



TRIATHLON ASSOCIATION OF SINGAPORE
ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

About Us

Triathlon Association of Singapore (TAS) is the National Governing Body for the sport of Triathlon, Duathlon, Aquathlon and its related multi-sport in Singapore. We are a not-for-profit organisation registered with the Registry of Societies (ROS) on 10 September 1992, and gazetted as a National Sports Association for the Sport of Triathlon in Singapore.

Our objectives (as listed in our constitution) are:

- To promote, encourage and develop the sports of Triathlon (Swim/Bike/Run), Duathlon (Run/Bike/Run), *Aquathlon (Run/Swim/Run)* and other related multi-disciplined endurance sports in Singapore, (but excluding the traditional sports such as decathlon, heptathlon, modern pentathlon), as well as to develop widest participation and highest proficiency in Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To arrange and assist in courses of instruction for athletes, coaches, officials or other interested persons in matters concerning Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To develop and enforce Regulations, and coordinate technical information covering all aspects of Triathlon, Duathlon, Aquathlon and other related multi-disciplined endurance sports.
- To develop, select, support and manage teams of athletes to represent Singapore in International competitions.
- To liaise actively with the national governing bodies of the sports comprising Triathlon / Duathlon / Aquathlon, in order to avoid any conflicts of Regulations in respect of the athletes or organizers of Triathlon, Duathlon, Aquathlon or other related multi-disciplined endurance sports.
- To exercise complete jurisdiction of the sport of Triathlon, Duathlon and Aquathlon or any combination of components sports thereof in Singapore and over all matters pertaining to the participation of Singapore in these sports in world championships and other international competitions.

Our Vision:

To be an internationally acclaimed nation who makes multi-sports a lifestyle that leads to excellence.

Mission:

TAS strives to exercise fair and judicious supervision of multi-sports events among all and to promote multi-sports among all and achieve excellence for international recognition.

Values & Mottos:

4 Fs (Focus, Flexibility, Fore-Sight, Fast)

Overview of TAS

Charity Status:

- TAS was registered as a Charity under the Charities Act (Chapter 37) since 1 June 2011.
- TAS has been accorded IPC (Institution of a Public Character) status from 8 April 2019 to 7 April 2022

Governing Instruments: TAS Constitution (Version 2017)

Registration Number - Unique Entity Number (UEN): Others - S92SS0052C

Registered Address: 3 Stadium Drive, Sport Singapore #01-33 Singapore 397630

Auditor: Strategic Audit Alliance PAC

Bankers: United Overseas Bank Limited

Funding:

- TAS is financially supported by government annual grants from Sport Singapore.
- TAS supplement our operating expenses through fees collections from members, courses and events
- As a charity/IPC, we also accept donations from the public to support our objectives and programs.

Our Policies:

General – Code of Conduct (including Safeguarding), Complaints Policy (including Whistle blowing), Conflict of Interest Policy, Safe Sport Commitment, Human Resource SOP, Finance SOP, Donation Policy, Safe Return to Sport Plan (Covid)

High Performance – High performance Preparation Plan, Athletes Agreement, Local & Overseas Competition, Team Official Policy

Coaching – Coaches Policy, Coaches Code of Ethics

Policies Adopted:

Singapore Societies Act, Singapore Charities Act

Singapore Financial Reporting Standards

SportSG Financial Regulations

Anti-Doping Singapore Policy and Rules

Asian Triathlon Confederation Constitution

International Triathlon Union Constitution

Leadership

TAS is governed by a Management Committee, responsible for overseeing and managing TAS.

Management Committee (For the Office Term 2018 to 2020)

| Name | Appointment / Date of Appointment | Past Appointments |
|----------------------------|---|---|
| Hoong Kah Kuan (David) | President 25 September 2018 (1 st Term: 2016-2018) | Honorary Secretary 2006-2012, 2014-2016 Assistant Hon Secretary 2012-2014 Deputy President 2004-2006 |
| Chong Chee Keong (Raymond) | Deputy President 25 September 2018 | Honorary Secretary 2016-2018 |

| | | |
|-------------------------|---|---|
| | | MC Member 2014-2016 |
| Lee Eugene | Honorary Secretary 25 September 2018 | Deputy President 2016-2018 MC Member 2014-2016 |
| Chan Chee Ming (Steven) | Assistant Hon Secretary 25 September 2018 (1 st Term: 2016-2018) | MC Member 2010-2016 |
| Paul Rachmadi | Honorary Treasurer 30 September 2019 Stand-in Treasurer 9 March 2019 MC Member 25 September 2018 | NIL |
| James Middleditch | MC Member 25 September 2018 | NIL |
| Aw Yizhong | MC Member 25 September 2018 | NIL |
| Sng Peng Yeow (Daniel) | MC Member 25 September 2018 (1 st Term: 2016-2018) | NIL |
| Lloyd Ngoh Shi Kai | Co-Opt MC Member 25 September 2018 | MC Member 2006-2008 |
| Chang Shuwen | Co-Opt MC Member 25 September 2018 | NIL |
| Denise Wong | Co-Opt MC Member 25 September 2018 | NIL |
| Yu Kok Chew | Co-Opt MC Member 21 January 2020 | NIL |
| Zuraimi Abdul Basheer | Co-Opt MC Member 21 January 2020 | NIL |

Role of the Management Committee (As listed in our Constitution)

- To implement all resolutions of the Annual General Meeting.
- To appoint the necessary sub-committees to plan and work for TAS's objectives.
- To plan, resolve and act on all matters beneficial to TAS.
- To consider applications for Membership and decide on acceptance or rejection of applications.
- To raise funds for TAS.
- To ensure that TAS's policies are properly adhere to, and to make an annual review of the policies, to ensure its feasibility and practicality.

- To organize and supervise other daily activities of TAS.
- To remain subordinate to the General Meetings and shall not act contrary to the expressed wishes of the General Meeting without prior reference to it.

Term Limit of Management Committee

To enable succession planning and steady renewal in the spirit of sustainability of TAS, the tenure limit set for key office bearers are:

- 4 consecutive terms (8 years) for the President, Deputy President, Honorary Secretary and Assistant Honorary Secretary. Further re-election to that position can only be considered after a lapse of 1 term (2 years).
- 2 consecutive terms (4 years) for the Honorary Treasurer. Further re-election to the position can only be considered after a lapse of at least 1 year.

Board Meetings and Attendance

During the financial year, one AGM was held on 30 September 2019. Subsequently, a total of four MC meetings were held by the MC.

| Name | 17 April 2019 | 18 June 2019 | 30 Sept 2019 (AGM) | 21 Jan 2020 | 20 Feb 2020 |
|---------------------------------------|----------------------|---------------------|---------------------------|--------------------|--------------------|
| David Hoong - President | Y | Y | | Y | |
| Raymond Chong - Deputy President | Y | | Y | Y | Y |
| Lee Eugene - Honorary Secretary | Y | Y | Y | Y | Y |
| Steven Chan - Assistant Hon Sec | Y | Y | Y | Y | Y |
| Paul Rachmadi - Honorary Treasurer | Y | Y | Y | Y | Y |
| James Middleditch - MC Member | | Y | Y | Y | Y |
| Aw Yi Zhong - MC Member | Y | Y | Y | | |
| Daniel Sng - MC Member | Y | | | Y | |
| Lloyd Ngoh - Co-Opt MC | | | Y | | |
| Chang Shuwen - Co-Opt MC | Y | Y | | Y | |
| Denise Wong - Co-Opt MC | | Y | | Y | Y |
| Yu Kok Chew - Co-Opt MC | | | | Y | |
| Zuraimi Abdul Basheer - Co-Opt MC | | | | Y | |

Sub-Committees

| Committee | Term of Reference |
|---|---|
| <u>Business Development</u> Chairman: Paul Rachmadi Members: David Hoong Aw Yizhong | <ul style="list-style-type: none"> - Branding & Profiling of TAS - Membership Drives - Sponsorship & Donations - Website & Social Media - Fundraising Activities |

| | |
|--|---|
| <p><u>Sports Development Development</u> Chairman: Aw Yizhong Members: Chang Shuwen (Women) Lloyd Ngoh (Kids, Youth) Daniel Sng (Para)</p> | <ul style="list-style-type: none"> - Community & Grassroots programs - Increase participation in kids, youth, women, para - Age Group Development - Boost Club involvement & participation - Partner with key industry players like Sports Hub, ActiveSG, Sport Cares etc. |
| <p><u>High Performance</u> Chairman: James Middleditch Members: Eugene Lee Steven Chan</p> | <ul style="list-style-type: none"> - High Performance Program and policy - Selection policies for races and games - Talent Identification - Monitoring of HPE athletes - HPE athletes development pathway - Partner with ITU, ASTC, SSI, NYSI etc - Budget & Resource Allocation - SpexCarding, SpexScholarship |
| <p><u>Events</u> Chairman: Raymond Chong Members: Denise Wong Paul Rachmadi</p> | <ul style="list-style-type: none"> - Events Sanctioning - Events Tender - National Triathlon, Duathlon, Aquathlon Championships - National Age Group Championships |
| <p><u>Coaching Development</u> Chairman: Eugene Lee Members: Steven Chan</p> | <ul style="list-style-type: none"> - Develop coaches and ensure continued education for active coaches - Local and overseas coaching courses - NROC - Coaches Code of Conduct |
| <p><u>Technical</u> Advisor: David Hoong Chairman: Peter Chua Deputy Chairman: Daniel Sng Members: Steven Wong (Resigned) Jimmy Phung (Resigned) Ang Jia Ming (Resigned) Jenny Wee Ong Siying Denise Wong Tan Thong Hua</p> | <ul style="list-style-type: none"> - Develop Technical Officials and ensure continued education for active TOs - Local and overseas TO courses - Ensure safety standard and guidelines of sanctioned events - TO Code of Conduct |

REVIEW OF ACTIVITIES FOR FY2019 (1 APRIL 2019 TO 31 MARCH 2020)

Secretariat

As of 31 March 2020, there are 2 full time, 2 contract staff employed by TAS.

| Name | Designation | Date of Appointment |
|--------------|--|---|
| Eugene Ong | General Manager | From 1 August 2011 Assistant General Manager From 1 April 2011 Operations Executive From 2 January 2008 |
| Omar Bakar | Sports Development Executive | From 29 May 2017 |
| Lee Eugene | Technical Director (Contracted) | From 1 January 2019 (6 months renewal) |
| Sherlyn Chow | Book Keeping & Accountant (Contracted) | From 1 July 2010 |

Membership

As of 31 March 2020, there are a total of

Individual Members – 158

Affiliate Members – 9

Ordinary Members – 3

Day-of-Race (DOR) Members – 9690

List of Affiliates

| Name | Type |
|---|---------------------------------|
| Bike-Aid (Singapore) | Ordinary Member |
| Breakaway Triathlon Club | Ordinary Member |
| National University Singapore – NUS Aquathlon | Ordinary Member |
| Metasports | Event Organiser, Triathlon Club |
| Orange Room Pte Ltd | Event organiser |
| Eventure Global Singapore | Triathlon Club |
| Team BodyFuel | Triathlon Club |
| NTU Aquathlon | Triathlon Club |
| SMU Aquathlon Sports Club | Triathlon Club |
| Terai Melayu SG | Triathlon Club |
| Singapore Women's Triathlon Club | Triathlon Club |
| Swim Smooth Singapore | Triathlon Club |

Athletes Development – High Performance Program

The TAS High Performance Program (HPP) provides a more evidence-based and performance-driven approach towards the development of our athletes, strategic and careful investments of our limited resources to assist athletes progression in the HPP pathway.

As of 31 March 2020, the HPP consists of the following athletes:

National Squad

| Name | DOB | Gender | Category | FY19 SpexCarding / Others |
|------------------------|------------|---------------|-----------------|----------------------------------|
| Clement Chow | 23/05/1988 | Male | Elite | E3P |
| Wille Loo | 26/01/1983 | Male | Elite | E3P |
| Bryce Chong | 20/11/1997 | Male | U23 / Elite | E3P, Enlisted NS |
| Ahmad Arif Bin Ibrahim | 20/09/1993 | Male | Elite / Du | Temp |
| Lam Wai Kit | 07/12/1989 | Male | LD, Du | Temp |
| Foo Gen Lin | 16/04/1983 | Male | Du | Temp |

| | | | | |
|-------------------|------------|--------|-------------------|------|
| Nicholas Rachmadi | 23/10/2001 | Male | Junior / Du | Y |
| Luke Chua | 24/10/2001 | Male | Junior | Y |
| Emma Middleditch | 07/05/2002 | Female | Junior / Du | E3P |
| Herlene Yu | 01/01/2002 | Female | Junior / Du | Y |
| Phoebe Kee | 19/01/2000 | Female | Junior / U23 / Du | E3P |
| Mok Ying Rong | 03/10/1993 | Female | Du | Temp |
| Chang Shuwen | 17/08/1990 | Female | Elite | Temp |
| Ethel Lin Zhiyun | 11/12/1986 | Female | Elite | Temp |

National Junior Squad

| Name | DOB | Gender | Category | FY19 SpexCarding / Others |
|--------------------|------------|--------|----------|---------------------------|
| Samir Varma | 06/06/2002 | Male | Junior | |
| Ong Ee Howe | 15/09/2002 | Male | Junior | |
| Aaron Kiss | 07/10/2000 | Male | Junior | Enlisted NS |
| Louisa Middleditch | 17/08/2000 | Female | Junior | |

National Development Squad

| Name | DOB | Gender | Category | FY19 SpexCarding / Others |
|---------------|------------|--------|---------------|---------------------------|
| Zacharias Low | 07/10/1997 | Male | U23 | Enlisted NS |
| Cedric Chua | 25/08/1998 | Male | U23 | Enlisted NS |
| Danny Lim | 24/12/1989 | Male | Standard / Du | |
| Aaron Lee | 31/12/1997 | Male | U23 / Du | |

National Duathlon / Multisport Squad

| Name | DOB | Gender | Category | FY19 SpexCarding / Others |
|---------------|------------|--------|----------|---------------------------|
| Teo Ewin | 03/04/1981 | Male | LD, Du | |
| Chew Yi Heng | 30/12/1983 | Male | LD, Du | |
| Benjamin Khoo | 09/05/1991 | Male | Du | |
| Ng Wei Quan | 24/06/1996 | Male | LD, Du | |
| Yong Man Yun | 29/05/1987 | Female | Du | |
| Jillian See | 16/02/1998 | Female | Du | |

Overseas Training and Competitions/Games

| Date | Competition | Results (% off winner's time) |
|---------------|--|---|
| 27 April 2019 | ASTC Triathlon Asian Cup, Subic Bay | <u>Elite Men</u> Clement Chow – 40/55, 2:03:31 Wille Loo – 42/55, 2:03:46 Ahmad Arif – 46/55, 2:11:32 Danny Lim – 48/55, 2:14:57 <u>Elite Women</u> Lin Zhiyun – 20/27, 2:27:58 Chang Shuwen – 24/27, 2:40:09 <u>Junior Men</u> Luke Chua – 14/32, 1:02:53 Samir Varma – 22/32, 1:05:48 |
| 1 June 2019 | Educity MTR Triathlon, Johor - SEA Games Qualifier for SGP (300m swim – 6.6km Bike – 1km Run) | <u>Men</u> Luke Chua – 1/13, 0:19:21 Bryce Chong – 2/13, 0:19:31 Wille Loo – 4/13, 0:19:45 Clement Chow – 5/13, 0:19:49 Ahmad Arif – 6/13, 0:20:31 Nicholas Rachmadi – 8/13, 0:21:39 |

| | | |
|--------------------|---|--|
| | | <p>Alfred Lua – 10/13, 0:21:57 Danny Lim – 11/13, 0:24:54 Sumedha Lim - DNF</p> <p><u>Junior Women</u> Herlene Yu – 1/5, 0:21:05 Emma Middleditch – 2/5, 0:21:33 Lin Zhiyun – 3/5, 0:22:13 Chang Shuwen – 4/5, 0:24:23</p> |
| 2 June 2019 | <p>Educity MTR Duathlon, Johor - SEA Games Qualifier for SGP</p> <p>(2km Run – 8km Bike – 1km Run)</p> | <p><u>Men</u> Nicholas Rachmadi – 1/14, 0:22:35 Ahmad Arif – 2/14, 0:22:44 Cedric Chua – 3/14, 0:22:51 Aaron Lee – 4/14, 0:23:03 Ng Wei Quan – 6/14, 0:23:42 Bryce Chong – 7/14, 0:23:47 Foo Gen Lin – 10/14, 0:24:45 Alfred Lua – 11/14, 0:26:17 Ben Khoo – DNF Luke Chua - DNF</p> <p><u>Women</u> Emma Middleditch – 1/7, 0:25:17 Herlene Yu – 2/7, 0:26:04 Yong Man Yun – 3/7, 0:27:51 Romaine Soh – 4/7, 0:28:50 Chang Shuwen – 5/7, 0:28:50 Jillian See – 6/7, 0:29:16</p> |
| 18 to 22 June 2019 | <p>Asian Triathlon Championships, Gyeongju – SEA Games Qualifier for SGP</p> | <p><u>Elite Men</u> Clement Chow – 31/39, 2:07:14 Wille Loo – 32/39, 2:07:42 Ahmad Arif – 35/39, 2:11:27</p> <p><u>Elite Women</u> Lin Zhiyun – 22/28, 2:21:35 Chang Shuwen – 23/28, 2:41:16</p> <p><u>Junior Men</u> Luke Chua – 23/50, 0:59:40 Samir Varma – 38/50, 1:04:05 Nicholas Rachmadi – 46/50, 1:08:21</p> <p><u>Junior Women</u> Herlene Yu – 16/31, 01:07:07 Louisa Middleditch – 21/31, 01:09:35</p> |
| 6 July 2019 | <p>Trifactor Indonesia Duathlon, Belitung – SEA Games Qualifier for SGP</p> | <p><u>Elite Men</u> Lam Wai Kit – 2/14, 2:07:25 Foo Gen Lin – 3/14, 2:10:57 Danny Lim – 4/14, 2:15:38 Aaron Lee – 6/14, 2:24:09 Benjamin Khoo – 8/14, 2:44:38</p> <p><u>Elite Women</u></p> |

| | | |
|------------------------|--|---|
| | | <p>Mok Ying Rong – 1/8, 2:17:20 Phoebe Kee – 3/8, 2:29:20 Yong Man Yun – 4/8, 2:38:30 Jillian See – 5/8, 2:51:14</p> |
| 14 July 2019 | Trifactor Malaysia Triathlon MTR, Putrajaya | <p><u>Men</u> Nicholas Rachmadi - 1/12, 0:22:04 Luke Chua – 4/12, 0:23:04</p> <p><u>Women</u> Herlene Yu – 1/7, 0:24:20</p> |
| 22 & 23 July 2019 | MAS SEA Games Selection Trials Duathlon Individual / MTR, Sepang | <p><u>Elite Men</u> Benjamin Khoo – 3/10, 2:00:04</p> <p><u>MTR Men</u> Nicholas Rachmadi – 1/18, 0:22:59 Ben Khoo – 5/18, 0:23:35</p> |
| 30 August 2019 | ITU World Triathlon Grand Final, Lausanne | <p><u>Junior Men</u> Luke Chua – 63/70, 1:03:02</p> <p><u>Junior Women</u> Emma Middleditch – 55/70, 1:10:06 Louisa Middleditch - DNF</p> |
| 7 and 8 September 2019 | Multisports Asian Championships, Wenzhou | <p><u>LD Triathlon, Elite Men</u> Ewin Teo – 11/16, 4:42:37 Chew Yi Heng – 12/16, 4:45:51 Ng Wei Quan – 10/16, 5:06:43</p> <p><u>Duathlon, Elite Men</u> Ahmad Arif – 8/16, 01:33:24 Lam Wai Kit - DNF</p> <p><u>Duathlon, Elite Women</u> Yong Man Yun – 4/4, 1:58:25</p> |
| 15 September 2019 | ASTC Triathlon Asian Cup, Murakami | <p><u>Elite Women</u> Lin Zhiyun – 31/38, 2:25:58</p> |
| 1 to 5 December 2019 | 2019 Southeast Asian Games, Philippines | <p><u>Triathlon Men</u> Clement Chow – 4/11, 2:00:15 Wille Loo – 5/11, 2:01:35</p> <p><u>Triathlon Women</u> Lin Zhiyun – 4/11, 2:18:08 Chang Shuwen – 11/11, 2:33:54</p> <p><u>Triathlon MTR</u> Team Singapore – 2/6, 1:37:58 (Herlene Yu, Luke Chua, Emma Middleditch, Bryce Chong)</p> <p><u>Duathlon Men</u> Lam Wait Kit – 4/12, 1:54:38</p> |

| | | |
|-------------|---|--|
| | | Foo Gen Lin – 10/12, 2:03:18 <u>Duathlon Women</u> Phoebe Kee – 7/12, 2:21:59 Mok Ying Rong – 10/12, 2:25:23 <u>Duathlon MTR</u> Team Singapore – 2/5, 1:30:16 (Emma Middleditch, Ahmad Arif, Herlene Yu, Nicholas Rachmadi) |
| 21 Feb 2020 | ASTC Sprint Triathlon Asian Cup and Southeast Championships, Rayong | <u>Elite Men</u> Luke Chua - 27/61, 0:57:25 (1 st SEA) Nicholas Rachmadi – 35/61, 1:00:19 (6 th SEA) Samir Varma – 38/61, 1:01:07 (7 th SEA) Tan Jiahao – 44/61, 1:02:59 <u>Elite Women</u> Emma Middleditch – 16/27, 1:06:12 (1 st SEA) |

ITU Age Group World Championships

The 2019 ITU World Triathlon Grand Final was held in Lausanne Switzerland during the period 29 August to 1 September 2019. The event hosted the ITU Age Group World Championships, and Singapore was represented by 5 athletes, whom had qualified via the TAS qualification races. Their results as follow:

| Date | Race | Results |
|-------------------------------|---|--|
| 29 August to 1 September 2019 | 2019 Lausanne ITU World Triathlon Grand Final, Lausanne (Age Group World Championships) | <u>Standard Men 35-39</u> Darren Ho – 112/127, 2:49:40 <u>Standard Men 45-49</u> James Middleditch – 40/161, 2:23:16 Pascal Aeschlimann – 127/161, 2:51:08 <u>Standard Men 50-54</u> Emanuele Baroni – 80/136, 2:40:27 <u>Sprint Men 45-49</u> James Middleditch – 22/136, 1:08:34 <u>Sprint Women 20-24</u> Andrea Goh – 53/56, 1:47:15 |

Local Training and Competitions (Results including top local Age Group athletes)

| Date | Competition | Results |
|---------------|------------------------------------|---|
| 28 April 2019 | Metasprint Series 2019 – Triathlon | <u>Open Men</u> 13 th – James Middleditch, 1:04:22 14 th – Foo Gen Lin, 1:04:36 21 st – Joshua Li, 1:05:22 22 nd – Aaron Lee, 1:05:31 <u>Open Women</u> 1 st – Emma Middleditch, 1:05:31 9 th – Sara Ng, 1:14:23 |

| | | |
|-----------------|--|--|
| 14 July 2019 | Tri-Factor Triathlon | <p><u>Junior Men</u> 1st – Nicholas Rachmadi, 1:05:01 2nd – Luke Chua, 1:05:35 3rd – Ong Ee Howe, 1:08:46</p> <p><u>Junior Women</u> 1st – Herlene Yu, 1:11:35</p> <p><u>Open Men</u> 4th – Ahmad Arif Ibrahim, 2:16:21 6th – Emmanuele Baroni, 2:30:50 9th – Alfred Lua, 2:32:37</p> |
| 29 Sept 2019 | Singapore International Triathlon – National Triathlon Championships | <p><u>Super Sprint Men</u> 1st – Luke Chua, 0:19:09 2nd – Cedric Chua, 0:19:11 4th – Samir Varma, 0:19:45 5th – Bryce Chong, 0:20:42 6th – Ong Ee Howe, 0:20:56 7th – Julian Lee, 0:22:16 10th – Law Shao Qi, 0:25:01 DNF – Aaron Kiss DNF – Elijah Chua</p> <p><u>Super Sprint Women</u> 1st – Emma Middleditch</p> <p><u>Men</u> 1st – Wille Loo, 2:05:59 2nd – Clement Chow, 2:06:34 3rd – Aaron Lee, 2:19:17 4th – Danny Lim, 2:19:23 7th – Ng Wei Quan, 2:24:46</p> |
| 19 January 2020 | Singapore Aquathlon – National Championships | <p><u>Men</u> 2nd – Wille Loo, 1:02:48 3rd – Joshua Li, 1:02:48 4th – Ben Khoo, 1:05:08 5th – Dex Cheong, 1:07:24</p> <p><u>Women</u> 1st – Sherlynn Tan, 1:09:34</p> <p><u>Junior Men</u> 1st – Nicholas Rachmadi, 0:28:33 2nd – Luke Chua, 0:29:57</p> <p><u>Junior Women</u> 1st – Emma Middleditch, 0:30:25 2nd – Herlene Yu, 0:32:01</p> |
| 9 Feb 2020 | Metasprint Series - Aquathlon | <p><u>Men</u> 6th – Nicholas Rachmadi, 0:27:54 8th – Samir Varma, 0:28:13 14th – Aaron Lee, 0:30:40 15th – James Middleditch, 0:30:47</p> |

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|--------------|------------------------------|--|
| | | <u>Women</u> 1 st – Emma Middleditch, 0:29:20 3 rd – Valerie Yong, 0:32:28 11 th – Jillian See, 0:36:02 |
| 8 March 2020 | Metasprint Series - Duathlon | <u>Men</u> 1 st – Ahmad Arif Ibrahim, 0:49:21 5 th – Ben Khoo, 0:50:39 10 th – James Middleditch, 0:52:18 14 th – Nicholas Rachmadi, 0:53:09 (2 nd Junior) 18 th – Aaron Lee, 0:53:41 22 nd – Samir Varma, 0:54:32 (3 rd Junior) 24 th – Dex Cheong, 0:55:04 <u>Women</u> 1 st – Emma Middleditch, 0:56:09 5 th – Valerie Yong, 1:01:45 |

Events

National Championships

TAS awarded an events agreement with Orange Room for co-organising of the following National Championships events:

- Singapore International Triathlon – 2 years from 2018 to 2019.
- Singapore Aquathlon – 2 years from 2018 to 2019. The event scheduled for 2018 was postponed to January 2020.
- Singapore Duathlon - 2 years from 2018 to 2019. The event was conducted in last financial year, January 2019.

Local Sanctioned Events

As of 31 March 2020, TAS sanctioned a total of 9 events.

Below is a summary of these events:

| | |
|------------------------------|--|
| Name of Event | Trifactor Series 2019 – AquaRun Challenge |
| Date | 14 April 2019 |
| Venue | East Coast Park F2, Casuarina Grove |
| Total number of participants | Volunteers, Crew – 33 Men, 25 Women Technical Officials – 2 Men, 6 Women Total participants – 252 Men, 95 Women 13 to 15 years – 9 Men, 7 Women 16 and above – 243 Men, 88 Women |

| | |
|------------------------------|---|
| Name of Event | Metasprint Series 2019 – Triathlon |
| Date | 28 April 2019 |
| Venue | East Coast Park E2, Angsana Green |
| Total number of participants | Volunteers, Crew – 117 Technical Officials – 10 Total participants – 1485 Men, 564 Women 4 to 6 years – 17 Men, 12 Women 7 to 12 years – 191 Men, 105 Women |

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|--|--|
| | 13 to 15 years – 70 Men, 28 Women 16 to 18 years – 41 Men, 11 Women 19 to 23 years – 16 Men, 5 Women 24 years and above – 1150 Men, 403 Women |
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|------------------------------|---|
| Name of Event | Trifactor Series 2019 - Triathlon |
| Date | 14 July 2019 |
| Venue | East Coast Park E2, Angsana Green |
| Total number of participants | Volunteers, Crew – Technical Officials – 9 Total participants – 808 Men, 236 Women 6 to 12 years – 42 Men, 23 Women 13 to 15 years – 10 Men, 2 Women 16 to 18 years – 15 Men, 3 Women 19 to 23 years – 18 Men, 2 Women 24 years and above – 723 Men, 206 Women |

| | |
|------------------------------|--|
| Name of Event | Singapore International Triathlon 2019 – National Championships |
| Date | 29 September 2019 |
| Venue | East Coast Park E2 |
| Total number of participants | Volunteers, Crew – 64 Technical Officials – 11 Men, 8 Women Total participants – 957 Men, 304 Women 7 to 12 years – 66 Men, 46 Women 13 to 15 years – 32 Men, 9 Women 16 to 18 years – 16 Men, 7 Women 19 to 23 years – 21 Men, 3 Women 24 years and above – 822 Men, 239 Women |

| | |
|------------------------------|---|
| Name of Event | 113 Aquathlon Singapore 2019 |
| Date | 20 October 2019 |
| Venue | East Coast Park F2, Casuarina Grove |
| Total number of participants | Volunteers, Crew – 2 Men, 3 Women Technical Officials – 2 Men, 3 Women Total participants – 109 Men, 66 Women |

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|------------------------------|--|
| Name of Event | City60 Bike Run Challenge 2019 |
| Date | 26 October 2019 |
| Venue | Stadium Riverside Walk |
| Total number of participants | Volunteers, Crew – 95 Technical Officials – 3 Men, 4 Women Total participants – 867 Men, 273 Women 7 to 12 years – 71 Men, 31 Women 13 to 15 years – 17 Men, 3 Women 16 to 18 years – 5 Men, 0 Women 19 to 23 years – 14 Men, 5 Women 24 years and above – 760 Men, 234 Women |

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|------------------------------|---|
| Name of Event | Singapore Aquathlon 2020 – National Championships |
| Date | 19 January 2020 |
| Venue | East Coast Park F2, Casuarina Grove |
| Total number of participants | Volunteers, Crew – unknown data Technical Officials – 3 Men, 5 Women Total participants – 525 Men, 260 Women 9-12 years – 24 men, 11 Women 13-16 years – 19 Men, 10 Women |

| | |
|------------------------------|--|
| Name of Event | Metasprint Series 2020 - Aquathlon |
| Date | 9 February 2020 |
| Venue | Sentosa Pelawan Beach |
| Total number of participants | Volunteers, Crew – 94 Technical officials – 2 Men, 6 Women Total participants – 990 Men, 499 Women 8-11 years – 129 Men, 73 Women 12-15 years – 86 Men, 63 Women |

| | |
|------------------------------|---|
| Name of Event | Metasprint Series 2020 - Duathlon |
| Date | 8 March 2020 |
| Venue | F1 Village |
| Total number of participants | Volunteers, Crew, Technical Officials – 88 Technical Officials – 1 Men, 6 Women Total participants – 990 Men, 410 Women 8-11 years – 122 Men, 65 Women 12-15 years – 82 Men, 51 Women |

Capability Development (Technical Officials)

TO Education Programs:

The current framework had been drawn up by ITU:

By National Federation - NF Community Level 1, NF Community Level 2, NF TO Level 1

By ITU – ITU TO Level 1 (NTO), ITU TO Level 2 (CTO), ITU TO Level 3 (ITO)

As of 31 March 2020, there are:

ITO – 2, CTO – 10, NTO – 23, CL2 – 37, CL1 – 40

ITU Facilitators (TO): 4

4 of our Technical Officials were selected by ITU to be trained as Facilitators. They were certified and qualified to conduct and facilitate ITU courses, training participants to be future Technical Officials.

TAS Facilitators (TO): 6

6 of our NTOs are trained and certified local facilitators, to conduct and facilitate local Technical Official Courses at community level.

TAS Technical Officials Courses:

TAS conducted the following coaching courses for FY2019:

| Course | Date | Facilitators | Number of Participants |
|--|----------------|-----------------------------------|------------------------|
| Triathlon Technical Officials Community Level 1 (CL1TO) Seminar | 07 Sep 2019 | 1) Jasmine Ong | 8 |
| Triathlon Technical Officials Community Level 2 (CL2TO) Seminar | 14-15 Sep 2019 | 1) Peter Chua 2) Daniel Sng | 4 |
| 2019 Singapore TAS-ITU Technical Officials Level 1 Seminar (NTO) (ATOEP) | 21-22 Sep 2019 | 1) Omar A Bakar 2) Jasmine Ong | 5 |

ITU Technical Officials Courses (Participants):

The following TOs from Singapore were selected by ITU to further enhanced their Officiating capabilities:

| Course | Date | Name of TO | Status |
|--|-------------------------|--|--------|
| 2019 Gyeongju ITU Technical Officials And Event Organisers Level 2 Seminar | 23 June 2019 | 1) Jasmine Ong (re-validation) 2) Jimmy Phung 3) Tan Thong Hua | Pass |
| 2020 ITU Technical Officials' Level 1 re-validation e-Seminar | 30 March – 31 July 2020 | 1) Chin Khen Theen 2) Kelvin Tan | TBA |

ITU Technical Officials Courses (Facilitators):

The following ITU Facilitators from Singapore were assigned to conduct and facilitate in the following:

| Course | Date | Facilitators | Number of Participants |
|---|--------------|--------------|------------------------|
| 2019 Shymkent ITU Technical Officials Level 1 Seminar | 22 May 2019 | Peter Chua | 20 |
| 2019 Ulaanbaatar ITU Technical Officials and Event Organisers Community Seminar | 20 July 2019 | Peter Chua | 30 |
| 2019 Manama ITU Technical Officials and Event Organisers Community Seminar | 1-2 Dec 2019 | Omar A Bakar | 15 |
| 2020 Abu Dhabi ITU Technical Officials and Event Organisers Community Seminar | 14 Mar 2020 | Omar A Bakar | 30 |

Technical Delegate (TD), Team Leader (TL), Head Referee (HR) Assignments:

ITU assigns the following TO from Singapore to lead a team of Technical Officials from Asia, to officiate in the following Continental Cup and World Cup races:

| Event | Date | Name |
|---|-------------------|-------------------|
| 2019 Dexing ASTC Triathlon Asian Cup | 22 May 2019 | Denise Wong (TD) |
| 2019 Lianyungang ASTC Triathlon Asian Cup | 1-2 June 2019 | Jasmine Ong (TD) |
| 2019 Wenzhou ITU Multisport World Cup | 7-8 Sep 2019 | Peter Chua (TD) |
| 2019 Shantou ASTC Triathlon Asian Cup | 30 Nov 2019 | Jasmine Ong (TD) |
| 2019 Bahrain ASTC Triathlon West Asian Championships | 4 Dec 2019 | Omar A Bakar (TD) |
| 2020 Karaj ASTC Duathlon Asian Cup | 24 Feb 2020 | Omar A Bakar (TD) |
| 2018 Mt Mayon ASTC Paratriathlon Asian Championships | 9 August 2019 | Daniel Sng (TD) |
| 2018 Weihai ITU Triathlon World Cup | 22 September 2018 | David Hoong (TL) |
| 2018 Aqaba ASTC Duathlon Asian Cup | 26 October 2018 | David Hoong (TD) |
| 2018 Aqaba ASTC Sprint Triathlon Asian Cup and West Asian Championships | 26 October 2018 | David Hoong (TD) |

Technical Officials Assignment for Major Games:

ITU and ASTC selected the following TOs from Singapore to officiate in the following Major Games:

| Games | Date | Name |
|---|----------------|--|
| 2019 ANOC World Beach Games | 12-16 Oct 2019 | Denise Wong |
| Philippines 2019 30 th SEA Games | 19 Nov 2019 | 1) Peter Chua 2) Tan Thong Hua 3) Jenny Wee 4) Denise Wong 5) Jimmy Phung 6) Daniel Sng |

Self-Funding Technical Officials:

The following TOs from Singapore self-funded, and was approved by ITU to officiate in the following overseas races. This is for further education of knowledge and training, and subsidies are provided by TAS to defray some of their costs:

| Event | Date | Name |
|--|-----------------|---|
| 2019 Subic Bay NTT ASTC Triathlon Asian Cup | 27-28 Apr 2019 | Ryan Mahindapala |
| 2019 Chengdu ITU Triathlon World Cup | 11-12 May 2019 | 1) Emily Leong 2) Peter Chua 3) Selinna Tsang |
| 2019 Yokohama ITU World Triathlon | 18-19 May 2019 | 1) Denise Wong 2) Leow Jo Lene 3) Alvin Tay 4) Tan Thong Hua 5) Sharon Khoo |
| 2019 Lianyungang ASTC Triathlon Asian Cup | 1-2 June 2019 | 1) Leanne Tham 2) Jenny Wee 3) Lin Guosheng |
| 2019 Gyeongju ASTC Triathlon Asian Championships | 20-23 June 2019 | 1) Denise Wong 2) Jo Lene 3) Jimmy Phung 4) Jasmine Ong 5) Tan Thong Hua |

Capability Development (Coaching)

As of 31 March 2020, there are

ITU Level 2 – 4

ITU Level 1 – 1

SG Coach Level 1 Triathlon (NROC registered) – 39

TAS Coaching Courses:

TAS conducted the following coaching courses in FY2020:

| Course | Date | Facilitators | Number of Participants |
|---------------------------------------|-----------------------------------|--|------------------------|
| SG-Coach Level 1 Triathlon Integrated | 20 March 2019 to 13 April 2019 | Eugene Lee Steven Chan Christian Stauffer Chang Shuwen Sumedha Lim Omar Bakar | 20 (16 passed) |

ITU Coaching Courses (Facilitators):

The following ITU Facilitators from Singapore were assigned to conduct and facilitate in the following:

| Course | Date | Facilitator | Number of Participants |
|--|----------------------|-------------|------------------------|
| ITU Level 2 Coaching Course, Hong Kong | 5 to 9 July 2019 | Eugene Lee | 17 |
| ITU Level 1 Coaching Course, Hong Kong | 9 to 13 July 2019 | Eugene Lee | 18 |
| KTF Level 2 Coaching Course, Korea | 4 to 9 November 2019 | Eugene Lee | 34 |

Recruitment of Community Development Coaches

In May to June 2019, we conducted a recruitment exercise to engage triathlon coaches for our community sports development programs. Coaches will be engaged on an ad-hoc project basis, to support our programs with Sports Hub, SportCares and Affiliate Clubs.

Criteria: NROC accredited, valid TAS Member, commitment to at least 1 session per week when called upon.

A total of 8 NROC Triathlon coaches applied, and were appointed.

Sports Development Programs (Community):

As of 31 March 2020, TAS conducted the following programs to create awareness of our sport, for community outreach and development of athletes at grassroots level. We also sanctioned events by our affiliate members, particularly NTU, NUS and SMU:

| Date | Program | Partners | Number of Participants |
|-------------------------------|---|-----------------------------|------------------------|
| 6 April 2019 | Open Water Clinic @ Palawan Beach Sentosa | Club Breakaway Trifactor | 13 |
| 6 April 2019 | Urban Aquathlon @ Our Tampines Hub | ActiveSG Tampines | 150 |
| 20 April 2019, 730am-10am | Good Friday Community Run @ OCBC Square | Team BodyFuel | 24 |
| 27 April 2019, 9am-1pm | Tri-Outs – Active SG Park @ Jurong Lake | ActiveSG Jurong Lake | 78 |
| 4 May 2019, 730am-9am | Bike Handling Clinic | Club Breakaway Trifactor | 21 |
| 8 June 2019 730am-9am | Bike Skills and Transition Clinic | Club Breakaway | 16 |
| 29 June 2019 8am to 1030am | TS Community Open water Swim Clinic | Club TMSG | 30 |
| 14 September | TS Community Open Water Swim Clinic | Club SGWTC | 20 |
| 5 October | SMU Aquathlon Swimrunsprint | SMU | 80 |
| 26 October | TS Shimano Bike Maintenance Clinic | Club SGWTC | 26 |
| 11 November | CHIJ St Nicholas Girls School Duathlon Clinic | St Nicholas Girls School | 200 |
| 13 November | CHIJ St Nicholas Team Building Duathlon | St Nicholas Girls School | 200 |
| 17 November | TS Community Open Water Swim Clinic | Club SGWTC | 25, 2 Coaches |
| 14 December | TS Community Open Water Swim Clinic - 2 Sessions | Orange Room | Cancelled |
| 21 December | TS Community Open Water Swim Clinic - 2 Sessions | Orange Room | 24, 2 coaches |
| 28 December | TS Community Open Water Swim Clinic - 2 Sessions | Orange Room | 36, 2 coaches |

Cancellation of sanctioned community programs:

Unfortunately, the following programs have to be cancelled due to COVID-19.

- 1) NTURO event organised by NTU Aquathlon, scheduled on 29 February 2020
- 2) NUS Biathlon (Aquathlon) organised by NUS Aquathlon, schedule on 21 March 2020

We look forward to supporting the NTURO and NUS Biathlon (Aquathlon) events again for 2021 if the situation permits.

RockTri Ladies

TAS collaborate with body image movement “Rock The naked Truth”, to launch this program that is exclusively for women only. This is to introduce more women to the world of Multisport and encourage more female participation in races.

| Date / Time | Program | Venue | Number of Participants |
|--------------------------|---|--------------------------|-------------------------------|
| 23 March 2019, 2pm-4pm | RockTri ladies Launch + 5km Run | Sports Hub | 13 |
| 27 April 2019, 1pm-3pm | Swim Clinic – swim technique, swim drills | ActiveSG Tampines Hub | 17 |
| 18 May 2019, 2pm-4pm | Bike Clinic – bike handling | Gardens by the Bay East | 7 |
| 15 June 2019, 4pm-6pm | Run Clinic – run technique, run drill, interval session | Kallang Practice Track | 8 |
| 7 July 2019, 830am-10am | Open Water Swim Clinic | Tanjong Beach, Sentosa | 8 |
| 21 July 2019, 8am-10am | Aquathlon simulation, 400m swim +5km run | Tanjong Beach, Sentosa | Cancel |
| 18 August 2019 | Singapore Aquathlon Race | East Coast Park | Postponed |
| 12 August 2019, 7am-10am | Bike Run Clinic – 40km bike ride + brick run | Tanah Merah Coastal Road | Cancel |
| 14 Sept 2019, 2pm-4pm | Transition Clinic – Swim bike run transition | Tanjong Beach, Sentosa | Cancel |

Unfortunately, the program was cancelled from 7 July onwards, due to poor turn outs, which could not sustain the operating costs, time and effort put in by TAS and RockTri. This could be due to poor marketing, as a result of a lack of resources, budget and capability.

SportCares-Qiming Foundation Multisport Programmes

TAS collaborate with SportCares to launch their SportCares-Qiming Foundation Multisport programmes. These programmes introduce Youths to the world of Multisport as an alternative sport, and gradually prepare them for their first race through a specially catered 40-weeks curriculum.

Program Objectives: Keep them fit and healthy through sport, Help them build up their confidence, self-believe and self-motivation, Develop attributes such as positive mindset, winning spirit, overcoming challenges, never give up, team work and bonding, leaderships. Channel their energy and vibrancy confidence through sports.

Note: From February 2020, during the Covid-19 Circuit Breaker, our coaches conducted the sessions via Zoom video Conferencing call, due to social distancing restrictions.

| Date | Program | Partners | Number of Participants |
|--------------------------|--|---|-------------------------------|
| Commenced February 2020 | Boys’ Town Multisport Program | SportCares Boys’ Town | 12 boys, 2 coaches |
| Commenced September 2019 | Muhammadiyah Welfare Home Multisport Program | SportCares MWH ActiveSG Pasir Ris | 18 boys, 4 coaches |

| | | | |
|------------------------|--------------------------------------|---|--------------------|
| Commenced October 2019 | Northlight School Multisport Program | SportCares Northlight School ActiveSG Jalan Besar | 20 kids, 4 coaches |
|------------------------|--------------------------------------|---|--------------------|

SportsHub

| Date | Program | Venue | Number of Participants |
|--------------------------------------|---|---------------------------|---|
| 13 July 2019. 10am-1pm 3pm-6pm | Sports Hub Community Play Day – Duathlon (7-12 Years old) | Sports Hub | Total 51 kids, 6 coaches, 4 athletes, 5 Technical Officials |
| 9 August 2019 10am-1pm 3pm-6pm | National Day Fiesta – Aquathlon | Sports Hub Aquatic Centre | Total 48 kids, 6 coaches, 1 Technical Officials |

| Date | Program | Partners | Number of Participants |
|--------------------------------------|--|------------|------------------------|
| 5 weeks program commence 16 Nov 2019 | Sports Development Series Tri-Out Duathlon Clinics | Sports Hub | Expected |
| 16 November | | | 20 kids, 3 coaches |
| 23 November | | | 25 Kids, 3 Coaches |
| 30 November | | | 19 Kids, 3 Coaches |
| 7 December | | | 20 kids, 3 Coaches |
| 14 December | | | 22 kids, 3 Coaches |
| | | | 25 kids, 3 Coaches |

Conflict of Interest Policy

All MC members and staff are required to comply with TAS conflict of Interest Policy.

The policy states that all staff and MC members shall declare in writing the nature and extent of any relationship, arrangement, contract or agreement, which may result in a conflict of interest, real or perceived. The declaration is to be made, signed and file annually during AGM. At any point of time there is any addition or deletion in the information declared, a supplementary declaration describing such change should be made and file as soon as reasonably possible.

Any staff and MC members shall abstain and not participate in any discussion, decision making or voting on matters where they have a conflict of interest, declared either in writing or orally.

Disclosure of Remuneration received by MC Members

No MC Members were remunerated for their services on the Management Committee in the financial year. Allowances were only paid to them for their services in a non-MC capacity either as a Coach, Facilitator, Technical Official or in specialised job roles.

Disclosure of Annual Remuneration of Employees

| | |
|----------------------------------|---|
| Salary range more than \$100,000 | 0 |
| Salary range below \$100,000 | 4 |

Charity Transparency Award 2019:

We were shortlisted by MCCY as a potential winner for the Charity Transparency Award 2019, where we participated and undergo a thorough Assessment and interview process during the period July 2019 to September 2019.

Areas of Checks: Governance and Management, Clarity of Strategy, Risk Management, Transparency, Integrity, Operational Efficiency, Compliance, Succession Planning.

We were announced as winner of the Charity Transparency Award 2019 (Small Charities) in December 2019. This is the 2nd time we won the award, the last being in 2016.

Review of Financial State for Financial Year ending 31 March 2020

Summary of SportSG Funding:

| | FY2018 | FY2019 |
|---|---------------|---------------|
| Secretariat Headcount | \$ 82,052 | \$ 83,045 |
| Office Operations | \$ 9,500 | \$ 4,500 |
| Capability Development | \$ 4,000 | \$ 4,000 |
| Coaching Education & Development | \$ 3,000 | \$ 3,000 |
| Pathway Development | \$ 15,400 | \$ 16,400 |
| Local Training and Competitions | \$ 4,800 | \$ 4,800 |
| Facilities (Office & Storage) | \$ 54,437 | \$ 57,868.22 |
| HPE Headcount | \$ 12,186 | \$ 12,333 |
| Overseas Training and Competitions | \$ 16,000 | \$ 16,000 |
| OTSF Matching Grant (Disbursed) | \$ 30,000 | \$ 96,133 |
| SpexTAG, SpexGLOW (Direct athlete funds) | \$ 3,000 | \$ 37,333 |

The GM ensured that all funds received were utilised for its intended purposes (and in accordance to the terms and conditions, guidelines and regulations as stated in the New Partnership: NSA Grant Handbook). Statement of account, utilisation report will be submitted to SportSG bi-annually, in April and October. Grants will also be disbursed bi-annually, in early May and End November, upon receipt and approval of the necessary reports and other required submissions.

The FY2019 Statement of Accounts will be audited by Strategic Audit Alliance PAC and submitted to SportSG by end of October 2020. Any unutilised grants will have to be refunded back to SportSG.

Other Source of Income

Apart from grants received from SportSG, we also managed to generate income from membership and license fees, event fees, programs fees and donations

Membership Fees = \$3,476

Event Fees = \$27,216

Programs and Course Fees = \$15,295

Donations

As of 31 March 2020, TAS collected a total of \$ 103,331 in donations

We appreciate the support given by the following donors:

| Name | Amount |
|----------------------------|---------------|
| Mr James Middleditch | \$ 1,816 |
| Aw Yi Zhong | \$ 800 |
| Hoong Kah Kuan | \$ 1,000 |
| Suvir Varma | \$ 514 |
| ASTC | \$ 2,172.47 |
| Korea Triathlon Federation | \$ 452.57 |
| Yu Kok Chew | \$ 7,000 |
| Paul Rachmadi | \$ 3,000 |
| Erh Jia Jie | \$17,000 |
| Wilson Thio | \$ 1,500 |
| Anonymous | \$ 946 |
| Orange Room Pte Ltd | \$ 60,000 |
| The Swimming Room Pte Ltd | \$ 7,000 |

Restricted Funds

For the period 2017 to 2022, we are allowed to apply for the One Team Singapore Fund (OTSF) under the basic tier scheme, where up to \$80,000 of donations collected by TAS will be matched by the government. For the financial year ending 31 March 2020, the amount matched by the government will be increased to \$400,000.

For the financial year, TAS collected a total of \$96,133.55 matching grant from SportSG under the OTSF. (\$70,000 from FY18 H2 approved donations, and \$26,133.55 from FY19 H1 approved donations). For FY19 H2, we have collected \$77,197.45 of donations, which we applied for OTSF. This amount is expected to be approved in FY20 H1.

All donations and OTSF received will be under restricted funds, and only be used to support our High Performance Sport System and programs to develop our athletes and enhance their training and competition environment locally and overseas.

TAS has disclosed its restricted funds in the Financial Statement. Please refer to that for more information on balances and fund movements for the financial year.

Reserves Position

| | 2020 | 2019 |
|--|--------|--------|
| Unrestricted Funds (Reserves) | 12,626 | 12,282 |
| Restricted Funds | 12,035 | 29,870 |
| - Building Fund | | - |
| - Education Fund | | - |
| - Others | | - |
| Endowment Funds | | - |
| Total Funds | 24,661 | 42,152 |
| Ratio of Reserves to Annual Operating Expenditure | 0.09 | 0.06 |

Currently reflected in our financial statement, restricted funds amount is showing \$85,296. There are actual expenses of \$73,261 which we had used to support our High performance Sport System, and we will reclassify into OTSF (restricted funds) utilisation in the next financial year, after donations collected in FY19 H2 had been approved for OTSF in FY20 H1. Thus, the actual restricted funds for financial year ending 31 March 2020 should be \$12,035.

The unrestricted funds (Reserves) will be use to sustain daily operations of the association. We aim to clear all existing liabilities of the association and subsequently build up a reserves of at least SGD\$300,000 (or the approximate equivalent of one year of working expenses, including daily operations and sustaining our daily activities) within the next 5 years. This is to provide financial stability, and sustainability for the conduct of our principle activities. TAS will also review its work plan every year to determine a sustainable budget for our operations and principle activities, and to fulfil our minimum obligations.

Audited Financial Statements and Auditor's Report for FY2019 (Financial year ending 31 March 2020)

The Financial Statements for the year ending 31 March 2020 was audited by Strategic Audit Alliance PAC, and had given the opinion that financial statements are properly drawn so as to give a true and fair view of the state of TAS, in accordance with the provisions of the Act, the Charities Act and Singapore Financial Reporting Standards.

(For more information, please refer to attached Audited Financial Statements for financial year ending 31 March 2020)

Review

For the financial year ending 31 March 2020, we registered a deficit of surplus of \$31,126. This is mainly due to increase in our investments to support our High Performance Program, in preparation for SEA Games 2019. These includes increase investments in High Performance Headcount (Technical Director Part time) and overseas training and competitions for athletes, which we'd utilized our restricted funds.

There'd been a decrease in the collection of event fees and sanction fees from our events, due to cancellation of some events in the 4th quarter of the financial year. This was due to the Covid-19 pandemic.

The 4th quarter of the financial year had been a challenge, as our plans to conduct development programs and capability courses had to be put on hold due to the circuit breaker, and thus reducing our forecasted income and revenue with the loss of opportunities.

Future Plans

TAS focus over the next 4 years, will be on:

1. Strengthening our governance and building a professionally run NSA that is leading Triathlon in Singapore
2. Building rapport and relationships with key stakeholders.
3. Increase Membership, Affiliate Clubs
4. Community Development with a focus on youth, IHLs' and women's participations
5. Review of Constitution and MYSF
6. Re build a conducive training environment for High performance development though centralise training
7. Establish centres of excellence / National Training Centre
8. Collaborate with Event Organisers for a robust events calendar, integrated with a vibrant National Triathlon Championships and National Age Group Championships.
9. With the support of SSI, to achieve medals at the 2021 & 2023 SEA Games, to qualify for 2022 Asian games and Commonwealth Games.

Our Wishlist

- Involvement in Pesta Sukan and Singapore Youth Olympic Festival
- Full sanctioning of all triathlon and related multisports events in Singapore
- A vibrant Inter-Club Championships with the participation of at least 20 clubs or more
- Close Collaboration with IHL to develop and run events, clinics and other related programs
- A mass participation Women only Triathlon event
- A Corporate Triathlon event for networking
- A high profile World Cup/World Championships Series event in Singapore by 2024

The Year Ahead

For FY20 and leading into FY2021, it will be a challenge for us as we look at developing our sport with the new norm. As we foresee that the situation will continue to be as such for at least until 2021, with no events, a reduction in programs and courses due to restrictions, we intend to focus and channel our priorities towards re-strategizing for our multi-year plan, strengthening our governance, enhancing our digital capability and to launch programs and courses online, via the use of digital platforms.

We will continue to engage with key partners like sportsHub and SportCares to continue collaboration of Multisport Programs. Possible programs (depending on Covid-19 situation):

1. Sports Development Series Tri-Out Duathlon/Aquathlon Clinics
 - In partnership with Sports Hub
 - For Kids aged 7 to 12 years old
 - 11 weekly sessions, culminating into a mini duathlon/Aquathlon race
2. SportCares – Qiming Foundation Multi-Sports programme
 - In partnership with SportCares-Qiming Foundation
 - continuity with the 3 schools, with a possibility for more schools.
 - to establish a marquee event for sportcares multisport programme, where all the schools will come together for a sportcares multisport festival and race.
3. Tri-Ladies Splash and Dash
 - In partnership with Sports Hub, OCBC Aquatic Centre
 - A women only swim-run event, with a series of clinics to prepare participants for their first race.
4. Super league Triathlon race and Clinics
 - In partnership with Super league triathlon, SSI and SportSG events Team

- Local Singaporean athletes to be represented against international professionals for athlete development
- SportCares athletes and partners to get a chance to see their idols up close

5. Inter Tertiary Training Camp

- To be used for talent identification of athletes into our HPP program
- For networking between IHLs and for athletes to have access to ITU Certified standards coaches

6. Other possible community programs are:

A community event with PA in at least 1 of their centres

Collaboration with ActiveSG in at least 1 of their centres

Active Collaboration with our affiliate clubs to conduct community fun events

For High Performance:

SEA Games 2021 preparation and monitoring athletes.

Talent Identification for youth and Junior athletes

Super League Triathlon profiling of our HPP athletes, particularly the U19 Juniors

Initial Discussion with Jurong lake Centre on setting up a National Training Centre/base

Our Commitments:

To conduct and complete a thorough Constitution and MYSP review

To establish a bursary for athletes in need

To establish a first Centre of Excellence / National Training Centre

Governance Evaluation Checklist for the Financial Year ended 31 March 2020

IPC Size: Gross annual receipts or total expenditure of less than \$500,000

Tiered Guidelines to comply: Basic

| S/N | Description | Code ID | Response |
|---|---|----------------|-----------------|
| Board Governance | | | |
| 1 | Induction and Orientation are provided to incoming Board members on joining the Board | 1.1.2 | Complied |
| 2 | Are there Board members holding staff appointments? (Skip items 2 and 3 if “No”) | | Yes |
| 3 | Staff does not chair the Board and does not comprise more than one-third of the Board. | 1.1.3 | Complied |
| 4 | There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role . | 1.1.5 | Complied |
| 5 | The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity | 1.1.7 | Complied |
| 6 | All governing Board members must submit themselves for re-nomination and re-appointment at least once every three years. | 1.1.8 | Complied |
| 7 | There are documented terms of reference for the Board and each of its committees. | 1.2.1 | Complied |
| Conflict of Interest | | | |
| 8 | There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity. | 2.1 | Complied |
| 9 | Governing board members do not vote or participate in decision-making on matters where they have a conflict of interest. | 2.4 | Complied |
| Strategic Planning | | | |
| 10 | The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives. | 3.2.2 | Complied |
| Human Resource and Volunteer Management | | | |
| 11 | The Board approves documented human resource policies for staff. | 5.1 | Complied |
| 12 | There is a documented Code of Conduct for board members, staff and volunteers (where applicable) which is approved by the Board. | 5.3 | Complied |
| 13 | There are processes for regular supervision, appraisal and professional development of staff. | 5.5 | Complied |
| Financial Management and internal Controls | | | |
| 14 | There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the Charity which are not part of the charity’s core charitable programmes. | 6.1.1 | Complied |
| 15 | The Board ensures internal controls for financial matters in key areas are in place with documented procedures . | 6.1.2 | Complied |
| 16 | The Board ensures that reviews on the Charity’s internal controls, processes, key programmes and events are regularly conducted. | 6.1.3 | Complied |
| 17 | The Board ensures that there is a process to identify, and regularly monitor and review the charity’s key risks . | 6.1.4 | Complied |
| 18 | The Board approves an annual budget for the charity’s plans and regularly monitors the charity’s expenditure. | 6.2.1 | Complied |
| 19 | Does the charity invest its reserves (e.g. in fixed deposits)? | | No |
| | The charity has a documented investment policy approved by the Board. | 6.4.3 | NA |

| Fundraising Practices | | | |
|------------------------------------|--|-------|----------|
| 21 | Did the charity receive cash donations (solicited or unsolicited) during the financial year? | | Yes |
| 22 | All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. | 7.2.2 | Complied |
| 23 | Did the charity receive donations-in-kind during the financial year? | | No |
| | All donations-in-kind received are properly recorded and accounted for by the charity. | 7.2.3 | NA |
| Disclosure and Transparency | | | |
| 25 | The charity discloses in its annual report - (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings | 8.2 | Complied |
| 26 | Are governing board members remunerated for their services to the Board? | | No |
| | No Board members is involved in setting his or her own remuneration. | 2.2 | NA |
| | The charity discloses the exact remuneration and benefits received by each Board members in its annual report. <u>OR</u> The charity discloses that no Board members are remunerated. | 8.3 | Complied |
| 29 | Does the charity employ paid staff? | | Yes |
| 30 | No staff is involved in setting his own remuneration. | 2.2 | Complied |
| 31 | The charity discloses in its annual report: (a) the total annual remuneration for each of its 3 highest paid staff , who each receives remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration. | 8.4 | Complied |

Prepare by: Eugene Ong (General Manager, Triathlon Singapore)
Vetted / Approved by: TAS MC