



**ANNUAL REPORT FOR THE FINANCIAL YEAR 2024/2025
(1 APRIL 2024 TO 31 MARCH 2025)**

**SINGAPORE TAEKWONDO FEDERATION
(UEN: S74SS0031A)**



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1. ABOUT US

1.1 Our Vision

The vision of the Singapore Taekwondo Federation is that the sport makes better persons and enjoys wide participation, and the organisation has a tradition of helping potential players realise their dreams of being champions and contributing to the community.

1.2 Our Mission

The Mission of the Federation is to inculcate the right values in its members, promote the art and sport widely, provide participants with optimum opportunities to develop their potential by having sound support, development programmes and services and play a role in supporting the Singapore Government's programmes and helping charitable causes.

1.3 Our Core Values

Sportsmanship	We believe that Taekwondo is a moral pursuit requiring rules to be respected and dignity to be maintained under all circumstances.
Integrity	We foster high ethical and professional standards.
Growth	We adapt, upgrade and change in pursuit of excellence.
Human-centered	We strive to meet participants' needs and are responsible for their enjoyment and appreciation of the sport.
Teamwork	We value the strength of working together.

1.4 Our Goals

The goals of the Federation are to:

- expand its membership further;
- achieve more sporting excellence;
- provide its members with better quality activities and services;
- continue supporting the Singapore Government's programmes; and
- play a more active role in helping charitable causes.

1.5 Our Objectives

- Promote, develop and increase participation for the sport of Taekwondo in Singapore.
- Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration and inspire the Singapore Spirit through the sport of Taekwondo.
- Unify, co-ordinate, sanction and organise Taekwondo activities in Singapore, including national and international Taekwondo tournaments, demonstrations and gradings.
- Raise the competitive standards of Taekwondo athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.
- Provide sport pathways and opportunities for the progression and advancement of Taekwondo practitioners, coaches and technical officials in Singapore.
- Raise the technical capability of Taekwondo coaches and technical officials in Singapore.
- Do all things complementary or incidental to attain the aforesaid objects.

2. OVERVIEW OF THE SINGAPORE TAEKWONDO FEDERATION (STF)

- i. STF was registered as a society on 26 July 1974.
- ii. STF was registered as a charity under the Charities Act (Chapter 37) since 12 January 2011.
- iii. STF has its Constitution and By-laws as its governing instrument.

Unique Registration Number (UEN):
S74SS0031A

Banker:
DBS Bank Limited

Registered Address:
7 Bedok North Street 2, Singapore 469646

Lawyer:
Templars Law LLC

Auditor:
Audit Alliance LLP

Investment in Fixed Deposits:
Bank of China
Hong Leong Finance Ltd
Maybank Singapore Ltd

Bookkeeping & GST Services:
Catalyst Business Consultants Pte Ltd

3. WELCOME MESSAGE FROM THE PRESIDENT OF SINGAPORE TAEKWONDO FEDERATION, PROFESSOR TAN CHENG HAN

It is a distinct privilege to be with all of you today. We extend our sincere gratitude for your presence at the 48th Singapore Taekwondo Federation (STF) Annual General Meeting 2025. Your attendance, despite your busy schedules, is a powerful testament of your valued support, which is fundamental to the Federation's mission and future progress.

3.1 Our Achievements Together in FY2024/2025

3.1.1 National Programmes

The past year was a period of significant activity and purpose for the Singapore Taekwondo Federation, with numerous programmes and initiatives designed to benefit our affiliates, athletes, and the wider community. Our calendar was packed with events like quarterly centralised gradings and a variety of educational courses, from coach induction to certification for coaches and referees. These initiatives were crucial for developing a clear and supportive pathway for our athletes and technical officials to grow. The frequent gradings provided consistent benchmarks for our practitioners, while the educational courses empowered our coaches and referees with the latest knowledge and skills, ensuring a high standard of instruction and officiating across all levels of the sport. This focus on continuous development is key to nurturing the next generation of taekwondo talent.

We saw great participation in national tournaments, including the National Schools Games, the GetActive! Singapore Pesta Sukan Taekwondo 2025, and the Singapore Open Taekwondo Championships 2025. These events not only provided a platform for our athletes to compete at a high level but also fostered a strong sense of community and sportsmanship. A key highlight was our continued commitment to inclusivity; for the second consecutive year, we hosted the National Para Taekwondo Poomsae Competition and successfully integrated Para Taekwondo to the GetActive! Singapore Pesta Sukan Taekwondo 2025 and the National Poomsae Ambassador Championships 2025. This dedicated effort to create a more inclusive environment ensures that athletes of all abilities have the opportunity to participate and excel, reflecting our core belief that taekwondo is a sport for everyone.

3.1.2 International Foothold

On the international stage, last year was particularly momentous as Singapore hosted the inaugural Singapore 2024 World Taekwondo Virtual Championships on 16 and 17 November 2024 at the Singapore Sports Hub OCBC Arena Hall 1. The resounding success of this groundbreaking event, along with the previous Olympic E-Sports Week (OEWS), demonstrates that Virtual Taekwondo has firmly established

itself, not only within Singapore but also on the global stage. This achievement highlights our commitment to embracing innovation and a forward-looking approach to the sport, ensuring its continued relevance in a digital world. The enthusiastic participation and positive reception from the global taekwondo community were a clear indication that this new format is here to stay, offering a new dimension to taekwondo competition and engagement worldwide. We are proud to have been at the forefront of this evolution, setting a new benchmark for virtual sporting events.

3.1.3 High Performance Achievements

The Federation has continued to soar new heights in high performance. Our national athletes achieved a strong standing with achievements in:

- a. WT President's Cup (Oceania) in Australia with 6 Gold medals
- b. 6th Asian Taekwondo Open with 2 Gold, 2 Silver and 4 Bronze in the Championships.

The total medal haul achieved by our national team in FY24-25 international tournaments was remarkable, with an overall achievement of 14 Gold, 6 Silver and 10 Bronze medals. I am certain our athletes will put on their very best performance for the upcoming 2025 South-east Asian (SEA) Games happening in Bangkok, Thailand later this year.

Let us not forget our athletes who made their extremely strong debut in the 2024 Singapore World Virtual Taekwondo Championships, with a total medal tally of 4 Gold, 4 Silver and 1 Bronze medal in the 5 categories.

These remarkable results could only have been achieved with the collective effort and sacrifices made by every member of our Taekwondo community. From athletes and their family, spectators, coaches, technical officials, to volunteers, committee chairpersons and sponsors; everyone has played a part in contributing to our stellar performance we have achieved in the past year, and we count on their continued support to build an even brighter future for our sport.

3.2 Bedok National Training Centre (NTC)

Last year, the STF's office and training centre for the Kyorugi Team moved to Bedok North with improved facilities and proximity to Bedok Sports Hall and Bedok Stadium. The move was part of SportSG's initiative to include STF/Taekwondo as part of their Singapore Combat Sports Centre (SCSC) whereby combat/pugilistic sports are grouped within a centralised training facility to develop and harness synergistic benefits that come with shared use of resources, including facilities such as a state-of-the-art fitness gymnasium. The SCSC also provides additional funding that focuses on preparation for Major Games campaigns to give the sports under

SCSC the best chance to achieve podium success.

We are proud that STF has been chosen as the lead tenant to run SCSC, considering our track record of good governance and leadership in recent years. We hope to take full advantage of the Bedok National Training Centre by:

- a. enabling our Virtual Taekwondo National Development Squad to train alongside the Kyorugi team,
- b. conducting smaller scale competitions, courses and gradings.

3.3 New Team Same Direction

In the last STF Annual General Meeting in 2024, STF saw the transition of six board members stepping off the Board as most of them had reached their term limit. The Board Members were Mr. David Koh, Mr. Sebastian Lee, Mr. Lai Han Seng, Mr. Johnny Lim, Mr. Andy Lee Thiam Poh and Mr. Alvin Tan Cheng Hui. Their contributions have been monumental, and their unwavering dedication and commitment were instrumental to the development of Taekwondo in Singapore.

In the same STF AGM 2024, we also welcomed six new Board Members, i.e. Mr. Darran Lee, Mr. Tok Yee Long, Mr. Ng Hwa Ann, Mr. Tan Gee Kee, Mr. Alan Lee and Mr. Daniel Kim. The new STF Board will continue to actively engage with its stakeholders and provide steady and bold stewardship to meet the challenges of the future.

Volunteers within the various committees and sub-committees have continued to selflessly contribute their time and effort for STF. These acts of generosity and selflessness continue to cement STF's accomplishments, which are built on the solid foundation laid by our pioneers, including our late President, Mr. Milan Kwee, and our former General Manager, Mr. Lim Tiong Chin. The unwavering commitment and visionary leadership of our pioneers have been instrumental in paving the way for the growth and development of Taekwondo in Singapore.

In closing, the Board extends its profound gratitude for your strong cooperation and unwavering support throughout the past year. Looking ahead, it is my firm conviction that our continued collaboration will be instrumental in elevating and developing Taekwondo in Singapore. Our collective journey as ONE Taekwondo community is powered by our shared dedication and passion for the sport.

Thank you.

4. THE BOARD

4.1 The Board for the Financial Year 2024/2025 comprises of the following office bearers:

S/N	Designation	Name of Board Member	Occupation	Date Appointed	Past Appointment / Last Designation
1	President	Prof. Tan Cheng Han	Professor	07 Jan 23	Advisor
2	Deputy President	Mr. Koh Choon Seng David	Director	26 Sep 20 (Till 15 Sep 24)	2008* / Deputy President
		Mr. Lee Thiam Huat	Manager	15 Sep 24	N.A.
3	First Vice President	Mr. Lee Yew Jin Sebastian	Event Manager	24 Sep 22 (Till 15 Sep 24)	2015 / Assistant Treasurer
4	Secretary General	Mr. Lai Han Seng	Director	26 Sep 20 (Till 15 Sep 24)	2011* / Asst Secretary General
		Mr. Wong Zhen Kang	Senior Engineer	15 Sep 24	24 Sep 22 / Asst Secretary General
5	Treasurer	Mr. Lim Peng Siah	Director	26 Sep 20	N.A.
		Mr. Lam Kuet Keng Steven John	Director	07 Jan 23	N.A.
6	Asst Secretary General	Mr. Wong Zhen Kang	Senior Engineer	24 Sep 22 (Till 15 Sep 24)	N.A.
		Mr. Alan Lee Jie Yao	Director	15 Sep 24	N.A.
7	Asst Treasurer	Mr. Lee Thiam Poh	Assistant Manager	26 Sep 20	>20 years* / Treasurer
		Mr. Koh Chin Beng	Partner	17 Feb 23	N.A.
8	Board Member	Mr. Tan Cheng Hui	Professional	26 Sep 20 (Till 15 Sep 24)	>20 years* / Member
8	Board Member / Athlete Commission	Mr. Poh Tze Chap	Cybersecurity Consultant	26 Sep 20 (Till 15 Sep 24)	N.A.
		Mr. Gan Guo Bin	Partner	15 Sep 24	N.A.
10	Independent Board Member	Ms. Monique Heah Cheng Siew	Managing Director	01 Feb 22	N.A.
11	Independent Board Member	Mr. S Sinnathurai	Managing Director	17 Feb 23	N.A.
12	Independent Board Member	Mr. Chang Chi Hsung Alan	Managing Director	25 Oct 22 (Till 15 Sep 24)	N.A.
13	Independent Board Member	Mr. Laurence Goh Eng Yau	Lawyer	25 Oct 22 (Till 15 Sep 24)	N.A.
14	Independent Board Member	Mr. Yee Chen Fah	Retiree	15 Sep 24	N.A.

* Reason for serving in the STF Board for >10 years: This is to provide Board members with a longer runway to translate and operationalise strategic plans. Counting from the year 2017, Board Members may serve a maximum tenure of eight (8) consecutive years on the Board and, upon reaching this tenure limit, shall only be eligible for re-election or re-appointment to the Board after a lapse of at least two (2) years.

The following members were appointed during this term:

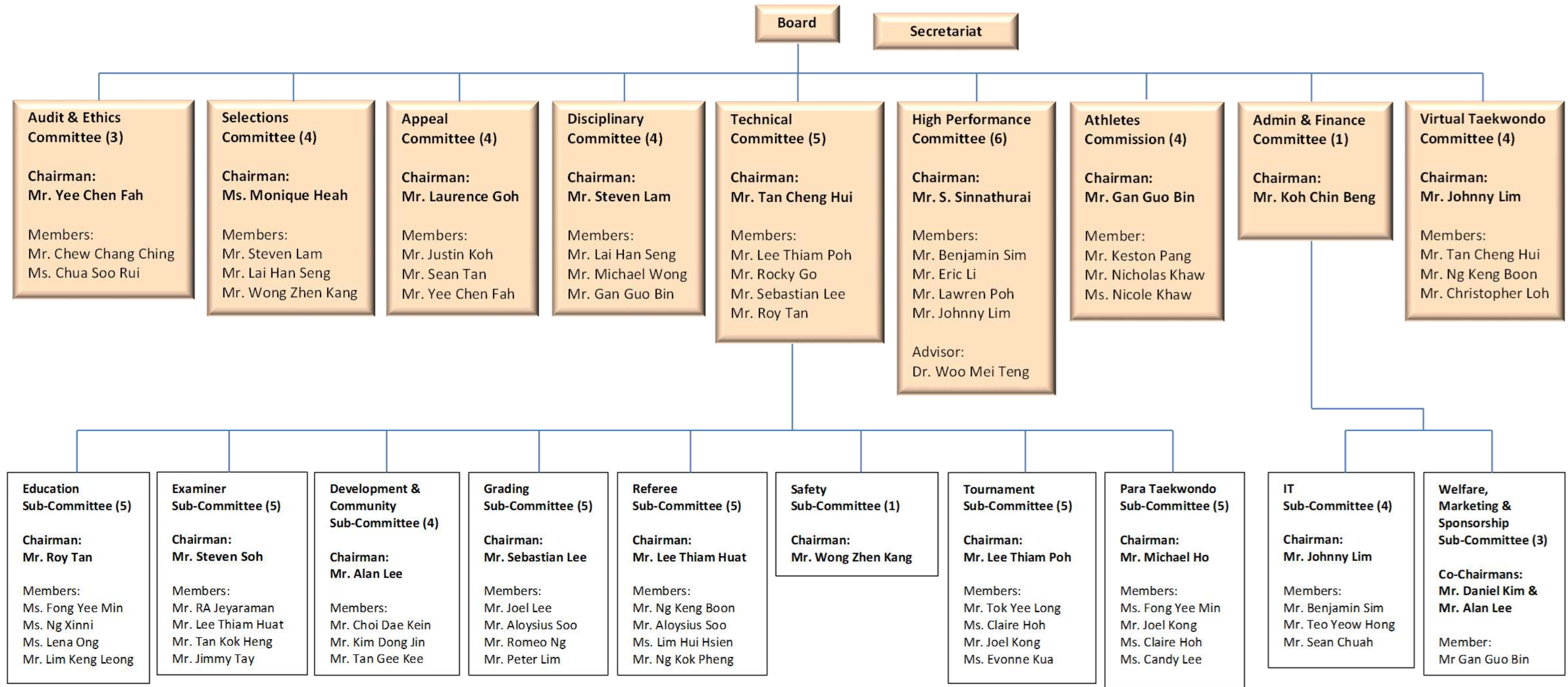
- Ms. Monique Heah, Mr. Chang Chi Hsung Alan, Mr. Koh Chin Beng, Mr. Laurence Goh Eng Yau and Mr. S Sinnathurai were appointed as Independent Board Members till 15 September 2024.
- Ms. Monique Heah, Mr. Koh Chin Beng, Mr. S Sinnathurai and Mr. Yee Chen Fah were appointed as Independent Board Members from 15 September 2024 following the formation of the new Board after the STF 47th AGM.

4.2 Executive Management Team

Name	Designation
Ms. Ang Lay Kwang	Chief Executive Officer *
Ms. Jenlene Ong	Finance, Admin & HR Manager

* Left 31 May 2025. New Chief Executive Officer, Melvyn Fones joined on 15 May 2025

SINGAPORE TAEKWONDO FEDERATION
BOARD COMMITTEES – ORGANISATION CHART (AS OF 31 MARCH 2025)



Independent Board Members

1. Ms. Monique Heah
2. Mr. Koh Chin Beng
3. Mr. S. Sinnathurai
4. Mr. Yee Chen Fah

5. HIGHLIGHTS OF THE YEAR

5.1 Financial Reserve Policy

The charity has a reserve policy for long-term stability of the operations, and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a rule of thumb, the charity targets to maintain free reserves in unrestricted funds at a level which equates to more than one year of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

The financial reserves are to provide financial stability and the means for the development of the Federation's numerous activities. The STF financial reserves position are as follows:

	FY2024/2025 ('000)	FY2023/2024 ('000)	% Increase / (Decrease)
Unrestricted Funds (Reserves)	\$6,638	\$7,064	(6.03)
Restricted / Designated Funds:	\$5	\$6	(16.67)
- Building Fund	NA	NA	NA
- Education Fund	NA	NA	NA
- One Team Singapore Fund ("OTSF")*	\$5	\$6	(16.67)
Endowment Funds	NA	NA	NA
Total Funds	\$6,643	\$7,070	(6.04)
Annual Operating Expenditure	\$3,493	\$1,497	133.33
Ratio of Reserves to Annual Operating Expenditure	1.90	4.72	

* The eligible OTSF donation and matching grant ("OTSF Funds") is to be used only for High Performance Sport ("HPS") system. To qualify for the OTSF matching grant, the applicant needs to receive cash donations for its HPS system.

5.2 Remuneration & Staff Matters

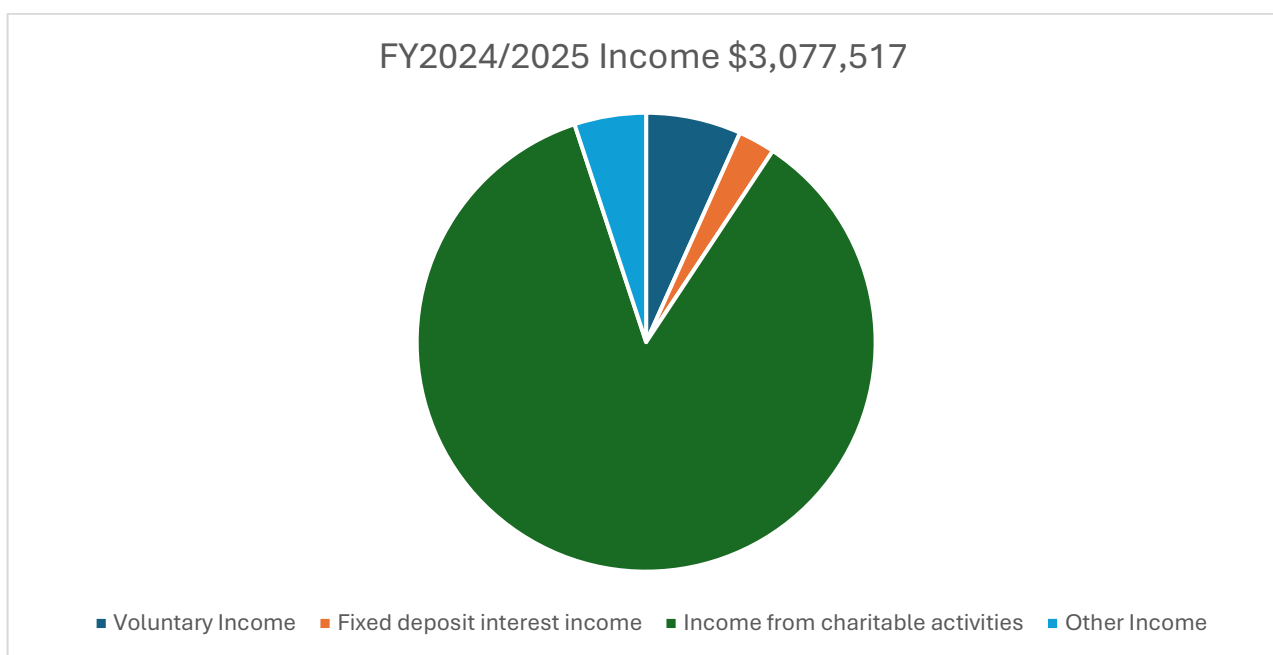
- Number of STF staff receives more than \$100,000 in annual remuneration each for FY2024/2025: Two (2)
- None of the STF Board members receive any remuneration for FY2024/2025.
- There are no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.

5.3 Summary of Financial Performance for the Financial Year ended 31 March 2025

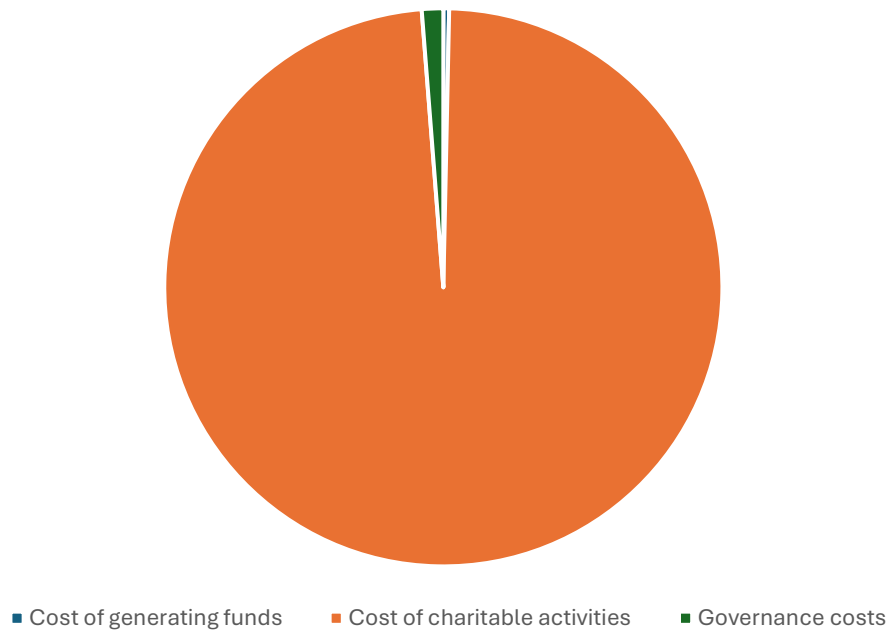
There has been an increase of \$1,322,025 in this year's income when compared with last year. The increase of income was mainly contributed from the grants and donation received for Singapore 2024 World Virtual Taekwondo Championships, grants received for Singapore Combat Sports Centre and higher participation in various STF tournaments.

In terms of expenditure, there has been an increase of \$2,007,036 compared to last year due to more events including Singapore 2024 World Virtual Taekwondo Championships, courses and seminars being held by the Federation and incurrence of expenditure for Singapore Combat Sports Centre during the financial year.

There has been a deficit of \$426,883 for the year. The accumulated funds are reported at \$6,643,001.



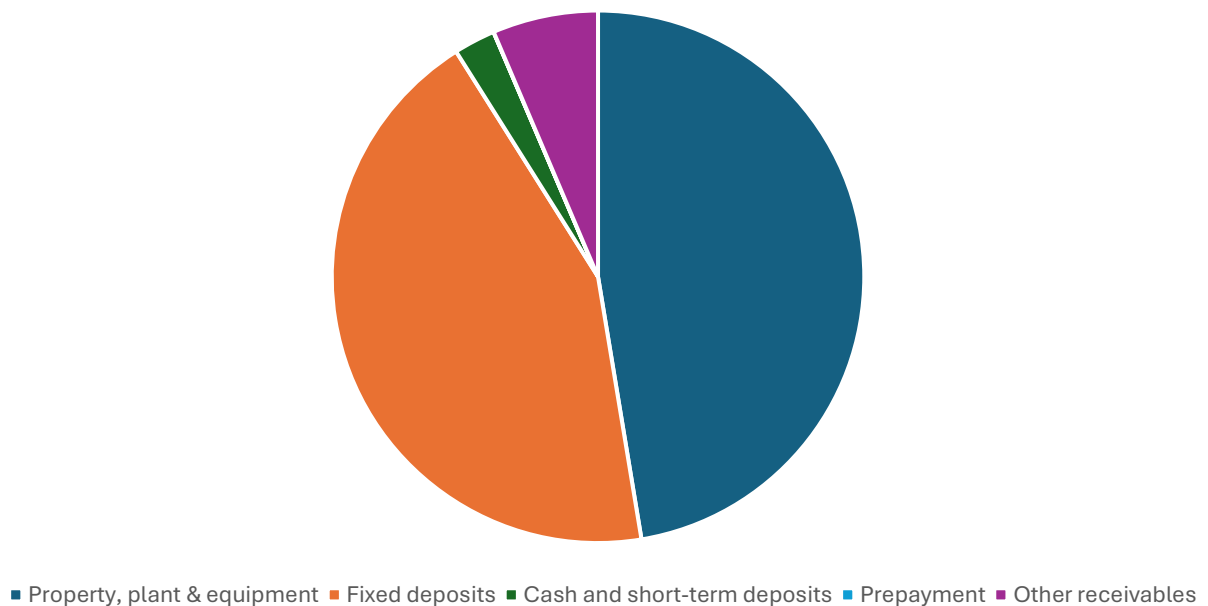
FY2024/2025 Expenditure \$3,504,400



5.3.1 Purpose of Charitable Assets

The STF assets (current and non-current) are currently managed by the Board with a strict risk assessment and control approach. The Board's main strategy and purpose is to keep in possession its current property at 35 Joo Chiat Place, Singapore 427759 as its most valuable fixed asset and generates interest revenue from its liquid assets in cash.

FY2024/2025 Assets \$6,917,974



6. OUR WORK: PROGRAMMES & ACTIVITIES

6.1 Events

The notable events for the period under review are summarised in the table:

S/N	Event Categories	No. of Events
1	Courses, Seminars and Workshops	2
2	Centralised Grading Sessions	4
3	Tournaments – Local	6
4	Tournaments – International	8
5	Others – Overseas Engagement	11
	Total	31

6.1.1 Courses, Seminars and Workshops

S/N	Date	Event	Venue	No. of Participants
1	5 May 2024	Kyorugi Referee Refresher Seminar	NTUC Downtown East	170
2	11 to 14 May 2024 17 to 19 May 2024	Singapore Coach Excellence (SG-Coach) Taekwondo Level 1 (Full Integration Course)	SportSG	24
Total number of participants				194

6.1.2 Centralised Grading Sessions

S/N	Date/ Period	Event	Venue	No. of Participants
1	7 April 2024	192nd Centralised Grading*	Jurong Sports Hall	13,780
2	14 July 2024	193rd Centralised Grading	STF NTC	13,606
3	13 October 2024	194th Centralised Grading*	STF NTC	13,551
4	15 January 2024	195th Centralised Grading	STF NTC	11,210

* Senior Dan grading was conducted at STF National Training Centre (Whampoa) on 1 May and 2 Nov 2024.

6.1.3 Tournaments – Local

S/N	Date	Event	Organiser / Venue	No. of Participants
1	6 to 10 May 2024 13 to 17 May 2024	2024 National School Games Taekwondo Championships	MOE & STF	2,405
2	8 & 9 June 2024	Singapore Open Virtual Taekwondo Championships	STF	40
3	16 June 2024	49 th National Kyorugi Taekwondo Kyorugi Championships	STF	213
4	6 & 7 July 2024	17 th National Taekwondo Poomsae Championships	STF	1,259
5	31 July to 4 August 2024	GetActive! Singapore Pesta Sukan 2024 Taekwondo	SportSG & STF	948
6	10 August 2024	Singapore Open Taekwondo Poomsae Ambassador Championships 2024	STF	241

6.1.4 Tournaments – International

S/N	Date	Event	Location	TeamSG Members
1	12 to 15 May 2024	8 th Asian Taekwondo Poomsae Championships	Vietnam	9
2	16 to 19 May 2024	26 th Asian Taekwondo Championships (Kyorugi)	Vietnam	3
3	8 to 15 July 2024	2024 Chuncheon Korea Open International Taekwondo Championships	Republic of Korea	18
4	19 to 20 September 2024	2024 WT President's Cup – Oceania	Australia	8
5	21 to 22 September 2024	2024 Australian Open	Australia	14
6	13 to 20 October 2024	6 th Asian Taekwondo Open Championships	Indonesia	16
7	28 November to 5 December 2024	Hong Kong 2024 World Taekwondo Poomsae Championships	Hong Kong	18
8	25 February to 3 March 2025	2025 Bulgaria Open	Bulgaria	5

6.1.5 Others – Overseas Engagement

S/N	Date	Event Brief Description
1	14 to 19 May 2024	6 th Asian Taekwondo Open Championships, Da Nang, Vietnam - Mr. Lee Thiam Huat was appointed as IR
2	25 June to 6 July 2024	21 st ASEAN University Games, Surabaya and Malang, Indonesia - Mr. Tan Kok Heng Roy and Ms. Fong Yee Min were appointed as IRs
3	21 to 24 June 2024	143 rd WT Kyorugi International Referee Refresher Course, Kuala Lumpur, Malaysia - Mr. Lai Han Seng, Mr Lee Thiam Huat Darran, Mr Lee Thiam Poh Andy, Mr. Ng Keng Boon, Mr. Tan Cheng Hui Alvin, Mr. Tan Kok Heng Roy and Mr. Tan Kok Seng attended the course 128 th Kyorugi International Referee Seminar, Kuala Lumpur, Malaysia - Ms. Lim Hui Hsien and Mr. Lim Peng Siah Johnny attended the seminar
4	25 to 29 June 2024	52 nd WT Poomsae International Referee Refresher Course, Kuala Lumpur, Malaysia - Mr. Ho Kee Khon Michael, Mr. Lai Han Seng, Mr. Lee Thiam Huat Darran, Mr. Lee Thiam Poh Andy, Mr. Tan Cheng Hui Alvin, Mr. Tan Kok Heng Roy and Mr. Tan Kok Seng attended the course
5	10 to 12 August 2024	7 th Heroes Taekwondo International Championship, Bangkok, Thailand - Mr. Tan Kok Seng was appointed as IR
6	16 to 21 August 2024	2024 Kimunhyong Cup International Open Taekwondo Championships, Korea - Mr. Ho Kee Khon Michael was appointed as IR
7	19 to 22 September 2024	2024 WT President's Cup Oceania and 2024 Queensland Australia Poomsae Championships, Brisbane, Australia - Mr. Ho Kee Khon Michael and Mr. Tan Kok Seng were appointed as IRs
8	17 to 19 October 2024	Hanmadang Referee Course, Zhejiang Province, China - Mr. Ho Kee Khon Michael attended the course
9	16 & 17 November 2024	Singapore 2024 World Taekwondo Virtual Championships, Singapore - Mr. Lee Thiam Huat Darran, Mr. Ho Kee Khon Michael, Ms. Lim Hui Hsien, Mr. Ng Keng Boon and Mr. Tan Kok Heng Roy were appointed as IRs
10	27 November to 5 December 2024	Hong Kong 2024 World Poomsae Championships, Hong Kong - Mr. Ho Kee Khon Michael was appointed as IR
11	6 to 9 December 2024	Vietnam 2024 Asian Polic Taekwondo Championships, Vietnam - Mr. Ho Kee Khon Michael was appointed as IR

6.2 Membership

The Federation's membership composition is as follows:

Membership Type	March 2025	March 2024
Full Member	81	82
Associate Member	60	55
Total	141	137

6.2.1 The new affiliations and de-registrations are listed below:

a. Affiliation

Full Member

Nil

Associate Member

Aptos Heartbeat Pte Ltd

GK Taekwondo Pte Ltd

Johan Taekwondo Institute Tampines

Johan Taekwondo Institute Yishun

Kicks Sport X Pte Ltd

b. De-affiliation

Full Member

Kicks Martial Arts Pte Ltd

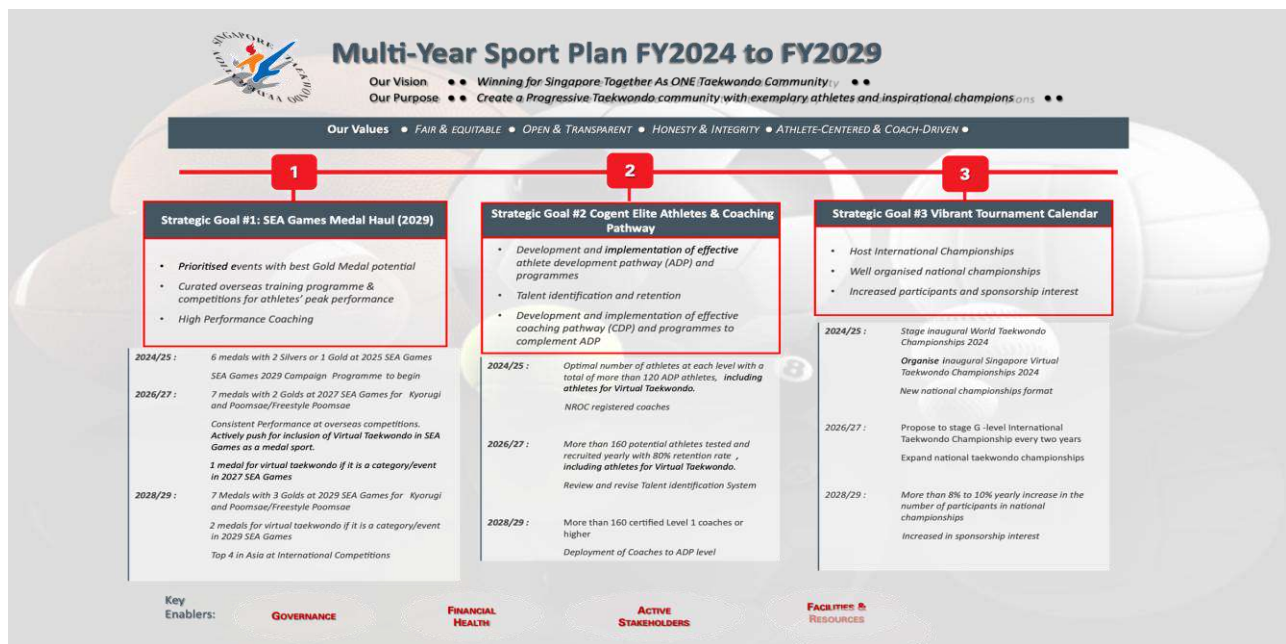
Associate Member

Nil

7. THE YEAR AHEAD

7.1 STF's Future Plans

These are being developed by the Board, its committees and Secretariat in consultation with other stakeholders through the STF's Multi-Year Sports Plan (MYSP) 2024 to 2029. The three strategic goals and the outputs, which are published on STF website, are as follows:



7.2 STF's Commitments

STF has been committed to continue organising events, courses and competitions to promote and develop taekwondo for the benefits of its affiliates.

7.3 STF's Fund-raising Plans for the Following Year

STF would be raising funds through its activities, including courses, competitions and gradings. STF would also continue to look for donors and sponsors to support its vision and mission.

7.4 STF's Expenditure Plan for FY2025/26

Revenue / Expenditure Items	Estimated Expenditure	Remarks
Strategic Objective #1	\$240,000	- High Performance
Strategic Objective #2	\$60,000	- Capability Development
Strategic Objective #3	\$205,500	- Sports Development - Sports Events
Key Enablers	\$696,800	- Governance Review and Audits - Engagement Sessions - Secretariat office - National Training Centre - Coaching & Technical Headcounts - Sports Facilities
General & Admin Overheads	\$918,000	- Management & Admin Headcounts - General Administrative Overheads - Performance Analytics & Technology
Total	\$2,120,300	

7.5 Planned Events from April 2025 to March 2026

S/N	Event	Date
Local Competitions		
1	2 nd STF Para-Taekwondo Poomsae Championships 2024	5 April 2025
2	National School Games (Taekwondo) 2024	6 to 9 May 2025 13 to 16 May 2025
3	Singapore Open Poomsae Championships	4 & 5 July 2025
4	Singapore Open Kyorugi Championships	5 & 6 July 2025
5	GetActive! Singapore 2025 Pesta Sukan Taekwondo	31 July to 3 August 2025
6	National Poomsae Championships 2024	23 & 24 August 2025
7	National Kyorugi Championships 2024	20 & 21 September 2025
8	Inaugural Singapore Open 2025 Virtual Taekwondo Championships	November 2025
Overseas Competitions		
1	7 th WT President's Cup – Asian Region	23 – 24 April 2025
2	21 st Japan WATA Open International Taekwondo Championships 2025	25 – 27 April 2025
3	13 th Asian Club Taekwondo Championships	29 – 30 April 2025
4	2025 Seoul Cup International Open Taekwondo Championships	22 June 2025
5	The 1 st CJ Vietnam Open	26 – 29 June 2025
6	2025 Kimunhyong Cup International Open Taekwondo Championships	5 – 9 July 2025
7	Daegu 2025 World University Taekwondo Festival	6 – 8 July 2025
8	Muju Taekwondowon 2025 World Taekwondo Diamond Game	11 – 13 July 2025
9	2025 Chuncheon Korea Open International Taekwondo Championships	15 – 20 July 2025
10	Asian Junior, Cadet & Para Taekwondo Championships 2025	25 – 31 July 2025
11	WT President's Cup Oceania 2025	14 – 15 August 2025
12	2025 Australia Open	16 – 17 August 2025
13	17 th ASEAN Taekwondo Championships 2025	18 – 21 August 2025
14	21 st ICTO Championships 2025	22 – 24 August 2025
15	2025 Taipei City Cup	19 – 23 September 2025
16	Wuxi 2025 World Taekwondo Championships	24 – 30 October 2025
17	33 rd Southeast Asian Games	10 – 13 December 2025

Courses		
1	Poomsae Coach Level 1 at STF National Training Centre (Whampoa)	29 to 30 March 2025
2	Coach Induction at STF National Training Centre (Whampoa)	5 April 2025
3	Poomsae Referee Course at STF National Training Centre (Whampoa)	5 to 6 April 2025
4	Kyorugi Referee Course at STF National Training Centre (Whampoa)	12 to 13, 19 to 20 April 2025
5	Kyorugi Referee Refresher Seminar at STF at NTUC Downtown East, Begonia Ballroom	26 April 2025
6	Poomsae Coach Level 2 at STF National Training Centre (Whampoa)	22 June 2025
7	Singapore Coach Excellence Programme Taekwondo Level One (Full Integration)	January – March 2026
8	Singapore Coach Excellence Programme Taekwondo Level Two (Full Integration)	January – March 2026

8. GOVERNANCE

8.1 Conflict of Interest

8.1.1 IPC – Conflict of Interest Policy

All Board members and staff are required to comply with STF's conflict of interest policy. The Board has put in place procedures to declare actual or potential conflicts of interest on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

The following "Conflict of Interest" policy is practiced by the Board.

"Board members are expected to avoid actual and perceived conflicts of interest. Where Board members have personal interest in business transactions or contracts that the Federation may enter into or have vested interest in other organizations that the Federation have dealings with, they are expected to declare such interests to the Board as soon as possible and abstain from discussion and decision making on the matter. Where such conflicts exist, the Board will evaluate whether any potential conflicts of interest will affect the continuing independence of the Board member and whether it is appropriate for the Board member to continue to remain in the Board."

All members have declared, as best as they know and believe, that under no circumstances are they were aware of what may be construed as a direct or indirect conflict of interest.

List of Entities related to Board Members

1. A J Kwon Pte Ltd
2. ACME Taekwondo
3. Aptos Sports Pte Ltd
4. Dynamic Taekwondo Sports Management Pte Ltd
5. Han Academy Pte Ltd
6. Han Foundation Ltd
7. Jeoljeong Training Centre
8. JG Global Pte Ltd
9. J H Kim Taekwondo Institute (Bukit Timah)
10. J H Kim Taekwondo Institute (North)
11. J H Kim Taekwondo Institute (Toh Tuck)
12. J H Kim Taekwondo Institute (Woodlands)
13. Kaizen Taekwondo
14. Kicks Sports Pte Ltd
15. Kicks Sport X Pte Ltd
16. Mideok Taekwondo
17. Pro Taekwondo

8.2 Term Limit of Board

The Elected Board members shall serve four years. However, for the 1st year of the new constitutional change, five Elected Board Members will serve a 4-year term and four with the lowest votes will serve a 2-year term. The Independent Board Members shall serve 2 years.

Board Members may serve a maximum of eight consecutive years (from 2017), after which, shall only be eligible for re-election after a 2-year lapse. The Treasurer can only serve four years and may only be considered for re-appointment as a Treasurer after a lapse of at least two years.

The 4-year term was discussed and passed as a resolution to be included in the Constitution during the STF Extra-Ordinary General Meeting held on 11 June 2022 and subsequently, also approved by the Registry of Societies (ROS). This is to provide Board members with a longer runway to translate and operationalize strategic plans.

8.3 Board Meetings and Attendance

A total of eight Board Meetings were held during FY2024/2025.

8.3.1 The attendance for Board Meetings (two from **March 2024 to August 2024**) was as follows:

S/N	Name of Member	Designation	% of attendance
1	Prof. Tan Cheng Han	President	100%
2	Mr. David Koh Choon Seng	Deputy President	100%
3	Mr. Sebastian Lee	First Vice President	100%
4	Mr. Lai Han Seng	Secretary General	100%
5	Mr. Johnny Lim Peng Siah	Treasurer	50%
6	Mr. Wong Zhen Kang	Asst Secretary General	100%
7	Mr. Lee Thiam Poh	Asst Treasurer	50%
8	Mr. Lam Kuet Keng Steven	Member	100%
9	Mr. Tan Cheng Hui	Member	50%
10	Mr. Poh Tze Chap	AC Chairman	100%
11	Ms. Monique Heah Cheng Siew	Independent Board Member	100%
12	Mr. Chang Chi Hsung Alan	Independent Board Member	50%
13	Mr. Laurence Goh Eng Yau	Independent Board Member	50%
14	Mr. Koh Chin Beng	Independent Board Member	100%
15	Mr. S. Sinnathurai	Independent Board Member	100%

8.3.2 The attendance for Board Meetings (six from **September 2024 to March 2025**) was as follows:

S/N	Name of Member	Designation	% of attendance
1	Prof. Tan Cheng Han	President	100% (6/6)
2	Mr. Lee Thiam Huat Darran	Deputy President	100% (6/6)
3	Mr. Wong Zhen Kang	Secretary General	83.3% (5/6)
4	Mr. Lam Kuet Keng Steven John	Treasurer	100% (6/6)
5	Mr. Lee Jie Yao Alan	Asst Secretary General	100% (6/6)
6	Mr. Koh Chin Beng	Asst Treasurer	50% (2/4)
7	Mr. Gan Guo Bin	AC Chairman	75% (3/4)
8	Mr. Kim Jong Yoon Daniel	Member	100% (6/6)
9	Mr. Ng Hwa Ann	Member	100% (6/6)
10	Mr. Tan Gee Kee Tony	Member	83.3% (5/6)
11	Mr. Tok Yee Long	Member	100% (6/6)
12	Ms. Heah Cheng Siew Monique	Independent Board Member	83.3% (5/6)
13	Mr. S. Sinnathurai	Independent Board Member	100% (6/6)
14	Mr. Yee Chen Fah	Independent Board Member	80% (4/5)

8.4 Review and Commentary

The achievement of STF today is not by chance but through the unwavering dedication and support by all stakeholders. From athletes, grassroots, affiliates and dojang owners, to volunteers, parents, coaches, technical officials and committee / sub-committee members, all your contributions are paramount in building the STF we are familiar with today.

Since the reinstatement of our Institution of Public Character (PIC) status, STF's activities have been very well received and participation rate for the various activities has also increased. Both centralized and STF-certified assessor led gradings continued to be well participated, and we would like to take this opportunity to extend our gratitude to the examiner and grading committee for their continued hard work.

As part of ensuring that the standards of our Taekwondo practitioners are well maintained, together with the education committee, the STF appointed course conductors have selflessly volunteered their time to lead the STF courses. We thank all of the STF Education committee members and STF appointed course conductors in leading the STF courses to a greater height.

We all know that running a competition is never an easy feat and we are extremely glad that the competitions and championships also continued to be well-participated. Working closely with the Referee committee, we have managed to once again deliver successful STF-organised competitions and STF-sanctioned competitions.

Together with Para committee, STF has also worked towards being more inclusive, and has commenced the inclusion of para categories in both National Taekwondo Poomsae Ambassador Cup 2024 and GetActive! Singapore Pesta Sukan Taekwondo 2024. We would like to thank the efforts of the tournament committee, referee committee, para committee, volunteers and referees for their invaluable contributions across many weekends to ensure that our local athletes have a fair and transparent competitive experience. Our National Ambassador Championships were also continued to be supported by the Embassy of the Republic of Korea and we would like to extend our appreciativeness in their unwavering support for the Taekwondo community in Singapore.

STF ventured into Virtual Taekwondo last year with the hosting of the Inaugural World Virtual Taekwondo Championships in Singapore. The team did extremely well under the leadership of Mr. Johnny Lim Peng Siah and Mr. Alvin Tan Cheng Hui. Thanks to the organising and working committee of the 2024 Singapore World Virtual Taekwondo Championships, as well as volunteers who passionately volunteered their time to organize a highly successful inaugural World Championship in Singapore. Thank you for writing this chapter together with us, but the book will not end here.

Our national team has continued to perform well in regional competitions, ranging from WT President's Cup (Oceania) – Australia, to the 6th Asian Taekwondo Open Championships. The total medal haul of 14 Golds, 6 Silvers and 10 Bronzes in this FY is remarkable and this is only possible because of the dedication of the High Performance committee, the National Coaches and our national athletes for continuing to give their best and flying the Singapore flag high. The test will be the upcoming World Championships in Wuxi, China in October 2025 and of course the highly anticipated SEA Games 2025 that is happening at Bangkok, Thailand. We wish our national athletes all the best in the upcoming Major Games.

Last year, STF celebrated our own 50th Anniversary. 50 years may not be an extremely long period, but it is definitely not an easy feat to come by. As we strive towards our next milestone together, we hope to be able to attain an even greater height than today, be it in terms of the number of practitioners, or the number of affiliates, Taekwondo will continue to be a popular martial art and sport for everyone.

Notwithstanding, credit must be also given to the hard work of the affiliates and coaches. All the above can only happen with the efforts of our full-time staff and credit must be given to our ex-CEO, Ms. Ang Lay Kwang and the rest of the Secretariat team. Under the new leadership of the new Board, and together with our new CEO, Mr. Melvyn Fones, we are certain that STF will continue to set sail amongst the waters and chart our path forward together as One Taekwondo Family.

Once again, the Board extends its gratitude to all for your support as we look forward to the next year and achieving our next milestone together.

8.5 Whistle-Blowing Policy

Singapore Taekwondo Federation's (STF) whistleblowing line provides stakeholders and anyone with information, an avenue to whilst blow, in confidence and without fear of reprisal, occurrences of wrongdoing/s by STF and /or any STF stakeholders (Board, Affiliates, Staff, Coaches, Volunteers or athletes) for appropriate investigation and action.

The whistleblowing line is independently managed by the Audit & Ethics Committee. Reports of wrongdoing will be escalated to the appropriate authorities. Whistle-blowers will be informed of the outcome of the investigation.

All disclosures should be made in good faith, when the whistle-blower has reasonable grounds for suspecting that an incident of wrongful conduct has occurred. STF will not tolerate discrimination, retaliation or harassment of any kind against a whistle-blower who submits a report in good faith.

8.5.1 Reporting Channel / Procedures

Concerns may be raised with or information provided to:

- Private & Confidential
- For the Attention of Chairman, Audit & Ethics Committee
- Singapore Taekwondo Federation
- Bedok North Street 2, Singapore 469646
- Email Address: ceo@stf.org.sg

Such reports are preferably made in writing, either in the form of a letter or email, and in detail, setting out the background and chronology of events as well as the reason(s) of concern.

8.6 Safe Sport Policy

Singapore Taekwondo Federation (STF) is committed to ensuring that all participants in its community play, practise, compete, officiate, work, volunteer and interact in a positive environment, free from harassment and abuse.

This Safe Sport Policy seeks to ensure that all participants are aware of their rights, responsibilities and the standards of behaviour expected of those participating in taekwondo.

This Policy also sets out procedures to report any abuse and harassment (including protection from any retaliation or repercussions for such reporting). In promoting the safety and well-being of its participants, STF is a member organisation under the national framework for safeguarding in sport, the Safe Sport Programme.

Should any participants requiring more information about the safe sport policy, it may be downloaded at <https://www.stf.sg/safe-sport-policy/>. A safe sport related concern may also be reported to STF, which will be handled by STF's appointed safeguarding officer, or to Sport Singapore's Safe Sport Commission Singapore.

8.7 Governance Evaluation Checklist 2023/24

Applicable to charities with gross annual receipts or total expenditure **from \$500,000 to less than \$10 million**; And IPCs with gross annual receipts or total expenditure of **less than \$500,000**.

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members	2.5	Yes	

	must submit themselves for re-nomination and reappointment, at least once every three years.			
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes	
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	

14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	

Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	Yet to develop a policy on "Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT)"
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	Charity reviews its activities, conduct annual budget planning and monitoring for financial sustainability while finding ways to diversify its sources of incomes

Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	

Principle 6: The charity communicates actively to instill public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Partial	STF is a membership base organisation. It communicates and networks with its affiliates and stakeholders however not directly with the public
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial	STF is a membership- based organisation. It communicates and networks mostly with its affiliates and stakeholders. Through its social media platforms and website it does publicize its activities and policies to the general public.

Declaration

☐

I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.

All information given by me in this checklist submission is true to the best of my knowledge and I have not willfully suppressed any material fact.

The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.

Prepared by:

Mr. Wong Zhen Kang
Secretary General

End of Report