

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**FINANCIAL STATEMENTS  
FINANCIAL YEAR ENDED 31 MARCH 2025**

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**FINANCIAL STATEMENTS  
FINANCIAL YEAR ENDED 31 MARCH 2025**

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**INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF  
JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

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**Report on the Audit of Financial Statements**

***Opinion***

We have audited the financial statements of Jurong-Clementi-Bukit Batok Town Council (formerly known as Jurong-Clementi Town Council) (the "Town Council"), which comprise the statement of financial position as at 31 March 2025, and the statements of income and expenditure, comprehensive income, changes in Town Council funds and cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

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

***Basis of Opinion***

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

***Other Information***

Management is responsible for the other information. The other information relates to the Chairman's Message included in the annual report, but does not include the financial statements and our auditor's report thereon.

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

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

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

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

**INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF  
JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

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**Report on the Audit of Financial Statements (Continued)**

***Responsibilities of Management and Those Charged with Governance for the Financial Statements (Continued)***

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

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

***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

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

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

**INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF  
JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

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**Report on Other Legal and Regulatory Requirements**

***Opinion***

In our opinion:

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

***Basis of Opinion***

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

***Responsibilities of Management for Compliance with Legal and Regulatory Requirements***

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

***Auditor's Responsibilities for the Compliance Audit***

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

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



**Foo Kon Tan LLP**

Public Accountants and  
Chartered Accountants

Singapore

24 September 2025

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 MARCH 2025**

	<u>Note</u>	<u>2025</u>	<u>2024</u>
		<u>S\$</u>	<u>S\$</u>
<b>TOWN COUNCIL FUNDS</b>			
<b>Residential Property</b>			
Accumulated Deficit	4	(792,204)	(3,208,428)
Ordinary Sinking Fund	5	39,017,956	56,444,331
Lift Replacement Fund	6	63,013,717	65,196,052
Town Improvement and Project Fund	7	1,608,455	2,670,739
		<u>102,847,924</u>	<u>121,102,694</u>
<b>Commercial Property</b>			
Accumulated Surplus	4	2,855,415	2,282,341
Ordinary Sinking Fund	5	38,873,159	42,181,735
Lift Replacement Fund	6	16,309,973	15,686,436
Town Improvement and Project Fund	7	2,026,048	2,082,040
		<u>60,064,595</u>	<u>62,232,552</u>
<b>Carpark</b>			
Accumulated Surplus	4	7,433,983	6,639,611
<b>Total Town Council funds</b>		<u>170,346,502</u>	<u>189,974,857</u>
<b>REPRESENTED BY:</b>			
<b>Non-current assets</b>			
Property, plant and equipment	8	693,981	1,058,402
Investments at amortised cost	9	3,000,000	3,000,000
		<u>3,693,981</u>	<u>4,058,402</u>
<b>Current assets</b>			
Investments at amortised cost	9	-	8,998,003
Conservancy and service fees receivables	10	1,696,271	1,567,942
Other receivables	11	21,502,465	19,882,122
Neighbourhood Renewal Programme funding receivables	12	5,974,029	11,152,051
Sport-in-Precinct Programme funding receivables	13	1,230,903	1,220,398
Electrical Load Upgrading Programme funding receivables	14	160,322	1,033,460
Cash and bank balances	15	168,959,950	183,343,026
		<u>199,523,940</u>	<u>227,197,002</u>
<b>Total assets</b>		<u>203,217,921</u>	<u>231,255,404</u>
<b>Less:</b>			
<b>Non-current liabilities</b>			
Lease Liabilities	16	11,783	218,446
<b>Current liabilities</b>			
Conservancy and service fees received in advance	17	2,335,291	2,355,454
Lease Liabilities	16	229,768	293,997
Payables and accrued expenses	18	27,887,658	36,425,719
Income tax payable	19	2,406,919	1,986,931
		<u>32,859,636</u>	<u>41,062,101</u>
<b>Total liabilities</b>		<u>32,871,419</u>	<u>41,280,547</u>
<b>Net assets</b>		<u>170,346,502</u>	<u>189,974,857</u>

Mr Xie Yao Quan  
Chairperson

Date: 24 September 2025

Mr Kam Teck Kwong  
Secretary

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

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL**  
**(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**STATEMENT OF INCOME AND EXPENDITURE**  
**FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

	<u>Note</u>	<u>2025</u> <u>S\$</u>	<u>2024</u> <u>S\$</u>
<b>Operating Income</b>			
Conservancy and service fees	4	71,531,971	67,450,416
Less: Operating income transfer to			
- Ordinary Sinking Fund (minimum required by law)	4, 5	(18,598,382)	(17,537,116)
- Lift Replacement Fund (minimum required by law)	4, 6	(10,014,517)	(9,443,059)
		42,919,072	40,470,241
Agency fees	4, 20	4,869,297	4,708,676
Other income	4, 21	3,874,571	3,264,410
		51,662,940	48,443,327
<b>Less: Operating expenditure</b>			
Cleaning works		(10,209,814)	(9,872,024)
Lift maintenance		(10,620,639)	(10,253,407)
Other works and maintenance		(12,644,709)	(10,131,274)
Water and electricity		(12,713,823)	(15,886,928)
General and administrative expenditure	22	(12,062,337)	(9,834,275)
		(58,251,322)	(55,977,908)
<b>Operating deficit</b>		(6,588,382)	(7,534,581)
Add: Investment and interest income	23	127,231	143,188
<b>Deficit before government grants and income tax</b>		(6,461,151)	(7,391,393)
Less: Income tax	19	(342,982)	(316,780)
<b>Deficit before government grants</b>		(6,804,133)	(7,708,173)
Government grants	24	26,305,681	29,163,009
Less: Transfer to			
- Ordinary Sinking Fund including Lift Maintenance Grant, GST Subvention and Special Funding Support	5	(4,588,045)	(4,362,791)
- Lift Replacement Fund including Lift Maintenance Grant, GST Subvention and Special Funding Support	6	(2,470,489)	(2,349,200)
- Lift Replacement Fund - LRF Matching Grant	6	(6,228,092)	(5,902,661)
- Town Improvement and Project Fund	7	(2,431,252)	(6,480,386)
		10,587,803	10,067,971
<b>SURPLUS FOR THE FINANCIAL YEAR</b>		3,783,670	2,359,798
Add: Accumulated Surplus at 1 April		5,713,524	3,353,726
<b>ACCUMULATED SURPLUS AT 31 MARCH</b>		9,497,194	5,713,524

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

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**STATEMENT OF COMPREHENSIVE INCOME  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

	<u>Note</u>	<u>2025</u> <u>S\$</u>	<u>2024</u> <u>S\$</u>
<b>Surplus/(Deficit) for the financial year</b>			
- Accumulated Surplus	4	3,783,670	2,359,798
- Ordinary Sinking Fund	5	(20,734,951)	(9,547,299)
- Lift Replacement Fund	6	(1,558,798)	7,453,166
- Town Improvement and Project Fund	7	<u>(1,118,276)</u>	<u>3,234,917</u>
<b>TOTAL COMPREHENSIVE (LOSS)/INCOME FOR THE FINANCIAL YEAR ATTRIBUTABLE TO TOWN COUNCIL FUNDS</b>		<u><u>(19,628,355)</u></u>	<u><u>3,500,582</u></u>

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



**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**STATEMENT OF CHANGES IN TOWN COUNCIL FUNDS  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

	<u>Residential Property</u> S\$	<u>Commercial Property</u> S\$	<u>Carpark</u> S\$	<u>Total</u> S\$
Balance at 1 April 2023	122,914,290	57,917,247	5,642,738	186,474,275
(Deficit)/Surplus for the financial year	(1,811,596)	4,315,305	996,873	3,500,582
Total comprehensive (loss)/income for the financial year attributable to Town Council funds	(1,811,596)	4,315,305	996,873	3,500,582
<b>Balance at 31 March 2024</b>	121,102,694	62,232,552	6,639,611	189,974,857
(Deficit)/ Surplus for the financial year	(18,254,770)	(2,167,957)	794,372	(19,628,355)
Total comprehensive (loss)/ income for the financial year attributable to Town Council funds	(18,254,770)	(2,167,957)	794,372	(19,628,355)
<b>Balance at 31 March 2025</b>	102,847,924	60,064,595	7,433,983	170,346,502

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

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL**  
**(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**STATEMENT OF CASH FLOWS**  
**FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

	<u>Note</u>	<u>2025</u> S\$	<u>2024</u> S\$
<b>Operating activities</b>			
Deficit before government grants and income tax	4	(6,461,151)	(7,391,393)
Adjustments for:			
Impairment loss of receivables written back	22	(43,301)	(155,363)
Conservancy and service fees transferred to Ordinary Sinking Fund	4	18,598,382	17,537,116
Conservancy and service fees transferred to Lift Replacement Fund	4	10,014,517	9,443,059
Depreciation of property, plant and equipment	22	472,264	452,410
Interest expense	22	9,525	15,441
Interest income	4, 23	(127,231)	(143,188)
Gain on disposal of property, plant and equipment	22	(2,444)	-
<b>Operating cash flows before movements in working capital</b>		<u>22,460,561</u>	<u>19,758,082</u>
Movements in working capital:			
Receivables		(1,379,209)	(1,375,879)
Payables		<u>(7,796,908)</u>	<u>15,195,752</u>
<b>Cash generated from operations before income tax</b>		<u>13,284,444</u>	<u>33,577,955</u>
Income tax paid	19	(715,074)	(379,533)
Ordinary Sinking Fund income	5	1,499	1,541
Ordinary Sinking Fund expenditure	5	(46,342,154)	(34,328,611)
Lift Replacement Fund expenditure	6	(25,364,243)	(17,623,522)
Town Improvement and Project Fund expenditure	7	(3,549,528)	(3,245,469)
Neighbourhood Renewal Programme expenditure	12	(2,101,539)	(7,647,841)
Sport-in-Precinct Programme expenditure	13	(10,505)	(112,689)
Electrical Load Upgrading Programme expenditure	14	<u>(136,610)</u>	<u>(364,804)</u>
<b>Cash used in operations before government grants</b>		<u>(64,933,710)</u>	<u>(30,122,973)</u>
Government grants received	24	27,777,860	24,195,587
Lift Enhancement Programme	6(iii)	1,077,827	9,167,469
Funding received for Neighbourhood Renewal Programme	12	7,279,561	1,476,086
Funding received for Electrical Load Upgrading Programme	14	<u>1,009,748</u>	<u>-</u>
<b>Net cash (used in)/generated from operating activities</b>		<u>(27,788,714)</u>	<u>4,716,169</u>
<b>Investing activities</b>			
Interest and investment income received		4,998,621	6,266,241
Proceeds on maturity of investments		9,000,000	-
Purchase of plant and equipment	A	(281,334)	(47,491)
Proceeds from disposal of plant and equipment		2,752	-
Net Placement of fixed deposits		<u>(53,908,663)</u>	<u>(8,635,924)</u>
<b>Net cash used in investing activities</b>		<u>(40,188,624)</u>	<u>(2,417,174)</u>
<b>Financing activities</b>			
Principal repayment of lease liabilities	B	(304,876)	(298,959)
Interest expense paid	B	<u>(9,525)</u>	<u>(15,441)</u>
<b>Net cash used in financing activities</b>		<u>(314,401)</u>	<u>(314,400)</u>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<u>(68,291,739)</u>	<u>1,984,595</u>
Cash and cash equivalents at beginning of financial year		<u>114,257,127</u>	<u>112,272,532</u>
<b>Cash and cash equivalents at the end of financial year</b>	15	<u><u>45,965,388</u></u>	<u><u>114,257,127</u></u>

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

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL**  
**(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**STATEMENT OF CASH FLOWS**  
**FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

**Note A - Purchase of property, plant and equipment**

During the year, the Town Council acquired property, plant and equipment with an aggregate cost of S\$108,151 (2024: S\$246,094) of which S\$33,984 (2024: S\$Nil) relates to non-cash additions to right-of-use assets, S\$35,132 (2024: S\$242,299) remains payable, and the balance of S\$281,334 (2024: S\$47,491) was paid in cash, of which S\$242,299 (2024: S\$43,696) was in respect of assets acquired in prior financial year.

**Note B - Reconciliation of liabilities arising from financing activities**

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

		Cash flows			Non-cash flows		
		At 1 April 2024 S\$	Principal repayment S\$	Interest paid S\$	New leases S\$	Interest expense S\$	At 31 March 2025 S\$
2025	Note						
Lease liabilities	16	512,443	(304,876)	(9,525)	33,984	9,525	241,551
		At 1 April 2023 S\$	Principal repayment S\$	Interest paid S\$	New leases S\$	Interest expense S\$	At 31 March 2024 S\$
2024	Note						
Lease liabilities	16	811,402	(298,959)	(15,441)	-	15,441	512,443

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

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL**  
**(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

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

**1. General information**

Jurong-Clementi-Bukit Batok Town Council (the "Town Council") was formed on 13 November 2001 under the Town Councils Act 1988 (the "Act"). The registered office and principal place of operations is at Block 255 Jurong East St 24 #01-303 Singapore 600255.

The principal functions of the Town Council are to control, manage, maintain and improve the common property of residential, other commercial property and market and food centres in the housing estates of the Housing and Development Board ("HDB") within the Town.

By virtue of the writ of election issued on 15 April 2025, a general election was called for on 3 May 2025. Subsequently, the electoral boundaries were redrawn and the Taman Jurong and Jurong Spring Divisions comprising 19,177 residential units, 556 commercial property units and 14,427 parking lots become part of West Coast - Jurong West Group Representation Constituencies and Hong Kah North Division comprising 15,696 residential units, 141 commercial property units and 12,628 parking lots become part of Jurong East-Bukit Batok Group Representation Constituencies.

By virtue of the Town Councils Declaration Order 2025, the Jurong-Clementi Town Council has been renamed as Jurong-Clementi-Bukit Batok Town Council on 30 May 2025 and the housing estates of the Housing and Development Board (HDB) within the Taman Jurong and Jurong Spring Divisions become part of the West Coast - Jurong West Group Representation Constituencies and Hong Kah North Division become part of Jurong East-Bukit Batok Group Representation Constituencies on 1 August 2025.

The financial statements for the financial year ended 31 March 2025 were authorised for issue in accordance with a resolution of the Town Council on 24 September 2025.

**2. Material accounting policy information**

**2.1 Basis of preparation**

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards ("FRS") including all related Interpretations to FRS ("INT FRS") as issued by the Singapore Accounting Standards Council and the provisions of the Act and are prepared on a historical cost basis, except as disclosed in the accounting policies below.

The financial statements of the Town Council are measured and presented in the currency of the primary economic environment in which the Town Council operates (its functional currency). The financial statements of the Town Council are presented in Singapore dollars ("S\$ or SGD"), which is also the functional currency of the Town Council.

**Adoption of new and revised standards**

On 1 April 2024, the Town Council has applied the following standards and amendments for their annual reporting period commencing 1 April 2024. The adoption of these new or amended FRSs did not result in substantial changes to the Town Council's accounting policies and had no material effect on the amounts reported for the current or prior financial years:

Reference	Description	Effective date (Annual periods beginning on or after)
Amendments to FRS 116	Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to FRS 1	Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to FRS 1	Non-current Liabilities with Covenants	1 January 2024
Amendments to FRS 7 and FRS 107	Supplier Finance Arrangements	1 January 2024

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
(FORMERLY KNOWN AS JURONG-CLEMENTI TOWN COUNCIL)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

**2. Material accounting policy Information (Continued)**

**2.1 Basis of preparation (Continued)**

***FRS issued but not yet effective***

At the date of authorisation of these financial statements, the following FRS pronouncements relevant to the Town Council were issued but not effective:

<b>Reference</b>	<b>Description</b>	<b>Effective date (annual periods beginning on or after)</b>
Amendments to FRS 21	Lack of Exchangeability	1 January 2025
Amendments to FRS 109 and FRS 107	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to FRS 109 and FRS 107	Contracts Referencing Nature-dependent Electricity	1 January 2026
Various	Annual Improvements to FRS - Volume 11	1 January 2026
FRS 118	Presentation and Disclosure in Financial Statements	1 January 2027
FRS 119	Subsidiaries and Small Entities without Public Accountability: Disclosures	1 January 2027
Amendments to FRS 110 and FRS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Yet to be determined

The Town Council has not early adopted any of the above new amendments to the existing standards in the financial year ended 31 March 2025. Management anticipates that the adoption of the above standards will not have a material impact on the financial statements of the Town Council in the period of their initial adoption.

**2.2 Town Council funds**

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

Residential Property  
Commercial Property

Car parks are managed by the Town Council for the Housing and Development Board ("HDB") on an agency basis.

These operating funds related to properties under management, together with Ordinary Sinking Fund, Town Improvement and Project Fund, and Lift Replacement Fund form the Town Council funds.

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

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

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**2. Material accounting policy Information (Continued)**

**2.2 Town Council funds (Continued)**

Sinking Funds

Sinking Funds comprise Ordinary Sinking Fund and Lift Replacement Fund.

**(a) Ordinary Sinking Fund**

In accordance with Section 47(4) of the Act, separate Sinking Funds are established for improvement to, management and maintenance of residential and commercial properties. These Sinking Funds are maintained as part of the Town Council funds.

Under the Act, the Minister for National Development may, from time to time, prescribe the minimum amounts of conservancy and service fees and grants-in-aid to be paid into the Ordinary Sinking Fund.

The minimum amounts to be paid, by property type, into the Ordinary Sinking Fund are as follows:

- |  |   |
|--|---|
| (i) Residential property (1-room to Executive) | 26% of the conservancy and service fees and grants-in-aid |
| (ii) Commercial property                       | 26% of the conservancy and service fees and grants-in-aid |

These minimum contributions are treated as operating income transfers and are deducted from conservancy and service fees and government grants in the statement of income and expenditure. Government grants which are subject to the minimum contribution rates to Ordinary Sinking Fund are Service and Conservancy Charges Operating Grant, GST Subvention Grant, Lift Maintenance Grant and Special Funding Support.

The Ordinary Sinking Fund is utilised for cyclical works, including major repainting, renewal or replacement of roofing system, water tanks, pumps and water supply system, lightning protection system, installation of any sensor and starter controller to the time-controlled booster pumping system, major repairs and maintenance of the common area and contributions to the HDB in respect of general upgrading works carried out on the common property as defined under the Housing and Development Act.

**(b) Lift Replacement Fund**

In accordance with Section 47(5) of the Act, Lift Replacement Fund ("LRF") was established from 1 April 2017 to meet the cost of lift replacements and lift-related replacement works. This fund is maintained as part of the Town Council funds.

Under the Act, the Minister of National Development may, from time to time, prescribe the minimum amounts of conservancy and service fees and grants-in-aid to be paid into the LRF.

The minimum amounts to be paid, by property type, into the LRF is as follows:

- |  |   |
|--|---|
| (i) Residential property (1-room to Executive) | 14% of the conservancy and service fees and grants-in-aid |
| (ii) Commercial property                       | 14% of the conservancy and service fees and grants-in-aid |

These minimum contributions are treated as operating income transfers and are deducted from conservancy and service fees and government grants in the statement of income and expenditure.

Government grants which are subject to the minimum contribution rates to Lift Replacement Fund are Service and Conservancy Charges Operating Grant, GST Subvention Grant, Lift Maintenance Grant and Special Funding Support.

The LRF is utilised for cyclical works, including major lift upgrading and lift renewal, installation or replacement of any video monitoring devices in lifts, major lift replacements and lift-related replacement works.

To help Town Councils to cope with the operating need and long-term capital expenditure requirement for lift replacements and lift-related works, the Ministry of National Development provides two additional grants-in-aids, namely Lift Maintenance Grant (LMG) and LRF Matching Grant, from 1 April 2017.

LRF Matching Grant is not subject to the minimum contribution rates.

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**2. Material accounting policy Information (Continued)**

**2.2 Town Council funds (Continued)**

**Town Improvement and Project Fund**

Town Improvement and Project Fund ("TIPF") is established and maintained as part of the Town Council funds. This fund is utilised for improvement and development works in the Town.

TIPF comprise the amounts set aside for projects to be carried out in subsequent financial years. All expenditures on town improvement and projects are appropriated from these reserves.

The fund is set up by transfer of funds from the Accumulated Surplus to fund specific projects to be carried out. In addition, the Town Council receives funding for approved projects under the Community Improvement Projects Committee ("CIPC") scheme. These funds are paid through the Citizens' Consultative Committees ("CCC").

**2.3 Inter-funds transfers**

Under Section 47(12) and 57(1)(i) of the Act; and Rule 11A of the Town Councils Financial Rules, the Town Council may do the following at the end of a financial year, whichever is applicable:

- (a) Transfer the whole or part of the surplus in Operating Fund to Lift Replacement Fund or Ordinary Sinking Fund;
- (b) Transfer the whole or part of the surplus in Ordinary Sinking Fund to Lift Replacement Fund, only to make good any deficit in the Lift Replacement Fund;
- (c) Transfer the whole or part of the surplus in Operating Fund established for residential property to Operating Fund established for commercial property, only to make good any deficit in the Operating Fund established for commercial property;
- (d) Transfer the whole or part of the surplus in Operating Fund established for commercial property to Operating Fund established for residential property, only to make good any deficit in the Operating Fund established for residential property;
- (e) Transfer the whole or part of the surplus in Ordinary Sinking Fund established for residential property to Ordinary Sinking Fund established for commercial property, only to make good any deficit in the Ordinary Sinking Fund established for commercial property;
- (f) Transfer the whole or part of the surplus in Ordinary Sinking Fund established for commercial property to Ordinary Sinking Fund established for residential property, only to make good any deficit in the Ordinary Sinking Fund established for residential property;
- (g) Transfer the whole or part of the surplus in Lift Replacement Fund established for residential property to Lift Replacement Fund established for commercial property, only to make good any deficit in the Lift Replacement Fund established for commercial property; or
- (h) Transfer the whole or part of the surplus in Lift Replacement Fund established for commercial property to Lift Replacement Fund established for residential property, only to make good any deficit in the Lift Replacement Fund established for residential property.

**2.4 Allocation of general overheads**

Expenditure not specifically related to any property type managed, for example, administrative overheads, tree planting and pruning are allocated to the various property types using equivalent dwelling units as follows:

<u>Property Type</u>	<u>Equivalent Dwelling Unit(s)</u>
1 Residential Property Unit	1
1 Commercial Property Unit	2
6 Car Lots or 36 Motor Cycle Lots or 4 Lorry Lots	1

Remuneration of certain employees are allocated to Ordinary Sinking Fund and Lift Replacement Fund.

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**2. Material accounting policy Information (Continued)**

**2.5 Property, plant and equipment**

Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. The cost of property, plant and equipment includes its purchase price and any cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

Subsequent costs recognised are added to the carrying amount of the asset only when it is probable that future economic benefits associated with the asset will flow to the Town Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to income and expenditure when incurred.

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

• Furniture, Fixtures and Fittings	5 years
• Office Equipment	5 years
• Data Processing Equipment	3 years to 6 years
• Plant and Machinery	5 years
• Leased premises	Over remaining period of lease

Leased assets are depreciated over their expected useful lives on the same basis as owned assets or, if there is no certainty that the lessee will obtain ownership by the end of the lease term, the assets shall be fully depreciated over the shorter of the lease terms and their useful lives.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The estimated useful lives, residual values and depreciation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

The gain or loss, being the difference between the sales proceeds and the carrying amount of the asset, arising on disposal or retirement of an item of property, plant and equipment is recognised in income and expenditure.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use.

**2.6 Impairment of tangible assets**

The Town Council reviews the carrying amounts of its tangible assets as at each reporting date to assess for any indication of impairment loss. If any such indication exists, the recoverable amount of the asset 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 Town Council estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs to sell and its 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.

An impairment loss for the amount by which the asset's carrying amount exceeds the recoverable amount is recognised immediately in income and expenditure, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.



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**2. Material accounting policy Information (Continued)**

**2.6 Impairment of tangible assets (Continued)**

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so 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 (cash-generating unit) in prior financial years. A reversal of an impairment loss is recognised immediately in income and expenditure, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

**2.7 Financial instruments**

Financial assets and financial liabilities are recognised when the Town Council becomes a party to the contractual provisions of the instrument.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating the interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period, to the net carrying amount of the financial instrument. Income and expense are recognised on an effective interest basis for debt instruments other than those financial instruments at fair value through profit or loss.

Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the entity becomes a party to the contractual provisions of the instruments.

At initial recognition, the Town Council measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transactions costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the statement of income and expenditure.

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Town Council's business model and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are:

(i) Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in income or expenditure when assets are derecognised or impaired, and through the amortisation process.

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2. Material accounting policy Information (Continued)

2.7 Financial instruments (Continued)

Financial assets (Continued)

Subsequent measurement (Continued)

Investments in debt instruments (Continued)

(ii) Fair value through other comprehensive income ("FVOCI")

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Financial assets measured at FVOCI are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognised in other comprehensive income, except for impairment losses, foreign exchange gains and losses and interest calculated using the effective interest method are recognised in income or expenditure. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to income or expenditure as a reclassification adjustment when the financial asset is de-recognised.

(iii) Fair value through profit or loss ("FVPL")

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss and is not part of a hedging relationship is recognised in the statement of income and expenditure in the period in which it arises.

Investment in equity instruments

On initial recognition of an investment in equity instrument that is not held for trading, the Town Council may irrevocably elect to present subsequent changes in fair value in OCI. Dividends from such investments are to be recognised in income and expenditure when the Town Council's right to receive payments is established. Amount presented in OCI shall not be subsequently transferred to income and expenditure. However, the Town Council may transfer the cumulative gain or loss within equity. For investments in equity instruments which the Town Council has not elected to present subsequent changes in fair value in OCI, changes in fair value are recognised in income and expenditure. The Town Council has no investment in equity instruments at reporting date.

Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. Changes in fair value of derivatives are recognised in income and expenditure.

Impairment of financial assets

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

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2. Material accounting policy Information (Continued)

2.7 Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For conservancy and service fees receivables, the Town Council applies a simplified approach in calculating ECLs. Therefore, the Town Council does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Town Council has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Town Council considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Town Council may also consider a financial asset to be in default when internal or external information indicates that the Town Council is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Town Council. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Derecognition of financial assets

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

Financial liabilities

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities.

Financial liabilities are classified as at fair value through profit or loss if the financial liability is either held for trading or it is designated as such upon initial recognition.

*Payables and accrued expenses*

Payables and accrued expenses are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, where applicable, using the effective interest method, with interest expense recognised on an effective yield basis.

Derecognition of financial liabilities

The Town Council derecognises financial liabilities when, and only when, the Town Council's obligations are discharged, cancelled or they expire. Gains and losses are recognised in the statement of income and expenditure when the liabilities are derecognised, and through the amortisation process.

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2. Material accounting policy Information (Continued)

2.8 Cash and bank balances

Cash and bank balances comprise cash on hand and demand deposits with financial institutions that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. For the purpose of the statement of cash flows, cash and cash equivalents exclude deposits pledged with the financial institutions as collateral and which form an integral part of the Town Council's cash management.

2.9 Leases

The Town Council as lessee

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

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Town Council uses the incremental borrowing rate ("IBR") specific to the lessee. The IBR is defined as the rate of interest that the lessee would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the ROU asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The Town Council has elected not to recognise ROU assets and lease liabilities for leases of low value assets, except for sublease arrangements. Lease payments relating to these leases are expensed to income and expenditure on a straight-line basis over the lease term.

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Town Council recognises those lease payments in income and expenditure in the periods that trigger those lease payments.

The lease liabilities are presented as a separate line in the statement of financial position.

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

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2. Material accounting policy Information (Continued)

2.9 Leases (Continued)

Lease liabilities (Continued)

The Town Council remeasures the lease liability (with a corresponding adjustment to the related ROU asset or to income and expenditure if the carrying amount of the ROU asset has already been reduced to zero) whenever:

- (i) the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- (ii) the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- (iii) a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

Right-of-use asset ("ROU")

The ROU asset comprises the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Town Council incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. To the extent that the costs relate to a ROU asset, the costs are included in the related ROU asset, unless those costs are incurred to produce inventories.

Depreciation on ROU assets is calculated using the straight-line method to allocate their depreciable amounts over the shorter period of lease term and useful life of the underlying asset as set out in the accounting policies for "Property, plant and equipment".

If a lease transfers ownership of the underlying asset or the cost of the ROU asset reflects that the Town Council expects to exercise a purchase option, the related ROU asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The ROU assets (except for those which meet the definition of as investment property) are presented within Property, plant and equipment in the statement of financial position.

The Town Council applies FRS 36 to determine whether a ROU asset is impaired and accounts for any identified impairment loss.

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

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**2. Material accounting policy information (Continued)**

**2.10 Provisions**

Provisions are recognised when the Town Council has a present legal or constructive obligation as a result of a past event, it is probable that the Town Council 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 the financial year, 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, which is discounted using a pre-tax discount rate.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in income and expenditure as they arise.

**2.11 Government grants**

The Town Council receives six types of grants from the government; namely: Service and Conservancy Charges ("S&CC") Operating Grant, payments from Citizens' Consultative Committee ("CCC"), GST Subvention Grant, Lift Maintenance Grant ("LMG"), Lift Replacement Fund ("LRF") Matching Grant and Special Funding Support ("SFS").

- (i) S&CC Operating Grant to meet the current financial year's operating expenditure are taken to the statement of income and expenditure.
- (ii) Payments from CCC are granted to provide funding support for community improvement projects under the CIPC scheme.
- (iii) GST Subvention is given as grants-in-aid to assist the Town Council in absorbing the GST increases in service and conservancy charges for HDB residential flats.
- (iv) LMG is given as grants-in-aid to help the Town Council in coping with higher lift-related servicing and maintenance costs.
- (v) LRF Matching Grant is given as grants-in-aid to assist the Town Council to supplement its savings in the LRF. The government provides a 50% matching grant to the following contributions the Town Council makes to the LRF:-
  - (a) Quarterly contributions to the LRF from S&CC collections and other grants-in-aids, including voluntary contributions beyond the minimum LRF contribution rate (i.e. beyond the minimum 14%); and
  - (b) Voluntary contributions of Operating Fund surpluses to the LRF at the end of a financial year, as allowed under Section 47(12) of the Town Council Act.

LRF Matching Grant is directly disbursed to the Town Council's Lift Replacement Fund and is not subject to the minimum contribution rates to Ordinary Sinking Fund and Lift Replacement Fund.

- (vi) SFS is a time-limited special funding support for Town Council that need to adjust the S&CC to meet the long-term financial sustainability.

Government grants are recognised at their fair value only where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to income and expenditure over the expected useful life of the relevant asset by equal annual instalment.

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**2. Material accounting policy information (Continued)**

**2.12 Revenue recognition**

Revenue is measured based on the consideration to which the Town Council expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Town Council satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Conservancy and service fees

Conservancy and service fees are recognised on a time-proportion basis for the period when the service is rendered.

Agency fees

Agency fees for routine maintenance of HDB's carparks are recognised on a time-proportion basis for the period when the service is rendered.

Interest income

Interest income from fixed deposits and investment in debt instruments are recognised on a time proportion basis using the effective interest rates.

Other income

Other income comprises mainly temporary occupation licenses ("TOL"), liquidated damages claims and other miscellaneous incomes and are recognised when due.

**2.13 Retirement benefit costs**

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. 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 Town Council's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

**2.14 Employee leave entitlements**

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 financial year.

**2.15 Income tax**

Tax is provided on the following income:

- (i) Income derived from investments and bank deposits;
- (ii) Fees, rent and other charges received from non-residents or non-owners of properties in the Town for the use of common property and maintenance of carparks where the Town Council opts to manage and maintain them; and
- (iii) Agency fees derived from acting as agent for the HDB.

Income tax is accounted using the liability method that requires the recognition of taxes payable or refundable for the current financial year and deferred tax liabilities and assets for the future tax consequence of events that have been recognised in the financial statements or tax returns. The measurements of current and deferred tax liabilities and assets are based on provisions of the enacted or substantially enacted tax laws, and the effects of future changes in tax laws or rates are not anticipated. Income tax expense represents the sum of the tax currently payable and deferred tax. Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same income tax authority.



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**2. Material accounting policy Information (Continued)**

**2.15 Income Tax (Continued)**

In respect of government grants received, the Town Council has been granted remission under Section 92(2) of the Income Tax Act 1947.

Tax shall be payable at the rate of 10% on the income derived from certain investments which have been approved under Section 43G(2) of the Income Tax Act 1947.

**3 Critical accounting judgments and key sources of estimation uncertainty**

The preparation of financial statements in conformity with FRS requires Town Council to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources in the application of the Town Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors that are considered to be reasonable under the circumstances. Actual results could differ from those estimates.

**3.1 Critical judgements made in applying the Town Council's accounting policies**

Classification and measurement of financial assets

Classification and measurement of financial assets depends on the contractual cash flow characteristics of the financial assets and the business model of the Town Council. The Town Council determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed.

As stated in Note 9, the Town Council has investment in quoted bonds with specific maturity. These investments were classified as financial assets at amortised cost as the Town Council intends to hold these bonds to maturity to collect contractual cash flows which consist solely of payments of principal and interest.

Determination of lease terms

When estimating the lease term of the respective lease arrangement, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option, including any expected changes in facts and circumstances from the commencement date until the exercise date of the option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

Software-as-a-Service arrangement ("SaaS")

The Town Council entered into a SaaS cloud computing arrangement with a third-party IT cloud provider to implement a management system for operational purposes. Under the arrangement, the customer is provided with a right to access the vendor's software application on the cloud over the contract period, and the vendor performs configuration and customisation to the customer's specifications. The Town Council does not control a software intangible asset because it is unable to run the software on its own hardware or contract with another party unrelated to the vendor to host the software without having to incur significant costs. The SaaS arrangement between the Town Council and the IT cloud provider is assessed to be a service contract. Significant judgement is also applied in determining that the configuration and customisation service provided by the vendor is not distinct from the access to the cloud software over the contract period as there is a significant degree of integration, modification and interdependency. As a result, fee for use of the cloud software is expensed as the service is provided; configuration and customisation costs are recognised as prepayment and expensed over the period of access to the cloud software; cost of the data conversion software developed for the Town Council is capitalised and amortised over its useful life; and testing and training costs are expensed as incurred.



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3 Critical accounting judgments and key sources of estimation uncertainty (Continued)

3.2 Key sources of estimation uncertainty

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

Depreciation of property, plant and equipment

The Town Council depreciates the property, plant and equipment over their estimated useful lives after taking into account of their estimated residual values. The estimated useful life reflects management's estimate of the period that the Town Council intends to derive future economic benefits from the use of the Town Council's property, plant and equipment. The residual value reflects management's estimated amount that the Town Council would currently obtain from the disposal of the asset, after deducting the estimated costs of disposal, as if the asset were already of the age and in the condition expected at the end of its useful life. Changes in the expected level of usage and technological developments could affect the economics, useful lives and the residual values of these assets which could then consequentially impact future depreciation charges. The carrying amount of the Town Council's property, plant and equipment as at 31 March 2025 was S\$693,981 (2024: S\$1,058,402) (Note 8).

Allowance for doubtful conservancy and service fees receivables and other receivables

The Town Council assesses at the end of each reporting period whether there is any expected credit loss of conservancy and service fees and other receivables based on assumptions about risk of default and expected loss rates. The Town Council considers factors such as past collection history, existing market conditions as well as forward-looking estimates at each reporting period. The assessment of the correlation between historical observed default, economic conditions and expected credit loss is a significant estimate. Notwithstanding the above, the Town Council evaluates the expected credit loss on receivables in financial difficulties separately. The carrying amount of the Town Council's conservancy and service fees receivables as at 31 March 2025 was S\$1,696,271 (2024: S\$1,567,942) (Note 10). The carrying amount of the Town Council's other receivables as at 31 March 2025 was S\$21,502,465 (2024: S\$19,882,122) (Note 11).

Provision for income tax

The Town Council is subject to income taxes in Singapore. Judgement is required in determining the deductibility of certain expenses during the estimation of the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of operations. The Town Council recognises liabilities for expected tax issues based on estimate of whether additional taxes will be due. Where the final tax outcome of these matters differs from the amounts that were initially recognised, such differences will impact the income tax provisions in the period in which such determination is made. The carrying amount of the Town Council's current tax payable as at 31 March 2025 is S\$2,406,919 (2024: S\$1,986,931) (Note 19).

Estimation of incremental borrowing rate ("IBR")

The Town Council cannot readily determine the interest rate implicit in the lease. Therefore, it uses the IBR to measure lease liabilities. The IBR is defined as the rate of the interest that the lessee would have to pay to borrow over a similar security the funds necessary to obtain an asset of a similar value to the ROU asset in a similar economic environment.

The Town Council estimates the IBR relevant to each lease by using observable inputs such as market interest rate and asset yield where available, and then making certain lessee specific adjustments such as Town Council's credit rating.

The carrying amount of the Town Council's ROU assets as at 31 March 2025 is S\$235,397 (2024: S\$504,897) (Note 8). The carrying amount of the Town Council's lease liabilities as at 31 March 2025 is S\$241,551 (2024: S\$512,443) (Note 16). If the incremental borrowing rate had been 50 basis point higher/lower with all other variables held constant, the Town Council's ROU assets and lease liabilities would have been approximately lower/higher by S\$1,691 (2024: S\$3,629) and S\$475 (2024: S\$2,103), respectively.

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**4. Accumulated Surplus/ (Deficit)**

The surplus/ (deficit) for the financial year attributable to the various activities is carried forward as Accumulated Surplus/ (deficit) in the respective property types as follows:

	Note	Total		Residential Property		Commercial Property		Carpark	
		2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$
OPERATING INCOME									
Conservancy and service fees									
Less: Operating income transfer to									
	5	71,531,971	67,450,416	64,303,307	60,552,978	7,228,664	6,897,438	-	-
		(18,598,382)	(17,537,116)	(16,718,922)	(15,743,782)	(1,879,460)	(1,793,334)	-	-
	6	(10,014,517)	(9,443,059)	(9,002,503)	(8,477,418)	(1,012,014)	(965,641)	-	-
		42,919,072	40,470,241	38,581,882	36,331,778	4,337,190	4,138,463	-	-
Agency fees									
	20	4,869,297	4,708,676	-	-	-	-	4,869,297	4,708,676
Other income									
	21	3,874,571	3,264,410	2,909,951	2,487,514	868,051	725,030	96,569	51,866
		51,662,940	48,443,327	41,491,833	38,819,292	5,205,241	4,863,493	4,965,866	4,760,542
Less: Operating expenditure									
		(58,251,322)	(55,977,908)	(49,436,095)	(47,933,591)	(4,661,279)	(4,275,203)	(4,153,948)	(3,769,114)
		(6,588,382)	(7,534,581)	(7,944,262)	(9,114,299)	543,962	588,290	811,918	991,428
Add: Investment and interest income									
	23	127,231	143,188	108,801	122,449	7,424	8,354	11,006	12,385
Operating (deficit)/surplus before government grants and income tax									
		(6,461,151)	(7,391,393)	(7,835,461)	(8,991,850)	551,386	596,644	822,924	1,003,813
Less: Income tax									
	19	(342,982)	(316,780)	(294,996)	(305,160)	(19,434)	(4,680)	(28,552)	(6,940)
		(6,804,133)	(7,708,173)	(8,130,457)	(9,297,010)	531,952	591,964	794,372	996,873
Add: Government grants									
Less: Transfers to									
	24	26,305,681	29,163,009	25,726,161	26,437,272	579,520	2,725,737	-	-
	5, 24	(4,588,045)	(4,362,791)	(4,570,226)	(4,345,047)	(17,819)	(17,744)	-	-
	6, 24	(2,470,489)	(2,349,200)	(2,460,894)	(2,339,646)	(9,595)	(9,554)	-	-
	6, 24	(6,228,092)	(5,902,661)	(5,717,108)	(5,412,479)	(510,984)	(490,182)	-	-
	7, 24	(2,431,252)	(6,480,386)	(2,431,252)	(4,313,077)	-	(2,167,309)	-	-
		10,587,803	10,067,971	10,546,681	10,027,023	41,122	40,948	-	-
SURPLUS FOR THE FINANCIAL YEAR									
		3,783,670	2,359,798	2,416,224	730,013	573,074	632,912	794,372	996,873
Add: Accumulated Surplus at 1 April									
		5,713,524	3,353,726	(3,208,428)	(3,938,441)	2,282,341	1,649,429	6,639,611	5,642,738
ACCUMULATED SURPLUS/(DEFICIT) AT 31 MARCH									
		9,497,194	5,713,524	(792,204)	(3,208,428)	2,855,415	2,282,341	7,433,983	6,639,611

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**5. Ordinary Sinking Fund**

	<u>Note</u>	<u>Total</u>	<u>Residential Property</u>		<u>Commercial Property</u>	
		<u>2025</u> S\$	<u>2024</u> S\$	<u>2025</u> S\$	<u>2024</u> S\$	<u>2025</u> S\$
<b>Balance at 1 April</b>		98,626,066	108,173,365	56,444,331	67,011,101	42,181,735
<b>Add:</b>						
Operating income transfer from conservancy and service fees (minimum required by law)	4	18,598,382	17,537,116	16,718,922	15,743,782	1,879,460
Investment and interest income	5(i), 23	2,844,414	3,447,997	2,662,693	3,227,704	181,721
Penalty and interest income on late payment of LUP cost		1,499	1,541	1,499	1,541	-
Transfer from Government grants including Lift Maintenance Grant, GST Subvention	24	3,632,247	3,456,150	3,614,428	3,438,406	17,744
Transfer from Government grants - Special Funding Support	24, 4, 24	955,798	906,641	955,798	906,641	-
		4,588,045	4,362,791	4,570,226	4,345,047	17,744
		26,032,340	25,349,445	23,953,340	23,318,074	2,031,371
Less: Expenditure		(46,342,154)	(34,328,611)	(40,981,738)	(33,353,010)	(5,360,416)
Less: Income tax	5(ii), 19	(425,137)	(568,133)	(397,977)	(531,834)	(27,160)
<b>(Deficit)/Surplus for the financial year</b>		(20,734,951)	(9,547,299)	(17,426,375)	(10,566,770)	(3,308,576)
<b>Balance at 31 March</b>		77,891,115	98,626,066	39,017,956	56,444,331	42,181,735
<b>Represented by:</b>						
<b>Non-current assets</b>						
Investments at amortised cost		3,000,000	3,000,000			
<b>Current assets</b>						
Investments at amortised cost			4,998,003			
Conservancy and service receivables		610,707	575,946			
Interest receivable		577,690	464,172			
Other receivables		247,389	744,050			
Cash and bank balances		79,360,347	100,525,928			
<b>Total assets</b>		80,796,133	107,308,099			
Less:		83,796,133	110,308,099			
<b>Current liabilities</b>						
Payables and accrued expenses		3,097,832	5,984,797			
Income tax payable		1,809,253	829,806			
Due to Accumulated Surplus		5,905,018	4,867,430			
<b>Total liabilities</b>		77,891,115	11,682,033			
<b>NET ASSETS</b>			98,626,066			

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**5. Ordinary Sinking Fund (Continued)**

(i) Investment and interest income

	<u>2025</u> S\$	<u>2024</u> S\$
Interest from banks	261,330	622,348
Interest from bonds		
- Investments at amortised costs	141,723	182,599
Interest from fixed deposits	2,439,364	2,634,751
Amortisation of bonds (Note 9)	1,997	8,299
	<u>2,844,414</u>	<u>3,447,997</u>

(ii) Expenditure

	<u>2025</u> S\$	<u>2024</u> S\$
Irrecoverable goods and services tax	707,066	539,784
Reroofing works	735,335	1,023,747
Repairs and redecoration	37,356,630	26,248,626
Replacement of Alert Alarm System	389,885	-
Replacement of water tank, pipes and booster pump	1,088,163	2,452,806
Rewiring works	5,187,505	3,389,748
General and administrative expense (Note 22)	876,512	673,153
Others (Note 10)	1,058	747
	<u>46,342,154</u>	<u>34,328,611</u>

**JURONG-CLEMENTI-BUKIT BATOK TOWN COUNCIL  
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**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

**6. Lift Replacement Fund**

	Note	Total	Residential Property		Commercial Property	
		2025 S\$	2025 S\$	2024 S\$	2025 S\$	2024 S\$
Balance at 1 April		80,882,488	65,196,052	58,645,017	15,686,436	14,784,305
Add:						
Operating income transfer from conservancy and service fees (minimum required by law)	4	10,014,517	9,002,503	8,477,418	1,012,014	965,641
Investment and Interest Income	6(i), 23	2,188,718	2,048,891	2,014,988	139,827	137,524
Lift Enhancement Programme	6(iii)	3,270,572	3,270,572	5,591,448	-	-
Transfer from government grants including Lift Maintenance Grant and GST Subvention	24	1,955,829	1,946,234	1,851,454	9,595	9,554
Transfer from government grants - Special Funding Support	24	514,660	514,660	488,192	-	-
	4, 24	2,470,489	2,460,894	2,339,646	9,595	9,554
Transfer from government grants - LRF Matching Grant	4, 24	6,228,092	5,717,108	5,412,479	510,984	490,182
		24,172,388	22,499,968	23,835,979	1,672,420	1,602,901
Less: Expenditure	6(ii)	(25,364,243)	(24,338,802)	(16,945,892)	(1,025,441)	(677,630)
Less: Income tax	19	(366,943)	(362,192)	(339,052)	(23,442)	(23,140)
(Deficit)/ Surplus for the financial year		(1,558,798)	(2,182,335)	6,551,035	623,537	902,131
Balance at 31 March		79,323,690	63,013,717	65,196,052	16,309,973	15,686,436
Represented by:						
Current assets						
Investments at amortised cost		328,856	4,000,000			
Conservancy and service receivables		253,286	310,138			
Interest receivable		9,471,525	207,060			
Cash and bank balances		71,343,675	6,956,551			
Due from Accumulated Surplus		4,297,696	74,418,311			
		85,695,038	781,606			
Total assets		85,695,038	86,673,666			
Less:						
Current liabilities						
Payables and accrued expenses		5,600,540	4,716,238			
Lift Enhancement Programme funding received / billed in advance		44,255	601,714			
Income tax payable		726,553	473,226			
Total liabilities		6,371,348	5,791,178			
NET ASSETS		79,323,690	80,882,488			

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**6. Lift Replacement Fund (Continued)**

(i) Investment and interest income

	<u>2025</u> S\$	<u>2024</u> S\$
Interest from banks	412,697	414,309
Interest from bonds		
- Investments at amortised costs	57,699	90,247
Interest from fixed deposits	1,718,322	1,647,956
	<u>2,188,718</u>	<u>2,152,512</u>

(ii) Expenditure

	<u>2025</u> S\$	<u>2024</u> S\$
Irrecoverable goods and services tax	786,563	717,378
Lift modernisation / overhauls / total replacement works	7,680,721	5,901,983
Lift Enhancement Programme expenditure	3,994,280	7,041,798
General and administrative expense (Note 22)	276,444	241,737
Other lift works	12,626,235	3,720,626
	<u>25,364,243</u>	<u>17,623,522</u>

(iii) Lift Enhancement Programme funding

Lift Enhancement Programme ("LEP") to support costs of modernisation of lifts in HDB estates. To bring these older lifts on par with the newer ones, HDB will support Town Council to modernise their existing lifts through a new LEP.

Under the LEP, HDB will fund the enhancement cost for the lifts eligible for LEP on a per lift basis, capped at 92.5% of the Town Council costs to install the recommended enhancement features. Lifts that are not yet equipped with some or all of the enhancement features, and have been in operation for 18 years or less (as of the date of commencement of the LEP).

Movements in Lift Enhancement Programme funding are as follows:

	<u>2025</u> S\$	<u>2024</u> S\$
Balance at 1 April	5,179,060	8,755,081
Funding from government (Note 6)	3,270,572	5,591,448
Payment received	(1,077,827)	(9,167,469)
Balance at 31 March	<u>7,371,805</u>	<u>5,179,060</u>

The balance comprises:

	<u>2025</u> S\$	<u>2024</u> S\$
Receivable from HDB (Note 11)	7,416,060	5,780,774
Advances from HDB not yet utilised [Note 18]	(44,255)	(601,714)
	<u>7,371,805</u>	<u>5,179,060</u>

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**7. Town Improvement and Project Fund**

	Note	<u>Total</u>		<u>Residential Property</u>		<u>Commercial Property</u>	
		<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
		<u>S\$</u>	<u>S\$</u>	<u>S\$</u>	<u>S\$</u>	<u>S\$</u>	<u>S\$</u>
<b>Balance at 1 April</b>		4,752,779	1,517,862	2,670,739	1,196,613	2,082,040	321,249
Add/(Less):							
Transfer from government grants	4, 24	2,431,252	6,480,386	2,431,252	4,313,077	-	2,167,309
Expenditure	7(i)	(3,549,528)	(3,245,469)	(3,493,536)	(2,838,951)	(55,992)	(406,518)
<b>(Deficit) / Surplus for the financial year</b>		<b>(1,118,276)</b>	<b>3,234,917</b>	<b>(1,062,284)</b>	<b>1,474,126</b>	<b>(55,992)</b>	<b>1,760,791</b>
<b>Balance at 31 March</b>		<b>3,634,503</b>	<b>4,752,779</b>	<b>1,608,455</b>	<b>2,670,739</b>	<b>2,026,048</b>	<b>2,082,040</b>

*Represented by:*

**Current assets**

Other receivables	22,532
Receivables from CCC (Note 11)	6,817,697
<b>Total assets</b>	<b>6,840,229</b>

Less:

**Current liabilities**

Payables and accrued expenses	730,022
Due to Accumulated Surplus	1,357,428
<b>Total liabilities</b>	<b>2,087,450</b>

**NET ASSETS**

<b>3,634,503</b>	<b>4,752,779</b>
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**7. Town Improvement and Project Funds (Continued)**

(i) Expenditure

	<b><u>2025</u></b> <b>S\$</b>	<b><u>2024</u></b> <b>S\$</b>
Construction of covered link way/drop-off point	2,737,503	1,710,513
Construction/Upgrading playground or fitness centre	165,779	587,154
Large scale town wide project	-	202,380
Improvement works and other amenities	645,576	745,304
Construction of pavilion shelter / multi-purpose hall	670	118
	<b><u>3,549,528</u></b>	<b><u>3,245,469</u></b>



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**8. Property, plant and equipment**

	<b>Furniture, fixtures and fittings S\$</b>	<b>Office equipment S\$</b>	<b>Data processing equipment S\$</b>	<b>Plant and machinery S\$</b>	<b>Leased premises S\$</b>	<b>Total S\$</b>
<b>Cost</b>						
At 1 April 2023	350,663	114,151	362,493	107,990	911,249	1,846,546
Additions	226,138	1,295	-	18,661	-	246,094
Written-off/disposal	-	-	-	(2,400)	-	(2,400)
At 31 March 2024	576,801	115,446	362,493	124,251	911,249	2,090,240
Additions	9,660	11,250	44,969	8,288	33,984	108,151
Written-off	(3,044)	(6,650)	-	(5,350)	-	(15,044)
At 31 March 2025	583,417	120,046	407,462	127,189	945,233	2,183,347
<b>Accumulated depreciation</b>						
At 1 April 2023	94,908	76,508	271,194	36,616	102,602	581,828
Depreciation (Note 22)	70,488	15,429	46,181	16,562	303,750	452,410
Written-off/disposal	-	-	-	(2,400)	-	(2,400)
At 31 March 2024	165,396	91,937	317,375	50,778	406,352	1,031,838
Depreciation (Note 22)	112,195	9,790	25,762	21,033	303,484	472,264
Written-off	(2,737)	(6,649)	-	(5,350)	-	(14,736)
At 31 March 2025	274,854	95,078	343,137	66,461	709,836	1,489,366
<b>Carrying amount</b>						
At 31 March 2024	411,405	23,509	45,118	73,473	504,897	1,058,402
At 31 March 2025	308,563	24,968	64,325	60,728	235,397	693,981

ROU assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 26.

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**9. Investments at amortised cost**

	<u>2025</u> S\$	<u>2024</u> S\$
<i>At amortised cost</i>		
Quoted bonds	3,000,000	11,960,500
Amortisation of bonds premium	-	37,503
	<u>3,000,000</u>	<u>11,998,003</u>
Maturing:		
Within 1 year	-	8,998,003
After one year but within five years	3,000,000	3,000,000
	<u>3,000,000</u>	<u>11,998,003</u>

Investments at amortised cost represent investments in quoted bonds issued by statutory boards, with fixed interest rate of 2.320% (2024: 2.250% to 2.320%) per annum and maturity date of 24 January 2028 (2024: 21 November 2024 to 24 January 2028), and are denominated in Singapore dollar as at reporting date.

The change in amortisation is as follows:

	<u>2025</u> S\$	<u>2024</u> S\$
Balance at 1 April	(37,503)	(29,204)
Amortisation credited to income and expenditure [Notes 5(i) and 23]	(1,997)	(8,299)
Derecognition during the year	39,500	-
Balance at 31 March	<u>-</u>	<u>(37,503)</u>

The effective interest rates per annum for the bonds were as follows:

Quoted bonds	<u>2.32</u>	<u>2.27</u>
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The fair value of investments at amortised cost is based on the closing bid price at the end of the financial year as follows:

Quoted bonds	<u>2,970,810</u>	<u>11,798,100</u>
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**10. Conservancy and service fees receivables**

	<u>2025</u>	<u>2024</u>
	<u>S\$</u>	<u>S\$</u>
Conservancy and service fees receivables	2,897,594	2,826,774
Add: Interest receivable on late payments	100,965	107,765
	<u>2,998,559</u>	<u>2,934,539</u>
Less: Allowance for doubtful receivables	<u>(1,302,288)</u>	<u>(1,366,597)</u>
	<u>1,696,271</u>	<u>1,567,942</u>

Conservancy and service fees receivables are generally on 30 (2024: 30) days' credit terms. Penalty fee is charged on the outstanding balances.

Allowances made in respect of estimated irrecoverable amounts are determined by reference to past default experience. If repeated reminders and letters of demand to settle overdue payments fail to yield results, the Town Council will write off the debts on a case-by-case basis.

The carrying amount of conservancy and service fees receivables individually determined to be impaired is as follows:

	<u>2025</u>	<u>2024</u>
	<u>S\$</u>	<u>S\$</u>
Past due for 9 months or above	<u>1,302,288</u>	<u>1,366,597</u>

Movements in the allowance for doubtful receivables are as follows:

	<u>2025</u>	<u>2024</u>
	<u>S\$</u>	<u>S\$</u>
Balance at 1 April	1,366,597	1,541,524
Allowance written back (Note 22)	(43,301)	(155,363)
Allowance utilised	(22,066)	(20,311)
Charged to Ordinary Sinking Fund – LUP debtors [Note 5(ii)]	1,058	747
Balance at 31 March	<u>1,302,288</u>	<u>1,366,597</u>

Conservancy and service fees receivables are denominated in Singapore dollar as at reporting date.

**11. Other receivables**

	<u>2025</u>	<u>2024</u>
	<u>S\$</u>	<u>S\$</u>
Deposits	836,798	873,788
GST Subvention receivable	950,521	878,755
Interest receivable	831,185	671,440
Goods and services tax receivable	-	527,522
LRF Matching Grant receivable	1,341,969	1,244,322
Prepayments	382,043	538,668
Receivables from CCC (Note 7)	5,179,415	6,817,697
Receivables from HDB	-	36,319
Receivables from SP Services	3,694,156	1,992,322
Lift Enhancement Programme funding receivables [Note 6(iii)]	7,416,060	5,780,774
Lift Replacement Programme cost recovery from HDB	256,707	256,707
Other receivables	613,611	263,808
	<u>21,502,465</u>	<u>19,882,122</u>

Other receivables are denominated in Singapore dollar as at reporting date.

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**12. Neighbourhood Renewal Programme funding receivables**

	<u>2025</u> S\$	<u>2024</u> S\$
Balance at 1 April	11,152,051	4,980,296
Funding from government	(7,279,561)	(1,476,086)
Payment to contractors	2,101,539	7,647,841
Movement during the financial year	(5,178,022)	6,171,755
Balance at 31 March	<u>5,974,029</u>	<u>11,152,051</u>

The Neighbourhood Renewal Programme ("NRP") which is fully funded by the government, was introduced in August 2007 in response to feedback received from residents during the Forum on HDB Heartware for more active consultation on the improvements to be provided in their precincts. Blocks built up to 1989 and have not undergone the Main Upgrading Programme ("MUP") or Interim Upgrading Programme ("IUP") are eligible for NRP.

In 2014, the NRP budget allocation was increased from \$3,400 to \$4,700 per dwelling unit (DU) to support the expansion in the scope of NRP. This revision in allocation was implemented to projects selected for NRP from FY2015 onwards.

In 2022, the NRP budget allocation was revised to provide a one-off increase in budget of \$850 per DU for NRP block and precinct works. This was applicable to projects up to Batch 13.

In 2024, the budget allocation was further revised to provide an additional one-off increase in budget of \$1,400 per DU for NRP block and precinct works. This increased the budget allocation for eligible ongoing NRP Batch 7 to 15 projects to \$6,100 per DU.

**13. Sport-in-Precinct Programme funding receivables**

	<u>2025</u> S\$	<u>2024</u> S\$
Balance at 1 April	1,220,398	1,107,709
Payment to contractors	10,505	112,689
Movement during the financial year	10,505	112,689
Balance at 31 March	<u>1,230,903</u>	<u>1,220,398</u>

The Sport-in-Precinct Programme ("SIP") is part of Sport Singapore's ("SportSG") Sports Facilities Master Plan to bring community sports and recreational facilities close to residents at the neighbourhood level. The programme is funded by SportSG and the funding is for the specific use of projects under the programme.

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**14. Electrical Load Upgrading Programme funding receivables**

	<b>2025</b> <b>S\$</b>	<b>2024</b> <b>S\$</b>
Balance at 1 April	1,033,460	668,656
Funding from government	(1,009,748)	-
Payment to contractors	<u>136,610</u>	<u>364,804</u>
Movement during the financial year	(873,138)	364,804
Balance at 31 March	<u><u>160,322</u></u>	<u><u>1,033,460</u></u>

The Electrical Load Upgrading Programme ("ELUP") was introduced to upgrade the incoming electrical supply for HDB apartment blocks with a 40amps main switch instead of 30amps. The ELUP works include supply and installation of new main switchboard including all accessories, connection, authority testing, commissioning and LEW licensing; replacement of all electrical sub-main risers including all tap-off boxes, accessories and connections; as well as replacement of all meter boards for residential units including authority testing and commissioning.

Blocks completed on or after 1 January 1994 and have undergone the Main Upgrading Programme (MUP) are not eligible for ELUP as they are already provided with a higher electrical loading of 40 amps main switch.

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

**15. Cash and bank balances**

	<b>2025</b> <b>S\$</b>	<b>2024</b> <b>S\$</b>
Cash and bank balances	35,535,861	42,739,775
Fixed deposits with financial institutions	<u>133,424,089</u>	<u>140,603,251</u>
	<u><u>168,959,950</u></u>	<u><u>183,343,026</u></u>
Fixed deposits maturing from date of placement:		
- Within 3 months	10,429,527	71,517,352
- Between 3 to 12 months	<u>122,994,562</u>	<u>69,085,899</u>
	<u><u>133,424,089</u></u>	<u><u>140,603,251</u></u>

Fixed deposits are placed for varying periods from three to twelve (2024: three to twelve) months, bear interest rates ranging from 2.18% to 2.88% (2024: 2.20% to 3.89%) per annum. The weighted average effective interest rates per annum relating to fixed deposits is 2.65% (2024: 3.34%).

Cash and bank balances are denominated in Singapore dollar as at reporting date.

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following at the end of the financial year:

	<b>2025</b> <b>S\$</b>	<b>2024</b> <b>S\$</b>
Cash and fixed deposits	168,959,950	183,343,026
Short term fixed deposits with maturity more than 3 months	<u>(122,994,562)</u>	<u>(69,085,899)</u>
Cash and cash equivalents	<u><u>45,965,388</u></u>	<u><u>114,257,127</u></u>

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**16. Lease liabilities**

	<b>2025</b>	<b>2024</b>
	<b>S\$</b>	<b>S\$</b>
Undiscounted lease payments due:		
- Year 1	232,200	302,400
- Year 2	12,000	220,200
	<u>244,200</u>	<u>522,600</u>
Less: Unearned interest cost	<u>(2,649)</u>	<u>(10,157)</u>
	<u><u>241,551</u></u>	<u><u>512,443</u></u>
Presented in the statement of financial position as:		
- non-current liabilities	11,783	218,446
- current liabilities	<u>229,768</u>	<u>293,997</u>
	<u><u>241,551</u></u>	<u><u>512,443</u></u>
The movement in the lease liabilities during the financial year is presented below:		
Balance at 1 April	512,443	811,402
Add : Remeasurement of lease liabilities during the financial year	33,984	-
Accretion of interest (Note 22)	<u>9,525</u>	<u>15,441</u>
	555,952	826,843
Less: Principal repayment	(304,876)	(298,959)
Interest paid	<u>(9,525)</u>	<u>(15,441)</u>
Balance at 31 March	<u><u>241,551</u></u>	<u><u>512,443</u></u>

The Town Council leases office premises from non-related parties under non-cancellable lease agreements. There are no restrictions placed upon the Town Council by entering into these contracts.

There are no lease expenses not capitalised in lease liabilities but recognised in the income and expenditure.

The cash flows for all leases (including interest paid) in the year amounted to S\$314,401 (2024: S\$314,400).

As at 31 March 2025, the Town Council has no lease commitments for short-term leases.

The Town Council's lease liabilities are secured by the lessors' title to the leased assets.

Information about the Town Council's leasing activities are disclosed in Note 26.

Further information about the financial risk management are disclosed in Note 28.

Lease liabilities are denominated in Singapore dollar as at reporting date.

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**17. Conservancy and Service fees received in advance**

	<u>2025</u> S\$	<u>2024</u> S\$
Contract liabilities	<u>2,335,291</u>	<u>2,355,454</u>

The contract liabilities primarily relate to the advance consideration received from customers for conservancy and service fees. The contract liabilities are recognised as revenue when the Town Council fulfils its performance obligation under the contract with the customers. The details are as follows:

	<u>2025</u> S\$	<u>2024</u> S\$
Revenue recognised that was included in contract liabilities at beginning of year	<u>1,958,390</u>	<u>1,479,773</u>

There are no significant changes in contract liabilities during the reporting period.

Contract liabilities are denominated in Singapore Dollar.

**18. Payables and accrued expenses**

	<u>2025</u> S\$	<u>2024</u> S\$
Accrued operating expense	3,618,260	3,492,510
Lift Enhancement Programme funding received in advance [Note 6(iii)]	44,255	601,714
Goods and services tax payable	162,674	-
Payable to contractors	22,984,321	31,580,726
Refundable deposits	309,538	272,539
Other payables	765,300	478,230
Service and conservancy charges operating grant payable	3,310	-
	<u>27,887,658</u>	<u>36,425,719</u>

Payables are generally on 30 to 90 (2024: 30 to 90) days' credit terms.

Payables and accruals expenses are denominated in Singapore dollar as at reporting date.

**19. Income tax**

	<u>2025</u> S\$	<u>2024</u> S\$
Current income tax		
- Current	1,171,538	1,271,857
- Over provision in prior financial years	(36,476)	(24,752)
Tax expense	<u>1,135,062</u>	<u>1,247,105</u>
Taken up in:		
Accumulated Surplus (Note 4)	342,982	316,780
Ordinary Sinking Fund (Note 5)	425,137	568,133
Lift Replacement Fund (Note 6)	366,943	362,192
	<u>1,135,062</u>	<u>1,247,105</u>

The Town Council is incorporated in Singapore and accordingly is subject to income tax rate of 17% (2024: 17%). There were no changes in the enterprise income tax of the difference applicable jurisdictions in the current financial year from the last financial year.

The Town Council enjoys a concessionary tax rate of 10% (2024: 10%) for the interest income earned from qualifying debt securities determined by Monetary Authority of Singapore.

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**19. Income tax (Continued)**

Reconciliation of effective tax rate is as follows:

	<u>2025</u> S\$	<u>2024</u> S\$
Taxable income:		
Investment and interest income	5,158,366	5,735,398
Government grant income (Note 24)	26,305,681	29,163,009
Other income	2,058,111	1,866,180
	<u>33,522,158</u>	<u>36,764,587</u>
	<u>2025</u> S\$	<u>2024</u> S\$
Income tax at statutory rate of 17%	5,698,767	6,249,980
Tax effect on concessionary income	(13,960)	(19,099)
Singapore statutory stepped income exemption	(17,425)	(17,425)
Tax remission of government grants under Section 92 (2) of Singapore Income Tax Act	(4,458,210)	(4,943,786)
Over provision in prior financial years	(36,476)	(24,752)
Others	(37,634)	2,187
Tax expense	<u>1,135,062</u>	<u>1,247,105</u>

Movements in the income tax payable are as follows:

	<u>2025</u> S\$	<u>2024</u> S\$
Balance at 1 April	1,986,931	1,119,359
Payments made during the financial year	(715,074)	(379,533)
Current financial year's income tax expense	1,171,538	1,271,857
Over provision in prior financial years	(36,476)	(24,752)
Balance at 31 March	<u>2,406,919</u>	<u>1,986,931</u>

**20. Agency fees**

These are fees received for routine maintenance of HDB's carparks in the Town.



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**21. Other income**

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Interest on late payment of conservancy and service fees	83,843	78,859
Administrative fees earned on ELUP projects	13,671	2,013
Liquidated damages	178,305	156,407
Sundry fines	67,749	50,857
Temporary occupation licences	2,647,856	2,477,042
Usage of void deck, water, electricity and common property	444,832	180,295
Government grant	281,327	179,669
Others	156,988	139,268
	<u>3,874,571</u>	<u>3,264,410</u>

Included in government grant are Job Growth Incentive ("JGI") grant of Nil (2024: S\$45,768) and Progressive Wage Credit Scheme ("PWCS") grant of S\$270,540 (2024: S\$123,141). The JGI was introduced to support employers to expand local hiring. The PWCS was introduced by Singapore Government to help employers adjust to mandatory wage increases for lower-wage workers covered by the progressive wage and local qualifying salary requirements, as well as voluntarily raise wages of lower-wage workers.

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**22. General and administrative expenditure**

	<u>2025</u> S\$	<u>2024</u> S\$
Advertising, publicity and public relations	536,985	385,491
Allowance for doubtful receivables written back (Note 10)	(43,301)	(155,363)
Computing service	589,825	580,658
Depreciation of property, plant and equipment (Note 8)	472,264	452,410
Fees and other charges	310,363	141,558
Interest expense (Note 16)	9,525	15,441
Irrecoverable goods and services tax *	1,337,674	714,505
Upkeep expenditure	38,964	29,068
Offices supplies and stationery	225,032	232,954
Property, plant and equipment not capitalised	6,813	842
Gain on disposal of property, plant and equipment	(2,444)	-
Professional fees	105,775	54,000
Property tax	249,492	233,428
Staff costs (including key management personnel remuneration disclosed in Note 27)		
- Salaries and related costs	7,809,414	6,667,059
- Employers' contribution defined contribution plan	1,097,858	950,432
	8,907,272	7,617,491
Town Councillors' allowances (Note 27)	290,866	279,694
Others	180,188	166,988
Allocation of general and administrative expenditure to:		
- Ordinary Sinking Fund [Note 5(ii)]	(876,512)	(673,153)
- Lift Replacement Fund [Note 6(ii)]	(276,444)	(241,737)
	<u>12,062,337</u>	<u>9,834,275</u>

\* Government grant received by the Town Council are considered non-taxable supplies. Therefore, input tax claimable is based on a formula determined by the Inland Revenue Authority of Singapore. The unclaimable portion is charged to income and expenditure during the financial year.

**23. Investment and interest income**

	<u>2025</u> S\$	<u>2024</u> S\$
Current accounts	800,966	1,166,453
Investments at amortised cost	199,422	272,845
Fixed deposits	4,157,978	4,296,100
Amortisation of bonds premium (Note 9)	1,997	8,299
	<u>5,160,363</u>	<u>5,743,697</u>
Taken up in:		
Accumulated Surplus (Note 4)	127,231	143,188
Ordinary Sinking Fund (Note 5)	2,844,414	3,447,997
Lift Replacement Fund (Note 6)	2,188,718	2,152,512
	<u>5,160,363</u>	<u>5,743,697</u>

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**24. Government grants**

(i) Government grants taken to income and expenditure during the financial year are as follows:

	<b>Note</b>	<b>2025</b> <b>S\$</b>	<b>Total</b> <b>2024</b> <b>S\$</b>
<b>Government grants received/receivable</b>			
Service and Conservancy Charges Operating Grant		8,917,254	8,896,990
Payments from Citizens' Consultative Committee		2,431,252	6,480,386
GST Subvention		3,740,739	3,077,691
Lift Maintenance Grant		1,312,200	1,318,200
LRF Matching Grant		6,228,092	5,902,661
Special Funding Support		3,676,144	3,487,081
	4, 19	26,305,681	29,163,009
<b>Less: Transfers to Ordinary Sinking Fund</b>			
Service and Conservancy Charges Operating Grant		(2,318,486)	(2,313,217)
GST Subvention		(972,588)	(800,200)
Lift Maintenance Grant		(341,173)	(342,733)
	5	(3,632,247)	(3,456,150)
Special Funding Support	5	(955,798)	(906,641)
	4, 5	(4,588,045)	(4,362,791)
<b>Less: Transfers to Lift Replacement Fund</b>			
Service and Conservancy Charges Operating Grant		(1,248,415)	(1,245,579)
GST Subvention		(523,705)	(430,880)
Lift Maintenance Grant		(183,709)	(184,549)
	6	(1,955,829)	(1,861,008)
Special Funding Support	6	(514,660)	(488,192)
	4, 6	(2,470,489)	(2,349,200)
LRF Matching Grant	4, 6	(6,228,092)	(5,902,661)
		(8,698,581)	(8,251,861)
<b>Less: Transfers to Town Improvement and Project Fund</b>			
Payments from Citizens' Consultative Committee	4, 7	(2,431,252)	(6,480,386)
		<u>10,587,803</u>	<u>10,067,971</u>

(ii) The total amount of grants received (including grants received in advance) since the formation of the Town council is as follows:

	<b>2025</b> <b>S\$</b>	<b>2024</b> <b>S\$</b>
Total grants received at 1 April	323,038,615	298,843,028
<b>Add: Grants received during the financial year</b>		
Service and Conservancy Charges Operating Grant	8,920,564	8,951,773
Payments from Citizens' Consultative Committee	4,069,534	1,702,863
GST Subvention	3,668,973	2,901,402
Lift Maintenance Grant	1,312,200	1,318,200
LRF Matching Grant	6,130,445	5,834,268
Special Funding Support	3,676,144	3,487,081
	27,777,860	24,195,587
Total grants received at 31 March	<u>350,816,475</u>	<u>323,038,615</u>

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**25. Commitments**

Expenditures approved by the Town Council but not provided for in the financial statements as at reporting date are as follows:

	<u>2025</u>	<u>2024</u>
	S\$	S\$
Amount approved and contracted for	59,790,352	72,119,655
Amount approved but not contracted for	<u>25,078,911</u>	<u>39,257,185</u>
	<u>84,869,263</u>	<u>111,376,840</u>

Included in the amount approved and contracted for is the cost for Neighbourhood Renewal Programme works amounting to S\$1,315,263 (2024: S\$6,400,917).

**26. Leases**

The Town Council leases office premises from non-related parties under non-cancellable lease agreements. There are no restrictions placed on the Town Council by entering into these contracts.

The leases for office premises contain extension periods for which the related lease payments have not been included in lease liabilities as these extension options are at the sole discretion of the lessor.

Town Council as lessee

ROU assets classified within property, plant and equipment

	<u>2025</u>	<u>2024</u>
	S\$	S\$
(a) Carrying amounts of leased premises (Note 8)	<u>235,397</u>	<u>504,897</u>
(b) Depreciation charge during the financial year (Note 8)		
- leased premises	<u>303,484</u>	<u>303,750</u>
(c) Addition of ROU assets during the financial year (Note 8)		
- leased premises	<u>33,984</u>	<u>-</u>

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**27. Significant related party transactions**

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Town Council, directly or indirectly, including any Town Councillors (whether executive or otherwise) of that Town Council.

The manpower and related costs such as Town Councillors' allowances and staff costs are disclosed in Note 22.

The General Manager and Deputy General Manager employed directly by the Town Council are key management personnel of the Town Council.

The allowances paid to the Town Councillors and the compensation paid to the General Manager and Deputy General Manager are disclosed as below.

	<b><u>2025</u></b> <b>S\$</b>	<b><u>2024</u></b> <b>S\$</b>
Town Councillors' allowance (Note 22)	290,866	279,694
Salaries and related costs	365,540	530,292
Employers' contribution defined contribution plan	14,881	24,155
	<b><u>671,287</u></b>	<b><u>834,141</u></b>

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**28. Financial instruments and financial risks**

The Town Council's financial instruments comprise cash and bank balances, and various items including investment in financial assets, conservancy and service fees receivables, other receivables, NRP funding receivables, SIP funding receivables, ELUP funding receivables, payables and accrued expenses and lease liabilities that arise from its operations.

The main risks arising from the Town Council's financial instruments are credit risk and market risk. The Town Council is not exposed to foreign exchange risk. There is no significant liquidity risk as sufficient cash is maintained. Risk management policies and systems are reviewed regularly to reflect changes in the operational environment and market conditions.

There have been no changes since the last financial year to the Town Council's exposure to these financial risk or the manner in which it manages and measures the risk.

***Credit risk***

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Town Council. Town Council performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

Town Council's major classes of financial assets are investments in financial assets, bank deposits, conservancy and service fee receivables, other receivables and funding receivables from various programmes.

Investment in bonds issued by statutory boards and corporate bonds are of good credit standing.

Bank deposits are mainly deposits with banks with high credit-ratings assigned by international credit rating agencies.

Conservancy and service fee receivables consist of a large number of household owners. Thus, the Town Council does not have any significant credit exposure to any single counterparty or any groups of counterparties having similar characteristics.

Funding receivables from various programmes are from statutory boards of good credit standing.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

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**28. Financial instruments and financial risks (Continued)**

**Credit risk (Continued)**

The age analysis of conservancy and service fee receivables past due but not impaired is as follows:

	<u>2025</u>	<u>2024</u>
	<u>S\$</u>	<u>S\$</u>
Not past due	747,025	678,467
Past due for 1 to 2 months	386,748	337,615
Past due for 3 to 5 months	324,645	298,375
Past due for 6 months and above	237,853	253,485
	<u>1,696,271</u>	<u>1,567,942</u>

The movements in the allowance for impairment in respect of conservancy and service fee receivables during the financial year are disclosed in Note 10 to the financial statements.

Based on past experience, except for certain conservancy and service fee receivables balances that are impaired, the management believes that it will be collectible in the foreseeable future as a result of recovery efforts and based on historical experience, adjusted for forward-looking factors specific to the receivables and the economic conditions.

For receivables, an ongoing credit evaluation is performed on the financial conditions of the receivables and losses on impairment are recognised in income or expenditure. The allowance for doubtful conservancy and service fees receivables totalling S\$1,302,288 (2024: S\$1,366,597) has been determined at the reporting date.

The tables below detail the credit quality of the Town Council's receivables as well as maximum exposure to credit risk by credit risk rating grades:

Town Council	Internal credit rating	12-month / Lifetime ECL	Gross carrying amount S\$	Loss allowance S\$	Net carrying amount S\$
<b>31 March 2025</b>					
Conservancy and service fees receivables (Note 10)	(1)	Lifetime ECL (Simplified approach)	2,998,559	(1,302,288)	1,696,271
Other receivables *	(2)	Performing	21,120,422	-	21,120,422
NRP funding receivables (Note 12)	(2)	Performing	5,974,029	-	5,974,029
SIP funding receivables (Note 13)	(2)	Performing	1,230,903	-	1,230,903
ELUP funding receivables (Note 14)	(2)	Performing	160,322	-	160,322
<b>31 March 2024</b>					
Conservancy and service fees receivables (Note 10)	(1)	Lifetime ECL (Simplified approach)	2,934,539	(1,366,597)	1,567,942
Other receivables *	(2)	Performing	19,343,454	-	19,343,454
NRP funding receivables (Note 12)	(2)	Performing	11,152,051	-	11,152,051
SIP funding receivables (Note 13)	(2)	Performing	1,220,398	-	1,220,398
ELUP funding receivables (Note 14)	(2)	Performing	1,033,460	-	1,033,460

\* Exclude prepayments.

(1) For conservancy and service fees receivable, the Town Council has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Town Council determines the expected credit losses on these receivables by reference to their historical credit loss experience based on the past due status of the debtors, adjusted for forward looking factors specific to the receivables and the economics conditions.

(2) The counterparty has a low risk of default.

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**28. Financial instruments and financial risks (Continued)**

***Market risk***

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

**Foreign currency risk**

The Town Council is not exposed to foreign currency risk as the transactions are denominated in Singapore dollar, which is the functional currency of the Town Council.

**Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate. The Town Council's exposure to interest rate risk relates primarily to interest-earning fixed deposits with financial institutions and investments in government and corporate bonds. The Town Council's surplus funds are placed with reputable financial institutions or invested in Singapore government bonds. The exposure to interest rate risk is minimal since the deposits are with fixed rate of interest throughout the term.

**Equity price risk**

Equity price risk is applicable to investments in equity shares or similar instruments. There is no exposure to equity price risk as the Town Council has no investment in equity shares or similar instruments.

***Liquidity risk***

Liquidity risks refer to the risks in which the Town Council encounters difficulties in meeting its short-term obligations. The Town Council manages the liquidity risk by maintaining sufficient cash, internally generated cash flows, as well as on basis of expected payment dates of the financial liabilities.

The Town Council's operations are partially supported by various grants from the government and the Town Council is satisfied that funds for operations are available as and when required.

It is expected that all the liabilities will be paid when due. The Town Council expects to meet its cash commitments with cash inflows from operating activities and government grants.

The contractual undiscounted cash flows of the non-derivative financial instruments due within 12 months equal their carrying amounts as the impact of discounting is not significant.



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**28. Financial instruments and financial risks (Continued)**

***Liquidity risk (Continued)***

The table below analyses the maturity profile of the Town Council's financial liabilities on contractual undiscounted cash flows:

31 March 2025	On demand or within one year S\$	Within 2 to 5 years S\$	After 5 years S\$	Total S\$
Lease liabilities (Note 16)	232,200	12,000	-	244,200
Payables and accrued expenses *	27,677,419	-	-	27,677,419
	<u>27,909,619</u>	<u>12,000</u>	<u>-</u>	<u>27,921,619</u>
 31 March 2024	 S\$	 S\$	 S\$	 S\$
Lease liabilities (Note 16)	302,400	220,200	-	522,600
Payables and accrued expenses *	35,824,005	-	-	35,824,005
	<u>36,126,405</u>	<u>220,200</u>	<u>-</u>	<u>36,346,605</u>

\* Exclude goods and services tax payable, Lift Enhancement Programme funding received in advance and Service and conservancy charges operating grant payable.

***Financial instruments by category***

The carrying amount of the different categories of financial instruments as disclosed on the face of the statement of financial position are as follows:

		2025 S\$	2024 S\$
<b><i>Financial assets at amortised cost</i></b>			
Investments at amortised cost	9	3,000,000	11,998,003
Conservancy and service fees receivables	10	1,696,271	1,567,942
Other receivables	11	21,502,465	19,882,122
Less: GST Subvention receivable	11	(950,521)	(878,755)
Less: Goods and services tax receivable	11	-	(527,522)
Less: LRF Matching Grant receivable	11	(1,341,969)	(1,244,322)
Less: Prepayments	11	(382,043)	(538,668)
		18,827,932	16,692,855
Neighbourhood Renewal Programme funding receivables	12	5,974,029	11,152,051
Sport-in-Precinct Programme funding receivables	13	1,230,903	1,220,398
Electrical Load Upgrading Programme funding receivables	14	160,322	1,033,460
Cash and bank balances	15	168,959,950	183,343,026
Total		<u>199,849,407</u>	<u>227,007,735</u>
<b><i>Financial liabilities at amortised cost</i></b>			
Lease liabilities	16	241,551	512,443
Payables and accrued expenses	18	27,887,658	36,425,719
Less: Lift Enhancement Programme funding received in advance	18	(44,255)	(601,714)
Less: Goods and Services tax payable		(162,674)	-
Less: Service and conservancy charges operating grant payable	18	(3,310)	-
		27,677,419	35,824,005
Total		<u>27,918,970</u>	<u>36,336,448</u>

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**29. Fair value of financial assets and liabilities**

The carrying amounts of cash and bank balances, conservancy and service fees receivables and other current receivables and payables approximate their respective fair values due to the relative short term maturity of these financial instruments. The fair values of other classes of financial assets and liabilities are disclosed in the respective notes to the financial statements.

The fair values of applicable assets and liabilities are determined and categorised using a fair value hierarchy as follows:

- (a) Level 1 – the fair values of assets and liabilities with standard terms and conditions and which trade in active markets that the Town Council can access at the measurement date are determined with reference to quoted market prices (unadjusted).
- (b) Level 2 – in the absence of quoted market prices, the fair values of the assets and liabilities are determined using the other observable, either directly or indirectly, inputs such as quoted prices for similar assets or liabilities in active markets or included within Level 1, quoted prices for identical or similar assets or liabilities in non-active markets.
- (c) Level 3 – in the absence of quoted market prices included within Level 1 and observable inputs included within Level 2, the fair values of the remaining assets and liabilities are determined in accordance with generally accepted pricing models.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Financial assets carried at amortised cost for which fair value is disclosed are as follows:

	<u>2025</u> S\$	<u>2024</u> S\$
Investments at amortised cost (Note 9)	2,970,810	11,798,100

The fair value of the above investments is categorised as Level 1.

**30. Funds management**

The Town Council's objectives when managing funds are:

- (i) to safeguard the Town Council's ability to continue as going concern;
- (ii) to provide resources to sustain future development; and
- (iii) to provide funds for the purpose of strengthening the Town Council's risk management capability.

The Town Council actively and regularly reviews and manages its funding structure to ensure optimal funding structure, taking into consideration the future funding requirements, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities.

There were no changes in the Town Council's approach to funds management during the year.

The Town Council is not subjected to any externally imposed capital requirements during the financial years ended 31 March 2025 and 2024.

As at the end of the reporting period, the Town Council's total funds amounted to S\$170,346,502 (2024: S\$189,974,857).

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**31. Events after the reporting period**

General election - Electoral boundaries

By virtue of the writ of election issued on 15 April 2025, a general election was called for on 3 May 2025. Subsequently, the electoral boundaries were redrawn and the Taman Jurong and Jurong Spring Divisions comprising 19,177 residential units, 556 commercial property units and 14,427 parking lots become part of West Coast - Jurong West Group Representation Constituencies and Hong Kah North Division comprising 15,696 residential units, 141 commercial property units and 12,628 parking lots become part of Jurong East-Bukit Batok Group Representation Constituencies.

By virtue of the Town Councils (Declaration) Order 2025, the Jurong-Clementi Town Council has been renamed as Jurong-Clementi-Bukit Batok Town Council on 30 May 2025 and the housing estates of the Housing and Development Board (HDB) within the Taman Jurong and Jurong Spring Divisions become part of the West Coast - Jurong West Group Representation Constituencies and Hong Kah North Division become part of Jurong East-Bukit Batok Group Representation Constituencies on 1 August 2025. Due to the changes in the property units, there have been some changes to the Equivalent Dwelling Units ("EDU") are as follows:

	<u>As at 31 March 2025</u>	<u>As at 1 August 2025</u>
EDU Allocation	Town Council	Town Council
Residential Units	81,891	82,000
Commercial Units	5,586	4,824
Car parks	8,203	7,930

Transfer of surpluses to sinking funds after Parliamentary Election 2025

Under Section 48 of the Act, where a writ of election is issued, Town Councils are required to transfer the excess of revenue over expenditure (referred to as surpluses) in any fund (other than a sinking fund) established under Section 47 of the Act to the sinking funds of that Town Council. Rule 4A of the Town Councils Financial Rules set out the manner to determine the Town Councils' transferable surpluses: -

- (a) Operating Fund established for residential property and commercial property, respectively, is transferred in the following proportions:
  - (i) 65% to Ordinary Sinking Fund established for that residential property and commercial property, respectively;
  - (ii) 35% to Lift Replacement Fund established for that residential property and commercial property, respectively.
- (b) Fund established for the management and maintenance of parking places is transferred in the following proportions:
  - (i) 65% to Ordinary Sinking Fund established for the residential property;
  - (ii) 35% to Lift Replacement Fund established for the residential property.

By virtue of the writ of election issued on 15 April 2025, a general election was called for on 3 May 2025. Subsequently, the Town Council effected a transfer of \$5,485,520 and \$2,953,741 from Operating Fund to Ordinary Sinking Fund and Lift Replacement Fund, respectively.