORTUNITY
3
CARDS

PLAYER WITH MOST NUMBER
OF RED CARDS
2
RED CARDS
AZWAN ALI RAHMAN (DPMM FC)

SPL
PLAYERS
NUMBERS

TEAMS	TOTAL PLAYERS	TOTAL U23 (LOCAL)	TOTAL FOREIGN PLAYERS	TOTAL U23 (FOREIGN)
ALBIREX	21	2	19	18
BALESTIER	24	11	2	0
DPMM	25	0	25	8
GEYLANG	22	9	2	0
HOME	24	8	2	0
HOUGANG	25	8	2	1
TAMPINES	22	10	2	0
WARRIORS	22	6	2	0
YOUNG LIONS	29	29	0	0
TOTAL	214	83	56	27

TOTAL GOALS
SCORED
336

TOP GOAL SCORER
SHUHEI HOSHINO - ALBIREX NIIGATA FC (S)
19

AVERAGE NUMBER
OF GOALS SCORED
3.11

1ST HALF

NUMBER OF
GOALS SCORED
132

TEAM WITH MOST
GOALS SCORED
25

2ND HALF

NUMBER OF
GOALS SCORED
204

TEAM WITH MOST
GOALS SCORED
44

SCORED BETWEEN
80 MINS TO 90 MINS

NUMBER OF
GOALS SCORED
62

TEAM WITH MOST GOALS
JOINT BY ALBIREX NIIGATA FC (S)
& TAMPINES ROVERS FC
13

OPEN PLAY

TOTAL GOALS FROM
OPEN PLAY
(EXCLUDING OWN GOALS)
210

TEAM WITH MOST NUMBER OF
OPEN PLAY GOALS
ALBIREX NIIGATA FC (S)
60

PLAYER WITH MOST NUMBER OF
OPEN PLAY GOALS
SHUHEI HOSHINO -
ALBIREX NIIGATA FC (S)
18

FREE KICKS

TOTAL GOALS FROM
FREE KICKS
(DIRECT & INDIRECT)
58

TEAM WITH MOST NUMBER OF
FREE KICK GOALS
WARRIORS FC
5

PLAYER WITH MOST NUMBER OF
FREE KICK GOALS
KENYA TAKAHASHI -
ALBIREX NIIGATA FC (S)
3

CORNERS

TOTAL GOALS FROM
CORNERS
33

TEAM WITH MOST NUMBER OF
CORNER GOALS
WARRIORS FC
7

PLAYER WITH MOST NUMBER OF
CORNER GOALS
JONATHAN BEHE -
WARRIORS FC
3

PENALTIES

TOTAL GOALS FROM
PENALTIES
29

TEAM WITH MOST NUMBER OF
PENALTY GOALS
HOME UNITED FC
5

PLAYER WITH MOST NUMBER OF
PENALTY GOALS
KHARUL AMRI -
TAMPINES ROVERS FC
4

HAT-TRICKS

TOTAL NUMBER OF
HAT-TRICKS
6

TEAM WITH MOST NUMBER OF HAT-TRICKS
TAMPINES ROVERS FC

PLAYER WITH MOST NUMBER OF
HAT-TRICKS
KHARUL AMRI -
TAMPINES ROVERS FC
2

CLEAN SHEETS

TOTAL NUMBER OF
CLEAN SHEETS
42

TEAM WITH MOST NUMBER OF
CLEAN SHEETS
ALBIREX NIIGATA FC (S)
10

PLAYER WITH MOST NUMBER OF
CLEAN SHEETS
YOSHISUKE NOZAWA -
ALBIREX NIIGATA FC (S)
10

TOTAL OWN GOALS
6

BREAKDOWN
OF FOREIGN
PLAYERS
TOTAL: 19

JAPAN 4	FRANCE 2	SOUTH KOREA 2	AUSTRALIA 1	CANADA 1	CROATIA 1	IRAN 1	IRELAND 1
NEW ZEALAND 1	UKRAINE 1	AUSTRIA 1	SERBIA 1	ENGLAND 1	ITALY 1		

COMPETITIONS



RHB Singapore Cup

FINAL SCORE

ALBIREX NIIGATA FC (S)	4	VS	1	BRUNEI DPMM FC
6 OCT 2018				
WATARU MUROFUSHI 10', 64' ADAM SWANDI 33' HIROYOSHI KAMATA 72'				
AZWAN ALI RAHMAN 87'				

WINNER

**ALBIREX
NIIGATA FC (S)**



AFC CUP

SHAN UNITED FC	0	VS	1	HOME UNITED FC
MATCHDAY 1				
HOME UNITED FC	1	VS	1	CERES NEGROS FC
MATCHDAY 2				
BOEUNG KET FC	3	VS	2	HOME UNITED FC
MATCHDAY 3				
HOME UNITED FC	6	VS	0	BOEUNG KET FC
MATCHDAY 4				
HOME UNITED FC	3	VS	2	SHAN UNITED FC
MATCHDAY 5				
CERES NEGROS FC	0	VS	2	HOME UNITED FC
MATCHDAY 4				

ASEAN ZONAL SEMI FINALS

HOME UNITED FC	3	VS	2	PERSIJA JAKARTA FC
1ST LEG				
PERSIJA JAKARTA FC	1	VS	3	HOME UNITED FC
2ND LEG				
HOME UNITED FC WON 3-6 ON AGGREGATE				

ASEAN ZONAL FINALS

CERES NEGROS FC	1	VS	1	HOME UNITED FC
1ST LEG				
HOME UNITED FC	2	VS	0	CERES NEGROS FC
2ND LEG				
HOME UNITED FC WON 3-1 ON AGGREGATE				



AFC Cup 2018

Tampines Rovers FC and Home United FC represented Singapore in the 2018 AFC Cup, having finished as the top two local teams in the 2017 S.League season.

Home United finished top of their group with 13 points from six games and progressed to the ASEAN Zonal semi finals. There, the Protectors overcame Indonesian giants Persija Jakarta 6-3 on aggregate and faced Ceres-Negros of the Philippines in the final – the same opponents they had lost to at the same stage a year before.

Over two thrilling legs, Home United exacted revenge. After a 1-1 draw away in the first leg, Aidil Sharin's men claimed a superb 2-0 win at home and became the first Singaporean team to be crowned AFC Cup ASEAN Zonal champions.

The Protectors went on to face April 25 SC in the Inter-zone playoff semi finals, where they fell 11-1 on aggregate over two legs to their North Korean opponents.

INTER-ZONE PLAYOFF SEMI FINALS

HOME UNITED FC	1ST LEG	0 VS 2	APRIL 25 SC
APRIL 25 SC	2ND LEG	9 VS 1	HOME UNITED FC

TOP SCORER

SONG UI-YOUNG
9 GOALS

TOP ASSISTS

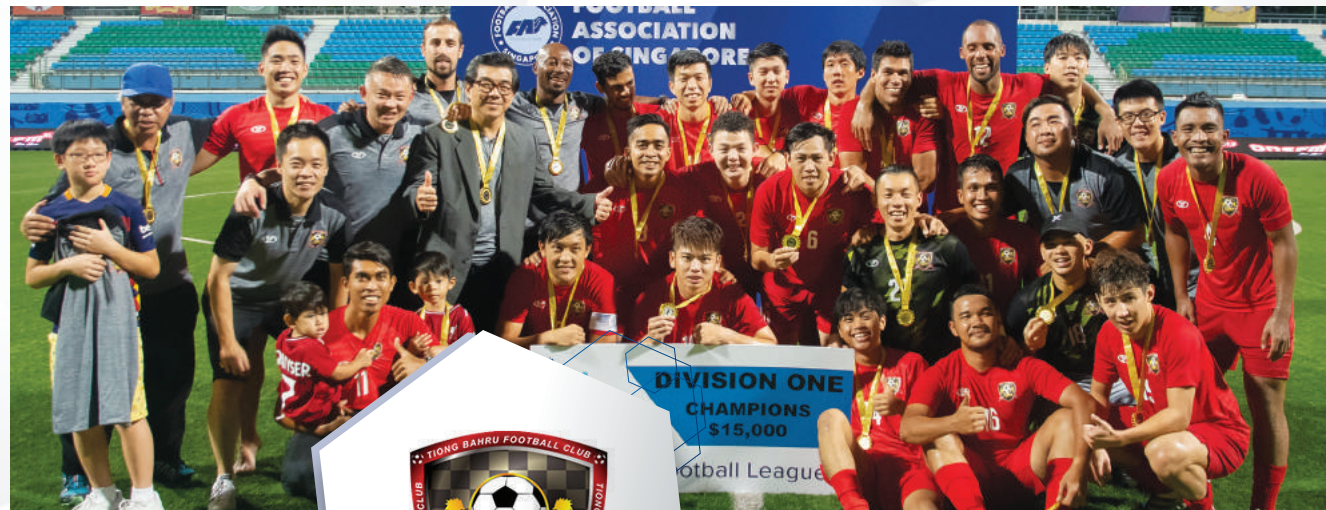
SHAHRIL ISHAK
5 ASSISTS



COMPETITIONS



FAS National Football League Division 1 2018



WINNER

**TIONG
BAHRU FC**



TOP SCORER

ZULKIFLI HASSIM
YISHUN SENTEK MARINERS FC

25 GOALS

FAS National Football League Division 2 2018



WINNER

**SINGAPORE
KHALSA
ASSOCIATION**



TOP SCORER

AMIRUL WALID
JUNGFRAU PUNGGOL FC

28 GOALS

FAS Island Wide League 2018

WINNER

**PROJECT VAULTS
OXLEY SC**

QUALIFIED FOR
NFL DIVISION 2 IN 2019

RUNNER-UP

SIGLAP FC

QUALIFIED FOR
NFL DIVISION 2 IN 2019



FINAL SCORE

PROJECT VAULTS
OXLEY SC

1

VS

0

SIGLAP FC

JONATHAN XU 54'

Football Association Cup 2018

WINNER

**YISHUN
SENTEK
MARINERS FC**



FINAL SCORE

YISHUN SENTEK
MARINERS FC

3

VS

1

TIONG BAHRU FC

ZULKIFLI HASSIM 9'
TAN YONG GENG 23' (OG)
ZULKIFLI SUZLIAMAN 47' (PEN)

HAZIM FAIZ 35' (PEN)

COMPETITIONS



FAS Women's Premier League 2018



WINNER

WARRIORS FC



TOP SCORER

MARIAM EL-MASRI
WARRIORS FC

7 GOALS

FAS Women's National League 2018



WINNER

TAMPINES CHANGKAT CSC



TOP SCORER

NUR RAUDHAH
WINCHESTER ISLA FC

20 GOALS

FAS Women's Challenge Cup 2018



WINNER

WARRIORS FC



FINAL SCORE

WARRIORS FC

6 VS **0**

TANJONG PAGAR UNITED FC

MARIAM EL-MASRI 8', 35'
NOOR FATIN 39', 83'
LIM LI XIAN 43'
PUTRI NUR SYALIZA 78'

FAS CENTRE OF EXCELLENCE UNDER-19 LEAGUE 2018

1st

FAS FOOTBALL ACADEMY 18

2nd

HOUGANG UNITED FC UNDER-19

3rd

FAS FOOTBALL ACADEMY 17

FAS CENTRE OF EXCELLENCE UNDER-16 LEAGUE 2018

1st

FAS FOOTBALL ACADEMY 16

2nd

HOME UNITED FC UNDER-16

3rd

FAS FOOTBALL ACADEMY 15

COMPETITIONS

FAS Nite Award Winners

FAS AWARDS	
AKBAR HASHIM	LONG-STANDING FAN CONTRIBUTION TO SINGAPORE FOOTBALL
SUNNY LEE	LONG-STANDING FAN CONTRIBUTION TO SINGAPORE FOOTBALL
WALTER KOH	LONG-STANDING FAN CONTRIBUTION TO SINGAPORE FOOTBALL
SINGAMANIA & BRIGATA LION CITY	LONG-STANDING FANS CONTRIBUTION TO SINGAPORE FOOTBALL
WARRIORS FC	CONTRIBUTION TO WOMEN'S FOOTBALL
FAHRUDIN MUSTAFIC	CONTRIBUTION TO SINGAPORE FOOTBALL
EDWARD LIU	CONTRIBUTION TO SINGAPORE FOOTBALL
HOME UNITED FC	OUTSTANDING PERFORMANCE AS AFC CUP ASEAN ZONAL WINNERS
KAZUAKI YOSHINAGA ALBIREX NIIGATA FC (S)	RHB COACH OF THE YEAR
ADAM SWANDI ALBIREX NIIGATA FC (S)	HYUNDAI YOUNG PLAYER OF THE YEAR
SHUHEI HOSHINO ALBIREX NIIGATA FC (S)	RHB TOP SCORER
NATHAN CHAN RONG DE	POLAR REFEREE OF THE YEAR
RONNIE KOH MIN KIAT	HYUNDAI ASSISTANT REFEREE OF THE YEAR
WATARU MUROFUSHI ALBIREX NIIGATA FC (S)	GREAT EASTERN PLAYER OF THE YEAR
ZULFADHMI SUZLIMAN TAMPINES ROVERS FC (S)	MITRE GOAL OF THE YEAR
ALBIREX NIIGATA FC (S)	SINGAPORE POOLS FAIR PLAY AWARD
ANDY PASCUA SPORT SINGAPORE	GREAT EASTERN PHOTO OF THE YEAR
GABRIEL TAN FOX SPORTS ASIA)	POLAR STORY OF THE YEAR



FAS Nite Award Winners

NFL 1 AWARDS	NFL 2 AWARDS
ROBERT EZIAKOR TIONG BAHRU FC	SUDIAT DALI ADMIRALTY CSC
COACH OF THE YEAR	COACH OF THE YEAR
ZULKIFFLI HASSIM YISHUN SENTEK MARINERS FC	RASHPAL SINGH SINGAPORE KHALSA ASSOCIATION
PLAYER OF THE YEAR	PLAYER OF THE YEAR
AMINSHAFIE SA'AD GFA SPORTING WESTLAKE FC	SHAHRUKH FAIZAL SINGAPORE KHALSA ASSOCIATION
YOUNG PLAYER OF THE YEAR	YOUNG PLAYER OF THE YEAR
WPL AWARDS	WNL AWARDS
HISHAM ROSLAN WARRIORS FC	RATNA SUFFIAN SIMEI UNITED FC
COACH OF THE YEAR	COACH OF THE YEAR
MARIAM EL-MASRI WARRIORS FC	SERRA MARGUERITE WARRIORS FC
PLAYER OF THE YEAR	PLAYER OF THE YEAR
NUR MAISARAH HOME UNITED FC	NURUL FATIN TANJONG PAGAR UNITED FC
YOUNG PLAYER OF THE YEAR	YOUNG PLAYER OF THE YEAR
MARIAM EL-MASRI WARRIORS FC	NUR RAUDHAH KAMIS WINCHESTER ISLA FC
TOP SCORER	TOP SCORER
WOODLANDS WELLINGTON FC	MIDDLE RANGERS FC & TANJONG PAGAR UNITED FC
FAIR PLAY AWARD	FAIR PLAY AWARD
COE U19 LEAGUE AWARD	COE U16 LEAGUE AWARD
SYAHADAT MASNAWI FAS FOOTBALL ACADEMY 17	NIZAR SYAFIQ HOME UNITED FC U16
TOP SCORER	TOP SCORER

COMPETITIONS

SPL Fans Best XI



TECHNICAL & REFEREES

TECHNICAL



Appointment of Technical Director Joseph Palatsides

A well-regarded name in youth development in Australian football circles, Joseph Palatsides was appointed in May 2019 as FAS Technical Director to oversee the development of Singapore football in all aspects. This includes enhancing the development of the national age-group teams, grassroots and women's football as well as further strengthening the youth development and coaching structures.

Palatsides will also work with key stakeholders in the fraternity, such as schools, academies, clubs and coaches, to implement an aligned philosophy.

Highly rated for his success in youth development, the former Socceroo established and headed the academy of top A-League side Melbourne City FC. During his time there, Palatsides developed many young players who went on to make their debuts in Australia's top professional league as well as selection to the national youth and senior teams.

FOOTBALL DEVELOPMENT

Football Development encompasses two key areas of focus – Capability Development and Youth Development – to raise the standards of local football through various programmes.



Coach Education and Development

Coach Education and Development is a key component of football development to improve the local coaching landscape. Coaching courses have been developed to be aligned with the FAS' Football Philosophy to achieve the desired outcomes of the FAS National Football Development Plan.

Thirteen coaching courses were conducted in the past year, targeting existing and aspiring coaches. Professional players are encouraged to take up courses to equip them with the necessary certification for a career in coaching after retirement.

The basic FAS 'C' coaching course saw the likes of Shahril Ishak (Home United FC) and ex-international Shi Jiayi, both of whom recently received their coaching certification in the January 2019 session. Notable ex-internationals who have been certified with the 'C' certificate in previous courses also include Khairul Amri, Precious Emuejeraye, and Irwan Shah, while Ridhuan Muhammad, Daniel Bennett and Noh Alam Shah have moved on to the AFC 'B' coaching certification.

Mohamed Noh bin Rahman (ex-international) also exemplified his dedication and specialisation as a Fitness Coach. Having received his AFC 'C' and 'B' coaching certifications and recently the Fitness Level 1A certificate, he would be completing the Fitness Level 1B course in December 2019 to be a certified fitness coach for players aged 16 and above.

COURSES CONDUCTED IN FY19

6

FAS Grassroots Coaching Course

3

AFC 'C' Coaching Certificate Course

2

AFC 'B' Coaching Certificate Course

1

AFC Fitness Coaching Certificate Course Level 1A

1

AFC Goalkeeping Coaching Certificate Course

TECHNICAL

Coaches Overseas: In the spotlight Akbar Nawas

Singaporean coach Mohamad Akbar Bin Abdul Nawas, made headlines after leading Chennai City to their first ever I-League title in the 2018/19 season. The former technical consultant of the Indian club took over as head coach in March 2018 and transformed the relegation strugglers within the span of a year with the assistance of fellow Singaporean K. Balagumaran.

Under his stewardship, the team ended the 20-game season with 13 wins and four draws to clinch a historic title in style. The league triumph also gave Chennai City a place in the 2020 AFC Champions League qualifiers.

Believed to be the first Singaporean coach to win a professional football league title outside of Southeast Asia, Akbar took home the Best Coach Award at the I-League awards and trophy presentation ceremony as recognition of his efforts.



Goalkeeping Development

To enrich the development of Singapore's goalkeeping landscape, efforts were taken to grow the existing pool of qualified goalkeeping coaches.

The AFC Goalkeeping Level 1 Course, which equips participants with the required competencies to better coach and support the development of aspiring goalkeepers aged between nine and thirteen, was initiated in March 2019. Covering both technical and functional aspects, the course seeks to educate coaches on the training methodology to facilitate effective learning.

Among the course participants were National Team goalkeeper Zaiful Nizam (Balestier Khalsa FC) and Hyrulnizam Juma'at (Albirex Niigata FC (S)).



Under-14 Development League

In line with the FAS' objective of Youth Development, an Under-14 Development League was organised to create a broader base of youth players for talent scouting and provide more playing opportunities.

Under-14 teams from Clubs, Schools and Private Academies were invited to participate in the league which took place from June to November 2018. Approximately 25 top talents were unearthed from amongst the 400 boys involved to widen the base of the U14 talent supply.

To further the development of youth players, a series of goalkeeping workshops on basic handling and defense techniques were held for participants from the Private Academies following the conclusion of the league. The Goalkeeping Academy of Singapore (GAS) conducted the workshops, which offer specialised goalkeeping drills for academies and schools that do not have dedicated goalkeeping coaches for their teams.

PARTICIPANTS: **400 BOYS**

FAS-MOE Football Workshop for Primary School Teacher-Coaches

In September and November 2018, the FAS and MOE conducted two workshops for 100 teacher-coaches to educate them on coaching philosophies for 10 to 12-year olds that were essential to their technical development. The FAS' intent was for the primary schools to adopt its philosophy of 'build up and play' rather than the common 'long ball to the striker to score goals' tactic.

The build up and play philosophy would develop young footballers technically and in time, hone their basic skills to play good football. Efforts were directed towards instilling these philosophies in the primary schools to build a large pool of players with good basic skills for secondary school football.

PARTICIPANTS
100
TEACHER-COACHES





International Challenge Cup Under-15 Tournament

Recognising the importance of gaining experience and exposure in the key development stages of youth players, the FAS organised the International Challenge Cup in November 2018 which saw the U15 National team, as well as SPL Selection and Singapore Sports School teams compete with reputable regional teams - Matsumoto Yamaga FC (Japan), PVF (Vietnam) and Johor Darul Ta'zim FC (Malaysia).

The tournament also provided a platform for talented players to be scouted for the age-group national teams, with the ultimate aim of building a stronger National Team for the future.



WOMEN'S FOOTBALL

Leveraging on the support and expertise of the football governing bodies, women's football in Singapore have seen a more vibrant football calendar in the past year.



FAS International Women's Quadrangular 2018

In November 2018, the FAS organised the International Women's Quadrangular, supported by the UEFA Assist Programme, to provide the Women's National Team an added opportunity to pit themselves against quality opposition.

Teams from Indonesia, Maldives (AFC representatives) and Luxembourg (UEFA representative) were invited to participate in the tournament, which eventually saw Luxembourg emerge as champions while Singapore finished second.



PARTICIPANTS AND OFFICIALS:
140 GIRLS AND OFFICIALS
SPECTATORS: 1200



TECHNICAL



UEFA-FAS Under-15 Girls' Tournament 2019

In collaboration with UEFA, the FAS organised an international youth tournament for girls for the first time ever in March 2019. The tournament was aimed at enhancing the development of youth players through gaining competitive playing experience.

Competing alongside Cambodia, Guam (AFC representative) and Moldova (UEFA representative),

Singapore finished second in the tournament and bagged both the Most Valuable Player and Top Scorer Awards.

The tournament was also a valuable platform to raise awareness and profile of women's football in Singapore, attracting a considerable crowd of 1500 spectators at Our Tampines Hub.



Assignment of UEFA Technical Consultant

Under the UEFA Assist Programme, UEFA Technical Consultant Hesterine de Reus was assigned to the FAS from January to April 2019 in an effort to increase the level of technical expertise in women's football.

Ms de Reus mentored and supported the various Women's National Teams coaches in developing long-term programmes to improve playing standards and the talent development pathway from youth to senior level.

A grassroots football plan was also developed to encourage participation and promote the sport to a wider group of Singaporeans.



AFC Women's Football Day 2019

The FAS organised the following events to celebrate AFC Women's Football, which was held in conjunction with International Women's Day (8 March).

FAS Women's Football Networking Afternoon

A key highlight of the session was the panel discussion featuring FIFA/UEFA Women's Football Consultant Hesterine de Reus, Women's National Team captain Charmaine Lim, Chen WanXin from FAS Women's Football, as well as La Liga and Chelsea FC representatives Adrian Prol Vazquez and James Hagerty respectively. Members of the panel shared their experiences and insights from Europe which could be adapted to drive Women's Football in Singapore forward.

Partnerships with La Liga, Chelsea FC and The Arena were also formed to increase awareness of women's football and explore new collaboration opportunities.

PARTICIPANTS: U16 WOMEN'S NATIONAL TEAM, EX- AND CURRENT NATIONAL TEAM PLAYERS, POTENTIAL SPONSORS, REPRESENTATIVES FROM LA LIGA, CHELSEA FC AND THE ARENA.

"Bring A Friend" Girls' Football Carnival

To encourage Singaporeans to embrace and participate in local football, players from the FAS Girls' Development Centres invited their friends to the football carnival where they were introduced to the sport through four-a-side games, penalty shootouts, and 1v1 challenges. Mothers were also given the opportunity to experience football and showcase their skills in a seven-a-side game, while the senior and U16 Women's National Teams players made special appearances to interact with the participants during the carnival.



PARTICIPANTS: 150 GIRLS AND FAMILIES

TECHNICAL

FOOTBALL SCIENCE AND MEDICINE

As Football Science plays an increasingly vital role in today's elite football game, there is a need to develop a specialised group of coaches and trainers who are equipped with the necessary knowledge and capabilities.



PARTICIPANTS: **16 COACHES**

AFC Fitness Level 1A Coaching Certificate Course

The FAS recognised the increasing significance of fitness in football, especially with particular emphasis from AFC on fitness training on the pitch. In partnership with the AFC, the Fitness Level 1A Coaching Certificate Course was conducted in December 2018 with the intent to educate on

various techniques and methods to improving physical fitness and strength. The course also provided coaches with learning opportunities to advance their skills in the area of fitness conditioning.



FAS Sports Trainer Level 1 Course & Sports Trainer Level 1 Refresher Course

In February 2019, the Sports Trainer course was conducted with the aim to equip participants with injury management principles and basic taping techniques useful for athletes across many sports. Not only was the programme beneficial in developing the capabilities of medical support staff from FAS, SPL and NFL clubs, it also ensured that the staff are qualified to handle field-related medical conditions, rehabilitation and recovery.

PARTICIPANTS: **34 SPORT TRAINERS**

National Database of Athletic Development – Fitness Test

The FAS proposed a pre-agreed battery of tests and re-tests for the National Teams and SPL clubs to establish a national database of information, which would enable coaches to make comparisons between their players' performances and the national profile at each phase and within each year group. National Teams and SPL clubs would also be able to use the available information to measure the effectiveness of their programmes and make necessary refinements in their programmes.



NEW SPL YO-YO TEST PASSING STANDARDS FOR 2019



OUTFIELD PLAYERS
LEVEL 19.1
(2018 AVERAGE – 18.4)

GOALKEEPER
LEVEL 16.4
(2018 AVERAGE – 15.4)



PARTICIPANTS: **OVER 300 FOOTBALLERS**

REFEREES

The FAS is constantly looking to raise the local refereeing standards by introducing more learning opportunities and creating a clear development pathway for referees who play a vital role in the game.



Additional Assistant Referee (AAR) Workshop

Intensive practical and analysis training sessions were conducted for 16 top referees of the FAS to prepare them for AAR duties from April to June 2018. The introduction of the AAR system in the 2018 RHB Singapore Cup reaped huge benefits as the number of infringements inside and around the penalty areas were significantly reduced due to the presence of additional watchful eyes on the AAR.



FIFA / Member Association Referees Seminar

With the aim of improving performances in matches officiated, the FIFA / MA Referees Seminar was organised by the FAS and FIFA for 40 elite match officials officiating in the SPL. The session, held in August 2018, encompassed latest updates and amendments to the Laws of the Game, effective game management and fitness training sessions. Practical training sessions were also conducted to refine referees' skills, positioning and performance when managing different game situations.

AFC Referees Academy

Aspiring referees Muhammad Zulfiqar and Lim Liang Yi were selected by the FAS, with AFC's approval, to be part of this prestigious academy. The Introductory Module, which took place in November 2018, covered theoretical topics on integrity, psychology and fitness as well as practical sessions on fitness and technical ability. The referees also had the opportunity to garner insights and experiences from their respective AFC educators.

Participants who successfully complete the four-year programme (three levels with four modules each) shall be automatically inducted into the AFC Elite Referees Panel and be given the opportunity to officiate in premier level games.



REFEREES



AFC Asian Cup 2019

Asia's most prestigious football tournament in January 2019 saw the involvement of four Singapore officials – Referee Instructors John Chia and M.Ganesan, Assistant Referee Ronnie Koh who made his maiden debut and second-timer Referee Muhammad Taqi.

Consistent and good performance led to our match officials being appointed for the high profile Qatar vs Iraq Round of 16 match. Taqi was also part of the Video Assistant Referee team from the quarterfinal stage to the final match.

The appointment of Singaporean match officials in the Asian Cup was a testament of the FAS' structured training program in churning out top-class match officials.

In The Spotlight

Muhammad Taqi Aljaafari



Ronnie Koh Min Kiat



Taqi was certified as a FAS Referee in 2002 at the tender age of 16. Now, the 32-year-old has numerous achievements to his name. He made his refereeing debut in the S.League (now known as SPL) in 2006 when he was 20, and remained the youngest referee to officiate in Singapore's top league to date. Due to his good performance on the field, Taqi won the S.League Referee of the year in 2014 and received the AFF Referee of the Year award in 2017.

Currently with the FAS Referees Department, he considers attitude and discipline as key factors that brought him this far. Taqi believes that it is vital for athletes to motivate themselves to be champions in what they do to reach the highest level of success in their own field.

Credentials:

- FAS Referee: Since 2002
- FIFA Referee: Since 2012
- AFC Elite Referee: Since 2013
- S.League debut: 2006
- Key tournament appointments:
 - AFC Asian Cup 2015 (Australia)
 - FIFA U20 World Cup 2015 (New Zealand)
 - AFC U19 Final Round 2016 (Bahrain)
 - FIFA U20 World Cup 2017 (Korea Republic)
 - FIFA U17 World Cup 2017 (India)
 - AFC U23 Final Round 2018 (China)
 - AFC Champions League Final 2nd Leg 2018 (Iran)
 - AFC Asian Cup 2019 (UAE)

Ronnie joined the basic referee course in 2008 out of curiosity and made the most of the opportunity after seeing the prospects ahead of him by working his way through the referee pathway. He credits his achievements to the support that he received from his family as well as other attributes such as persistence, passion for the game, determination and discipline. He was rewarded for his efforts in 2018, when he was presented with the SPL Assistant Referee of the Year award.

Credentials:

- FAS Referee: Since 2008
- FIFA Assistant Referee: Since 2012
- AFC Elite Assistant Referee: Since 2013
- S.League debut: 2010
- Key tournament appointments:
 - AFC U22 Finals 2014 (Oman)
 - AFC U16 Finals 2014 (Thailand)
 - AFC U23 Finals 2018 (China)
 - AFC Asian Cup 2019 (UAE)
 - AFC Champions League Final 2018 (Iran)
 - FIFA U17 World Cup 2017 (India)
 - FIFA U20 World Cup 2019 (Poland)
 - EAFF Football Championship Finals 2017 (Japan)
 - AFF Suzuki Cup 2018 Final (Vietnam)



FOOTBALL FEATS

FOOTBALL FEATS

AFC Grassroots Charter 2018

Silver Level Membership
(Bronze Level Membership attained in 2017)

AFC Awards 2018

AFC President's Recognition Awards for
Grassroots Football 2018 – Developing MA

The Football Association of Singapore's efforts saw it awarded the AFC President's Recognition Awards for Grassroots Football 2018 - Developing. "This is the second consecutive award for the FAS and we are extremely humbled by this honour. The FAS is fully committed towards expanding the reach of the grassroots programmes. This is testament to all our valued partners and stakeholders," said General Secretary Yazeen Buhari.

- AFC Website



AFC Special Grassroots Awards 2018



Best Grassroots Leader
3RD PLACE
Rizal Rasudin, PBM
Admiralty CSC



Best Grassroots Club
3RD PLACE
Yuhua Constituency
Sports Club



Best Grassroots Project
MERIT
Football with
a Heart

GOLDEN GOALS

GOLDEN GOALS



Football With A Heart

Singapore Pools organises an executive football charity fundraiser known as the Football With A Heart (FWAH) every year to raise funds for designated charities.

Fully funded by organising partners – FAS and Sport Singapore – and supported by venue partners, the friendly five-a-side football tournament aims to bring together teams from various corporations through and in football, while at the same time, use football as a platform to raise funds for beneficiaries.



More than \$700,000 was raised in FWAH 2018, which was graced by President Halimah Yacob, for the charity and community sectors with strong support from various corporate partners.

The football charity fundraiser, held at Our Tampines Hub, featured 40 corporates and over 540 football players in 139 matches. Team PSA (PSA Corporation Ltd) eventually emerged victorious after an intense four-hour battle.



PARTNER: **SPORTS HUB LIBRARY**
PARTICIPANTS: **50 MEMBERS**

SPL Talk at the Sports Hub Library

In conjunction with the Singapore Sports Hub's Festival of Football, the Sports Hub Library collaborated with SPL clubs – Home United FC and Young Lions – to organise an engagement session with its members, children from welfare homes, primary and secondary institutions on 23 June 2018. SPL stars Christopher Van Huizen, Ikhsan Fandi, Jacob Mahler and Sharul Nizam took time to share with participants their knowledge and experience as professional football players.

FAS Seniors' Walking Football 2018

110 seniors from various Senior Activity Centres and Welfare Homes across Singapore participated in the Seniors' Walking Football on 14 July 2018, facilitated by FAS-certified grassroots coaches. Simple football drills were conducted for the participants prior to five-a-side games to end the hour-long session.

Aimed at facilitating playing for those who are physically disadvantaged, the initiative brought people of all ages closer and promoted community bonding through the game in a safe environment.

PARTNERS: **ACACIA HOME, ANGSAHA HOME, THUJA HOME, TEMBUSU HOME & SENIOR ACTIVITY CENTRE AND SPORT SINGAPORE**
PARTICIPANTS: **110 SENIOR CITIZENS**



FAS Midnight Football Challenge 2018

The FAS Midnight Football Challenge 2018 took place on 21 July at Our Tampines Hub, as part of the Singapore Football Festival. Organised in partnership with Sport Singapore, a total of 16 Women's teams and 20 Men's teams participated in the unique five-a-side tournament held from 9pm till 4am the following day.

With the objective of increasing participation for both women's and men's football, the number of teams in both categories was raised due to an overwhelming interest in the novel competition.



WOMEN'S CHALLENGE

CHAMPION
TAMPINES CHANGKAT CSC
FIRST RUNNERS-UP
TEAM TIMUN
SECOND RUNNERS-UP
CHILI KANI

MEN'S CHALLENGE

CHAMPION
SGFUTSAL 16
FIRST RUNNERS-UP
TEAM HAPPY FAMILY
SECOND RUNNERS-UP
KNOCKOUT

GOLDEN GOALS



National Team's visit to Chen Su Lan Methodist Children's Home

On Children's Day 2018, Singapore ex-International Noh Alam Shah and National Team players Ho Wai Loon, Ikhsan Fandi and Khairul Nizam visited the Chen Su Lan Methodist Children's Home.

The children were not only given the opportunity to meet the players and learn about their experiences as professional footballers, they also enjoyed a friendly kick-about session with the National Team players. Footballs were also given to the Home and children at the end of the visit to encourage them to play the sport.



PARTICIPANTS AND OFFICIALS:
20 CHILDREN

FAS Charity Golf Challenge 2018

Committed to enriching lives through football, the FAS organises the Charity Golf Challenge annually to raise funds to support the development of Singapore football at all levels. The 16th edition of the FAS Charity Golf Challenge was held on 10 October 2018 at the Singapore Island Country Club where a total of \$328,000 was raised thanks to the generous contributions from the donors during the dinner session.

PARTNERS: FULLERTON HEALTH CARE, GREAT EASTERN, KOMOCO MOTORS, LAGARDERE SPORTS, SINGAPORE PRESS HOLDINGS LIMITED, SPORTSHUB PTE LTD AND TOTE BOARD & SINGAPORE POOLS
PARTICIPANTS: 108 PARTNERS



FAS Respect Campaign

Advocating football as a sport that galvanises and unites Singaporeans, the FAS believes in promoting positive values among stakeholders and adopts a zero tolerance policy over any acts of abuse. The FAS Respect Campaign was thus launched in February 2019 with the aim of creating awareness on the significance of respect in today's game.

Targeting four major stakeholders in football – Players, Youths, Spectators and Officials, the SPL was used as a platform to educate the fraternity about the campaign. Not only did teams march out to the Respect Flag before the start of all SPL matches, the campaign logo was also displayed during all SPL and FAS-organised matches to reinforce the message.



GOLDEN GOALS

Private Football Academies

The FAS sought to make improvements to the local football scene through its emphasis on the four key pillars – Youth Development, Capability Development, Cost Effectiveness, Vibrant Football Culture – and better integrate the youth development programme with existing football academies.

Engagement sessions were held with Private Football Academies, key partners of the football ecosystem, to share FAS' Youth Development Philosophy and Plan, coaching accreditation for Private Academies, and the promotion of youth development and football in Singapore in April and May 2018.

Keep Clean, Singapore! 2018

The Public Hygiene Council (PHC) marked the official launch of "Keep Clean, Singapore!" with the inaugural PHC Walk, a community walking event held in conjunction with Car-Free Sunday @ One-north on 29 April 2018, co-organised by JTC Corporation and Urban Redevelopment Authority (URA).

The FAS together with more than 3,500 members from local communities took part to raise awareness on public cleanliness responsibility. Football fans also enjoyed an exclusive 'meet-and-greet' session with star players from the SPL at the event.

PARTNERS: **PUBLIC HYGIENE COUNCIL AND NATIONAL ENVIRONMENT AGENCY**
PARTICIPANTS: **3,500 MEMBERS**

Fan Engagement

In 2018, the FAS ramped up fan engagement efforts on social media. Aside from profiles of SPL players to introduce them to fans, more visually attractive content were published on social media to capture attention and increase engagement. The increased social media presence corresponds with an increase in followers on the various social media platforms. The number of Instagram followers grew by 36.4%, while Facebook and Twitter increased by 10.7% and 6.9% respectively.

Tips on effective fan engagement through the usage of social media were also shared with the SPL clubs through workshops in April and May 2018.

CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

Structure of the FAS

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

THE BODIES OF FAS CONSIST OF A LEGISLATIVE BODY, AN EXECUTIVE BODY, AN ADMINISTRATIVE BODY AND THE JUDICIAL BODIES:

- THE FAS CONGRESS IS THE SUPREME AND LEGISLATIVE BODY FOR ASSOCIATION FOOTBALL IN SINGAPORE
- THE COUNCIL AND THE EXECUTIVE COMMITTEE ARE THE EXECUTIVE BODIES OF THE FAS
- THE GENERAL SECRETARIAT IS THE ADMINISTRATIVE BODY OF THE FAS
- THE JUDICIAL BODIES ARE THE DISCIPLINARY COMMITTEE, THE APPEALS COMMITTEE AND THE ETHICS COMMITTEE

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

In the past year, the FAS continued to improve and enhance internal governance within the organisation and in the larger football fraternity through imposing control measures and centralising administrative procedures among others.

Governing Instrument

The FAS was registered as a charity under the Charities Act (Chapter 37) since 04/05/1961. The FAS has Constitution as its governing instrument.

Unique Registration Number: S82SS0043B
Registered Address: 100 Tyrwhitt Road, Jalan Besar Stadium, Singapore 207542
Auditor: Deloitte & Touche LLP
Bankers: DBS Bank Ltd.

Related Entity

Name of entity:

Singapore Professional Football League Pte Ltd

Relation:

1. Council Member and President of FAS is Director and Shareholder of entity
2. Council Member and Deputy President of FAS is Director and Shareholder of entity

Related Party

Name of party:

Komoco Holdings Pte Ltd

Relation:

Mr. Teo Hock Seng, Council Member and Vice-President of FAS is Director of Komoco Holdings Pte Ltd

Financial impact:

Donation of SGD 120,000 for high performance sports
Co-Title Sponsorship for SPL SGD 200,000.

Code of Conduct

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

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

Conflict of Interest

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

Similar stance have been made for the FAS' procurement processes, whereby employees and contracted vendors are required to declare any known conflict of interest that exists in any transactions. In addition, all approving officers are also to declare any known conflict of interest that exists in the purchasing transaction.

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



Whistle Blowing Policy

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

THE OBJECTIVES OF THE POLICY ARE TO:

- DETER WRONGDOING AND TO PROMOTE STANDARDS OF GOOD CORPORATE PRACTICES
- PROVIDE PROPER AVENUES FOR EMPLOYEES AND VOLUNTEERS TO RAISE CONCERNS ABOUT ACTUAL OR SUSPECTED IMPROPRIETIES, IN MATTERS OF FINANCIAL REPORTING OR OTHER MATTERS, AND RECEIVE FEEDBACK ON ANY ACTION TAKEN
- GIVE EMPLOYEES AND VOLUNTEERS THE ASSURANCE THAT THEY WOULD BE PROTECTED FROM REPRISALS OR VICTIMISATION FOR WHISTLE BLOWING IN GOOD FAITH

CORPORATE GOVERNANCE

Personal Data Protection Act

The FAS adopts a serious stance on the privacy of its members and stakeholders. Recognising the trust placed on the organisation, the FAS upholds utmost responsibility to professionally manage, protect and process personal data.

Club Licensing

Club Licensing was first introduced in 2011 as a list of basic criteria for then S.League clubs to participate in AFC Club Competitions such as the Asian Champions League and AFC Cup. With AFC's assistance, Club Licensing has since grown in stature and is now a critical component in FAS' strategic plans for our clubs' constant development and improved governance.

Following the rebranding to the 'Singapore Premier League' and a greater emphasis on Club Licensing, this key developmental tool has now become a fundamental consideration in the operations and decision-making process of SPL clubs to improve the standards of the football ecosystem in Singapore.

BY IMPLEMENTING THE CLUB LICENSING SYSTEM, FOOTBALL CLUBS BENEFIT BY:

- DEVELOPING STRONG GOVERNANCE AND ORGANISATIONAL STRUCTURES
- IMPLEMENTING STABLE FINANCIAL MANAGEMENT AND REPORTING
- IMPROVING TECHNICAL STANDARDS OF COACHES AND CLUBS
- INCREASING RELIABILITY, CREDIBILITY AND INTEGRITY OF CLUBS AND THE LEAGUE
- PROMOTING AND CONTINUOUSLY IMPROVING THE STANDARD OF FOOTBALL
- ENGAGING QUALIFIED COACHES
- ENCOURAGING YOUTH DEVELOPMENT
- IMPROVING INFRASTRUCTURE FACILITIES
- IMPROVING THE CLUBS' ADMINISTRATION, MANAGEMENT AND ORGANISATION.
- RAISING ECONOMIC AND FINANCIAL STANDING OF THE CLUBS THROUGH EFFECTIVE MARKETING AND COMMERCIAL EXPLOITATION

As part of continuous efforts to raise the standards of football in Singapore and increase the level of professionalism, the FAS seeks to introduce an adapted version of Club Licensing to the NFL in 2019.

Enhancing Capabilities

In line with the strategic objective of achieving Cost Efficiency, the FAS embarked on a series of integrated systems initiatives that have the potential of changing the landscape of footballing administration at FAS and SPL Clubs.

An Information Technology audit was implemented and thereafter, Financial, Procurement and HR systems were integrated through synchronising of applications and processes to eliminate database duplication. To further leverage on the use of technology, the FAS would also be introducing an electronic attendance tracking system for players. Management reporting would be more efficient with these systems in place, hence enhancing productivity.

The system migration would soon be extended to all SPL clubs. It would include yearly licensing and support services. Moving forward, a Club Portal for clubs would also be instituted to facilitate submission of claims electronically and immediate status updates of their financial applications via email notifications.

As part of the organisation's effort to improve clubs' management capabilities, the Employment & Employability Institute (e2i) met up with SPL clubs and players to share about potential career planning initiatives. e2i also explored career and employment opportunities and assistance that could be provided for local football players.

Risk Assessment

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

The FAS subsequently developed a risk framework that provided an overview of the architecture for identifying and managing risks.

THE 'FOUR LINES DEFENCE' MODEL EVOLVES AROUND PROCESSES, PEOPLE AND SYSTEMS:

- | | |
|----------------------------|---|
| 1ST LINE OF DEFENCE | Business Governance and Policy Management, which include Operational Governance, Financial Governance and Policy Management |
| 2ND LINE OF DEFENCE | Management and Assurance, which include Risk Management and Compliance |
| 3RD LINE OF DEFENCE | Independent Assurance, which include Internal and External Audit |
| 4TH LINE OF DEFENCE | Board Oversight |



CORPORATE GOVERNANCE

Reserves Policy

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

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



CARE UNITED FUND

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

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

FOOTBALL DEVELOPMENT FUND

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

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

Council Self-evaluation

In line with the Code of Governance for Charities and Institutions of Public Character, the FAS initiated a self-evaluation questionnaire for Council members. The objective was to assess the performance and effectiveness of the initiatives embarked by the organisation. This self-evaluation would be conducted once every three years as recommended by the Charity Council.

Disclosure of Remuneration of top three highest paid staff

April 2018 - March 2019

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1
Between \$200,000 to \$300,000	0
Between \$300,000 to \$400,000	2

FINANCIAL STATEMENTS



FOOTBALL ASSOCIATION OF SINGAPORE AND ITS SUBSIDIARY

(Registration No. S82SS0043B)

COUNCIL'S REPORT AND FINANCIAL STATEMENTS

FINANCIAL YEAR ENDED 31 MARCH 2019



COUNCIL'S REPORT AND FINANCIAL STATEMENTS

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COUNCIL'S REPORT

The Council presents their statement to the members together with the audited financial statements of Football Association of Singapore ("Association") and its subsidiary (the "Group") for the financial year ended 31 March 2019.

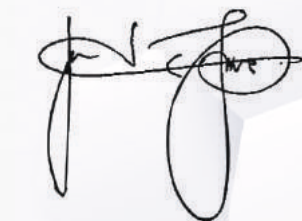
In the opinion of the Council,

- (a) the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in funds of the Association as set out on pages 5 to 30, are drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Societies Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the financial position of the Association and of the Group as at 31 March 2019 and of the financial performance, changes in funds and cash flows of the Group and the change in funds of the Association for the financial year ended on that date; and at the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due;
- (b) the accounting and other records to be kept by the Association have been properly kept in accordance with the provisions of the Societies Act and Regulations;
- (c) the fund-raising appeal held during the period 1 April 2018 to 31 March 2019 has been carried out in accordance with regulation 6 of the Societies Act and Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal;
- (d) the use of the donation monies is in accordance with its objectives of the Association as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (e) the Association has complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

ON BEHALF OF THE COUNCIL



LIM KIA TONG
President



LELAINA LIM SIEW LI
Honorary Treasurer

20 August 2019

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

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Football Association of Singapore ("the Association") and its subsidiary ("the Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Association as at 31 March 2019, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in funds and consolidated statement of cash flows of the Group and statement of changes in funds of the Association for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 5 to 30.

In our opinion, the accompanying financial statements of the Group and the statement of financial position and statement of changes in funds of the Association are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Societies Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Association as at 31 March 2019 and of the consolidated financial performance, consolidated changes in funds and consolidated cash flows of the Group and changes in funds of the Association for the year ended on that date.

Basis for Opinion

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

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

Management is responsible for the other information. The other information comprises the Council's Report, set out on page 1.

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

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.

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

Responsibilities of Management and Council Members for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

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

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

In our opinion:

- the accounting and other records to be kept by the Association have been properly kept in accordance with the provisions of the Societies Act and Regulations; and
- the fund-raising appeal held during the period 1 April 2018 to 31 March 2019 has been carried out in accordance with regulation 6 of the Societies Act and Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

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

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

Deloitte Touche M
**Public Accountants and
 Chartered Accountants
 Singapore**

20 August 2019

STATEMENTS OF FINANCIAL POSITION

31 MARCH 2019

		The Association		The Group	
	Note	2019	2018	2019	2018
		\$	\$	\$	\$
ASSETS					
Current assets					
Inventories	7	415,403	1,199,536	415,403	1,199,536
Trade and other receivables	8	2,553,835	3,441,029	2,523,835	3,411,029
Prepayments		48,753	96,498	48,753	97,782
Cash and cash equivalents	9	3,370,691	5,961,616	3,383,187	5,974,162
Total current assets		6,388,682	10,698,679	6,371,178	10,682,509
Non-current assets					
Plant and equipment	5	427,752	115,859	427,752	115,859
Subsidiary	6	2	2	-	-
Total non-current assets		427,754	115,861	427,752	115,859
Total assets		6,816,436	10,814,540	6,798,930	10,798,368
LIABILITY AND FUNDS					
Current liability					
Trade and other payables	11	2,938,978	4,803,593	2,941,760	4,806,376
FUNDS					
General funds		2,852,316	1,582,855	2,832,028	1,563,900
Restricted funds	10	1,025,142	4,428,092	1,025,142	4,428,092
Total funds		3,877,458	6,010,947	3,857,170	5,991,992
Total liability and funds		6,816,436	10,814,540	6,798,930	10,798,368

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FINANCIAL YEAR ENDED 31 MARCH 2019

	Note	The Group	
		2019	2018
		\$	\$
Revenue and other income			
Gate collections		394,015	1,417,829
Domestic League entrance fees	12	4,000	-
Sponsorship		2,103,310	3,270,439
Advertising and TV rights		197	1,259
Interest on fixed deposits		10,766	15,506
Donations	13	266,760	265,490
Miscellaneous receipts	14	48,954	44,378
Affiliation fees		351,016	372,474
SportSG Grant	15	18,771,443	22,637,069
Subsidies	16	2,646,544	1,828,731
Bad debts recovered		20,000	90,000
		24,617,005	29,943,175
Expenses			
Domestic football league expenses	12	(654,050)	(663,852)
Football development expenses		(3,295,197)	(5,185,370)
SportSG levies and charges		(22,125)	(173,461)
Operating expenses	17	(3,500,272)	(1,736,491)
Organising and travelling expenses	18	(1,150,990)	(2,209,648)
National Teams and Lions training costs		(3,876,343)	(3,935,233)
Incentives and awards		(194,663)	(180,175)
Overseas conferences/meetings		(4,691)	(7,802)
Referees committee expenses	19	(415,204)	(178,876)
Singapore Professional Football League	20	(13,130,404)	(15,411,705)
Women's football		(697,088)	(266,877)
		(26,941,027)	(29,949,490)
Deficit before taxation		(2,324,022)	(6,315)
Taxation	21	-	-
Deficit after taxation		(2,324,022)	(6,315)
FUNDS			
Care United			
Total disbursement for the year	10	(10,800)	(13,000)
Football Development Fund			
Total receipt for the year	10	-	51,443
One Team Singapore Fund			
Total receipt for the year	10	200,000	-
		189,200	38,443
Total net (deficit) surplus representing total comprehensive (loss) income for the year		(2,134,822)	32,128

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN FUNDS

31 MARCH 2019

THE GROUP

At 1 April 2017

Total net surplus, representing total comprehensive income for the year

At 31 March 2018

Transfer to general funds (net), representing transactions recognised directly in funds

Total net deficit, representing total comprehensive loss for the year

At 31 March 2019

General funds	Restricted funds	Total
\$	\$	\$
1,570,215	4,389,649	5,959,864
(6,315)	38,443	32,128
1,563,900	4,428,092	5,991,992
3,592,150	(3,592,150)	-
(2,324,022)	189,200	(2,134,822)
2,832,028	1,025,142	3,857,170

THE ASSOCIATION

At 1 April 2017

Total net surplus, representing total comprehensive income for the year

At 31 March 2018

Transfer to general funds (net), representing transactions recognised directly in funds

Total net deficit, representing total comprehensive loss for the year

At 31 March 2019

General funds	Restricted funds	Total
\$	\$	\$
1,582,855	4,389,649	5,972,504
-	38,443	38,443
1,582,855	4,428,092	6,010,947
3,592,150	(3,592,150)	-
(2,322,689)	189,200	(2,133,489)
2,852,316	1,025,142	3,877,458

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

FINANCIAL YEAR ENDED 31 MARCH 2019

Operating activities

(Deficit) Surplus for the year

Adjustments for:

Depreciation

Write-off of plant and equipment

Interest income

Operating cash flows before changes in working capital

Changes in working capital

Trade and other receivables

Inventories

Trade and other payables

Cash flows used in operations

Interest received

Net cash used in operating activities

Investing activity

Purchase of plant and equipment, representing net cash used in investing activity

Net decrease in cash and cash equivalents

Cash and cash equivalents at beginning of year

Cash and cash equivalents at end of year

The Group	
2018	2017
\$	\$
(2,134,822)	32,128
88,590	82,053
1,874	-
(10,766)	(15,506)
(2,055,124)	98,675
936,223	1,618,042
784,133	(680,989)
(1,864,616)	(5,296,087)
(2,199,384)	(4,260,359)
10,766	15,506
(2,188,618)	(4,244,853)
(402,357)	(8,492)
(2,590,975)	(4,253,345)
5,974,162	10,227,507
3,383,187	5,974,162

See accompanying notes to financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

1 GENERAL INFORMATION

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

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

The consolidated financial statements of the Group and statement of financial position and statement of changes in funds of the Association for the year ended 31 March 2019 were authorised for issue by the Council on 20 August 2019.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING - The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with Financial Reporting Standards in Singapore ("FRSs"), the provisions of the Societies Act, Chapter 311 (the Societies Act), the Charities Act, Chapter 37 and other relevant regulations (the Societies Act and Regulations).

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

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Association takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of FRS 102 Share-based Payments, leasing transactions that are within the scope of FRS 17 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in FRS 2 Inventories or value in use in FRS 36 Impairment of Assets.

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

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

ADOPTION OF NEW AND REVISED STANDARDS - On 1 April 2018, the Group adopted all the new and revised FRSs and Interpretations of FRS ("INT FRS") that are effective from that date and are relevant to its operations. The adoption of these new/revised FRSs and INT FRSs does not result in changes to the Group's accounting policies and has no material effect on the amounts reported for the current or prior years except as disclosed below.

FRS 109 Financial Instruments

FRS 109 introduces new requirements for (i) classification and measurement of financial assets and financial liabilities (ii) general hedge accounting and (iii) impairment requirements for financial assets. The changes relating to (i) and (ii) above do not affect the Group based on the nature of existing financial assets and liabilities and the absence of hedge accounting.

In respect of impairment of financial assets, FRS 109 requires an expected credit loss model as opposed to an incurred loss model. It is no longer necessary for a credit event to have occurred before credit losses are recognised.

The Group applied FRS 109 with an initial application date of 1 April 2018. The Group has not restated the comparative information, which continues to be reported under FRS 39. The application of FRS 109 impairment requirements does not result in additional loss allowance to be recognised.

FRS 115 Revenue from Contracts with Customers

Based on the existing contractual arrangement for revenue, management has assessed that the implementation of FRS 115 does not result in a change in the amounts and timing of revenue recognition by the Group.

At the date of authorisation of these financial statements, the following FRSs, INT FRSs to amendments to FRSs that are relevant to the Group were issued but not effective:

FRS 116 Leases (Applies to annual periods beginning on or after 1 January 2019.)

FRS 116 requires the recognition of liabilities and corresponding right-to-use assets for non-cancellable obligations (subject to limited exceptions for short-term leases and leases of low value assets). Upon application of FRS 116, the Group will record liabilities relating to such obligations and corresponding right-to-use assets. Presently, lease obligations are disclosed in Note 23.

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

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

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

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

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

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

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

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

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets and financial liabilities, as appropriate, on initial recognition.



NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

Financial assets

Classification of financial assets

These comprise cash and cash equivalents and trade and other receivables that meet the following conditions and are subsequently measured at amortised cost:

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

By default, all other financial assets are subsequently measured at fair value through profit or loss (FVTPL).

Amortised cost and effective interest method

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

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

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

Impairment of financial assets

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

The Group always recognises lifetime ECL for trade and other receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of expected credit losses

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

Derecognition of financial assets

The Group 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 Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities and equity instruments

Classification as debt or equity

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

Equity instruments

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

Other financial liabilities

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

Derecognition of financial liabilities

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

	<u>Years</u>
Office equipment	5
Furniture and fittings	5
Computer	3
Sports and field equipment	5

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

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

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

The Group as lessee

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

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

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

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

Revenue from sponsorship income

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

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

Revenue other than sponsorship income

Revenue from gate collections is recognised based on matches played throughout the year with revenue from each match being recognised at point in time after the match to which the performance obligation is satisfied.

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

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

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

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

Critical judgements in applying the Association's accounting policies

Revenue recognition

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

Key sources of estimation uncertainty

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

Loss allowance for trade and other receivables

Probability of default constitutes a key input in measuring expected credit losses ("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 carrying amounts of the Group's trade and other receivables are disclosed in Note 8 to the financial statements.

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

a) *Categories of financial instruments*

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

The Association

Financial assets at amortised cost[#]

2019	2018
\$	\$
5,819,121	9,393,847

Financial liabilities at amortised cost*

2019	2018
\$	\$
2,908,646	4,272,959

The Group

Financial assets at amortised cost[#]

2019	2018
\$	\$
5,801,617	9,376,393

Financial liabilities at amortised cost*

2019	2018
\$	\$
2,911,428	4,275,742

[#] Excludes employee advance.

^{*} Excludes fees received in advance and donations received in advance.

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

b) *Financial risk management policies and objectives*

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

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

(i) Foreign exchange risk management

The Group does not transact its business in foreign currencies.

(ii) Interest rate risk management

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

Fluctuations in interest rates are not expected to have a material impact on the Group's operating results.

(iii) Credit risk management

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

Cash and cash equivalents are placed with reputable financial institutions.

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

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

(iv) Liquidity risk management

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

c) Fair value of financial assets and financial liabilities

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

d) Capital risk management policies and objectives

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

5 PLANT AND EQUIPMENT

The Association and the Group

Cost

	Office equip- ment \$	Computer \$	Furniture and fittings \$	Sports and field equipment \$	Total \$
At 1 April 2017	34,966	255,352	156,000	193,219	639,537
Additions	4,961	3,531	-	-	8,492
At 31 March 2018	39,927	258,883	156,000	193,219	648,029
Additions	23,158	200,959	-	178,240	402,357
Write-off	(8,700)	(108,491)	(11,870)	-	(129,061)
At 31 March 2019	54,385	351,351	144,130	371,459	921,325

Accumulated depreciation

At 1 April 2017	24,959	211,574	78,838	134,746	450,117
Depreciation for the year	5,052	30,330	24,244	22,427	82,053
At 31 March 2018	30,011	241,904	103,082	157,173	532,170
Depreciation for the year	7,834	33,313	21,577	25,866	88,590
Write-off	(8,700)	(106,617)	(11,870)	-	(127,187)
At 31 March 2019	29,145	168,600	112,789	183,039	493,573

Net book value

At 31 March 2019	25,240	182,751	31,341	188,420	427,752
At 31 March 2018	9,916	16,979	52,918	36,046	115,859

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

6 SUBSIDIARY

The Association

Unquoted equity investment, at cost	300,002	300,002
Impairment loss	(300,000)	(300,000)
	2	2

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

The subsidiary is as follows:

Name of subsidiary	Principal activities	Country of Incorporation	Percentage of equity held	
			2019 %	2018 %
Singapore Professional Football League Pte Ltd ⁽¹⁾	To promote a professional/ semi-professional football league and betting outlet operations. The subsidiary remains dormant.	Singapore	100	100

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

7 INVENTORIES

The Association and The Group

Inventories, at cost	415,403	1,199,536
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Inventories pertain to sponsored goods in the form of football attire and equipment.

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

8 TRADE AND OTHER RECEIVABLES

	The Association		The Group	
	2019	2018	2019	2018
	\$	\$	\$	\$
Trade receivables				
- third parties	249,918	873,633	249,918	873,633
- subsidiary	133,929	133,929	-	-
	383,847	1,007,562	249,918	873,633
Loss allowance for trade receivables				
Balance at beginning of year	(133,929)	(103,929)	-	-
Allowance for the year	-	(30,000)	-	-
Balance at end of year	(133,929)	(133,929)	-	-
Net trade receivables	249,918	873,633	249,918	873,633
Other receivables				
Deposits	73,639	68,182	73,639	68,182
Other recoverables	451,656	28,244	451,656	28,244
Advances to employees for competition and training	105,405	8,798	105,405	8,798
Fund receivable	1,583,642	2,462,172	1,583,642	2,432,172
Advance to S-League clubs	105,497	105,496	105,497	105,496
Others	89,574	-	59,574	-
	2,409,413	2,672,892	2,379,413	2,642,892
Loss allowance for other receivables (Advance to S-League clubs)				
Balance at beginning and end of year	(105,496)	(105,496)	(105,496)	(105,496)
Net other receivables	2,303,917	2,567,396	2,273,917	2,537,396
Net trade and other receivables	2,553,835	3,441,029	2,523,835	3,411,029

Trade receivables are non-interest bearing and are generally on 30 or 60 (2018 : 30 or 60) days' terms. No interest is charged on the overdue trade receivables. Advance to S-League clubs are unsecured, interest-free and repayable on demand.

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

Other receivables

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

9 CASH AND CASH EQUIVALENTS

	The Association		The Group	
	2019	2018	2019	2018
	\$	\$	\$	\$
Fixed deposits	200,434	3,800,263	200,434	3,800,263
Cash and bank balances	3,170,257	2,161,353	3,182,753	2,173,899
	3,370,691	5,961,616	3,383,187	5,974,162

Fixed deposits are for terms of approximately one to three months with interest rate of 0.2% (2018 : 0.33 to 0.92%) per annum at the end of the year.

10 RESTRICTED FUNDS

	Care United	Football Development Fund	One Team Singapore Fund	Total
	\$	\$	\$	\$
The Association and The Group				
At 1 April 2017	248,739	4,140,910	-	4,389,649
Total receipts for the year	-	51,443	-	51,443
Total disbursements for the year	(13,000)	-	-	(13,000)
At 31 March 2018	235,739	4,192,353	-	4,428,092
Transfer from (to) general funds	600,203	(4,192,353)	-	(3,592,150)
Total receipts for the year	-	-	200,000	200,000
Total disbursements for the year	(10,800)	-	-	(10,800)
At 31 March 2019	825,142	-	200,000	1,025,142

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

The objectives of the Funds are as follows:

Care United

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

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

Football Development Fund

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

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

One Team Singapore Fund

The One Team Singapore Fund has been created by Ministry of Culture, Community and Youth specifically for all supporters of Team Singapore to contribute to enhance the High Performance Sport system for Singapore's athletes

11 TRADE AND OTHER PAYABLES

	The Association		The Group	
	2019	2018	2019	2018
	\$	\$	\$	\$
Trade payables	988,051	1,549,014	988,051	1,549,014
Accruals	1,631,839	2,353,237	1,634,621	2,356,021
Other payables	288,756	370,708	288,756	370,707
	<u>2,908,646</u>	<u>4,272,959</u>	<u>2,911,428</u>	<u>4,275,742</u>
Fees received in advance	-	78,980	-	78,980
Donations received in advance	30,332	451,654	30,332	451,654
	<u>2,938,978</u>	<u>4,803,593</u>	<u>2,941,760</u>	<u>4,806,376</u>

The average credit period on purchases is approximately 30 days (2018 : 30 days).

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

12 DOMESTIC FOOTBALL LEAGUE

The Group

Income

NFL Division 1 and 2

Expenses

Island Wide League

NFL Division 1 and 2

FA Cup

Women's Domestic League

Office Operating Expenses

Shared services

	2019	2018
	\$	\$
	<u>4000</u>	<u>-</u>
	17,509	-
	451,239	472,335
	46,402	36,707
	138,900	114,444
	-	308,333
	<u>654,050</u>	<u>931,819</u>
	-	(267,967)
	<u>654,050</u>	<u>663,852</u>

The participation fees of the various domestic football leagues have been waived in 2019 and 2018 and no income is generated from the leagues

13 DONATIONS

The Institution of a Public Character ("IPC") status of Football Association of Singapore has been renewed up till 7 June 2022, under which FAS can grant tax deductions to its donors. With effect from 24 October 2008, the Association is authorised to issue tax deductible receipts to its donors.

Included in donations are tax deductible donations of \$266,760 (2018 : \$228,800).

14 MISCELLANEOUS RECEIPTS

The Group

Disciplinary fines

Tournament sanction fees

Others

	2019	2018
	\$	\$
	22,900	28,850
	2,362	763
	23,692	14,765
	<u>48,954</u>	<u>44,378</u>

15 SPORT SINGAPORE (SPORTSG) GRANT

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

31 MARCH 2019

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

	2019	2018
	\$	\$
The Group		
Bank charges	2,565	2,552
Computer expense - website, supplies and maintenance	47,417	65,384
Entertainment/refreshment	22,269	22,467
Exchange loss	-	1,177
Insurance	39,489	30,884
Medical expenses	14,981	21,244
Miscellaneous expenses	1,704,523	242,869
Newspaper/Publications	12,653	2,758
Printing and stationery	10,331	17,538
Professional fees	284,223	177,506
Recruitment and training	8,366	13,226
Repairs and maintenance	59,058	32,064
Rental of office premises	171,296	184,781
Souvenirs	10,009	10,480
Salaries and bonuses	1,961,806	2,107,089
Staff welfare	30,031	38,786
Subscription/membership	1,899	2,782
Telephone and postage	27,551	29,799
Transport	14,722	13,639
Water and electricity	19,242	18,463
Depreciation of plant and equipment	88,590	82,053
Fund raising event	44,005	41,116
Goods & Services Tax not recoverable	76,717	83,169
	4,651,743	3,241,826
Shared services	(1,151,471)	(1,505,335)
Net operating expenses after shared services	3,500,272	1,736,491

31 MARCH 2019

- AFC Asian Youth Qualifying Rounds
- AFF Asean Youth Competitions
- AFF Championship (Suzuki Cup)
- Friendly Matches
- Asian and SEA Games
- Asian Cup Qualifying Rounds
- World Cup Qualifying Rounds
- Women's International Competition
- Olympic Qualifying /AFC U22

2019	2018
\$	\$
(4,523)	127,996
34,983	31,793
597,970	(1,903)
202,541	1,484,721
-	98,373
45,851	382,519
-	(8,383)
238,606	39,829
35,562	54,703
1,150,990	2,209,648

Referee committee income

Referee committee expenses

2019	2018
\$	\$
12,946	15,295
(428,150)	(514,634)
(415,204)	(499,339)
-	320,463
(415,204)	(178,876)

- S League Competitions
- Singapore Cup
- League Cup
- Grants to Clubs
- Allowance for doubtful debts
- Advertising
- Salaries and related costs
- Others (Excluding advertising)

2019	2018
\$	\$
1,456,401	1,123,827
221,965	490,246
-	83,990
8,674,310	9,840,408
-	30,000
788	83,974
606,951	754,724
1,018,518	910,771
11,978,933	13,317,940
-	267,967
1,151,471	1,505,335
-	320,463
13,130,404	15,411,705

- *Shared services
 - Domestic football league (Note 12)
 - Operating expenses (Note 17)
 - Referee committee expenses (Note 19)

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

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

21 TAXATION

The Association is exempt from tax by virtue of being an approved charity under the Charities Act, Chapter 37 and an Institution of Public Character under the Income Tax Act, Chapter 134. The subsidiary is subject to the prevailing corporate tax rate of 17% (2018 : 17%).

Reconciliation of effective tax rate

	2019	2018
	\$	\$
Deficit before taxation	(2,324,022)	(6,315)
Tax at statutory rate of 17% (2018 : 17%)	(395,084)	(1,074)
Non-deductible expenses	395,084	1,074
	-	-

22 EMPLOYEE BENEFITS EXPENSE

The Group

Short-term employee benefits:

- Key management personnel
- salaries and related costs
- CPF contributions

Other than key management personnel

- salaries and related costs
- CPF contributions

	2019	2018
	\$	\$
1,026,590	1,604,623	
47,912	51,499	
1,074,502	1,656,122	
5,727,882	6,661,504	
647,551	822,594	
6,375,433	7,484,098	
7,449,935	9,140,220	

23 COMMITMENTS

The Group

Operating lease expense for the financial year

	2019	2018
	\$	\$
552,579	558,718	

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

	2019	2018
	\$	\$
The Group		
Not later than one year	25,221	534,171
Later than one year and not later than five years	18,916	44,137

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





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