

CREATING A BETTER WORLD

ENGAGING + EXCITING + EMPOWERING



THE SINGAPORE
SCOUT ASSOCIATION

ANNUAL REPORT

2025



THE SINGAPORE SCOUT ASSOCIATION



The Singapore Scout Association, formerly known as the Boy Scouts Association, was constituted under the powers granted by the Royal Charter issued under the hand of King George V dated 4th January 1912, and the Boy Scouts Association Act (Cap 26 Singapore Statute, 1985 Revised Edition) having the force of law in Singapore. It is registered (No. 0196) as a Charity under the Charities Act, 1982 with effect from 29th June 1985. The Singapore Scout Association is also an Institution of Public Character (IPC 000407) with effect from August 2010.

The Vision of Scouting

Better Scouting for more young people

The Mission of Scouting

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

The Scout Promise

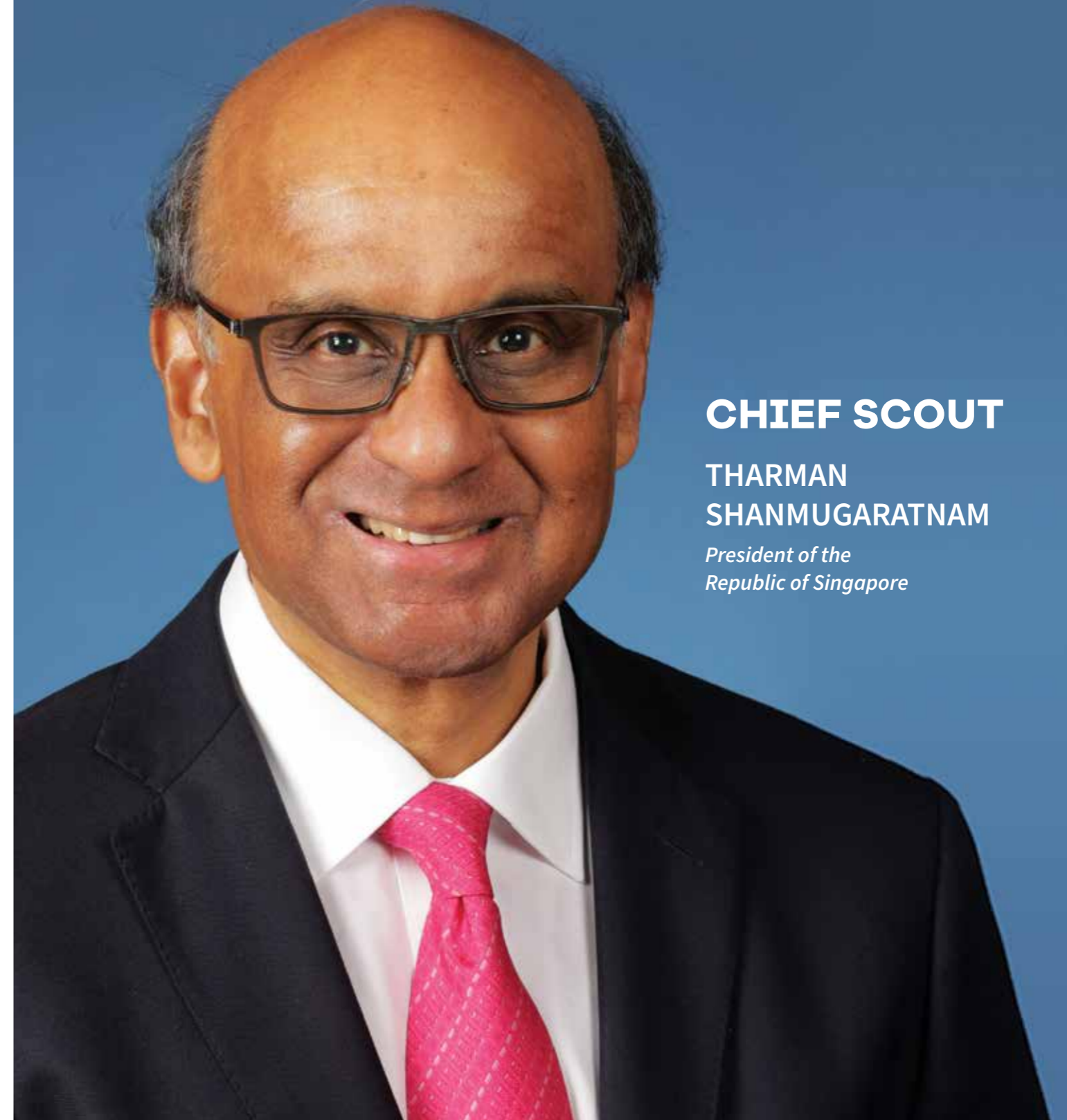
On my honour I promise that I will do my best
To do my duty to God and to the Republic of Singapore
To help other people and
To keep the Scout Law

The Scout Law

A Scout is to be trusted.
A Scout is loyal.
A Scout makes friends, establishes and maintains harmonious relations.
A Scout is disciplined and considerate.
A Scout has courage in all difficulties.

The Scout Motto

“Be Prepared”



CHIEF SCOUT

THARMAN
SHANMUGARATNAM

*President of the
Republic of Singapore*

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THE SINGAPORE SCOUT ASSOCIATION



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The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.

They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

As a youth organisation that aims to empowers youth to Create A Better World, Singapore Scouts supports the Sustainable Development Goals.

President's Message



Raymond Chia

President
The Singapore Scout Association

Throughout the years, the Association has navigated a rapidly changing environment with clarity of purpose and a strong sense of mission. I am encouraged by the way our leaders and members have embraced change while staying true to the core values of Scouting — character development, service to others and leadership through example.

Under the leadership of Mr Desmond Chong, the Chief Commissioner, the Association has taken deliberate steps to strengthen its foundations. Key initiatives, including the refresh of the Youth Programme, the strengthening of adult leadership development through the Adult Leaders 2030 framework, and the reimagining of leadership training, reflect a thoughtful and future-oriented approach to developing both our youth and volunteers.

The expansion of partnerships with government agencies, educational institutions and community organisations has further extended the reach and relevance of Scouting in Singapore. Through these collaborations, and in alignment with the United Nations Sustainable Development Goals, our Scouts have been given meaningful opportunities to engage with real-world issues such as sustainability, mental well-being, inclusion and civic responsibility — translating values into action and service.

I am also heartened by the Association's continued commitment to good governance and organisational excellence. The review and strengthening of policies, procedures and systems, together with ongoing digital transformation



As President of the Singapore Scout Association, it has been my privilege to work closely with the Chief Commissioner, Scout Council and our dedicated volunteers over the past years. This period has been one of renewal, resilience and steady progress for the Association, shaped by both unprecedented challenges and meaningful opportunities for growth.

efforts, have enhanced transparency, accountability and operational effectiveness. These are essential pillars that ensure the long-term sustainability and credibility of the Association.

None of this progress would have been possible without the unwavering commitment of our volunteers, leaders, parents, partners, and supporters. Your dedication continues to be the backbone of the Singapore Scout Association, and I extend my sincere appreciation to each of you.

As we look ahead, the Association is well-positioned to build these strong foundations. With a renewed focus on youth leadership, community engagement and organisational resilience, I am confident that the Singapore Scout Association will continue to grow in strength, relevance and impact — preparing generations of young people to lead with integrity and to Create a Better World.

Chief Commissioner's Message



Desmond Chong

Chief Commissioner
The Singapore Scout Association

As my first term as Chief Commissioner of the Singapore Scout Association draws to a close, I reflected on the journey we've taken together since 2021. It has been an extraordinary four years — challenging, transformative, and deeply meaningful.

When I stepped into this role, I set out to guide the Association towards a future where Scouting in Singapore is progressive, forward-looking and socially engaged, while remaining firmly grounded in our timeless mission and values. Looking back, I'm proud of how far we've come — not only in scale, but in purpose, vision and impact.

During my term, we refreshed the Youth Programme, strengthened adult leadership development under the Adult Leaders 2030 framework, and reimagined our leadership training through pilot initiatives such as Wood Badge 3 and Wood Badge 4.

We also expanded our school and community partnerships, collaborating with organisations such as CAAS, CPIB, IMDA, IMH, SUSS, MPA, NParks, NTUC, People's Association, among others. Aligned with the United Nations Sustainable Development Goals, these partnerships encouraged Scouts to engage deeply with real-world issues — sustainability, mental well-being, eldercare, inclusion, civic responsibility — and to take meaningful action.

At an international level, we strengthened Singapore's presence through overseas engagements, exchanges and participation in regional and world Scouting events. We deepened friendships with NSOs across Asia-Pacific and beyond, and Singapore Scouts took the lead in championing the first sub-regional Southeast Asia Scout Association for Regional Cooperation Anti-Narcotics Abuse Education Badge Scheme. These efforts positioned Singapore Scouts as trusted,

active partners globally while opening new avenues for our youth to learn, lead and contribute on the world stage.

A defining highlight of this term was hosting the SG60 Singapore International Jamboree. Bringing together Scouts from Singapore and around the world, the Jamboree marked Singapore's 60th year of independence and 115 years of Scouting in Singapore. It was a celebration of unity, learning, and adventure, and a powerful reflection of who we are today — confident, modern, inclusive and deeply rooted in service.

Working closely with the Scout Council, I placed strong emphasis on strengthening the governance foundation of the Association. Together, we reviewed and revamped policies and procedures to align with current operating conditions while reinforcing transparency, accountability, and clarity for our leaders and members.

We also embarked on a digital transformation journey to reduce administrative burden on our Scout leaders, streamline our processes, and build organisational capacity. These changes have positioned the Association to be more agile, resilient, and future-ready.

After two years of pandemic-related restrictions, we worked hard to resume face-to-face Scouting activities, re-engage our community and provide opportunities for our Scouts to reconnect, grow, and serve once again. A memorable milestone during this period was setting a Singapore record for the largest human formation of the fleur-de-lis, together with President Tharman Shanmugaratnam and 2901 scouts.

Looking back, I'm grateful for every volunteer, leader, Rover, Venture, Scout, Cub, parent and partner who has walked this journey with me. The achievements of the past four years were never mine alone — they were ours, as one Scouting family.

As we move into a new chapter, I'm confident that the Singapore Scout Association is stronger, more vibrant and more united than ever. We are ready for the future — and ready to shape it.

Scout Council 2025/2026



Mr Raymond Chia Lee Meng
President
17 June 2023



Mr Ngien Hoon Ping
Vice President
21 June 2025



Mr Philip Ling
Vice President
17 June 2023



A/Prof Tan Boon Yeow
Vice President
15 June 2024



Mr Tan Chee Wee
Appointed Member
13 September 2025



Mr Simon Lim
Appointed Member
13 September 2025



Mr Desmond Chong Kok Hwee
Chief Commissioner
1 Dec 2021



Mr Andrew Ang Kah Hin
Deputy Chief Commissioner
1 Jan 2024



Mr Tan Cheng Kiong
Hon. Secretary
21 June 2025



Mr Vincent Yik
Hon. Treasurer
15 June 2024



Mr Michael Ong
Elected Member
15 June 2024



Mr Leon Yee Kee Shian
Elected Member
21 June 2025



Mr Han Songguang
Assistant Chief Commissioner (Educational Methods)
1 Jan 2024



Mr Lam Tat Wai
Assistant Chief Commissioner (Area Support) & Area Commissioner (West)
1 Jan 2024



Mr Ang Wee Jin
Area Commissioner (North)
1 Jan 2024



Ms Stella Wong
Elected Member
21 June 2025



Mr Melvin Poon
Elected Member
15 June 2024



Mr Troy Lim
Appointed Member
17 June 2023



Dr Julie Lo
Appointed Member
17 June 2023



Mr Goh Yee Heng
Area Commissioner (East)
1 Jan 2024



Mr Jimmy Bok Chun Siang
Area Commissioner (South) & National Commissioner (Emergency Preparedness)
1 Jan 2024



Mr Yang Chen
National Commissioner (Adult Learning & Development)
1 Jan 2024



Ms Lim Kar Yee
Appointed Member
15 June 2024



Mr Chang Fook Yong
Appointed Member
15 June 2024



Mr Terence Chia
Appointed Member
15 June 2024



Dr Anbarasan Thuraimanikam
Appointed Member
21 June 2025



Mr Foo Say Kin
National Commissioner (Youth Programme)
1 Jan 2024



Dr Sunil Ravinder Gill
National Membership Commissioner & Assistant International Commissioner
1 Jan 2024



Mr Gary Lim Swee Heng
Ex-Officio / Executive Director Staff

Scout Council (SC)

Committees Jul 2025 – Jun 2026

As the highest policy making body of the Association, the key roles of the Scout Council are to advance Scouting in Singapore through adopting sound and forward looking strategies, and to ensure good governance and accountability. To carry out these roles meaningfully and effectively, standing committees are set up.

Based on needs, the following committees will be formed for the year 2025-2026:

1. Audit & Risk Committee
2. Finance Committee
3. Fundraising Committee (merged with Job Week/Donation Draw)
4. Nominations Committee
5. Establishment Committee
6. Building and Estate Committee
7. Communications and Branding Committee
8. Awards and Recognition Committee
9. IT Committee
10. Education Committee (including Partnership & Unit Performance)
11. Disciplinary Committee
12. Sands Leadership Development Centre (SLDC) & Business Development Standing Committee

The members and TOR of the Committees are reflected on Annex A. The members are from the Scout Council and the Commissioners' Council. The chairman of the Committee can invite others with relevant expertise to serve on its Committee as co-opted members. The President should be informed before extending the invitation.

The Committees should meet at least twice a year and, where applicable, present a report at each Scout Council meeting on the progress of the work/task undertaken. Minutes of meetings should be circulated to the Scout Council for information, unless of confidential nature.

Under the Code of Governance for Charities, the number of meetings held and the attendance of committee members may be reported in the Annual Report.

Key Considerations for Scout Council Committees:

Chairpersons or Members of the Audit, Finance or Fundraising Committees:

- a. Shall not be chairpersons of any other Scout Council Committees, with the exception of the Disciplinary Committee,
 - Intention – To avoid any actual or potential conflict of interest because the subject-matters under the operational purview of other sub-committees are likely to be monitored by any one or more of the above 3 committees, save for the Disciplinary Committee.
- b. Shall only be eligible to be members of other sub-committees but not in of any of the above listed three sub-committees,
 - Intention – To avoid any actual or potential conflict of interest by maintaining independence and impartiality.
- c. Are to recuse themselves from any deliberations as members of the other sub-committees when deliberations are financial in nature, eg. But not limited to budgeting, forecasting and cashflow.
 - Intention – members who are sitting either in the Audit, Finance or Fund Raising committees, and are also members of other sub-committees, must recuse themselves from participating in any discussion involving financial matters while present as a member of the other sub-committees so as to avoid any actual or potential conflict of interest.

Terms of Reference of Scout Council Committees and Members July 2025 – June 2026

1. Audit and Risk Committee

Chairman: Terence Chia
 Members: Philip Ling, Tan Cheng Kiong & Dr Julie Lo
 In Attendance: NC(UP) Nicholas Koh
 (Audit Committee should comprise all independent people, hence CC is not member but in attendance)

1. Oversee financial reporting, internal controls and risk management, as well as ensuring the establishment of comprehensive frameworks for these areas.
2. Oversee the internal audit function and ensuring that external audit recommendations are followed-up and implemented.
3. Perform other tasks that are consistent with the work of the committee.

2. Finance Committee (incorporated TOR of Investment Committee)

Chairman: Vincent Yik
 Members: Tan Swee Ho, SK Lai, Lim Kar Yee, Dr Anbarasan, Dr Sunil Ravinder Gill
 In Attendance: Desmond Chong

1. Oversee the proper conduct of the finance function including evaluation of budget proposals, projection of financial needs, implementing financial controls, accounting of cash, and ensuring value for money.
2. Approving supplementary budgets and other financial matters that require urgent attention.
3. Recommend an appropriate investment strategy for SSA.
4. Oversee investment and fixed deposit placements in accordance with the approved investment strategy/policy.
5. To establish a Procurement Sub-Committee under its guidance to oversee the procurement policies and functions of SSA.
6. Perform other tasks that are consistent with the work of the committee.

3. Fundraising Committee (including Job Week etc)

Chairman: Leon Yee
 Members: Chay Hong Leng, Desmond Chong, Roney Tan, Troy Lim & Dy CC Andrew Ang
 Raymond Chia as Ex-Officio
 In Attendance: NC(A) Irdina Mah

1. Recommend and oversee appropriate fundraising project(s) or strategies:
 - a. to achieve the objectives and intentions of SSA;
 - b. to ensure that both the educational and fundraising objectives of fundraising projects are emphasised and achieved.
2. Perform other tasks that are consistent with the work of the committee.

4. Nominations Committee

Chairman: Raymond Chia
 Members: Desmond Chong, Ngien Hoon Ping, Philip Ling, A/P Tan Boon Yeow, Tan Cheng Kiong & Andrew Ang

1. To establish a framework and process for identifying suitable persons for succession to key SC, CC and professional positions.
2. To make related recommendations for development of successors to the various key posts.
3. To review the suitability of nominees/candidates for key appointments and submit its findings to the appropriate appointing body/authority for its information.
4. Perform other tasks that are consistent with the work of the committee.

5. Establishment Committee

Chairman: Ngien Hoon Ping

Members: Chief Commissioner, A/P Tan Boon Yeow, Dr Julie Lo & Stella Wong

1. To review and formulate human resource /staffing policies to recruit, nurture and retain Professional Staff of SSA.
2. To review and establish an appropriate and competitive framework of remuneration for Professional Staff.
3. To review the request for the employment of Senior Professional Staff, and oversee the interview and selection of candidates for such post. (Senior Professional Staff covers Executive Director and Division Heads at Director level).
4. To receive and approve the recommendations of the Executive Director on the annual performance bonus payable to staff other than himself.
5. To receive and approve the performance of the Executive Director as evaluated by the Chief Commissioner and in agreement by the President of SSA with feedback from any party as deemed appropriate.
6. Perform other tasks that are consistent with the work of the committee.

6. Building and Estates Committee

Chairman: Mr Leon Yee (Advisor – Richard Yeong)

Members: Malcolm Tan, Tan Cheng Kiong, Alphonsus Gregory, AC(South) Jimmy Bok & NC(Events) Heng Jiang Li

In Attendance: Dy IC Michael Poh

1. To advise on management, enhancement and development of SSA's properties
2. To review tender document pertaining to physical infrastructure.
3. To review and approve guidelines on the use of SSA facilities in HQ and Camp.
4. Perform other tasks that are consistent with the work of the committee.

7. Communications and Branding Committee

Chairman: Troy Lim

Members: James Soh, Michael Ong, NC(C) Jacky Chong & ACC(I&M) Dr Sunil Ravinder Gill

1. To strategise, direct and manage the overall effort of the Association in engaging and maintaining ties with the media, members, ex-members, parents, supporters and other key stakeholders.
2. To enhance the visibility and image of Scouting of the Association through media communication, social media, publicity and promotional activities.
3. To increase the public profile of SSA and strengthen the branding of Scouting in Singapore
4. To oversee the publication of all communication materials and management of such communication channels as websites, social media etc.
5. Perform other tasks that are consistent with the work of the committee.

8. Awards and Recognition Committee

Chairman: Raymond Chia

Members: Chief Commissioner, Chay Hong Leng, Ngien Hoon Ping, Philip Ling, A/P Tan Boon Yeow &

Dy-CC Andrew Ang

*NC(HC) Chua Yong Liang [Staff Commissioner supporting Committee—Ex-officio]

1. To review and recommend the guidelines for Distinguished Service Awards and equivalent, including qualifying criteria, award numbers and vetting process.
2. To review and recommend a recognition framework for long service and contributions by leaders and professionals, including the drawing up of qualifying criteria, award process and authority.
3. To consider and approve the nominations for the awards and to submit them to the Scout Council for information.
4. To recommend leaders for national awards.
5. Perform other tasks that are consistent with the work of the committee.

9. IT Committee

Chairman: Michael Ong

Members: Desmond Chong, Terence Chia, NC(IT) Benjamin Lim & NC(YP) Foo Say Kin

1. To review business processes of the Association.
2. To implement a new IT system for the Association so as to provide better services to members and units.
3. To review IT security measures.
4. Perform other tasks that are consistent with the work of the committee..

10. Education, Partnership & Unit Performance Committee

Chairman: Ngien Hoon Ping

Members: Desmond Chong, A/Prof Tan Boon Yeow, Malcolm Tan, Chang Fook Yong, Lim Kar Yee,

Dy CC Andrew Ang, Dy CC Han Songguang, NC(AL&D) Yang Chen, NC(YP) Foo Say Kin,

NC(UP) Nicholas Koh, Ang Wee Jin, Jimmy Bok, Goh Yee Heng, Lam Tat Wai & (Youth) Aiman Johari

In Attendance: NC(C) Jacky Chong, ACC(I&M) Dr Sunil Ravinder Gill, NC(CP) Ong Li Yan, NC(A) Irdina Mah

Education

1. To review and enhance the value proposition of scouting, in line with the principles, methods and unique characteristics of Scouting
2. To develop and review policies and strategies on the Youth Programme to make it relevant to the needs of Young people and to enhance its attractiveness and competitiveness as a Youth Movement .
3. To improve the quality of Scouting experience at the ground level.
4. To provide guidance and oversight for the training and development of adult leaders, including implementing a framework for developing, assessing and gathering feedback on Trainers and their competency.
5. To approve the appointment of Trainers.
6. To ensure that policy that units leaders are trained and certified to lead is implemented and complied with.
7. Under Partnership
 - a. To promote partnerships with relevant stakeholders.
 - b. To review and evaluate current and existing partnerships.
8. Under Unit Performance
 - a. To put in place a suitable framework for promoting good unit performance.
 - b. To develop policies and strategies to improve unit performance.
 - c. To monitor and gather feedback on unit performance.
 - d. To review the structure, quota and criteria for unit recognition schemes.
 - e. To consider additional form of unit performance recognition.
9. Perform other tasks that are consistent with the work of the committee.

11. Disciplinary Committee

Chairman: Tan Cheng Kiong

Members: Desmond Chong, Dr Anbarasan, Chow Hock Lin, Stella Wong

*NC(HC) Chua Yong Liang [Staff Commissioner supporting Committee – Ex-officio]

1. To review and recommend a framework for good conduct and discipline for all members and staff of the association, including self-declaration, whistleblowing, process for dealing with complaints and carrying out investigations, communications, approving authorities and dealing with government agencies.
2. To recommend the composition of various levels of committees/authorities for appeals, hearing and investigations.
3. Perform other tasks that are consistent with the work of the committee.

12. Sands Leadership Development Centre (SLDC) & Business Development Standing Committee

Chairman: Melvin Poon (Advisor: Prof Leo Tan)

Members: Desmond Chong, Vincent Yik, Troy Lim & NC(YP) Foo Say Kin

1. To monitor the progress of the Sands Leadership Development Centre.
2. To make recommendation on the future of the Centre beyond seed funding stage.
3. To oversee the operation of the Scout Shop and any other business opportunities that is advantageous and consistent with the intention of the organization.
4. Perform other tasks that are consistent with the work of the committee.

Commissioners' Council 2025



**Mr Desmond Chong
Kok Hwee**
Chief Commissioner



**Mr Andrew Ang
Kah Hin**
Deputy Chief Commissioner



Mr Han Songguang
Assistant Chief
Commissioner
(Educational Methods)



Mr Lam Tat Wai
Assistant Chief Commissioner
(Area Support) &
Area Commissioner (West)



Mr Heng Jiang Li
National Commissioner
(Events)



**Mr Nicholas Koh
Yong Zhi**
National Commissioner
(Unit Performance)



Mr Jacky Chong
National Commissioner
(Communications)



Mr Lim Binjie Benjamin
National Commissioner
(Information Technology)



Mr Ang Wee Jin
Area Commissioner
(North)



Mr Goh Yee Heng
Area Commissioner
(East)



Mr Jimmy Bok
Area Commissioner (South)
& National Commissioner
(Emergency Preparedness)



Dr Tong Chee San
National Commissioner
(Educational Resources)



Ms Ong Li Yan
National Commissioner
(Community Programme)
& Assistant Commissioner
(Partnership)



Ms Irdina Mah
National Commissioner
(Administration) & Assistant
International Commissioner



Mr Seah Kia Wee
National Commissioner
(Projects) & Assistant
Commissioner (Partnership)



Mr Yang Chen
National Commissioner
(Adult Learning &
Development)



Mr Foo Say Kin
National Commissioner
(Youth Programme)



Dr Sunil Ravinder Gill
National Commissioner
(Membership) & Assistant
International Commissioner



Mr Chua Yong Liang
National Commissioner
(Human Capital)



Mr Michael Poh Cher Huat
Deputy International
Commissioner



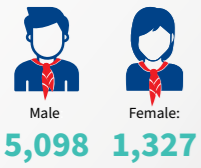
Mr Aiman Johari
National Rover Council
Chairperson



Mr Gary Lim Swee Heng
Ex-Officio /
Executive Director

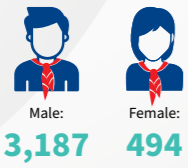
Membership Census

Cub Scouts



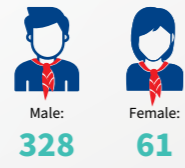
Total:
6,425

Scouts



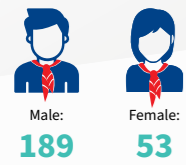
Total:
3,681

Venture Souts



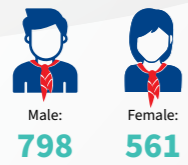
Total:
389

Rover Scouts



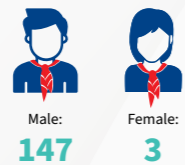
Total:
242

Leaders/Commissioners/Others



Total:
1,359

Scout Guild



Total:
150

Total

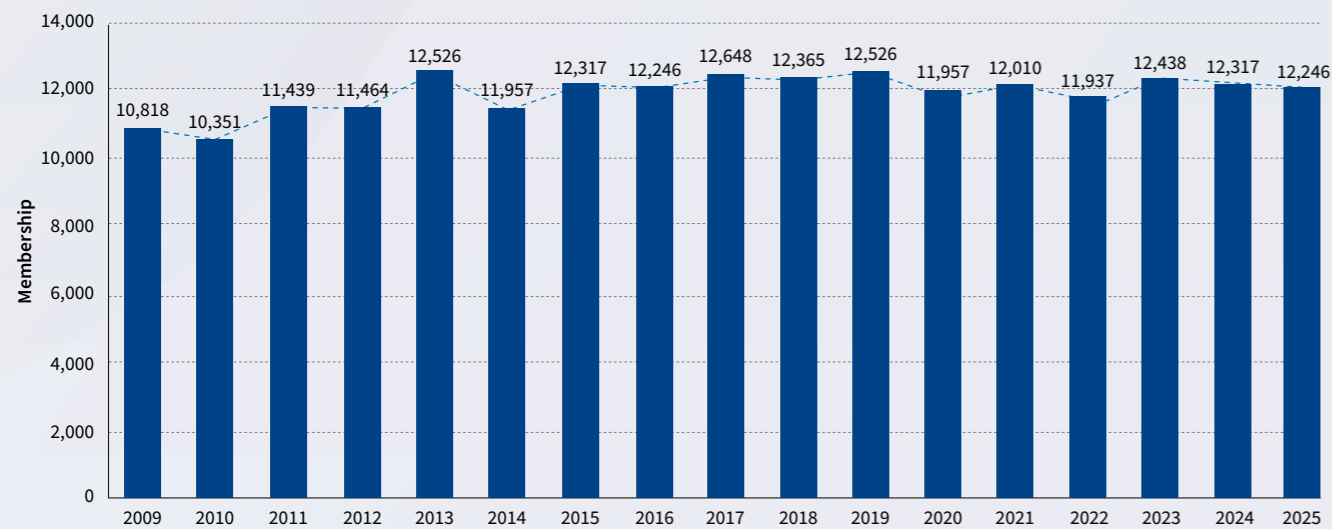


Total:
12,246

In 2025, The Singapore Scout Association demonstrated long-term stability with a total membership of 12,246, in alignment with a 10-year average of 12,240 members. This resilience is anchored by a significant and steady increase in female participation across all youth sections. Since 2009, the total number of female members has more than doubled, now making up 20.4% of the organization, with women accounting for over 41% of Leaders.

2025 data shows a slight decrease in membership in the senior youth sections. The Venture Scout and Rover Scout sections ended the year with 389 and 242 members respectively, reflecting a modest contraction compared to their historical 10-year averages. Despite these specific declines in the older age groups, the organisational health remains sound, characterized by increasing engagement at the entry-level and a more gender-balanced membership than ever before.

Membership Growth



YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
MEMBERSHIP	10818	10351	11439	11464	12526	11957	12317	12246	12648	12365	12526	11957	12010	11937	12438	12317	12246
PERCENTAGE GROWTH	0.0%	-4.3%	10.5%	0.2%	9.3%	-4.5%	3.0%	-0.6%	3.3%	-2.2%	1.3%	-4.5%	0.4%	-0.6%	4.2%	-1.0%	-0.6%

Area Reports



North Area



Mr Ang Wee Jin
Area Commissioner (North)



Mr Simon Sin
Assistant Area Commissioner (North)



Mr Darren Woo
Assistant Area Commissioner (North)



Khalidah Goh Shafie Goh
Assistant Area Commissioner (North)

Founder's Day Hike

22 February 2025

Singapore River

Number of Participants
309

Leader In Charge
Mr Simon Sin



Participants took part in a hike along the Singapore River with different Scouts from the area, strengthening the unique fellowship of Scouting while understanding the history of the iconic landmark.



Founder's Day Nature Walk

22 February 2025

Botanic Gardens

Number of Participants
285

Leader In Charge
Mr Gejendran



Scouts from the North Area took a walk in the Botanic Gardens to learn more about nature and enjoy a leisurely stroll. They learnt to interact with Nature, and had a better understanding of the flora and fauna in their environment.



Founder's Day VIA

22 February 2025

Edgefield Secondary

Number of Participants
213

Leader In Charge
Mr Darren Woo



Participants were involved in two key activities: collecting daily necessities, and planning and executing a game station for the elderly. These activities are designed to foster a sense of community, encourage civic-mindedness, and nurture compassion for others within our community.



Founder's Day Carnival

22 February 2025

Marsiling Zone 5

Number of Participants
434

Leader In Charge
Mr Ang Wee Jin



Scouts were involved in crafting game booths for their fellow scouts and developing their entrepreneurial spirit, while the rest had fun exploring the various innovatively designed booths.



Cub Scout Leadership Course

- 26-27 November 2025**
- Chongfu School**
- Number of Participants **41**
- Leader In Charge **Mr Gan Kok Onn**



Cub Scouts were involved in acquiring knowledge about leadership and having fun while learning. They took part in activities like outdoor cooking and tent pitching and enjoyed themselves thoroughly.



Scout Leadership Course

- 21-23 March 2025**
- Zhonghua Secondary**
- Number of Participants **83**
- Leader In Charge **Mr Chia Xin Yang**



Participants were involved in two key activities: collecting daily necessities, and planning and executing a game station for the elderly. These activities are designed to foster a sense of community, encourage civic-mindedness, and nurture compassion for others within our community.



Venture Foundation Course

- 26-28 December 2025**
- Pulau Ubin, Hwa Chong Institution**
- Number of Participants **15**
- Leader In Charge **Mr Lee Seng Hui**



The Venture scouts completed their Venture Foundation Course by successfully clearing their hikes, their backwoodsman cooking, and enjoyed the fun that came with these activities despite the challenges involved.



SG60 Singapore International Jamboree Segment (North Area)

- 18-25 November 2025**
- Camp Christine**
- Number of Participants **218**
- Leader In Charge **Mr Ang Wee Jin**

The North Area Subcamp had a total of 218 participants from both Singapore and overseas held at Camp Christine. Each night of the jamboree was met with exciting activities at the North Area Subcamp. Activities ranging from icebreakers for international and local Scouts to get acquainted with each other to a delegation night where cultural performances were put up by both international and local Scouts which was filled with lots of hype. A series of telematch games were organised for a mini competition within the Subcamp. Of course, what is a jamboree without badge trading, the North Area Subcamp also organised a badge trading day for Scouts to share about their badges and swap with other Scouts.



South Area



Mr Jimmy Bok
Area Commissioner (South)



Mr Reuben Hendriks
Assistant Area Commissioner (South)



Mr Justin Chong
Assistant Area Commissioner (South)



Mr Jerrold Chan
Assistant Area Commissioner (South)

South Area GO: Jalan Jalan 2025

- 22 February 2025**
- Botanic Gardens to Esplanade**
- Number of Participants **300**
- Leader In Charge **Mr Justin Chong**

To kick off the Founder's Day celebration, South Area Scouts participated in the exploration within the Central Business District starting from Botanic Gardens and journey to Esplanade.



Chief Scout's Award & Frank Cooper Sands Award Ceremony

- 27 July 2025**
- SSA MPH**
- Number of Participants **150**
- Leader In Charge **Mr Leonard Ang**



The ceremony is to celebrate our achievers' hardwork. The ceremony was graced by our Member of Parliament for Bishan-Toa Payoh Ms Elysa Chen. Mr Leonard Ang (Beatty Beavers Rover Crew) and his crew successfully accomplished the ceremony.



Istana Open House

- 5 August 2025**
- Istana**
- Number of Participants **100**
- Leader In Charge **Mr Andres Chow & Mr Yin Lye Ting**



South Area organized the 3rd SSA Istana Open House for beneficiaries. South Area engaged Club Rainbow and Loving Hearts Jurong.



Camp Leaping Wolf 2025

- 15-17 March 2025**
- Sarimbun Scout Camp**
- Number of Participants **200**
- Leader In Charge **Mr Justin Chong**



Camp Leaping Wolf comprises 3 subcamps to target Cubs to complete their arrows' requirement like Cub Scout Leadership Course (CSLC), silver and bronze arrow. CLW was supported by the Area Leaders and Service Scouts from Raffles Institution 01 and Colugo.



South Area GO: 3R Car Derby

- 29 March 2025**
- Raffles Institution**
- Number of Participants **60**
- Leader In Charge **Ms Seah Wai Ling**



The aim of the programme is to continue promoting sustainability in waste management. 3R Car Derby allow Scouts to crack their creativity to use the waste materials to build car models. The event promotes the effort of environmental friendliness, scientific learning and innovation.



Scout Leadership Course

- 12-15 June 2025**
- Sarimbun Scout Camp**
- Number of Participants **144**
- Leader In Charge **Ms Seah Wai Ling**



The South Area Scout Leadership (SLC) is a yearly leadership course for the Scout section. There are about 80 Scouts from the area to learn the Scouting and leadership fundamentals which they could practice and excel back in the unit.



SG60 Singapore International Jamboree Segment (South Area)

Night Walk

- 20 November 2025**
- Sarimbun Scout Camp**
- Number of Participants **218**
- Leader In Charge **Mr Reuben Hendriks**



The Night Walk brought youths and adult leaders on a 2km journey through the darkness of Jalan Bahtera, from Sarimbun to the main road. Moving in groups, local and international scouts embraced the quiet challenge of the trail while forging new friendships along the way. Carefully positioned checkpoints and a standby safety vehicle ensured a safe and well-supported experience. The simple act of walking together in the night became a meaningful moment of connection and camaraderie for all.



Campfire

- 21 November 2025**
- Sarimbun Scout Camp**
- Number of Participants **218**
- Leader In Charge **Mr Reuben Hendriks**



What was initially planned as a short campfire quickly became one of the most memorable highlights of the camp. Despite minor technical hiccups, our emcees from ACSBR energised the crowd and kept the atmosphere vibrant throughout the night. International contingents took the stage, with the Nepalese Scouts leading a heartfelt song that had everyone singing together around the fire. In the spirit of friendship and Scouting, the evening became a shared celebration of joy, unity and brotherhood. The night ended on a sweet note, as participants toasted marshmallows and enjoyed music together under the stars.



East Area



Mr Goh Yee Heng
Area Commissioner (East)



Mr Mohammed Fareeq Bin Othman
Assistant Area Commissioner (East)



Mr Leong Kwang Yeh Kelvin
Assistant Area Commissioner (East)



Mr Joshua Koe
Assistant Area Commissioner (East)

Venture Foundation Course

- 15-16 March 2025**
- Sarimbun Scout Camp**
- Number of Participants **28**
- Leader In Charge **Mr Sio Jia En**



The course worked to introduce the Venture Scout Programme through activities that aimed to brush up on their interpersonal and executive skills, such as problem-solving, conflict resolution, and planning. Using what they have learnt from a pre-course seminar, Ventures worked in their ExCos to plan activities for their peers with a focus on learning traditional Scouting skills in a novel way.



Scout Leadership Course

- 2-5 June 2025**
- Sarimbun Scout Camp**
- Number of Participants **110**
- Leader In Charge **Mr Guo Song Feng**



The East Area Scout Leadership Course (SLC) 2025 was a programme designed to hone and instill leadership qualities and experiences for the Secondary 2 and 3 Scouts (aged 14 - 15). These skills were used to translate it back in their respective units and in other situations that might require such skills. Participants were able to have a deeper understanding and appreciation for Scouting and what it offers. It also kickstarted their skills for the 21CC youth programme created by SSA.



Cub Scout Leadership Course 1



4-5 June 2025



Number of Participants
120



Sarimbun
Scout Camp



Leader In Charge
Ms Su Yan Hui

The Cub Scout Leadership Course (CSLC) aims to inculcate values, leadership skills and aspire Cub Scouts to excel in their appointment as Sixers, a prerequisite for the Chief Scout's Award (Cubs), the highest award for the Cub Scout section.



East Area Venture and Rover Bonding Day



21 September 2025



Macritchie Reservoir Park



Number of Participants
8



Leader In Charge
Mr Lam Jun Yang



Rovers and Ventures came together with an aim to get to know each other and introduce new Ventures and Rovers to the fraternity of Venturing and Roving. From this bonding day, we hope to see more integration between the different batches of Rovers & Ventures from different units.



Cub Scout Leadership Course 2



1-3 December 2025



Sarimbun Scout Camp



Number of Participants
60



Leader In Charge
Mr Azhari



This Cub Scout Leadership Course (CSLC) aimed to help participants to build new relationships and memories with their newfound peers. Cub Scout Leaders also gave the participants the opportunity to develop new Scouting knowledge and hone their leadership skills.



SG60 Singapore International Jamboree Segment (East Area)

Percussion Workshop



18 November 2025



Sarimbun Scout
Camp



Number of Participants
204



Leader In Charge
Mr Goh Yee Heng

Our Subcamp got to learn the basics of percussion from the Oneida Scout Troop Percussion Band and each of our participants had the chance to create their very own shakers that were used for the Cultural Nite performance put up by the Subcamp.



Pasar Malam



19 November 2025



Sarimbun Scout
Camp



Number of Participants
204



Leader In Charge
Mr Goh Yee Heng

East Subcamp organised a Pasar Malam for both local and international participants to experience traditional games and enjoy traditional snacks.



Campfire



20 November 2025



Sarimbun Scout
Camp



Number of Participants
204



Leader In Charge
Mr Goh Yee Heng

In an exchange of Scouting songs and dances from different countries, our participants organised and held a campfire where local and international Scouts sang their favourite Scouting songs together.



Rave Night



21 November 2025



Sarimbun Scout
Camp



Number of Participants
204



Leader In Charge
Mr Goh Yee Heng

With the energy riding high from many days of the jamboree, our Subcamp held a rave night where our participants danced to modern hits.





West Area



Mr Lam Tat Wai Jacob
Area Commissioner (West)



Ms Lim Miao Jing
Assistant Area
Commissioner (West)



**Ms Hamidahtulamaliah
Binte Md Jamil**
Assistant Area
Commissioner (West)



**Mr Mohamad Shafri Bin
Amat Noh**
Assistant Area
Commissioner (West)

West Area Founder's Day Rally 2025



22 February 2025



Jurong Lake Gardens



Number of Participants
857



Leaders/Helpers
50



Leader In Charge
Mr Lam Tat Wai



Scouts and leaders gathered at Jurong Lake Gardens, The Oval, for a memorable Scouting celebration held at this outdoor venue for the first time. The event marked a significant milestone, with careful planning to ensure that installations such as the floating flag were set up responsibly without damaging the park's greens.

The celebration featured a commemorative hike through the scenic Jurong Lake and Japanese Gardens, allowing participants to appreciate the natural landscape while learning about the unique features of the area. Scouts also took part in a range of engaging games and challenges, fostering friendship, teamwork, and the spirit of Scouting. The event commenced with a meaningful Opening Ceremony, setting the tone for a day of celebration and shared purpose.

A key highlight was the Scout-led carnival booths — organised by Scouts for Scouts — showcasing Scouting skills, sustainability initiatives, health awareness, knotting, archery, and other interactive activities. The event reflected strong youth leadership, creativity, and collaboration, bringing together youths and leaders to learn, lead, and grow through shared outdoor experiences.

The event was a strong reflection of the Scouting spirit—bringing together youths and leaders to learn, lead, and grow through shared outdoor experiences.



West Area Cub Scout Leadership Course 2025

Run 1:



15-16 March 2025



Qifa Primary School



Number of Participants
114



Leaders/Helpers
16



Service Scouts
28



Leader In Charge
**Mr Sim Eng Hock
Ms Teo Wen Ting**



A total of 114 Cub Scouts from 15 primary schools came together for this event, where they learned new skills and gained leadership experience. With the support of 28 Service Scouts from Hillgrove Secondary School and Crest Secondary School, the Cub Scouts worked on practical skills such as Knots, Footdrill, First Aid, Making a Woggle, Flag Folding and the Opening and Closing Ceremonies. In addition to these hands-on activities, the Cub Scouts also learned important leadership lessons, including the Roles and Responsibilities of a Sixer and the Patrol System.

Run 2:



24-25 May 2025



Sarimbun Scout Camp



Number of Participants
69



Rovers/Leaders
18



Service Scouts
6



Leader In Charge
Ms Lim Miao Jing



A total of 69 Cubs from 6 units ran over 2 days and 1 night. The highlight of the camp was the cooking sessions where the Cubs went through a crash course on food preparation and cooked up storms. The Cubs also went through an adventure hunt, navigating around Sarimbun, locating the stations using a map, and completing missions that required them to display their teamwork, communication skills, problem-solving skills and more. They were also put to the challenge with the night hike. Many of them overcame their fear of walking in a dark, unfamiliar path, surrounded by lush nature. The camp was a great display of resilience, courage and growth and creativity (designing their own logbook, flag and coming up with their own cheers). The Cubs showed potential to become outstanding leaders.



West Area Campfire 2025

15 March 2025

Qifa Primary School

Number of Participants **244**

Leaders/Helpers **28**

Service Scouts **28**

Leader In Charge
Mr Sim Eng Hock
Ms Teo Wen Ting



West Area Campfire was conducted in conjunction with the leadership camp setting, where Scouts and Cub Scouts from schools and Open Units gathered to enjoy songs, cheers, and the spirit of camaraderie. It was a wonderful way to wrap up the weekend and celebrate the new friendships formed and skills gained.

West Area Advanced Scout Leadership Course 2025

10 May 2025
30 May-1 June 2025

Yuan Ching Secondary School

Number of Participants **28**

Number of Leaders/
Service Scouts **4**

Leader In Charge
Shermeen Ong



The Advanced Scout Leadership Course (SLC+) 2025 seeks to provide a learning platform for Secondary 3 Scouts to be better equipped with leadership, planning, and execution skills as they take up key appointments in their Patrol Leader Council (PLC) at the unit level. SLC+ allows the PLC members from the same unit to work together as an organic team throughout the course. This will help to foster a stronger team identity as the participants will learn to identify different working styles and motivations of their peers.



Scout Leadership Course

Run 1:

14-16 March 2025

ACS Independent

Number of Participants **46**

Rovers/Leader **2**

Service Scouts **9**

Leader In Charge
Mr. Azmi Azeman



Run 2:

10, 30 May - 1 June 2025

Yuan Ching Secondary School

Number of Participants **153**

Rovers/Leaders **19**

Service Scouts **9**

Leader In Charge
Mr. Yap Yu Liang



The Scout Leadership Course (SLC) 2025 introduced basic leadership skills for application in a patrol setting. By the end of the course, Scouts were expected to understand the Patrol System, identify the characteristics of a healthy patrol, articulate leadership qualities, lead a patrol with confidence, plan and execute a short activity, and create a Personal Growth Plan.



West Area Venture Foundation Course 2025

1 March 2025 (Workshop)
& 14-16 March 2025 (Residential Camp)

Pasir Ris Park and Pulau Ubin

Number of Participants **42**

Camp Staffs **17**

Leader In Charge
Mr Lai Wei Song



The West Area Venture Foundation Course (WAVFC) returned again with the same objectives of introducing new Ventures to the Scouting program, instructorship, and spirit of adventure. The participants experienced how it was like to live as a patrol and unit through the 2 days 2 nights residential camp. They executed the activities planned by themselves during the workshop and helped their peers to overcome the challenge tasks given to them. The WAVFC is a milestone that helped to mark the start of their venture journey, and also a reminder that the learning does not stop at the adventures, but the transferable skills that one can bring forward to service others.








West Area Photography Workshop 2025






	29 March 2025
	Great Eastern Centre
	Scouts 22
	Leaders 5
	Leader In Charge Mr Tan Kok Hon

The West Area Photography Course provided our Scouts with an enriching opportunity to develop their visual storytelling skills. Under the guidance of Area Leader Mr. Tan Kok Hon and guest trainer Mr. Edwin Lam from Persekutuan Pengakap Malaysia, the Scouts gained a solid foundation in photography, learning key concepts, techniques, and camera handling. With the generous support of Canon Singapore, participants had the rare chance to experiment with professional equipment, sparking their creativity. The course concluded with an exploration of Chinatown, where Scouts applied their new skills to capture the district's vibrant architecture and cultural charm. We extend our heartfelt thanks to all trainers, teachers, and Canon Singapore for making this learning experience possible, and a special appreciation to Mr. Lam for sharing his two decades of expertise with us.



West Area Safe Cycling Course | West Area Cycling Expedition 2025

	29 March 2025
	Assumption Pathway School
	Participants 13
	Rovers & Leaders 5
	Leader In Charge Mr Andy Loh Mr Raven Foo

	26 July 2025
	Shimano Cycling World, Stadium
	Participants 2
	Rovers & Leaders 5
	Leader In Charge Mr Andy Loh

The Safe Cycling Course was conducted to ensure that our Scouts are not only passionate about the outdoors, but also safe and responsible when exploring the city on two wheels. Led by Andy Loh, Raven Foo, Rover Jeremy Goh, and Adult Leaders from the Sabre Shark Sea Scout Unit, the course covered essential topics such as road safety rules,

proper helmet fitting, bicycle maintenance, and defensive cycling techniques. Scouts were introduced to Singapore's cycling infrastructure, including the Park Connector Network (PCN), designated cycling paths, and road-sharing etiquette. A hands-on practice session allowed participants to navigate simulated road scenarios and complete a proficiency course, where they demonstrated signalling, tight turns, and hazard management with confidence. As a continuation of the programme, West Area Scouts undertook a cycling expedition from Shimano Cycling World to Marina Barrage, riding through urban routes and park connectors. The journey tested endurance, navigation, and road discipline, with strong emphasis on safety, teamwork, and environmental awareness. All participants completed the expedition successfully, gaining confidence, resilience, and practical cycling skills while strengthening camaraderie and the Scouting spirit.







West Area Lion Dance Workshop 2025

	16 August 2025
	Taman Jurong Community Club
	Participants 13
	Leader In Charge Mr Tan Kok Hon

We conducted the West Area Lion Dance Introduction Workshop, bringing together 14 Scouts from 4 Scout Units. The programme introduced participants to the rich history and cultural significance of this 2,000-year-old tradition, while also providing hands-on experience in performing both the lion and dragon dance. Through training and practice, students developed teamwork, coordination, discipline, and confidence, while contributing to the preservation and celebration of this vibrant cultural art form. The course marked a meaningful beginning to a journey of culture, rhythm, and unity within the Scouting community.



West Area Day 2025

	23 August 2025
	Jurong Lake Gardens
Cub Scout Exploration	
	Participants 107
	Service Scouts 49
	Adult Leaders 36
	Leader In Charge Ms. Lim Miao Jing




West Area Day 2025, held at Jurong Lake Gardens, is our annual outdoor signature event that encourages Scouts to embrace adventure, learning, and service in nature. The event brings together Scouts across all sections, providing meaningful opportunities for skill development, teamwork, leadership, and community engagement while strengthening the Scouting spirit within the West Area.

In collaboration with PAssionwave at Jurong Lake Gardens, 21 teams (107 Cub Scouts) took part in the West Area Cub Scout Exploration Competition. Cub scouts navigated 15 checkpoints across North Jurong Lake Gardens, Chinese Garden, and Japanese Garden, completing challenges and earning points within 1.5 hours. As part of the programme, they received a briefing on Project Blue Wave initiatives, gaining awareness of how marine litter impacts wildlife. Through engaging activities, they learned about the 6Rs — rethink, refuse, reduce, reuse, repair, recycle — and discovered how long common materials take to decompose in waterways.

Scouts participated in the Scouts Go Solar programme, where they explored renewable energy through interactive and creative activities. Through practical stations and guided discovery, Scouts gained a better understanding of solar technology, sustainability practices, and how individual actions contribute to environmental responsibility.

Venture and Rover Scouts marked West Area Day with an environmental service experience at Jurong Lake Gardens. A total of 12 participants took part in the Jurong Lake Kayak Klean Up, led by 2 of our Rovers under the Project Blue WaVe Ambassador Programme. Paddling along the waters and cleaning the coastline, the Scouts learned how human actions affect our waterways and reflected on how each choice matters. The activity strengthened teamwork, leadership, and environmental stewardship — showing that Scouts can lead by example and make a tangible impact in their communities.

Scouts Go Solar Workshop

	Participants 105
	Service Scouts 17
	Adult Leaders 13
	Leader In Charge Mr. Muhd Waquiddin

Jurong Lake Kayak Klean Up

	Ventures & Rovers 12
	Leader In Charge Mr. Lai Wei Song



SG60 Singapore International Jamboree Segment (West Area)

	18 - 23 November 2025
	Jalan Bahtera MOE Campsite
	Number of Participants 176 (Local); 57 (Overseas)
	Leaders/Helpers/Leaders 45
	Leader In Charge Mr. John Huang

A total of 176 local participants from 16 Scout units and 4 Cub Scout units, together with 57 overseas Scouts from 5 international units — Bangladesh, Indonesia, the Maldives, and Sri Lanka — formed the West Sub-camp at Jalan Bahtera MOE Campsite. Our sub-camp night activities included traditional kampung games, local snack tasting, badge and Scout souvenir exchanges, and a campfire night. Every Scout looked forward to the evening programmes at the sub-camp level, where they could relax, enjoy one another's company, and make new friends.



Fundraising

Fundraising Collections 2025

Diamond Jubilee Challenge 2025		Job Week 2025	
Scouts Group	\$136,361	Scouts Group	\$111,116
Headquarter	\$143,640	Headquarter	\$112,109
Grand Total	\$280,001	Grand Total	\$223,225

Projected Income & Expenditure 2026		
Fundraising Event	Income	Expenditure
Scouts Community Challenge	\$510,000	\$12,000
Job Week (JW)	\$330,000	\$14,000
Gala Dinner	\$350,000	\$75,000

Note

Scouts Community Challenge Collection (Gross)	\$287,000
Community Challenge Grant	\$120,000
JW Collection (Gross)	\$220,000
JW Grant	\$110,000
Gala Collection (Gross)	\$250,000
Gala Dinner Grant	\$100,000

National Programme Team



National Commissioner
(Youth Programme)
Mr Foo Say Kin

Assistant National Commissioner
(Youth Programme)
Mr Nyeo Hee Wah

Assistant National Commissioner
(Youth Programme)
Mr Phang Wai Kit (Spencer)

Assistant National Commissioner
(Youth Programme)
Mr Mah Wei Siang

Programme Commissioner
(Cub Scout)
Ms Claire Ellen Porter

Programme Commissioner
(Air)
Mr Saimen Imanuel

Programme Commissioner
(Sea)
Mr Loh Chee Hwa

Programme Commissioner
(Special Needs)
Mr Anis Ponijo

Cub Scouts

Activity Badge Kits: Gardener

	N/A
	Pack Level
	Number of Participants 300
	Leader In Charge Ms Ellen Porter

Ongoing development of resources are put in place to support Cub Scout leaders in administering an exciting & creative programme.

Gardener Badge Kits, for the 'Every Scout a Farmer' initiative (Packaged by Minds LGS students) contain seeds, compost, and resources for a label & mini staked nameboard. Special Needs students, a vulnerable segment of society, are given job training opportunities through packaging of badge kits, thus preparing them for life after school and offering them the dignity of work. Each package is also a hand-decorated work of art and 300 packets were distributed in 2025.



Cubs Pow Wow

	1 November 2025
	Scout Headquarters
	Number of Participants 13
	Leader In Charge Ms Ellen Porter

The National Cubs Programme team held the Cubs Pow Wow on 1st November 2025. A total of 13 Cub Scout Leaders from the 4 areas as well as the Cubs Roundtable attended the session, providing insights on how the Cubs programme can be enhanced. With generous inputs from the leaders, the Cubs Programme Roundtable team will be able to be more targeted in refining the programme and enhancing the support for the units and leaders.



18-23 November 2025
Sarimbun Scout Camp
 Number of Participants **68**
 Leader In Charge **Ms Ellen Porter**



Keen participation was shown with our Cubs confidently pitching tents, fully taking part in all aspects of the programme, under the watchful eye of Leaders and Service Scouts. Girl Cubs from Sambar Scouts also shook off their nerves and boldly presented a dance performance on stage for the Opening Ceremony! The Cubs were happy to receive a collector's badge, along with well thought out SG60 Singapore International Jamboree kits. We are grateful for parent volunteers, IST, Service Scouts and Leaders who watched over their well-being, ensuring a memorable yet safe Jamboree for all!



Venture Scouts

Venture Challenge Course

Intake 1:
21 to 23 June 2025
 Number of Participants **15**
 Leader In Charge **Mr Reuben Hendriks**

Intake 2:
5 to 7 December 2025
 Number of Participants **17**
 Leader In Charge **Mr Lee Seng Hui**

Venture Challenge Course is a 3 Days 2 Nights residential, outdoor activity-based camp that encourages the ventures to demonstrate self-reliance, initiative, responsibility, fitness and exemplary level in fulfilling the Scout Law and Promise.



Venture Scout Service Project Workshop

Intake 1:
8 February 2025
 Number of Participants **13**
 Leader In Charge **Mr Hoo Chuan Yang**

Intake 2:
2 August 2025
 Number of Participants **19**
 Leader In Charge **Mr Hoo Chuan Yang**

Intake 3:
8 November 2025
 Number of Participants **17**
 Leader In Charge **Mr Hoo Chuan Yang**

The workshop brought together Venture Scouts eager to embark on the exciting new VSSP project scheme. As part of their VSSP journey, participants will take on a 12-month service adventure designed to deepen their experiences and create meaningful impact within the community. Through this workshop, Venture Scouts were introduced to the key programme requirements and the range of tools that will guide and support them as they chart their path through the VSSP.

Scouts

Scouting Skills Challenge

9 July to 15 November
Self Conducted at unit venue
 Leader In Charge **Mr Simon Sin**

The Scouting Skills Challenge is a series of unit-implemented and assessed activities that seek to encourage Scout Units to elevate the skills competencies of their Scouts. These challenges will enhance the patrol system by providing opportunities for patrols to work together as a team.



Scout Section Pow Wow

1 November 2025
HQ
 Number of Participants **17**
 Leader In Charge **Mr Foo Say Kin**

The Pow Wow gathers Scout Leaders to give feedback and discuss on the youth programme.



Rover Scouts

Diamond Jubilee Challenge Launch Fireside Chat with Minister K. Shanmugam

25 January 2025

Scout HQ

Number of Participants **22**

Leader In Charge
R.S. Aiman Johari,
R.S. Teo Wei Jie



This fireside chat was themed "Civics and Citizenry". Rovers learned key insights from Guest of Honour, Minister of Law, K Shanmugam, who highlighted the importance of nurturing active, informed citizens who contribute to nation building efforts. Rover Scouts helped to moderate small-group discussions between participants, consisting of Scouts as well as guests from Girl Guides Singapore (GGS), National Cadet Corps (NCC), National Police Cadet Corps (NPCC), St John Brigade Singapore (SJBS) and the Singapore Red Cross (SRC).



Scouts of the World Discovery Workshop

21,22,28 June 2025

Scout HQ, Sister's Island

Number of Participants **18**

Leader In Charge
R.S. Andres Chow,
R.S. Colette Chan,
R.S. Yin Lye Ting,
R.S. Timothy Lee



Organised by Rover Scouts for young people, this workshop aimed to equip participants with the knowledge and skills to make a tangible impact within their communities. Three outstanding individuals from the social impact sector were invited to share their experiences and mentor participants.

Participants also embarked on an experiential learning journey to Singapore's Sisters' islands, where they were exposed to a range of social and environmental issues they could meaningfully address. The workshop further developed participants' project management skills, empowering participants to initiate and lead their own service projects in alignment with the United Nations Sustainable Development Goals.



National Rover Roundtable/Annual General Meeting

20 September 2025

Scout HQ

Number of Participants **19**

Leader In Charge
R.S. Sio Jia En



Rover Scouts from across Singapore came together to discuss matters regarding the Rover Section such as the Rover Journey and leadership development opportunities.

11th Asia Pacific Scout Youth Forum

7-10 October

Chientan Youth Activity Center, Taipei

Number of Participants **4**


Leader In Charge
R.S. Andrew Toh




A delegation of 4 Rover Scouts participated in the Asia-Pacific Regional Scout Youth Forum. Held alongside the Asia-Pacific Regional Scout Conference, the Youth Forum empowers young people from the region to actively participate in the decision-making process. Rover Scout Andrew Toh was elected Regional Youth Representative.




World Scout Moot

 **25 July - 5 August 2025**

 **Portugal**

 Number of Participants
2

 Leader In Charge
R.S. Luke Lim
R.S. Chia Kang Xu




2 Rover Scouts travelled to Portugal to attend the World Scout Moot, joining the over 7000 Rovers from 118 NSOs. They embarked on exciting paths from Lisbon to Porto, exploring the 4 themes “Nature and Adventure”, “Culture and Arts”, “Life and Spirituality”, and “Society and Politics”.




SG60 Singapore International Jamboree - Scouting for the Community Day

 **22 November 2025**

 **Locations Across Singapore**

 Number of Participants
960

 Leader In Charge
R.S. Andrew Toh,
R.S. Aiman Johari




Our Rovers organised a series of meaningful service projects in conjunction with Scouting in the Community Day. Jamboree participants contributed actively to the community through initiatives such as tree planting, beach clean-ups, elderly befriending, and other service activities. Guided by the principle of “Leave the Place Better Than You Found It,” these initiatives developed teamwork and volunteering skills in the Scouts, empowering them to further contribute to their own communities as Global Citizens.




Air Scouts

Civil Aviation Authority of Singapore OneAviation Careers and Education 2025

 **18 July 2025**

 **Suntec**

 Number of Participants
25


 Leader In Charge
Mr Seth Tan
Ms Kate Lim
Ms Carolyn Phillips
Mr Matthew Chong




The Civil Aviation Authority of Singapore (CAAS) OneAviation Careers and Education 2025 was held at Suntec Convention Centre. With the theme “One Industry. Many Opportunities”, this event focuses on a themed career talk series which showcases the diverse career opportunities in the aviation sector such as service, operations, engineering, technology and sustainability. It consists of exhibition booths that promote aviation companies and job opportunities available with live on-site career coaching and interviews with aviation employers. It also consists of Aviation Education Zone showcasing aviation education pathways and programmes and skills upgrading opportunities for students and working professionals, which our scouts are involved in manning the booth.




Singapore Youth Flying Club (SYFC) Workup & Introduction to Flying Training

 **14 November 2025**

 **SYFC**

 Number of Participants
2

 Leader In Charge
Mr Saimen Imanuel
Ms Lee Pui Ling



2 selected Air Scouts had the opportunity to attend the SYFC Workup & Introduction to Flying Training (Swift) Course. It is a 4-day course and participants will be taught basic aircraft systems and have the opportunity to conduct aircraft checks on the DA40 aircraft. They will also practise radiotelephony communications and the basic flying manoeuvres flown in the DA40 flight simulator.



Sea Scouts

Singapore Youth Flying Club (SYFC) Flight Experience Programme

12 November 2025

SYFC

Number of Participants
4

Leader In Charge
Mr Saimen Imanuel
Ms Lee Pui Ling



The Flight Experience Programme (FEP) allows Scouts to take on joyride in the Singapore Youth Flying Club (SYFC) aircraft. 4 of our Air Scouts had the opportunity to visit SYFC and have an interaction with ex-Air Force pilots as well as flight instructors.



Learning Journey at Singapore Youth Flying Club

23 May 2025

SYFC

Number of Participants
30

Leader In Charge
Mr Saimen Imanuel
Ms Lee Pui Ling



In partnership with Singapore Youth Flying Club (SYFC), the event is designed to promote knowledge and interest in aviation, as well as offer a unique opportunity to gain insights directly from SYFC on their expertise and experiences in the aviation industry. Additionally, a guided tour has also been planned of SYFC's facilities at Seletar as part of this enriching learning experience.

The event is open to Scouts from non-Air Scout units who are interested in aviation and eager to broaden their knowledge in the field.



Singapore Maritime Week 2025

22-23 May 2025

Marina South Pier

Number of Participants
38

Leader In Charge
Mr Muhd Khairi

The Sea Scouts were invited to be part of the Singapore Maritime Week 2025 (SMW25), a flagship event by the Maritime and Port Authority of Singapore (MPA) on 22-23 March 2025 at the Marina South Pier.

Helmed by Mr Khairi, Skipper of Tsunami Sea Scouts and joined by the Sea Scouts and Sea Scout Leaders from Fuhua Secondary School Tsunami Sea Scouts, Chua Chu Kang Secondary School Condor Sea Scouts and Southernwaves (Open), the Sea Scouts actively supported the event through service and outreach. They managed a booth at the Singapore Maritime Gallery showcasing interesting sea Scouting and maritime activities, engaging public visitors through interactive activities such as communication at sea, learning about the ship's bell and nautical ropework. Our Sea Scouts also served alongside the crew from the Republic of Singapore Navy in conducting safety briefings for boat ride participants, guiding them to the vessels safely.

The Sea Scout Roundtable also lined up a series of learning programme for the Sea Scouts where they learned the use of a short range radio, identifying vessels and clocking sea time out on a ferry. It was a tiring but fruitful weekend for the Sea Scouts but we definitely look forward to SMW 26!



Sea Scout Community Learning Day

18 October 2025

Fuhua Sec School

Number of Participants
45

Leader In Charge
Mr Muhd Khairi
Mr Chai Jun Yang



The Fuhua Secondary School Tsunami Sea Scouts hosted a community learning day joined by the Chua Chu Kang Secondary School Condor Sea Scouts. This event was initiated by Skippers of both ships (units), Mr Khairi & Mr Chai Jun Yang, to join resources and expertise for some of the more technical sea Scouting activities in the newly launched Sea Scout Anchor Badge programme. This is a ground up initiative where one of our Venture Sea Scouts, Daniel from Condor, conducted a maritime career sharing, giving insights into possible maritime career options for the young Sea Scouts. Daniel is a student enrolled in a Diploma in Nautical Studies.



Navy@Vivo

21 November 2025

VivoCity

Number of Participants
15

Leader In Charge
Mr Tan Teng Han



Sea Scouts from Chua Chu Kang Condor, Fuhua Tsunami, Queenstown 03 and Southernwaves spent an exciting morning at the Navy@Vivo 2025, hosted by the Republic of Singapore Navy (RSN).

The event started with the Sea Scouts taking on the splashes of the sea and riding the waves outside of the Keppel basin on the RSN fast craft. A tour on board RSS Resolution followed, guided by the RSN personnel. The Sea Scouts learned the various roles on the ship, features of the ship and its capabilities in both peace and wartime.

This event definitely allowed our Sea Scouts to gain a better appreciation of how the RSN ships contribute to our maritime defence.



Special Needs Scouts

Serigala Hike

12 April 2025

Mandai Board walk

Number of Participants
30

Leader In Charge
Ms Siti Raudha



The Scouts from various Special Needs units gathered on this day to have a hike together and at the same time learn about nature around them. They were greeted by the morning sun and animals surrounding them. It was an amazing journey for all. Ended with a small snack before heading home.

Serigala Campfire 2025

18 July 2025

Metta School

Number of Participants
30

Leader In Charge
Ms Norhaiza Abu Yep



The Special Needs Scouts came together for the annual campfire at Metta school. Dancing and singing has always been the highlight of the campfire while the scout units will showcase their talents. We also celebrated the best dressed mascot as they showcased their creativity. We ended the night with songs and yarn shared by the Commissioner.

Serigala Games day

23 August 2025

Home Team NS Bukit Batok

Number of Participants
47

Leader In Charge
Mr Anis



The Special Needs Scouts came to compete in a bowling tournament. It was a moment of celebration as they gave it their best. The sound of falling pins and laughter was heard throughout the bowling hall. As the day ended, winners were decided and everyone came back with smiles on their faces.



Adult Learning and Development

Standard First Aid Course

25 January, 26 April, 11 October

SSA HQ

Number of Participants
27

As a part of the Safe from Harm requirement, a total of 27 leaders have attended the Standard First Aid Course. They were equipped with relevant knowledge and application skills in First Aid to apply during an emergency or accident.



Introduction to Skills

28 February, 11 April, 16 May

SSA HQ

Number of Participants
27



The Introduction to Skills is a micro-learning session of Scouting skills for leaders who wish to revise certain skills-in-focus, and clarify doubts in a just-in-time manner. The 3 hour sessions allow leaders to revise key skills, improve their pedagogical design behind these activities, as well as to explore potential approaches on operational challenges towards better quality Scouting back in their units. The sessions focused on: Knots & Lashing, Hiking, Tent Pitching.



Facilitation via Lego

5 April 2025

SSA HQ

Number of Participants
7



Facilitation via LEGO® introduces leaders to the use of hands-on, LEGO-based activities as a facilitation tool to enhance engagement, reflection and group discussion. Leaders experience how structured play can be used to surface ideas, encourage equal participation and support sense-making in learning and team settings, while gaining practical insights on designing and facilitating LEGO-based activities for training sessions and youth programmes.



HQ Orientation Workshop

15 & 17 May 2025

SSA HQ

Number of Participants
34

Leader In Charge
Mr Chua Yong Liang

The National Human Capital Team conducted the HQ Orientation Workshop for Scout Leaders as part of the Association's ongoing efforts to strengthen leadership capability and ensure consistent programme delivery across units. The workshop supported newly appointed teachers and adult volunteers by providing a structured introduction to Singapore Scouting and their roles as Adult Leaders.

The programme focused on key areas including the fundamentals of Scouting, the Scout Movement in Singapore, leadership roles and responsibilities, Scouting activities and the badge system. Leaders were also introduced to essential administrative processes and support systems, including the Membership Service Database System (MSDS), to ensure operational readiness and awareness of available resources.

The workshop was delivered across three runs in February, May and August 2025. A total of 34 participants attended the sessions, reflecting strong engagement and demand for structured onboarding. Collectively, the workshops contributed to better-prepared leaders, enhanced understanding of organisational expectations and a more consistent leadership foundation across Scout units.



Wood Badge Through Train Course

2 - 6 June 2025

Sarimbun Scout Camp

Number of Participants
17

The Wood Badge Through Train Course is a unique, intensive programme that combines Wood Badge Stage 1 and Stage 2 into a single continuous learning journey, designed specifically for educators leading Scout units in schools.

Leaders acquired foundational Scouting knowledge, leadership and unit management skills with strong emphasis on the patrol system, experiential learning and reflective practice. Through practical application, leaders planned and facilitated unit meetings, enabling them to confidently deliver quality Scouting programmes.



Wood Badge Skills Course

**31 May - 1 June 2025
14 - 15 June 2025**

Sarimbun Scout Camp

Number of Participants
28

The Wood Badge Skills Course equips leaders with essential technical competencies and instructional confidence in core Scouting skills. Leaders were trained in pioneering techniques such as rope work, structure planning, and risk management. Skills taught during the Exploration course include route planning and expedition leadership. The course also emphasised effective facilitation and instructional design, enabling leaders to translate these skills into engaging, safe and progressive learning experiences that develop teamwork, resilience, and problem-solving in youth members. The sessions focused on: Pioneering, Exploration.






Personal Learning Advisor

-  **1 March, 25 October**
-  **SSA HQ**
-  **Number of Participants**
8

The Personal Learning Advisor (PLA) is a peer coaching and mentoring framework that has been created to assist Wood Badge candidate leaders working on their Wood Badge tickets. Candidates choose their trusted PLAs to share perspective, provide guidance, and be their loyal minders in their pursuit of attaining Wood Badge. The PLA network aids to foster a supportive coaching and mentorship environment for both the Wood Badge candidates, as well as inspiring peer learning for all Adult Leaders in SSA.



Wood Badge Reunion (Gilwell Reunion)





-  **19 November 2025**
-  **Sarimbun Scout Camp**
-  **Number of Participants**
121

The Wood Badge Reunion (Gilwell Reunion) serves as a key platform to connect Wood Badge holders and leaders aspiring to complete their Wood Badge journey, fostering camaraderie and shared learning. Held in conjunction with the SG60 Singapore International Jamboree, the 2025 reunion carried added national and international significance, celebrating Scouting heritage and unity.



National Events

Launch of Diamond Jubilee Challenge 2025 (Civics & Citizenry)





-  **25 January 2025**
-  **The Singapore Scout Association**
-  **Number of Participants**
150 Youths
-  **Leader In Charge**
Mr Heng Jiang Li



Minister for Home Affairs and Minister for Law Mr K Shanmugan launched the final edition of the 4-year Diamond Jubilee Challenge on "Civics and Citizenry". This was also followed up with a Fireside Chat where the Minister engaged youth participants from the various uniformed groups on current issues relating to national identity and security.



Chingay 2025





-  **7-8 February 2025**
-  **F1 Pit**
-  **Number of Participants**
44 Youths + 4 Leaders
-  **Leader In Charge**
**Mr Heng Jiang Li/
Mr Adrian Nyoe**



In our continued partnership with People's Association, our Scouts helped out with hospitality support duties for Chingay 2025 ensuring that visitors have a positive experience.



Job Week Launch 2025

-  **24 April 2025**
-  **Jamiyah Home for the Aged**
-  **Number of Participants**
25 + 3 Leaders
-  **Leader In Charge**
**Mr Heng Jiang Li/
Mr Goh Yee Heng**



Minister in the Prime Minister's Office and Second Minister for Education & Foreign Affairs, Dr Mohamad Maliki Osman launched Job Week 2025 with Scouts from the East Area. Our Scouts engaged the residents from Jamiyah Home for the Aged in activities like batik printing, gardening and housekeeping, and teaching of the Scam Shield application.



SG60 Singapore International Jamboree

About 1,000 participants from 18 countries gathered from 18th to 23rd November 2025 at Sarimbun Scout Camp to celebrate Singapore's 60th birthday. During the jamboree, we hosted key events such as the SEASARC Meeting, Gilwell Reunion, and the ATAS Gathering. The participants took part in cultural exchanges, outdoor activities and led community service projects to promote the concept of Creating a Better World.



National Day Parade 2025

April to 9 August 2025

Beatty Secondary School, Seletar Camp, Padang

Number of Participants
49 Youths + 6 Leaders

Leader In Charge
Mr Heng Jiang Li / Mr Adrian Nyoe



The 2025 National Day Parade was held at The Padang. Training for the contingent started in April 2025 with conditioning and selection at Beatty Secondary School before moving on to Seletar Camp for combined rehearsals and thereafter to The Padang for full dress rehearsals. 2025 marked 60 years of our independence and the marching contingents marched up the gallery stands to offer closer interaction with audiences



Singapore Scouting 115 Years Anniversary

2 July 2025

The Singapore Scout Association

Number of Participants
26 Youths + 8 Leaders

Leader In Charge
Mr Heng Jiang Li



The Association commemorated 115 years of Scouting in Singapore with the distinguished presence of Guest of Honour, former President Madam Halimah Jacob, who officiated the unveiling of a specially created SG60/SSA115 membership ring badge which would be worn by all members on their uniform from July 2025 to December 2026. A SG60/SSA115 Commemorative Medallion was also presented to 115 distinguished individuals/ partner organisations as a token of our appreciation for their contributions to Scouting.



Istana Open House

2 February, 13 April, 3 August & 6 November 2025

Istana

Number of Participants
300 Youths

Leader In Charge
Mr Heng Jiang Li



More than 300 Scouts and Adult Volunteers participated in the 4 Istana Open Houses spread over Chinese New Year, Hari Raya-Labour Day, National Day and Deepavali in 2025. Beyond the duties at Main Building, Main Gate and Centre Gate, Scouts were also tasked to assist in the manning of game stations for the scavenger hunt around the Istana. Also, in collaboration with the 4 Areas, Scouts brought the elderly and under-privileged into the Istana for a tour, giving them a lifetime experience.



Welcome Dinner

18 November 2025

SSA HQ

Number of Participants
50~

Leader In Charge
Dr Sunil Ravinder Gill



Contingent leaders and distinguished guests were invited to attend the Welcome Dinner held at The Singapore Scout Association Headquarters where guests were given a tour of the building and a visit to the heritage gallery where Scouting in Singapore's rich history was shared.

Opening Ceremony

19 November 2025

Sarimbun Scout Camp

Number of Participants
1000~

Leader In Charge
Mr Yang Chen / Ms Lim Miaozen



The Opening Ceremony was graced by Minister for Health and Coordinating Minister for Social Policies, Ong Ye Kung.

Jamboree Activities

19-21 November 2025

Sarimbun Scout Camp

Number of Participants
1000~

Leader In Charge
Mr Han Songguang / Mr Foo Say Kin / Mr Muhd Asri



The participants got to enjoy a range of activities both within camp such as high elements, drone flying, mountain biking, and archery tag and outside of camp such as visits to the Singapore Maritime Gallery, Singapore Discovery Center, Singapore Navy Museum, Navy@Vivo and an Amazing Race around the civic district.

International Events

Scouting for the Community

22 November 2025
Sarimbun Scout Camp
 Number of Participants
1000~
 Leader In Charge
Mr Andrew Toh / Mr Aiman Johari



The whole jamboree went around the heartlands of Singapore to conduct community service events ranging from tree planting, elderly befriending, beach and park cleanups, and advocacy roadshows.

Cultural Nite

22 November 2025
Sarimbun Scout Camp
 Number of Participants
1000~
 Leader In Charge
Mr Yang Chen / Ms Lim Miaozen



The Cultural Nite was graced by Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Sustainability and the Environment, Goh Hanyan. Participants from all countries put up exciting performances showcasing their traditional culture.



Closing Ceremony

23 November 2025
Sarimbun Scout Camp
 Number of Participants
1000~
 Leader In Charge
Mr Yang Chen / Ms Lim Miaozen



The Closing Ceremony was graced by Minister for Education and Minister In Charge for Social Services Integration, Desmond Lee.

Kazakhstan Snow Camp

February 2025
Kazakhstan
 Number of Participants
9
 Leader In Charge
Ms Ellen Porter



Kazakhstan Snow Camp 2025 brought 2 Leaders, 1 Rover, and 6 Scouts from Singapore on a 9-day journey of winter adventure, cultural exchange, and teamwork. Through activities such as ice fishing, horse riding and exploring local landmarks with Kazakhstan Scouts, the trip strengthened resilience, friendship, and global understanding. We look forward to continued connections and future exchanges between both countries.

Credits: Adnan, Gabriel, Avni, Haroon, Benjamin, Kyle; Sambar Scout Group



27th Johor International Scout Rally & Jamboree

13 - 17 September 2025
Tanjung Leman, Mersing Johor, Malaysia
 Number of Participants
3 Adults Leaders
 Leader In Charge
Mr Fong Kah Chun

The 27th Johor International Scouts Rally/Jamboree 2025 was held at Tanjung Leman Beach, featuring over 40 activities centred on physical challenges, cultural and artistic experiences, technological innovation, teamwork, and community engagement. A key highlight was the fourth-day island exploration programme. Scouts learned about environmental conservation at Rumah Eko, carried out an island clean-up at Pulau Ibul, and climbed the hilltop of Pulau Sibukuku. The Jamboree provided meaningful opportunities for adventure, teamwork, and environmental stewardship.



Community Programme

Southeast Asia Scout Association for Regional Cooperation (SEASARC) Meeting

- 19 November 2025**
- Singapore**
- Number of Participants
9 Countries
- Leader In Charge
Dr Sunil Ravinder Gill

Singapore hosted the Southeast Asia Scout Association for Regional Cooperation (SEASARC) meeting in November 2025, bringing together leaders of 9 Southeast Asian National Scout Organisations (NSOs) together to explore opportunities for collaboration in the region. Singapore proposed the development and adoption of a SEASARC Anti-drug Abuse Badge Scheme to encourage Scouts across the region to be united in discouraging the use of drugs and other substances, which was unanimously adopted by all participating countries. The meeting served as a timely opportunity for NSOs to explore opportunities for partnership and share best-practices.



Asia-Pacific Scout Conference 2025

- 12-17 October 2025**
- Kaohsiung Exhibition Centre, Kaohsiung**
- Number of Participants
5 Volunteers, 2 Staff



A delegation from Singapore represented SSA at the 28th Asia-Pacific Scout Conference held in Kaohsiung. The conference was held over 5 days, with more than 30 NSOs in attendance. The delegation from Singapore put forward 2 of the 5 resolutions that were eventually approved by the conference. These centred on encouraging NSOs and the region to develop capacity and a roadmap for youth leadership development, and for active steps to be taken to achieve meaningful representation of youth at all decision-making bodies in the region.

Singapore also participated in a meeting of the Commonwealth Scout Associations that was held in parallel with the Conference, and our delegation had the opportunity to strengthen ties with NSOs from the region.



Keat Hong Tiger Scout Group Unit Camp

- 3-4 October 2025**
- Pasir Ris Park**
- Number of Participants
55
- Leader In Charge
Mr Muhammad Reza, Mr Nicholas Ng, Ms Hamida, Mr Muhammad Waquiddin and Ms Irene Ng



Keat Hong Tigers organised its inaugural camp at Pasir Ris Park with the primary objective of building stronger relationships between the Cubs and their Sixes, fulfilling requirements for the Cubs' progress scheme, and providing new experiences through leader-organised activities.

The camp involved several activities to test the Cubs and their leadership skills, such as a navigation challenge to Changi Airport, tent pitching and managing their logistics. While at the airport, the Cubs took the chance to clear their Young Aviator Badge and have a good time at the Canopy Park.

The Cubs also had the chance to celebrate the Mid-Autumn Festival with their parents, going on a lantern walk around the park before settling down for the night.



Keat Hong Tiger Scout Group at West Area Exploration Competition

- 23 August 2025**
- Jurong Lake Gardens**
- Number of Participants
35
- Leader In Charge
Mr Muhammad Reza, Mr Nicholas Ng, Ms Hamida, Mr Muhammad Waquiddin and Ms Irene Ng



Keat Hong Tigers gathered at Jurong Lake Gardens to participate in their first competition! Having trained diligently and built up their Scouting knowledge in the weeks leading up to the event, the Cubs were confident that they were ready to showcase their skills and enjoy the competition.

Throughout the competition, the Tiger Cubs displayed resilience, discipline, and leadership, pushing themselves to their limits, encouraging one another, and working together as teams. Their efforts reflected the Scouting values of teamwork, responsibility, and resilience in action.

Out of 21 participating teams, 5 Tiger Scout teams achieved outstanding success, bringing home 2 Gold, 2 Silver, and 1 Bronze medal. This incredible achievement is a testament to the Cubs' hard work, determination, and strong Scouting spirit.



Frank Cooper Sands Award (FCSA)



The Frank Cooper Sands Award is a prestigious annual recognition established in 1995 by the Singapore Scout Association to honour Frank Cooper Sands, who is widely regarded as the father of Scouting in Singapore. Sands introduced Scouting to the region in July 1910 by founding the first troops in Singapore, laying the foundation for its development across Singapore and Malaya over the following four decades. The award is conferred annually upon outstanding sectional Scout units (including Cub, Scout, Venture, and Rover sections) in recognition of excellence in unit performance. It is also known as the Best Unit Competition under the Co-Curricular Activities Branch of the Ministry of Education. The award is assessed based on key areas, including youth development, service to the community, unit activities, participation levels, and overall adherence to the Scout Method. Units receive the award for demonstrating the required standard of excellence.

Tampines Changkat Community Club Pop-up Distribution 2025

13 September 2025

Tampines Changkat Community Club

Number of Participants
15

Leader In Charge
Mr Nicholas Liaw, Mr Caleb Teo, Ms Sarah Rahim and Mr Md Azlin



Phoenix Scout Group supported the Pop-Up Distribution Initiative at Tampines Changkat CC, where they assisted in ushering and distributing groceries and household items to needy residents and engaging them. The activity nurtured in the Scouts a sense of service, empathy, and strengthened their connection with the community. Residents and grassroots leaders shared their appreciation for the support rendered



Project Refresh 2025

23 August 2025

Tampines Greenridges

Number of Participants
35

Leader In Charge
Mr Nicholas Liaw, Mr Caleb Teo, Ms Sarah Rahim and Mr Md Azlin



Phoenix Scout Group and volunteers from SSA supported Project Refresh once again, an initiative by North East Community Development Council (NECDC). Held at Tampines Greenridge, the Scouts assisted elderly homeowners with household cleaning, reorganisation, and painting. Despite the challenging circumstances of some of the homes, the Scouts showed resilience and teamwork, ensuring the residents' needs were met. The activity provided a meaningful service learning opportunity, allowing the Scouts to have a deeper appreciation for the blessings they have and understanding the community needs.



UNIT NAME	AREA	SECTION
ADMIRALTY CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
ANCHOR GREEN CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
BUKIT PANJANG CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
CANBERRA CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
CHONGFU CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
FERNVALE CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
GREENWOOD CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
HORIZON CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
KEMING CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
MARSILING CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
MEE TOH CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
NANYANG CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
NORTH SPRING PANTHER CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
PUNGGOL COVE CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
PUNGGOL VIEW CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
QIHUA CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
RIVERSIDE CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
ROSYTH CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
SPRINGDALE CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
WELLINGTON CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
WEST SPRING CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
WEST VIEW CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
WOODGROVE CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	NORTH	CUB
XINMIN CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
YIO CHU KANG CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
YISHUN CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
ZHONGHUA CUB SCOUT GROUP (PRIMARY)	NORTH	CUB
BLACK KNIGHTS AIR SCOUT GROUP (OPEN)	NORTH	SCOUT
AHMAD IBRAHIM WARRIORS SCOUT GROUP (SECONDARY)	NORTH	SCOUT
EDGEFIELD SCOUT GROUP (SECONDARY)	NORTH	SCOUT
GREENRIDGE FOX SCOUT GROUP (SECONDARY)	NORTH	SCOUT
HOLY INNOCENTS' HORNET SCOUT GROUP (SECONDARY)	NORTH	SCOUT
MONTFORT KNIGHTS SCOUT GROUP (SECONDARY)	NORTH	SCOUT
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	NORTH	SCOUT

PUNGGOL PHOENIX SCOUT GROUP (SECONDARY)	NORTH	SCOUT
SERANGOON EAGLE SCOUT GROUP (SECONDARY)	NORTH	SCOUT
ZHENGHUA SCOUT GROUP (SECONDARY)	NORTH	SCOUT
ZHONGHUA SCOUT GROUP (SECONDARY)	NORTH	SCOUT
CHUNG CHENG HIGH (YISHUN) SCOUT GROUP (SECONDARY)	NORTH	SCOUT
HWA CHONG SCOUT GROUP (SECONDARY)	NORTH	SCOUT
WOODLANDS GARDENS SCHOOL (SPED)	NORTH	SCOUT
BLACK KNIGHTS AIR SCOUT GROUP (OPEN)	NORTH	VENTURE
COLUGO SCOUT GROUP (OPEN)	SOUTH	CUB
SOARING EAGLES AIR SCOUT GROUP (OPEN)	SOUTH	CUB
SJI (JUNIOR) CUB SCOUT GROUP (PRIMARY)	SOUTH	CUB
ANGLO CHINESE CUB SCOUT GROUP (PRIMARY)	SOUTH	CUB
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	SOUTH	CUB
FIRST TOA PAYOH CUB SCOUT GROUP (PRIMARY)	SOUTH	CUB
GAN ENG SENG CUB SCOUT GROUP (PRIMARY)	SOUTH	CUB
KHENG CHENG SCHOOL (PRIMARY)	SOUTH	CUB
MARIS STELLA CUB SCOUT GROUP (PRIMARY)	SOUTH	CUB
RADIN MAS DRAGON CUB SCOUT GROUP (PRIMARY)	SOUTH	CUB
ST ANDREWS STAR SCOUT GROUP (PRIMARY)	SOUTH	CUB
LEE KONG CHIAN GARDENS SCHOOL (SPED)	SOUTH	CUB
COLUGO SCOUT GROUP (OPEN)	SOUTH	SCOUT
01 RAFFLES SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
02 RAFFLES SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
ACS (BARKER) SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
BEATTY BEAVER SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
MAYFLOWER SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
PEIRCE TRIACE SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
ST ANDREWS STAR SCOUT GROUP (SECONDARY)	SOUTH	SCOUT

03 QUEENSTOWN SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
GAN ENG SENG DRAGON SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
SJI PELANDOK SCOUT GROUP (SECONDARY)	SOUTH	SCOUT
COLUGO SCOUT GROUP (OPEN)	SOUTH	VENTURE
01 RAFFLES SCOUT GROUP (SECONDARY)	SOUTH	VENTURE
02 RAFFLES SCOUT GROUP (SECONDARY)	SOUTH	VENTURE
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	SOUTH	VENTURE
GAN ENG SENG DRAGON SCOUT GROUP (SECONDARY)	SOUTH	VENTURE
COLUGO SCOUT GROUP (OPEN)	SOUTH	ROVER
BEATTY BEAVER SCOUT GROUP (SECONDARY)	SOUTH	ROVER
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	SOUTH	ROVER
EAST SPRING CUB SCOUT GROUP (PRIMARY)	EAST	CUB
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	EAST	CUB
FENGSHAN CUB SCOUT GROUP (PRIMARY)	EAST	CUB
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	EAST	CUB
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	EAST	CUB
MERIDIAN CUB SCOUT GROUP (PRIMARY)	EAST	CUB
Ngee ANN CUB SCOUT GROUP (PRIMARY)	EAST	CUB
OPERA ESTATE CUB SCOUT GROUP (PRIMARY)	EAST	CUB
PARK VIEW CUB SCOUT GROUP (PRIMARY)	EAST	CUB
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	EAST	CUB
TAMPINES PRIMARY CUB SCOUT GROUP (PRIMARY)	EAST	CUB
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	EAST	CUB
TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	EAST	CUB
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	EAST	CUB
YUMIN CUB SCOUT GROUP (PRIMARY)	EAST	CUB
TOWNER GARDENS SCHOOL (SPED)	EAST	CUB
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	EAST	SCOUT
BEDOK SOUTH KIJANG SCOUT GROUP (SECONDARY)	EAST	SCOUT
DUNMAN DOVE SCOUT GROUP (SECONDARY)	EAST	SCOUT

EAST SPRING ONEIDA SCOUT GROUP (SECONDARY)	EAST	SCOUT
MANJUSRI RED FOX SCOUT GROUP (SECONDARY)	EAST	SCOUT
Ngee ANN WICHITA SCOUT GROUP (SECONDARY)	EAST	SCOUT
ST GABRIEL SOUTHERN CROSS SCOUT GROUP (SECONDARY)	EAST	SCOUT
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	EAST	SCOUT
VICTORIA ARROW SCOUT GROUP (SECONDARY)	EAST	SCOUT
CHUNG CHENG HIGH SCHOOL SCOUT GROUP (SECONDARY)	EAST	SCOUT
DUNMAN HIGH SCOUT GROUP (SECONDARY)	EAST	SCOUT
ST PATRICK PAJIGWAD SCOUT GROUP (SECONDARY)	EAST	SCOUT
METTA SCOUT GROUP (SPED)	EAST	SCOUT
DUNMAN HIGH SCOUT GROUP (SECONDARY)	EAST	VENTURE
EAGLE SCOUT GROUP	EAST	VENTURE
ONEIDA VENTURES & ROVERS (OPEN)	EAST	VENTURE
DUNMAN DOVE SCOUT GROUP (SECONDARY)	EAST	VENTURE
ST GABRIEL SOUTHERN CROSS SCOUT GROUP (SECONDARY)	EAST	VENTURE
EAGLE SCOUT GROUP	EAST	ROVER
ST GABRIEL SOUTHERN CROSS SCOUT GROUP (SECONDARY)	EAST	ROVER
KEAT HONG TIGER SCOUT GROUP (OPEN)	WEST	CUB
BOON LAY GARDEN CUB SCOUT GROUP (PRIMARY)	WEST	CUB
CHUA CHU KANG CUB SCOUT GROUP (PRIMARY)	WEST	CUB
DAZHONG CUB SCOUT GROUP (PRIMARY)	WEST	CUB
DE LA SALLE CUB SCOUT GROUP (PRIMARY)	WEST	CUB
FRONTIER CUB SCOUT GROUP (PRIMARY)	WEST	CUB
JURONG WEST CUB SCOUT GROUP (PRIMARY)	WEST	CUB
KRANJI CUB SCOUT GROUP (PRIMARY)	WEST	CUB
LIANHUA CUB SCOUT GROUP (PRIMARY)	WEST	CUB
NAN HUA CUB SCOUT GROUP (PRIMARY)	WEST	CUB
PIONEER CUB SCOUT GROUP (PRIMARY)	WEST	CUB
RULANG CUB SCOUT GROUP (PRIMARY)	WEST	CUB
SOUTH VIEW CUB SCOUT GROUP (PRIMARY)	WEST	CUB

ST.ANTHONY'S CUB SCOUT GROUP (PRIMARY)	WEST	CUB
UNITY CUB SCOUT GROUP (PRIMARY)	WEST	CUB
WEST GROVE CUB SCOUT GROUP (PRIMARY)	WEST	CUB
XINGNAN CUB SCOUT GROUP (PRIMARY)	WEST	CUB
YUHUA CUB SCOUT GROUP (PRIMARY)	WEST	CUB
ACS (IND) SCOUT GROUP (SECONDARY)	WEST	SCOUT
ASSUMPTION PATHWAY SCHOOL (SECONDARY)	WEST	SCOUT
BUKIT MERAH SCOUT GROUP (SECONDARY)	WEST	SCOUT
BUKIT PANJANG EAGLE SCOUT GROUP (SECONDARY)	WEST	SCOUT
CHUA CHU KANG CONDOR SCOUT GROUP (SECONDARY)	WEST	SCOUT
HILLGROVE BLACK KNIGHTS AIR SCOUT GROUP (SECONDARY)	WEST	SCOUT
NUS HIGH SCHOOL OF MATHS & SCIENCE	WEST	SCOUT
RIVER VALLEY HIGH SCOUT GROUP (SECONDARY)	WEST	SCOUT
SST FEARLESS FALCONS SCOUT GROUP (SECONDARY)	WEST	SCOUT
SWISS COTTAGE SCOUT GROUP (SECONDARY)	WEST	SCOUT
UNITY UNICORN SCOUT GROUP (SECONDARY)	WEST	SCOUT
YUAN CHING SCOUT GROUP (SECONDARY)	WEST	SCOUT
DUNEARN UNICORN SCOUT GROUP (SECONDARY)	WEST	SCOUT
FUHUA SCOUT GROUP (SECONDARY)	WEST	SCOUT
JURONG SCREAMING EAGLE SCOUT GROUP (SECONDARY)	WEST	SCOUT
JURONGVILLE GRYPHON SCOUT GROUP (SECONDARY)	WEST	SCOUT
ACS (IND) SCOUT GROUP (SECONDARY)	WEST	VENTURE
RIVER VALLEY HIGH SCOUT GROUP (SECONDARY)	WEST	VENTURE

Distinguished Service Award (DSA)



13 November 2025



Istana



Number of Awardees
37



DSA 2025 Recipients List

NAME OF NOMINEE	AWARD NOMINATED
Chua Yong Liang	Distinguished Service Star To Bronze Award
Goh Yee Heng	Distinguished Service Star To Bronze Award
Hamidatulmaliah Binte Md Jamil	Distinguished Service Star To Bronze Award
Norhaiza Binte Yep Abu	Distinguished Service Star To Bronze Award
Teo Tat Yong	Distinguished Service Star To Bronze Award
Zaiphizat Putra Bin Zainalabidin	Distinguished Service Star To Bronze Award
Anbarasan S/O Thuraimanikam	Distinguished Service Bronze Award
Ang Lee Chun Lionel	Distinguished Service Bronze Award
Choey Por Yen	Distinguished Service Bronze Award
De Silva Jessica Joan	Distinguished Service Bronze Award
Melvin Poon Kai Leon	Distinguished Service Bronze Award
Aameer Bin Hassim	Chief Scout's Commendation
Chan Jun Yan	Chief Scout's Commendation
Cheong Perk Yin Kenneth	Chief Scout's Commendation
Gan Kok Onn	Chief Scout's Commendation
Kwek Cher Wei Dennis	Chief Scout's Commendation
Lai Wei Song	Chief Scout's Commendation
Mageswari D/O Kanapathy	Chief Scout's Commendation
Muhammad Khairi Bin Ruslihan	Chief Scout's Commendation
Muhammad Zikri Bin Mohd Yani	Chief Scout's Commendation
Ng Loong Kin, Alvin	Chief Scout's Commendation
Nicholas Koh Yong Zhi	Chief Scout's Commendation
Nur Irdina Mah Binte Muhammad Firdaus Mah	Chief Scout's Commendation
Nurul Shamin Binte Mohamed Ekbal	Chief Scout's Commendation
Ong Li Yan	Chief Scout's Commendation
Padmanathan Jayasri	Chief Scout's Commendation
Shifa Binte Shekh Nahji	Chief Scout's Commendation
Siti Raudha Binte Abdul Rashid	Chief Scout's Commendation
Sua Yon Yong Greven	Chief Scout's Commendation
Tay Khai Sheng Kenneth	Chief Scout's Commendation
Yap Yu Liang	Chief Scout's Commendation
Ahmad Alhendawi	International Service Award - Gold
Ahmad Rusdi	International Service Award - Silver
Mohd Zin Bin Bidin	International Service Award - Silver
Somboon Bunyasiri	International Service Award - Silver
Jimmy Toh Yong Leng	Gold Vanda
Chan Sin Li Cindy	Bronze Vanda

Outstanding Educator in Scouting Award (OESA)



23 November 2025



Sarimbun Scout Camp



Number of Awardees
3

OESA Award Recipient List 2025

NAME OF NOMINEE	AWARD NOMINATED
Basheer Ahmaed Amanullah Khan	Outstanding Educator In Scouting Award 2025
Mohammad Azhari Bin Dzulkifli	Outstanding Educator In Scouting Award 2025
Thia Woon Ling	Outstanding Educator In Scouting Award 2025



President's Scout Award (PSA)

President's Scout Award 2025

VENTURE SECTION	
NAME OF SCOUT GROUP	NAME OF PSA (VENTURE) AWARDEE
01 Raffles Scout Group (Secondary)	Wee Jie Rei
01 Raffles Scout Group (Secondary)	Wang Yunze
Catholic High Scout Group (Secondary)	Soh Wee Hern Dylan
Catholic High Scout Group (Secondary)	Quan Jun Hao Bryan
Catholic High Scout Group (Secondary)	Xavier Tan Jun Eng
Colugo Scout Group (Open)	Tan Tze Yeng Eleanor
Dunman High Scout Group (Secondary)	Tang Zi Jun
Dunman High Scout Group (Secondary)	Lim Yee Zhi
Hwa Chong Scout Group (Secondary)	Zachary Leong Weng Yew
Hwa Chong Scout Group (Secondary)	Tan E Dean
River Valley High Scout Group (Secondary)	Matthew Tay Tze Kiat

ROVER SECTION	
NAME OF SCOUT GROUP	NAME OF PSA (ROVER) AWARDEE
East Spring Oneida Scout Group (Secondary)	Siti Nur'ain Bte Sharudin
East Spring Oneida Scout Group (Secondary)	Tan Mei Lian
Woodlands Manta Ray Scout Group (Open)	Leoh Khai Ken



Chief Scout's Award (CSA)

Chief Scout's Award (Cub)

East Area

UNIT	SCOUT
CASUARINA CUB SCOUT GROUP (PRIMARY)	AARNIK RAJ CHAUHAN
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	AARON CHUA JIA RONG
JUNYUAN CUB SCOUT GROUP (PRIMARY)	ADELIA KHAIRISSA
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	AIMAN UWAI BIN YAZRUL RAHMAN
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	AISHAH BINTE SHEIKH ALAUDDIN
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	ANG TIAN LE, PICHAYA
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	ANG ZI HENG KENNETH
YUMIN CUB SCOUT GROUP (PRIMARY)	ARANDIA CASSIDY MIA LACASANDILE
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	AYDEN LIM YU ZHE
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	BALAJI YASHIKA
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	BEH YU TING ISABEL
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	BRANDON NG WEI SHENG
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	CALEB HO EE KAI
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	CALLUM WONG HOI YEUNG
JUNYUAN CUB SCOUT GROUP (PRIMARY)	CASPER GOH
TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	CAYDEN GOH JUN LE
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	CHAN JIA RONG
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	CHEN JING KAI
MERIDIAN CUB SCOUT GROUP (PRIMARY)	CHEUNG LOK YIN

BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	CHO XIU ZHI TORREDES
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	CHONG TSE LI JARED
ST STEPHEN'S CUB SCOUT GROUP (PRIMARY)	CHRISTOPHER KOH SEK JIN
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	CHUA QING YU OLIVIA
NGEE ANN CUB SCOUT GROUP (PRIMARY)	DARIUS ENG
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	DAVID KOH
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	DEAN HAZIQ BIN FAHDLON
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	ELIANNA RUTH YEO XUAN NING
ST STEPHEN'S CUB SCOUT GROUP (PRIMARY)	ELLIOT FRANCIS SNG HUAI-LIANG
JUNYUAN CUB SCOUT GROUP (PRIMARY)	ELSTON WONG
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	EVAN WONG KANG YANG
TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	EZRA CHERN YI ZHI
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	FARISYA ERNIE BINTE MUHAMMAD ELMIE
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	FOONG JACOLN
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	GAURIKA KUMAR
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	GIDEON WONG KIN FONG
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	GUI JUN HAO RIDER
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	GUO SHAOZE
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	HANSEL LEORIC
TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	ISAAC TAN HONG YUAN

RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	ISSAC LIM YU HAO
CASUARINA CUB SCOUT GROUP (PRIMARY)	IVES YONG SHAO ZHOU
JUNYUAN CUB SCOUT GROUP (PRIMARY)	JASON WANG
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	JCOB CHEW JUN HENG
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	JEROME CHUA YI HANG
CASUARINA CUB SCOUT GROUP (PRIMARY)	JONAH LIEW WEI XUAN
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	JOSHUA HO EE LEUNG
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	JULIAN NG HAO WEI
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	KAYDEN LIM ZHENG XIAN
JUNYUAN CUB SCOUT GROUP (PRIMARY)	KEYES SEOW
TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	KONG SAY KIAT JAVIER
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	KUNDNANI ANAY
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	KYLE JULIAN LIM
JUNYUAN CUB SCOUT GROUP (PRIMARY)	KYLER LIM
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	KYLER LIOW YAN HAO
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	LAM MIN ZI RAYMOND
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	LAU DI RAYY JERVON
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	LAU KAI YAN AMELIA
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	LEE GUAN YI BRYAN
TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	LI YANGSHENG
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	LIAM KYLER KHO ZHAO XIANG
CASUARINA CUB SCOUT GROUP (PRIMARY)	LIEW YAN JIUNN

KONG HWA CUB SCOUT GROUP (PRIMARY)	LIM CHOON KIAT
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	LIM XIAN HAO ZYLER
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	LIM YI JING
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	LIONEL JUDAH WIRAWAN
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	LIU ENCHENG
YUMIN CUB SCOUT GROUP (PRIMARY)	LOH YI XUAN
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	LOW XIN YI CHARISSE
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	MA JUN XIANG, JOVAN
JUNYUAN CUB SCOUT GROUP (PRIMARY)	MAHMOOD
ST STEPHEN'S CUB SCOUT GROUP (PRIMARY)	MARKUS CURREEM OMMEN
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	MATTHEW YEO XUAN YI
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	MISHA SOFIA BINTE MOHAMAD SAHRUN
YUMIN CUB SCOUT GROUP (PRIMARY)	MOHAMAD RAZAIFIK BIN MOHAMAD ZAIRUDIN
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	MUHAMMAD DANISH QAISER BIN SALEH HUDDIN
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	MUHAMMAD DANI BIN NOH
CASUARINA CUB SCOUT GROUP (PRIMARY)	MUHAMMAD MATIIN ASHRAF BIN MUHAMAD NASROOL ANHAR
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	NADRA YEO BINTE MOHD NAZREEN YEO
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	NATHANIEL NG WEI YI
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	NG JIA XUAN JAMIE
JUNYUAN CUB SCOUT GROUP (PRIMARY)	NOOR RENNY
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	NUR KAISARA ERYNA BINTE MUHAMMAD KHAIRI
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	NUR MIKHAIL BIN MOHAMAD AZREE
MERIDIAN CUB SCOUT GROUP (PRIMARY)	NUR SHARLEEZ ALEENA BINTE HAIRUDIN
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	ONG ZEE XUAN

RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	PEH DING RUI SOLOMON
NGEE ANN CUB SCOUT GROUP (PRIMARY)	PEK SHENG XUAN, MATTHEW
ST STEPHEN'S CUB SCOUT GROUP (PRIMARY)	PTOLEMY JAMES KAI LE SMITH
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	PUAH HANYANG FINIAN
JUNYUAN CUB SCOUT GROUP (PRIMARY)	QAYSA ALARA
MERIDIAN CUB SCOUT GROUP (PRIMARY)	QUEK JING RONG
CASUARINA CUB SCOUT GROUP (PRIMARY)	RAIS RUSYAYDI BIN SABIRIN BASHARAHIL
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	RAYNE WONG
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	RYAN HO TIAN XIANG
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	SHAIK HAYDEN MISHARY BIN SHAIK MUHAMMAD HISYAM
ELIAS PARK CUB SCOUT GROUP (PRIMARY)	SHAN BATISTA BIN ZUBAIR HASSAN
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	SHI JINTIAN
YUMIN CUB SCOUT GROUP (PRIMARY)	SISODIA KIYEESHA
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	SNG HUI JOYOUS
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	SNG WEE CHONG, ADRIAN
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	SOLOMON NG SI YUAN
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	SONG ZHANG YI
MAHA BODHI CUB SCOUT GROUP (PRIMARY)	TAN JUN XI JERVIN
BEDOK GREEN CUB SCOUT GROUP (PRIMARY)	TAN KIAN AN
NGEE ANN CUB SCOUT GROUP (PRIMARY)	TAN SI KAI MATTHEW
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	TAN YU KAI JACOB
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	TAN ZEE AHN ISAAC

TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	TEO TZE HAAN, CALEB
RED SWASTIKA RAPTORS CUB SCOUT GROUP (PRIMARY)	TEO YI TERN ETHAN
MERIDIAN CUB SCOUT GROUP (PRIMARY)	VERA LAI LE QI
KONG HWA CUB SCOUT GROUP (PRIMARY)	VINCENT ZHANG KAIBIN
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	WAN RAYHAAN BIN WAN RIZAL
GONGSHANG OTTER CUB SCOUT GROUP (PRIMARY)	WONG JUN HONG, EUGENE
WHITE SANDS CUB SCOUT GROUP (PRIMARY)	WU QILUN
TANJONG KATONG CUB SCOUT GROUP (PRIMARY)	XAVIER YEO KONG SWEE
MERIDIAN CUB SCOUT GROUP (PRIMARY)	YAP ZI XUAN
TAO NAN MOWGLI CUB SCOUT GROUP (PRIMARY)	YEOH HONG DI
JUNYUAN CUB SCOUT GROUP (PRIMARY)	YUMI AOKI

North Area

UNIT	SCOUT
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	AADEN KOH JOE HAO
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	ADELE SHEN RUOQI
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	ADELYNN KHOO WEI LIN
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	AIDEN YEO ZHANPENG
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	AKSHARA GOWRISHANKAR
ZHONGHUA CUB SCOUT GROUP (PRIMARY)	ALDRIN NEO LE HENG
WELLINGTON CUB SCOUT GROUP (PRIMARY)	ALENASHA JENNAHAYU IMAN
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	ALEX MICHAEL PHILIP
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	ALFRED TAN

OASIS CUB SCOUT GROUP (PRIMARY)	ANG HUI XIN ISABELLA
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	ANG YI CHEN
YANGZHENG CUB SCOUT GROUP (PRIMARY)	ANG YU HANG
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	AQID AMANI BIN AMINNUDIN
OASIS CUB SCOUT GROUP (PRIMARY)	ARFA RIZQY BIN MOHAMMED TAHIR
MARSILING CUB SCOUT GROUP (PRIMARY)	ARUL AARON SAM BRYAN
KEMING CUB SCOUT GROUP (PRIMARY)	ASADEL FARHUN BIN MUHAMMAD FARIHAN
YISHUN CUB SCOUT GROUP (PRIMARY)	ASHWIN REDDY JAJULA
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	AVENIA DERISH YHARAINARA
FERN GREEN CUB SCOUT GROUP (PRIMARY)	AYRA MAHIRAH BINTE MUHAMMAD TAUFIQ
WELLINGTON CUB SCOUT GROUP (PRIMARY)	AZIZAH AZAHRA
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	BAI LETIAN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	BRYAN SOH YI KANG
WELLINGTON CUB SCOUT GROUP (PRIMARY)	CASSANDRA CHAU ZHI YEW
MARSILING CUB SCOUT GROUP (PRIMARY)	CHAM MIN CHO
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	CHAN SHENG YEA
HORIZON CUB SCOUT GROUP (PRIMARY)	CHAN YANKAI KAYDEN
HORIZON CUB SCOUT GROUP (PRIMARY)	CHANDRAMOULI RAJEEV NAIR
FERN GREEN CUB SCOUT GROUP (PRIMARY)	CHEE ROXII
GREENWOOD CUB SCOUT GROUP (PRIMARY)	CHELSEA CHLOE TEE
VIKING SCOUT GROUP (OPEN)	CHEONG YAN-RU
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	CHEONG YU XUAN ISAAC
MARSILING CUB SCOUT GROUP (PRIMARY)	CHEONG YU ZHE
ROSYTH CUB SCOUT GROUP (PRIMARY)	CHEW WAN JUN
CHONGFU CUB SCOUT GROUP (PRIMARY)	CHIU KANG JUN ZAYDEN

WELLINGTON CUB SCOUT GROUP (PRIMARY)	CHLOE LEONG LOK MAN
GREENWOOD CUB SCOUT GROUP (PRIMARY)	CHONG RUI TING, CHLOE
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	CHOO LIANG ZHE
WELLINGTON CUB SCOUT GROUP (PRIMARY)	CHRISANTHI ESTHER THOMAS
WELLINGTON CUB SCOUT GROUP (PRIMARY)	CHUA HAI AN JET
WELLINGTON CUB SCOUT GROUP (PRIMARY)	CHUA KIA HOON
MEE TOH CUB SCOUT GROUP (PRIMARY)	CLARE CHAN ZING MAN
MEE TOH CUB SCOUT GROUP (PRIMARY)	CLARISSE CHER GEUN SUANG
YIO CHU KANG CUB SCOUT GROUP (PRIMARY)	DANIEL IRFAN BIN MUHAMMAD JASMAN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	DANISH AARON S/O KUNASAIGARAN
FERN GREEN CUB SCOUT GROUP (PRIMARY)	DANISH BIN MOHAMMAD AZHAR
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	DARREN YEOH JAY JIN
OASIS CUB SCOUT GROUP (PRIMARY)	DAVEN TEO LIANG RUI
MARSILING CUB SCOUT GROUP (PRIMARY)	DELA CRUZ ANNE MARY HUMIGOP
YIO CHU KANG CUB SCOUT GROUP (PRIMARY)	DEVADHARSHAN S/O SELVARAJI
WELLINGTON CUB SCOUT GROUP (PRIMARY)	DEXTER TEW ZI KAI
ADMIRALTY CUB SCOUT GROUP (PRIMARY)	DILLON JOSHUA JAI
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	DINESH ALAGAPPAN SOMASUNDARAM
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	DMITRI TAY ZHE
NORTH VISTA CUB SCOUT GROUP (PRIMARY)	ELLIOT HUNTER CHAN
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	ELVINO RAHMAT
OASIS CUB SCOUT GROUP (PRIMARY)	ETHEN CHAN QIN ZHANG

WELLINGTON CUB SCOUT GROUP (PRIMARY)	EVELYN NG JING YIN
ROSYTH CUB SCOUT GROUP (PRIMARY)	FOO CHUAN HOE
ZHONGHUA CUB SCOUT GROUP (PRIMARY)	FUDAIL NABIH BIN MOHAMAD FADZRUN
CHONGFU CUB SCOUT GROUP (PRIMARY)	GAO JUNZE
YISHUN CUB SCOUT GROUP (PRIMARY)	GIDEON NEW
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	GOH SHENG ANN ANDRE
ZHONGHUA CUB SCOUT GROUP (PRIMARY)	GURUNG RUSSELL
GREENWOOD CUB SCOUT GROUP (PRIMARY)	HARISHA REENA BINTE MUHAMMAD HASHIK
HORIZON CUB SCOUT GROUP (PRIMARY)	HO YU XING CLOVIS
WELLINGTON CUB SCOUT GROUP (PRIMARY)	HOFILENA NATHANIEL IGNAZIO GUMBAN
CHONGFU CUB SCOUT GROUP (PRIMARY)	HOO YAN KIT GERALD
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	HSANN NYAN TUN
YISHUN CUB SCOUT GROUP (PRIMARY)	HUANG ZIXUAN
ROSYTH CUB SCOUT GROUP (PRIMARY)	HUGO ANG
WELLINGTON CUB SCOUT GROUP (PRIMARY)	IAN DONOVAN CHUA JIA NUO
MARSILING CUB SCOUT GROUP (PRIMARY)	IAN SHUXUAN
XISHAN CUB SCOUT GROUP (PRIMARY)	ILLIAN QUINTUS CHEE
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	INTHAWONG PHATCHANON
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	IRFAN SHIBLI BIN SHUFAAT
XISHAN CUB SCOUT GROUP (PRIMARY)	ISAAC GWEE YI LE
CHONGFU CUB SCOUT GROUP (PRIMARY)	JADEN YEO ZHI KAI
OASIS CUB SCOUT GROUP (PRIMARY)	JANICE GOEI YU QI
YANGZHENG CUB SCOUT GROUP (PRIMARY)	JARIUS KOH JUN XI
YANGZHENG CUB SCOUT GROUP (PRIMARY)	JAYDEN LIM JIE EN
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	JAYDEN TEH ZHIJIE

OASIS CUB SCOUT GROUP (PRIMARY)	JAYREN SHRESTHA
WELLINGTON CUB SCOUT GROUP (PRIMARY)	JENEVIEVE HOW SI HUI
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	JEREMY LIU YUZHE
YISHUN CUB SCOUT GROUP (PRIMARY)	JERRIEL CHNG YAO ZHONG
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	JERRY LUW MENG RUI
FERN GREEN CUB SCOUT GROUP (PRIMARY)	JOCELYN LEE ZI JUN
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	JOE CHONG YONG ZHE
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	JOSHUA WONG JUN REN
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	JOVI WES TAN
GREENWOOD CUB SCOUT GROUP (PRIMARY)	JULIA AMEER GERALDO
CHONGFU CUB SCOUT GROUP (PRIMARY)	KAEVAN GOH KAI FENG
WELLINGTON CUB SCOUT GROUP (PRIMARY)	KAISER MUQBIL BIN ROHAIZAD
OASIS CUB SCOUT GROUP (PRIMARY)	KAYDEN PNG ZIWEI
GREENWOOD CUB SCOUT GROUP (PRIMARY)	KAYDENCE PHUA SUAN OON
GREENWOOD CUB SCOUT GROUP (PRIMARY)	KEE KAI LIN
ROSYTH CUB SCOUT GROUP (PRIMARY)	KEVEN HUGO TAN
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	KHOO YIH XUAN, NATALIE
WELLINGTON CUB SCOUT GROUP (PRIMARY)	KIMBERLY TAN LI JIE
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	KOH EN RUI ANNABEL
SPRINGDALE CUB SCOUT GROUP (PRIMARY)	KOH EN XIN
ROSYTH CUB SCOUT GROUP (PRIMARY)	KOH KAI YANG KAIL
NANYANG CUB SCOUT GROUP (PRIMARY)	KOO CAELAN ZACHARY
XISHAN CUB SCOUT GROUP (PRIMARY)	KRYSTALBELLE LEOW CAILI

HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	KU ZE QI
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	KYARA LIM
OASIS CUB SCOUT GROUP (PRIMARY)	KYRA GOH ZI XUAN
CHONGFU CUB SCOUT GROUP (PRIMARY)	LAM RUI YI
MARSILING CUB SCOUT GROUP (PRIMARY)	LASHAN RAJ CHRISTOPHER
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	LAU YI HSIU
OASIS CUB SCOUT GROUP (PRIMARY)	LEE JINGXIAN
SPRINGDALE CUB SCOUT GROUP (PRIMARY)	LEE XIN RUI TIFFANY
YANGZHENG CUB SCOUT GROUP (PRIMARY)	LEE ZHAN PENG SHAYNE
NANYANG CUB SCOUT GROUP (PRIMARY)	LEE ZHENG XUAN
OASIS CUB SCOUT GROUP (PRIMARY)	LEO TAN JUN
KEMING CUB SCOUT GROUP (PRIMARY)	LEW HUI HUI
GREENWOOD CUB SCOUT GROUP (PRIMARY)	LEW YAN THONG
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	LI JAYSON
ADMIRALTY CUB SCOUT GROUP (PRIMARY)	LIANG ZIYUE
MARSILING CUB SCOUT GROUP (PRIMARY)	LIEW ZI QIAN
CHONGFU CUB SCOUT GROUP (PRIMARY)	LIM DAO YI, STEPHEN
NANYANG CUB SCOUT GROUP (PRIMARY)	LIM EN SHING
WOODGROVE CUB SCOUT GROUP (PRIMARY)	LIM HON YU
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	LIM HWEE ANN CLAIRE
WELLINGTON CUB SCOUT GROUP (PRIMARY)	LIM JIA HUI JOLIN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	LIM JIA JUN JAYDEN
ROSYTH CUB SCOUT GROUP (PRIMARY)	LIM JU XIAN, JOSEPH
CHONGFU CUB SCOUT GROUP (PRIMARY)	LIM KUAN YEW KAYDEN

WELLINGTON CUB SCOUT GROUP (PRIMARY)	LIM LIN XI IDA
WELLINGTON CUB SCOUT GROUP (PRIMARY)	LIM LIN XUAN EVA
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	LIM SI QI
SPRINGDALE CUB SCOUT GROUP (PRIMARY)	LIM ZHI QIANG LUCAS
NANYANG CUB SCOUT GROUP (PRIMARY)	LIN RUIQING JEFFERY
YIO CHU KANG CUB SCOUT GROUP (PRIMARY)	LINCOLN LEE RONG HAN
CHONGFU CUB SCOUT GROUP (PRIMARY)	LINCOLN NEO WEI KIAN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	LING SHENG HAN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	LIU XUANYE JAMES
WELLINGTON CUB SCOUT GROUP (PRIMARY)	LOH SI KEI, DIONE
FERN GREEN CUB SCOUT GROUP (PRIMARY)	LOH XING EN, FAITH
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	LOH YEE TANG
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	LOH YUN CHENG, ZAC
ZHONGHUA CUB SCOUT GROUP (PRIMARY)	LOH ZI EN CHLOE
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	LOUIS GOH WEI DA
HORIZON CUB SCOUT GROUP (PRIMARY)	LOVESH S/O RAVINDRAN
MARSILING CUB SCOUT GROUP (PRIMARY)	LOW PIN JAY
XISHAN CUB SCOUT GROUP (PRIMARY)	LUKE LYE YU CHENG
YISHUN CUB SCOUT GROUP (PRIMARY)	LUSION ANG KIAN TI
MARSILING CUB SCOUT GROUP (PRIMARY)	LYE YI WEN, KAEDEN
MARSILING CUB SCOUT GROUP (PRIMARY)	LYE YI ZHONG, KENJI
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	MEGAT ALTAMIS ADEL BIN MOHAMMAD IHSAN
ADMIRALTY CUB SCOUT GROUP (PRIMARY)	MIKHAIL SHAYAAN BIN MOHAMED MUSAMIN

OASIS CUB SCOUT GROUP (PRIMARY)	MOHAMED AKID BIN MOHAMED FARHAN
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	MOHAMED RAQEEB BIN MOHAMED FARIS
MARSILING CUB SCOUT GROUP (PRIMARY)	MOHAMED ROQIB REZKY BIN MOHAMED RAFFIC
WELLINGTON CUB SCOUT GROUP (PRIMARY)	MUHAMMAD AAMIR IRFAN BIN MOHAMMAD FAIZAL
XISHAN CUB SCOUT GROUP (PRIMARY)	MUHAMMAD ADAM BIN MUHAMMAD FADLY
WELLINGTON CUB SCOUT GROUP (PRIMARY)	MUHAMMAD DARWISY BIN MOHAMMAD FIRDAUS
GREENWOOD CUB SCOUT GROUP (PRIMARY)	MUHAMMAD MIKHAIL AZKA BIN MUHAMMAD YUSNUL
GREENWOOD CUB SCOUT GROUP (PRIMARY)	MUHAMMAD MIKHAIL BIN ZULKIFLI
CHONGFU CUB SCOUT GROUP (PRIMARY)	MUHAMMAD RAQIB BIN MUHAMMAD LIZMAN
WOODGROVE CUB SCOUT GROUP (PRIMARY)	MUHD NUFAIEL ZHAFRAN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	NABIEL OMAR CHAVEZ
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	NEO KAI BIN ISAAC
FERNVALE CUB SCOUT GROUP (PRIMARY)	NEVAAN BAIJU MAX
YISHUN CUB SCOUT GROUP (PRIMARY)	NG KAI YUAN
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	NG KYE
ROSYTH CUB SCOUT GROUP (PRIMARY)	NG RUI YANG REYVIER
YANGZHENG CUB SCOUT GROUP (PRIMARY)	NG TZE YUN
YIO CHU KANG CUB SCOUT GROUP (PRIMARY)	NG XI EN, KEIAN
ADMIRALTY CUB SCOUT GROUP (PRIMARY)	NG YAN DA
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	NGUYEN TIEN THANH
WELLINGTON CUB SCOUT GROUP (PRIMARY)	NICHOLAS LIN
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	NICHOLAS TANG JIE HAO
YISHUN CUB SCOUT GROUP (PRIMARY)	NITHELLEN S/O VINODKUMAR
MARSILING CUB SCOUT GROUP (PRIMARY)	NUR ARISYA VU BINTE MUHAMAD SHAH RAZZI

PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	NUR AUFAHUMAIRA BINTE MOHAMMAD FAUZI
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	NUR KAISARA NISRINA BINTI NAZARUDINSHA
FERN GREEN CUB SCOUT GROUP (PRIMARY)	NUR SUFIA BINTE MUHAMMAD AZMI
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	NUR SYAZANA BIBI BINTE MUHAMMAD SYAKUUR GHAFAR
OASIS CUB SCOUT GROUP (PRIMARY)	OLIVER KWAN
YIO CHU KANG CUB SCOUT GROUP (PRIMARY)	ONG TENG YI
YISHUN CUB SCOUT GROUP (PRIMARY)	ONG WEI REN RAY
OASIS CUB SCOUT GROUP (PRIMARY)	ONG YI JUN LUCAS
WELLINGTON CUB SCOUT GROUP (PRIMARY)	OOI YI HENG
WOODGROVE CUB SCOUT GROUP (PRIMARY)	PERH RUI DE, DARIUS
ADMIRALTY CUB SCOUT GROUP (PRIMARY)	PHUA YUE JIE
WELLINGTON CUB SCOUT GROUP (PRIMARY)	PHYO THIRI KHINE
OASIS CUB SCOUT GROUP (PRIMARY)	PRAGGNAY KUMAR PANDEY
CHONGFU CUB SCOUT GROUP (PRIMARY)	QUEK YAK LUI
KEMING CUB SCOUT GROUP (PRIMARY)	R SRI NIRANJANA DEVI
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	RAEESA RIZQIN BINTE RIZAL
ZHONGHUA CUB SCOUT GROUP (PRIMARY)	RAI MEHANG
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	RAJA RAJAN AVANEESH
ADMIRALTY CUB SCOUT GROUP (PRIMARY)	RANESH BALACHANDRAN
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	RAO JUNSHENG
WOODGROVE CUB SCOUT GROUP (PRIMARY)	RAYQAL ASHRIQ
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	ROHIN RAJITH
YANGZHENG CUB SCOUT GROUP (PRIMARY)	ROSHAN GABRIEL BAUTISTA-BALA
SPRINGDALE CUB SCOUT GROUP (PRIMARY)	SAFIYA HUMAIRA BINTE NOOR SHARIF

ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	SAI LI HERN
CHONGFU CUB SCOUT GROUP (PRIMARY)	SAKTHIVEL S/O SIVANESAN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	SALIGUMBA IANNA CARINA GARCIA
SAMBAR SCOUT GROUP (OPEN)	SAMARA ANWAR
XISHAN CUB SCOUT GROUP (PRIMARY)	SEAH LIAN XIU
XISHAN CUB SCOUT GROUP (PRIMARY)	SEAH WAN ZHEN JENNELLE
YISHUN CUB SCOUT GROUP (PRIMARY)	SHAISTA AMILY BINTE MOHAMMAD SAFFRI
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	SHAKIRA ALIYAH BINTE SHA'ARI
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	SHANNLEY KOH ZHE SHANG
HORIZON CUB SCOUT GROUP (PRIMARY)	SHARWIN S/O SHUNTHOSH
NANYANG CUB SCOUT GROUP (PRIMARY)	SHAYNE CHING LIN HSENG
HORIZON CUB SCOUT GROUP (PRIMARY)	SIM XIN YU DANABELLE
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	SITI NURUL ADAWIYAH BINTE QAHHARRUDIN
PUNGGOL GREEN CUB SCOUT GROUP (PRIMARY)	SOFIA HUMAIRA BINTE MOHAMAD GHAZALI
GREENWOOD CUB SCOUT GROUP (PRIMARY)	SOFIYAH ADDINIYAH BINTE MUHAMMAD HAIRUZ
MEE TOH CUB SCOUT GROUP (PRIMARY)	SOH WEI KAI
WELLINGTON CUB SCOUT GROUP (PRIMARY)	SOON LE EN LEVANCE
FERN GREEN CUB SCOUT GROUP (PRIMARY)	SOPHIE IMANI BINTE MOHAMED AFEZ
NANYANG CUB SCOUT GROUP (PRIMARY)	SOREN TAN ZHE YUAN
WELLINGTON CUB SCOUT GROUP (PRIMARY)	STEFFI TANG QI FEI
FERNVALE CUB SCOUT GROUP (PRIMARY)	SUA BING HAN
XISHAN CUB SCOUT GROUP (PRIMARY)	SUI JIAHUI ESTHER
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	SYURAH SYADIYAH BINTE ABDUL HALEEM
WELLINGTON CUB SCOUT GROUP (PRIMARY)	TAN HONG YI JAYDEN
HORIZON CUB SCOUT GROUP (PRIMARY)	TAN HWEE JIA AUDRA

HORIZON CUB SCOUT GROUP (PRIMARY)	TAN KAI EN, SCARLETT
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	TAN SHIN YU JAYDEN
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	TAN WEIBO
NORTH VISTA CUB SCOUT GROUP (PRIMARY)	TAN YONG KAN, TOMI
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	TAY SZE YU JAELYN
CHONGFU CUB SCOUT GROUP (PRIMARY)	TEO JUN XIONG LAWRENCE
NORTH VIEW CUB SCOUT GROUP (PRIMARY)	TEO XIN JIE STACEY
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	THEODORE ZHI YONG PILLAY
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	TI CHIN YEUNG
HORIZON CUB SCOUT GROUP (PRIMARY)	TIANA TEO XINYU
ROSYTH CUB SCOUT GROUP (PRIMARY)	TOH KAI RONG JAYDEN
MEE TOH CUB SCOUT GROUP (PRIMARY)	TOMMY LEONG YUN HONG
WOODGROVE CUB SCOUT GROUP (PRIMARY)	TONG JUN HEE
FERN GREEN CUB SCOUT GROUP (PRIMARY)	TRICIA TEY YUXI
FERNVALE CUB SCOUT GROUP (PRIMARY)	VETRIVEL VICKNESWARAN
CHONGFU CUB SCOUT GROUP (PRIMARY)	WAYNE CHEE WEI XIANG
ROSYTH CUB SCOUT GROUP (PRIMARY)	WEE HAO YU AYDEN
SAMBAR SCOUT GROUP (OPEN)	WONG JO XI
CHONGFU CUB SCOUT GROUP (PRIMARY)	WONG KAI JIE JOEL
GREENWOOD CUB SCOUT GROUP (PRIMARY)	WONG KAI LIN CAELYN
WOODLANDS RING SOARING EAGLES CUB SCOUT (PRIMARY)	YAP ZHAO XIANG
XISHAN CUB SCOUT GROUP (PRIMARY)	YEO JYE HSIANG LOVETTE
MEE TOH CUB SCOUT GROUP (PRIMARY)	YONG SUAN FANG KATE
FERN GREEN CUB SCOUT GROUP (PRIMARY)	YONG WEN XUAN
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	YONG ZHE YUAN

ADMIRALTY CUB SCOUT GROUP (PRIMARY)	YU JIACHEN
WOODLANDS MANTA RAY CUB SCOUT GROUP (PRIMARY)	YU MOLIN, FELIX
WELLINGTON CUB SCOUT GROUP (PRIMARY)	YUVANESH KUMARAN S/O SARAVANAN
MARSILING CUB SCOUT GROUP (PRIMARY)	ZHANG DAJIE
HENRY PARK PELICAN CUB SCOUT GROUP (PRIMARY)	ZHANG HAOTIAN
ENDEAVOUR CUB SCOUT GROUP (PRIMARY)	ZIDANE ABDULLAH SAZALI

South Area

UNIT	SCOUT
MARIS STELLA CUB SCOUT GROUP (PRIMARY)	AIDAN CHEOK
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	ALEXANDER CHAN HOE YAN
KHENG CHENG SCHOOL (PRIMARY)	AMANJOT SINGH
MARIS STELLA CUB SCOUT GROUP (PRIMARY)	ANDREW LIEW DE LIANG
PEI CHUN EAGLE CUB SCOUT GROUP (PRIMARY)	ANG JUN YIH LUKE
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	BEI YUMO
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	BENILDE TAN ANG
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	CHEAH XI CHENG KELLEN
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	CHEONG KWAN SEN, LUCAS
KHENG CHENG SCHOOL (PRIMARY)	CHNG ZHI XUAN ADRIAN
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	COEN MOK KAI JAY
PEI CHUN EAGLE CUB SCOUT GROUP (PRIMARY)	EAN HALIM
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	EMMANUEL LIM KA OON
PEI CHUN EAGLE CUB SCOUT GROUP (PRIMARY)	ETHAN CHOW YU JIE
COLUGO SCOUT GROUP (OPEN)	ETHAN NG
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	ETHAN THIA ZHENG ZHI

COLUGO SCOUT GROUP (OPEN)	FOO XIN TONG
KHENG CHENG SCHOOL (PRIMARY)	HENG YIH ZHI EVAN
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	HO YI KAI ISAAC
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	IAN CHUA YAN HAN
PEI CHUN EAGLE CUB SCOUT GROUP (PRIMARY)	JACOB YIM KAH WENG
MARIS STELLA CUB SCOUT GROUP (PRIMARY)	JAVEN HO GUAN TING
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	JOHANN ANG XI XIANG
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	JONAH YOO SHUJUN
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	JONATHAN KOH JUN EN
COLUGO SCOUT GROUP (OPEN)	JOY CHAN JING YI
MARIS STELLA CUB SCOUT GROUP (PRIMARY)	KEVAN KHOO KAI KEAT
COLUGO SCOUT GROUP (OPEN)	KIU KWONG YEE DAVID
PEREGRINE SCOUT GROUP (OPEN)	KOH YI YING
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	LEE FA XUAN IZAN
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	LEONIDAS ONG
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	LI RENJIE, THOMAS
MARIS STELLA CUB SCOUT GROUP (PRIMARY)	LIEW YU HENG
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	LIU ANKANG DANIEL
COLUGO SCOUT GROUP (OPEN)	MOSES NG BOA-Z
KHENG CHENG SCHOOL (PRIMARY)	NADIY WAFIY MOHAMED NASIR
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	NATHANIEL GEORGE LEONG KEI EE
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	NGUYEN LE TRI NHAN
COLUGO SCOUT GROUP (OPEN)	NIKASH AMAN VIJAYAN
PEI CHUN EAGLE CUB SCOUT GROUP (PRIMARY)	OLIVER PNG CHIN HAO
COLUGO SCOUT GROUP (OPEN)	ONG CHENG CHUN KAYDEN

MARIS STELLA CUB SCOUT GROUP (PRIMARY)	SARMIENTO GABRIEL MIKAEL TENG
AITONG PRIMARY CUB SCOUT GROUP (PRIMARY)	SEAH SAY PIN THEODORE
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	TAN JIAN XIONG MATTHEW GERARD
MARIS STELLA CUB SCOUT GROUP (PRIMARY)	TAN JIAN ZHI MITCHELL
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	TAN WEI ZHONG DARREL
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	TAN WEN XIONG, JARON
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	TRISTAN EMMANUEL WEE
AITONG PRIMARY CUB SCOUT GROUP (PRIMARY)	WANG ZI HENG
ST ANDREWS STAR SCOUT GROUP (PRIMARY/SECONDARY)	WOO YUN ZAK
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	YANG YOU CHEN
CATHOLIC HIGH SCOUT GROUP (PRIMARY)	YEE CHU CHE KARMIEL
ANGLO CHINESE CUB SCOUT GROUP (PRIMARY)	ZACHARY TEH KHAI ZE

West Area

UNIT	SCOUT
UNITY CUB SCOUT GROUP (PRIMARY)	AMNA MARYAM ANCHUMMAL
XINGNAN CUB SCOUT GROUP (PRIMARY)	ANG JIA YANG
SOUTH VIEW CUB SCOUT GROUP (PRIMARY)	ARIQ BIN ASRI
CHUA CHU KANG CUB SCOUT GROUP (PRIMARY)	ATTICUS JAX PANG
UNITY CUB SCOUT GROUP (PRIMARY)	CAI KAIXIN
NAN HUA CUB SCOUT GROUP (PRIMARY)	CAYSON TAN YUE HAW
NAN HUA CUB SCOUT GROUP (PRIMARY)	CHEN ENXIN JOAN
BOON LAY GARDEN CUB SCOUT GROUP (PRIMARY)	CHERRY LIN
UNITY CUB SCOUT GROUP (PRIMARY)	CHNG TSHING
UNITY CUB SCOUT GROUP (PRIMARY)	DARIUS KANG YI SHEE
XINGNAN CUB SCOUT GROUP (PRIMARY)	DURAISAMY ROHAN
UNITY CUB SCOUT GROUP (PRIMARY)	EARNEST THAM KAH YEE
ST.ANTHONY'S CUB SCOUT GROUP (PRIMARY)	EDWARD DUNCOMBE

ST.ANTHONY'S CUB SCOUT GROUP (PRIMARY)	ELHAM
BOON LAY GARDEN CUB SCOUT GROUP (PRIMARY)	ELLIOT NOAH EU JIALE
SOUTH VIEW CUB SCOUT GROUP (PRIMARY)	EMYLIA BINTE ABDULLAH
NAN HUA CUB SCOUT GROUP (PRIMARY)	HO KOI, KIERON
UNITY CUB SCOUT GROUP (PRIMARY)	IRFAH AZ-ZAHRAA BINTE BAKHTIAR
NAN HUA CUB SCOUT GROUP (PRIMARY)	JARROD JAMES TAY KAI HENG
BOON LAY GARDEN CUB SCOUT GROUP (PRIMARY)	KHANT THURA SOE
ST.ANTHONY'S CUB SCOUT GROUP (PRIMARY)	LEONARD MICAH LIEM
NAN HUA CUB SCOUT GROUP (PRIMARY)	LIM YI JUN EDRIC
SOUTH VIEW CUB SCOUT GROUP (PRIMARY)	MOHAMAD SHAN NAUFAL BIN MOHAMAD SHARIF
SOUTH VIEW CUB SCOUT GROUP (PRIMARY)	MOHAMMAD HAZRAF BIN MOHAMMAD HELMY
BOON LAY GARDEN CUB SCOUT GROUP (PRIMARY)	MYAT THADAR KYI
UNITY CUB SCOUT GROUP (PRIMARY)	PAKAWAT SAWATPONG ANG ZHEN XIANG
ST.ANTHONY'S CUB SCOUT GROUP (PRIMARY)	RAVELLIO ADRIEL NUGRAHA
SOUTH VIEW CUB SCOUT GROUP (PRIMARY)	SAI RAMANATHAN VAIRAVAN
ST.ANTHONY'S CUB SCOUT GROUP (PRIMARY)	SRIRAM NARASA
QIFA CUB SCOUT GROUP (PRIMARY)	TAN JUN FENG, RYAN
BOON LAY GARDEN CUB SCOUT GROUP (PRIMARY)	TARINAY KRISTIANE BLESS YUSIKEE
NAN HUA CUB SCOUT GROUP (PRIMARY)	TEE SHI HAN
NAN HUA CUB SCOUT GROUP (PRIMARY)	TYLER YONG KHOI YUEN
UNITY CUB SCOUT GROUP (PRIMARY)	VIDA CHONG EN CI
UNITY CUB SCOUT GROUP (PRIMARY)	WANG CHUAN
UNITY CUB SCOUT GROUP (PRIMARY)	YEE JUN YANG
XINGNAN CUB SCOUT GROUP (PRIMARY)	YIM ZI XUAN
QIFA CUB SCOUT GROUP (PRIMARY)	YU ZHIAO

Chief Scout's Award (Scout)

East Area

UNIT	SCOUT
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	BRANDON TAN XUAN YU
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	LIM BO AN
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	IVAN ONG CHEE YUAN
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	TEH JAYSON
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	ONG KAI RAE RAPHAEL
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	LAN YUN ZE
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	TRISTON YAP WEN XUN
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	YAP KEE HAN, GRAHAM
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	KEI HOI HIN TERENCE
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	JAYDEN YAP GEE KIAT (YE YIJIE)
ANGLICAN HIGH FALCON SCOUT GROUP (SECONDARY)	LIEW GIN IAN
BEDOK SOUTH KIJANG SCOUT GROUP (SECONDARY)	TAN KAIJIE DARYL
BEDOK SOUTH KIJANG SCOUT GROUP (SECONDARY)	KIRISH SINGH
CHUNG CHENG HIGH SCHOOL SCOUT GROUP (SECONDARY)	ALEX QIAN CHENG XUAN
CHUNG CHENG HIGH SCHOOL SCOUT GROUP (SECONDARY)	ZHU YUXUAN RYAN
CHUNG CHENG HIGH SCHOOL SCOUT GROUP (SECONDARY)	REGAN YEO HAO ZHE
CHUNG CHENG HIGH SCHOOL SCOUT GROUP (SECONDARY)	LIM LEX
CHUNG CHENG HIGH SCHOOL SCOUT GROUP (SECONDARY)	FOO MING YEW

DUNMAN DOVE SCOUT GROUP (SECONDARY)	SOFIA BANU D/O MOHAMMED FAROOK
DUNMAN DOVE SCOUT GROUP (SECONDARY)	MUHAMMAD DANISH BIN MOHAMED YUSOF
DUNMAN DOVE SCOUT GROUP (SECONDARY)	JAVIER TAN JUN YANG
DUNMAN DOVE SCOUT GROUP (SECONDARY)	MOHAMMED AKBAR AZIZ PASHA BIN MOHAMMED RAZEEF OSMAN
DUNMAN DOVE SCOUT GROUP (SECONDARY)	TAN EE LONG ERON
DUNMAN DOVE SCOUT GROUP (SECONDARY)	YASH DOGRA
DUNMAN DOVE SCOUT GROUP (SECONDARY)	POH KANG JUN JORDON
DUNMAN DOVE SCOUT GROUP (SECONDARY)	JOSEPH CHOY CHOR SENG
DUNMAN DOVE SCOUT GROUP (SECONDARY)	MAH CHI YI WYNN
DUNMAN HIGH SCOUT GROUP (SECONDARY)	TEO WIN PING
DUNMAN HIGH SCOUT GROUP (SECONDARY)	XAVIER LIM (LIN JUNYI)
DUNMAN HIGH SCOUT GROUP (SECONDARY)	HO YI CHEN AYDAN
DUNMAN HIGH SCOUT GROUP (SECONDARY)	HWANG QI YANG
DUNMAN HIGH SCOUT GROUP (SECONDARY)	LOUIS LIM XING YU
DUNMAN HIGH SCOUT GROUP (SECONDARY)	LIM HONG YI LOUIS
DUNMAN HIGH SCOUT GROUP (SECONDARY)	GEORGE WEE XIANG YI
DUNMAN HIGH SCOUT GROUP (SECONDARY)	SEAH JUN YUH
EAST SPRING ONEIDA SCOUT GROUP (SECONDARY)	JAVIER TANG YI JIE
EAST SPRING ONEIDA SCOUT GROUP (SECONDARY)	MOHAMMAD DANIAL BIN ABDULLAH
EAST SPRING ONEIDA SCOUT GROUP (SECONDARY)	AYDEN GOH WEI EN
EAST SPRING ONEIDA SCOUT GROUP (SECONDARY)	WAYAN NG WEI YANG
MANJUSRI RED FOX SCOUT GROUP (SECONDARY)	HAN ZHENG XI
NGEE ANN WICHITA SCOUT GROUP (SECONDARY)	LIM JUNYU JAYDEN
NGEE ANN WICHITA SCOUT GROUP (SECONDARY)	MUHAMMAD RAIYAN MIRZA BIN MOHAMAD TAUFIK
NGEE ANN WICHITA SCOUT GROUP (SECONDARY)	LEE RUI TENG ISAIAH

NGEE ANN WICHITA SCOUT GROUP (SECONDARY)	ETHAN HO JIAN FENG
NGEE ANN WICHITA SCOUT GROUP (SECONDARY)	ETHAN HOW SHIN YIH
ST GABRIEL SOUTHERN CROSS SCOUT GROUP (SECONDARY)	AARON EMMANUEL YONG KAI EN
ST GABRIEL SOUTHERN CROSS SCOUT GROUP (SECONDARY)	IMAN CHEONG ABDULLAH KAISER (ZHANG KAIZHE)
ST PATRICK PAJIGWAD SCOUT GROUP (SECONDARY)	NATHANIEL NG KAI SHENG
ST PATRICK PAJIGWAD SCOUT GROUP (SECONDARY)	ETHAN DANIEL CHAI
ST PATRICK PAJIGWAD SCOUT GROUP (SECONDARY)	ALASTAIR RICHARD SNG HUAI-EN
ST PATRICK PAJIGWAD SCOUT GROUP (SECONDARY)	LEE ZHAO EN, COLLIN (LI ZHAO'EN)
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	TAN YONG HAO JERALD
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	CHIA MENG CHER (XIE MINGZHE)
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	KOH ZHEN KAI
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	SOH WEI JUN AVAN (SU WEIJUN)
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	MUHAMMAD ALEYAL RAYYAN BIN MOHD NIZAM
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	MUHAMMAD FARID BIN SULTAN ISKANDAR SHAH
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	TERRENCE GIOVANNY GUNAWAN
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	SAVEER GREWAL
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	LUKAS HADI KNICK
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	ALOYSIUS TAN YAN HENG (CHEN YANHENG)
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	LIM YEW SHENG, ANSEN
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	PANG REI KIAT

TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	CHAN HONG WEI
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	LING KAI LUN, JORDAN
TANJONG KATONG SELADANG SCOUT GROUP (SECONDARY)	QUAH REN TIEN
VICTORIA ARROW SCOUT GROUP (SECONDARY)	THARUN ANAND
VICTORIA ARROW SCOUT GROUP (SECONDARY)	JOHANAN SOH
VICTORIA ARROW SCOUT GROUP (SECONDARY)	ARULPRAKASH RAGHAV
VICTORIA ARROW SCOUT GROUP (SECONDARY)	NATHAN TAN KENG BOON
VICTORIA ARROW SCOUT GROUP (SECONDARY)	WONG LI KAI JASON
VICTORIA ARROW SCOUT GROUP (SECONDARY)	FOO CHER RONG RAYNER
VICTORIA ARROW SCOUT GROUP (SECONDARY)	DALLEN IGNATIUS NG
VICTORIA ARROW SCOUT GROUP (SECONDARY)	ANG YI-CHEN JOSHUA
VICTORIA ARROW SCOUT GROUP (SECONDARY)	SEAH CHENG XI JULIAN
VICTORIA ARROW SCOUT GROUP (SECONDARY)	ALVIN LIM CHUNG YAP (LIN JUNYE)

North Area

UNIT	SCOUT
AHMAD IBRAHIM WARRIORS SCOUT GROUP (SECONDARY)	LIAU KANG JIE
AHMAD IBRAHIM WARRIORS SCOUT GROUP (SECONDARY)	AFABLE GREY ANTHONY BANZUELA
AHMAD IBRAHIM WARRIORS SCOUT GROUP (SECONDARY)	AQEEL RASHAAD KHAN
AHMAD IBRAHIM WARRIORS SCOUT GROUP (SECONDARY)	SEE KAI LE REYES
AHMAD IBRAHIM WARRIORS SCOUT GROUP (SECONDARY)	KOH JIA WEI
AHMAD IBRAHIM WARRIORS SCOUT GROUP (SECONDARY)	DARWISYH ARFAN BIN ABDUL JALIL
CHUNG CHENG HIGH (YISHUN) SCOUT GROUP (SECONDARY)	LOK YU ZHE, JAVYN
CHUNG CHENG HIGH (YISHUN) SCOUT GROUP (SECONDARY)	NG JUN YI
CHUNG CHENG HIGH (YISHUN) SCOUT GROUP (SECONDARY)	SOPHIE RAE TAN SI QI

EDGEFIELD SCOUT GROUP (SECONDARY)	ANDREW LIM ZEE HO
EDGEFIELD SCOUT GROUP (SECONDARY)	KAYDEN ANG HOCK YUNG
EDGEFIELD SCOUT GROUP (SECONDARY)	TOH JIA CHENG
EDGEFIELD SCOUT GROUP (SECONDARY)	FRIONEL WIJOYO PRASETIO
EDGEFIELD SCOUT GROUP (SECONDARY)	TAN YUN ZE ETHAN
EDGEFIELD SCOUT GROUP (SECONDARY)	TRISTAN HOH HON RYUI
EDGEFIELD SCOUT GROUP (SECONDARY)	LIAU ZI HAO
HOLY INNOCENTS' HORNET SCOUT GROUP (SECONDARY)	ZACHARY CHANG
HOLY INNOCENTS' HORNET SCOUT GROUP (SECONDARY)	LYE CHEN JIN CHRISTEN
HOLY INNOCENTS' HORNET SCOUT GROUP (SECONDARY)	GOH JUN RONG, SKYE FREDERICK
HOLY INNOCENTS' HORNET SCOUT GROUP (SECONDARY)	JAIDERN RAVINDRAN
HOLY INNOCENTS' HORNET SCOUT GROUP (SECONDARY)	TRISTAN MICHAEL ONG
HOLY INNOCENTS' HORNET SCOUT GROUP (SECONDARY)	CALLAN TAN KOK KIAT
HWA CHONG SCOUT GROUP (SECONDARY)	MACRAE HII DE EN
HWA CHONG SCOUT GROUP (SECONDARY)	TRISTAN TAE RUIZHE
HWA CHONG SCOUT GROUP (SECONDARY)	LIU YONGCHANG
HWA CHONG SCOUT GROUP (SECONDARY)	LEE QUAN LOONG
HWA CHONG SCOUT GROUP (SECONDARY)	JASON BUNAWAN HARJANTO
HWA CHONG SCOUT GROUP (SECONDARY)	YEONG ZHENG XI, WAYDEN
HWA CHONG SCOUT GROUP (SECONDARY)	CHOO HAN HEE, JONAS
HWA CHONG SCOUT GROUP (SECONDARY)	JOHAN TAN
HWA CHONG SCOUT GROUP (SECONDARY)	CHEN YU YANG
HWA CHONG SCOUT GROUP (SECONDARY)	JOEL YE ENYU
HWA CHONG SCOUT GROUP (SECONDARY)	SEAH E-KHAI
HWA CHONG SCOUT GROUP (SECONDARY)	SUN CHANGCHENG
HWA CHONG SCOUT GROUP (SECONDARY)	KENNY TAN YIFENG

HWA CHONG SCOUT GROUP (SECONDARY)	MATTHEW JEREMIAH WONG
MONTFORT KNIGHTS SCOUT GROUP (SECONDARY)	RUBEN CHEONG YIK SEONG
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	KERRIN TAY YA XIN
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	ISAAC YONG YI KAI (YANG YIKAI)
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	JANELLE CHENG YU TONG
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	SAW YONG MING
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	JEAN CHAN WEN YI (ZENG WENYI)
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	TAN JIE HAO JADEN
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	TEY KAI WEN
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	LIM EN YU
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	LUCAS PANG JUN ZHI (PENG JUNZHI)
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	SOPHIA LAM WAN QIN
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	PAY QEE QUAN
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	BRANDON FRANCIS MUI KAIJIE
NAN CHIAU HIGH SCOUT GROUP (SECONDARY)	LEE CHENG CONG, RYAN
ZHENGHUA SCOUT GROUP (SECONDARY)	GLYNIS SEAH WAN YI (XIE WAYYI)
ZHENGHUA SCOUT GROUP (SECONDARY)	JUAN MIGUEL MIRANDA PACHECO
ZHENGHUA SCOUT GROUP (SECONDARY)	LIM DONG YI (LIN DONGYI)
ZHENGHUA SCOUT GROUP (SECONDARY)	CHUA BOON HUI
ZHENGHUA SCOUT GROUP (SECONDARY)	VIBANDOR EUNICE CHLOE GUDIAGA
ZHENGHUA SCOUT GROUP (SECONDARY)	ISAAC LIM YI AN
ZHENGHUA SCOUT GROUP (SECONDARY)	MUHAMMAD AMIR BIN AMRI
ZHENGHUA SCOUT GROUP (SECONDARY)	NAI SI RUI JAZRYL
ZHONGHUA SCOUT GROUP (SECONDARY)	KWEK BING XIN
ZHONGHUA SCOUT GROUP (SECONDARY)	TAN YEE RU VANESSA
ZHONGHUA SCOUT GROUP (SECONDARY)	TOH JUN GUO, TERENCE
ZHONGHUA SCOUT GROUP (SECONDARY)	CASSIDY LEIGH CHAO
ZHONGHUA SCOUT GROUP (SECONDARY)	HOWARD CHUA YU HENG

ZHONGHUA SCOUT GROUP (SECONDARY)	LAI JARED AMAR
ZHONGHUA SCOUT GROUP (SECONDARY)	LEE WEN QUAN, MARCUS
ZHONGHUA SCOUT GROUP (SECONDARY)	TNG XIANG HE
ZHONGHUA SCOUT GROUP (SECONDARY)	CHEN ZONGHENG
ZHONGHUA SCOUT GROUP (SECONDARY)	WANG XIN QIAO
ZHONGHUA SCOUT GROUP (SECONDARY)	YEE SI XUAN

South Area

UNIT	SCOUT
01 RAFFLES SCOUT GROUP (SECONDARY)	DANIEL ZHUANG XU GUANG
01 RAFFLES SCOUT GROUP (SECONDARY)	ERNEST NG JUN YAN
01 RAFFLES SCOUT GROUP (SECONDARY)	TAN JOVAN
01 RAFFLES SCOUT GROUP (SECONDARY)	KANESHALINGAM KAAVIYAN
02 RAFFLES SCOUT GROUP (SECONDARY)	JOSHUA GERRARD TAN (CHEN JIAHAO)
02 RAFFLES SCOUT GROUP (SECONDARY)	KAUNG WAI YAN
02 RAFFLES SCOUT GROUP (SECONDARY)	ANG CHENG REI JVEN
02 RAFFLES SCOUT GROUP (SECONDARY)	PANG GUO LIANG NORMAN
02 RAFFLES SCOUT GROUP (SECONDARY)	ERIC BRYANT THESEIRA
02 RAFFLES SCOUT GROUP (SECONDARY)	LEE XUAN YI SHAYDEN (LI XUANYI)
02 RAFFLES SCOUT GROUP (SECONDARY)	MATTHEW CHAN MIN YAO
02 RAFFLES SCOUT GROUP (SECONDARY)	HUANG ZHAOFENG
02 RAFFLES SCOUT GROUP (SECONDARY)	VITTORIO KAI PIRON
02 RAFFLES SCOUT GROUP (SECONDARY)	IVAN WANG KAI RUI
02 RAFFLES SCOUT GROUP (SECONDARY)	IVAN CHONG (ZHUANG JIAJUN)
03 QUEENSTOWN SCOUT GROUP (SECONDARY)	HOON TIAN LE NATHANIEL
03 QUEENSTOWN SCOUT GROUP (SECONDARY)	DENZEL PNG TIAN ZHE
03 QUEENSTOWN SCOUT GROUP (SECONDARY)	JESTON TNG ZHE MING
03 QUEENSTOWN SCOUT GROUP (SECONDARY)	CALEB HO HOONG HSIEN
03 QUEENSTOWN SCOUT GROUP (SECONDARY)	ADEN TAN JUNHONG

ACS (BARKER) SCOUT GROUP (SECONDARY)	CHEW LE-JIE CYRIL
ACS (BARKER) SCOUT GROUP (SECONDARY)	ALEXANDER ZUBIAN KHAWAJA
ACS (BARKER) SCOUT GROUP (SECONDARY)	SOO EN LER SEBASTIAN
ACS (BARKER) SCOUT GROUP (SECONDARY)	QUEK LI KANG RYAN
ACS (BARKER) SCOUT GROUP (SECONDARY)	TAN SHAO-RAE GABRIEL
ACS (BARKER) SCOUT GROUP (SECONDARY)	GAN CHI WON
BEATTY BEAVER SCOUT GROUP (SECONDARY)	XAVIER CHAN PENG YU
BEATTY BEAVER SCOUT GROUP (SECONDARY)	SIM ZHI WEI EUGENE
BEATTY BEAVER SCOUT GROUP (SECONDARY)	LEWIS TEO JUN SHENG
BEATTY BEAVER SCOUT GROUP (SECONDARY)	GAUTHAM
BEATTY BEAVER SCOUT GROUP (SECONDARY)	JERMAIN AW JIE YU
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	KEIAN TEH QI-EN
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	NG YI XIAN CAYDEN
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	CHIAN FON JAY
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	LIM ZHU ZHENG (LIN ZHUZHENG)
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	ZHU CHIHAI IVOR
GAN ENG SENG DRAGON SCOUT GROUP (SECONDARY)	LIAW YE CHENG JEROME
GAN ENG SENG DRAGON SCOUT GROUP (SECONDARY)	JARYL SEE TOH JIA HENG
GAN ENG SENG DRAGON SCOUT GROUP (SECONDARY)	JONAS KH'NG HENG QI
GAN ENG SENG DRAGON SCOUT GROUP (SECONDARY)	SOO WEN JIE
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	ZACK VAIKATH
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	JOASH PHUAH
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	GABRIEL PHANG HAI JIE
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	SOH WEI SHANG KAYDEN
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	CAIUS LING YI KAI

MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	JOLYON NGIN
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	KEAGAN WALLACE TJIOE
MARIS STELLA HIGH SCOUT GROUP (SECONDARY)	MERRIC MA CHI HO
MAYFLOWER SCOUT GROUP (SECONDARY)	CHEY TZE WENG, KEDRIC
MAYFLOWER SCOUT GROUP (SECONDARY)	LOH JUN YI WILBUR
MAYFLOWER SCOUT GROUP (SECONDARY)	FIONA LEE WEN HUI
PATHLIGHT SCHOOL SCOUT GROUP (SPED)	MARK ELI FERNANDO
PATHLIGHT SCHOOL SCOUT GROUP (SPED)	KARAN KAEL ESWARAN
SJI PELANDOK SCOUT GROUP (SECONDARY)	CHIA JIE CHEN
SJI PELANDOK SCOUT GROUP (SECONDARY)	RAPHAEL YANG WEI MING
SJI PELANDOK SCOUT GROUP (SECONDARY)	AKIF BIN MOHAMMAD ADIL
SJI PELANDOK SCOUT GROUP (SECONDARY)	MARCUS LOKE YUN SHENG
SJI PELANDOK SCOUT GROUP (SECONDARY)	SUBRAMANIAN AVINAASH SOMASUNDARAM
SJI PELANDOK SCOUT GROUP (SECONDARY)	AGUILAR ADRIEN CLARK LIM
SJI PELANDOK SCOUT GROUP (SECONDARY)	WONG JUN HANG
SJI PELANDOK SCOUT GROUP (SECONDARY)	HAN ZHI RONG
SJI PELANDOK SCOUT GROUP (SECONDARY)	LIM SZE JUN ALEX
SJI PELANDOK SCOUT GROUP (SECONDARY)	WILLIAM NG WU QUAN
SJI PELANDOK SCOUT GROUP (SECONDARY)	LUO XIANG MING RYAN
SJI PELANDOK SCOUT GROUP (SECONDARY)	TAN RONG EN JOEL
SJI PELANDOK SCOUT GROUP (SECONDARY)	KYRTIS KOH JING LIN
SJI PELANDOK SCOUT GROUP (SECONDARY)	NICHOLAS SIM EN JIE
SJI PELANDOK SCOUT GROUP (SECONDARY)	SUGANTH S/O KANTHIBAN
SJI PELANDOK SCOUT GROUP (SECONDARY)	OSCAR GARRETT HARDMAN
ST ANDREWS STAR SCOUT GROUP (SECONDARY)	GOH XUAN YU JARRETT

West Area

UNIT	SCOUT
ACS (IND) SCOUT GROUP (SECONDARY)	LIM KAIJUN ETHAN
ACS (IND) SCOUT GROUP (SECONDARY)	SOO DING XIANG SHAYNE
ACS (IND) SCOUT GROUP (SECONDARY)	GREGORY YAP YONG KAI
ACS (IND) SCOUT GROUP (SECONDARY)	RYAN EE WEN RUI
ACS (IND) SCOUT GROUP (SECONDARY)	KIERAN LIM WEI ZHE
ACS (IND) SCOUT GROUP (SECONDARY)	TAN CHUAN WEY, NOAH
ACS (IND) SCOUT GROUP (SECONDARY)	LAU ZHUO LE, GABRIEL
ACS (IND) SCOUT GROUP (SECONDARY)	COREY TAN KANG RUI
ACS (IND) SCOUT GROUP (SECONDARY)	IAN TAN
ACS (IND) SCOUT GROUP (SECONDARY)	SEAN LIM WEI REN
CLEMENTI TOWN GRIFFIN SCOUT GROUP (SECONDARY)	GONG CHUN HEAN
FUHUA SCOUT GROUP (SECONDARY)	EDELINE TIONG LI SHEN
HILLGROVE BLACK KNIGHTS AIR SCOUT GROUP (SECONDARY)	MUHAMMAD WAN AQASHA BIN ABDULLAH
HILLGROVE BLACK KNIGHTS AIR SCOUT GROUP (SECONDARY)	LUTF ARISH BIN ABDUL LATIF
HILLGROVE BLACK KNIGHTS AIR SCOUT GROUP (SECONDARY)	LYNN HTET THURA
HILLGROVE BLACK KNIGHTS AIR SCOUT GROUP (SECONDARY)	ARSHAD NAYAZ ESHAN
HILLGROVE BLACK KNIGHTS AIR SCOUT GROUP (SECONDARY)	TAN KAI LIN CLAIRE
HILLGROVE BLACK KNIGHTS AIR SCOUT GROUP (SECONDARY)	WEE LIANG JIE
JURONG SCREAMING EAGLE SCOUT GROUP (SECONDARY)	CHEN ZONG JIE
JURONG SCREAMING EAGLE SCOUT GROUP (SECONDARY)	LEE ZHUO EN, JONAS
JURONGVILLE GRYPHON SCOUT GROUP (SECONDARY)	VILLANUEVA ARION LORENZ ABANES
JURONGVILLE GRYPHON SCOUT GROUP (SECONDARY)	JUSTIN LIM YI KUI

SWISS COTTAGE SCOUT GROUP (SECONDARY)	AARON VARGHESE SIBY
SWISS COTTAGE SCOUT GROUP (SECONDARY)	KIRSTEN LEONG
SWISS COTTAGE SCOUT GROUP (SECONDARY)	MEHNAZ BEGUM
UNITY UNICORN SCOUT GROUP (SECONDARY)	CHERYL LING LEONG SHUEN
UNITY UNICORN SCOUT GROUP (SECONDARY)	CHIAM RUAY FANG, KAITLYN (ZHAN RUIFANG)
UNITY UNICORN SCOUT GROUP (SECONDARY)	TAN HUIZHI JESSYLN (CHEN HUIZHI)
UNITY UNICORN SCOUT GROUP (SECONDARY)	MARISSA BINTE HEZRI
YUAN CHING SCOUT GROUP (SECONDARY)	KANNAN HARISARAN
YUAN CHING SCOUT GROUP (SECONDARY)	ONG ZHEN HONG

Chief Scout's Award (Venture)

South Area

UNIT	SCOUT
02 RAFFLES SCOUT GROUP (SECONDARY)	AW JUN HONG
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	CHIA HOCK SENG JOSIAH (XIE FUCHENG)
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	RAPHAEL THAM LETIAN
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	YOEE TAY (ZHENG YAOYI)
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	JONAS LOK JING WUNG (LUO JINGHONG)
CATHOLIC HIGH SCOUT GROUP (SECONDARY)	NG CALEB (HUANG MINGXUAN)
SJI PELANDOK SCOUT GROUP (SECONDARY)	ARIC MARK AMARAGANTHAN

West Area

UNIT	SCOUT
ACS(IND) SCOUT GROUP (SECONDARY)	TAN SHAO WEI GABRIEL
COUGAR ROVER & VENTURE SCOUT GROUP (OPEN)	LIM KAI REN
RIVER VALLEY HIGH SCOUT GROUP (SECONDARY)	CHENG YOK YONG (ZENG YURONG)
RIVER VALLEY HIGH SCOUT GROUP (SECONDARY)	ZHAN ZHIHAO
SWISS FALCON VENTURE & ROVER GROUP (OPEN)	TEO JUN CHAO



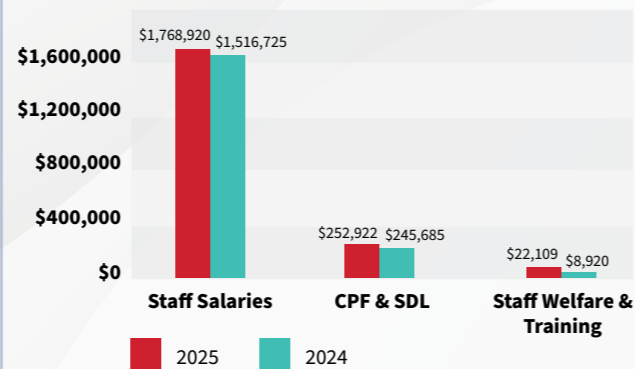
Report on Full-Time Staff

Staff Costs in SGD

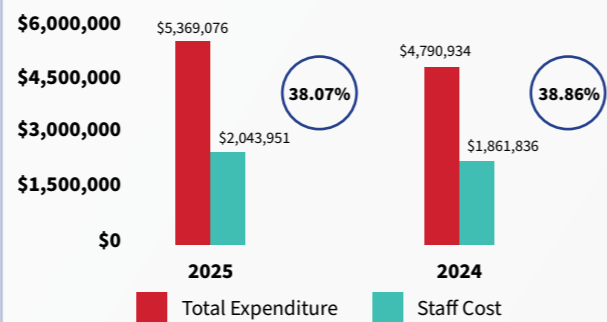
Year	2025	2024
Staff Salaries	\$1,768,920	\$1,607,231
CPF & SDL	\$252,922	\$245,685
Staff Welfare & Training	\$22,109	\$8,920
Total Amount	\$2,043,951	\$1,861,836

Staff costs increased from \$1,861,836 to \$2,043,951 with headcount reduced from 35 to 33.

Staff Costs in SGD



Percentage of Staff Cost Over Total Expenditure



Cost	Year	
	2025	2024
Total Expenditure	\$5,369,076	\$4,790,934
Staff Cost	\$2,043,951	\$1,861,836
Percentage of staff cost over Total Expenditure	38.07%	38.86%

Annual Remuneration* Salary band	Number of Staff	
	2025	2024
Top 3 Executives		
\$200,000 to \$250,000	1	
\$150,000 to \$200,000		1
\$100,000 to \$150,000	1	1
\$60,000 to \$100,000	6	6
Sub total	8	8
Other Employees		
More than \$50,000	5	3
Less than \$50,000 **	20	24
Total	33	35

Governance Evaluation Checklist

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	

9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position) For Treasurer (or equivalent position) only: 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. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. 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.	2.6	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
13	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.	2.9a, b, c	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
14	For Treasurer (or equivalent position) only: 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. 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.	2.9d	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	

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	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. a. 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.	3.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	

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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	

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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	

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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	

Principle 6 The charity communicates actively to instil 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	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	<input checked="" type="checkbox"/> Complied <input type="checkbox"/> Not Complied	

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration

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

Scout Council Meeting Attendance

JANUARY - DECEMBER 2025						
COUNCIL MEMBER	APPOINTMENT	ATTENDANCE				
		15 Feb 2025	31 May 2025	21 June 2025	13 Sep 2025	22 Nov 2025
Mr Raymond Chia Lee Meng	President (Chairman)	✓	✓	✓	✓	✓
Mr Ngien Hoon Ping	Vice President	✗	✓	✗	✗	✗
Mr Philip Ling Soon Hwa	Vice President	✓	✓	✓	✗	✓
A/Prof Tan Boon Yeow	Vice-President	✗	✗	✗	✗	✓
Mr Tan Cheng Kiong	Hon. Secretary	✓	✓	✓	✓	✓
Mr Vincent Yik	Hon. Treasurer	✓	✗	✓	✗	✓
Mr Michael Ong	Elected Member	✓	✓	✗	✓	✓
Mr Leon Yee Kee Shian	Elected Member	✗	✓	✗	✗	✗
Ms Stella Wong	Elected Member	✓	✓	✗	✗	✓
Mr Melvin Poon	Elected Member	✓	✗	✓	✓	✗
Mr Troy Lim	Appointed Member	✗	✓	✗	✗	✓
Dr Julie Lo	Appointed Member	✗	✓	✓	✗	✗
Ms Lim Kar Yee	Appointed Member	✗	✗	✓	✗	✗
Mr Chang Fook Yong	Appointed Member	✓	✓	✗	✓	✗
Mr Terence Chia	Appointed Member	✓	✓	✓	✓	✓
Dr Anba Thuraimanikam	Appointed Member	✓	✓	✓	✓	✓
Mr Tan Chee Wee	Appointed Member in Sept 2025				✓	✓
Mr Simon Lim	Appointed Member in Sept 2025				✓	✓
Mr Desmond Chong Kok Hwee	Chief Commissioner / International Commissioner	✓	✓	✓	✓	✓
Mr Andrew Ang	Deputy Chief Commissioner	✓	✓	✓	✓	✓
Mr Han Songguang	Assistant Chief Commissioner (Educational Methods)	✓	✓	✗	✓	✓
Mr Lam Tat Wai	Assistant Chief Commissioner (Area Support) & Area Commissioner (West Area)	✓	✗	✓	✓	✓
Mr Ang Wee Jin	Area Commissioner (North Area)	✓	✓	✓	✓	✗
Mr Goh Yee Heng	Area Commissioner (East Area)	✓	✓	✓	✓	✓
Mr Jimmy Bok	Area Commissioner (South Area) & National Commissioner (Emergency Preparedness)	✓	✓	✓	✓	✓
Mr Yang Chen	National Commissioner (Adult Learning & Development)	✓	✗	✓	✓	✓
Mr Foo Say Kin	National Commissioner (Youth Programme)	✓	✓	✓	✓	✓
Dr Sunil Ravinder Gill	National Commissioner (Membership) & Assistant International Commissioner	✓	✓	✓	✓	✓

THE SINGAPORE SCOUT ASSOCIATION
Unique Entity No. S85CC0196D

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

The Singapore Scout Association

General Information

Scout Council

President – Chia Lee Meng Raymond
Vice President – Ngien Hoon Ping
Vice President – Philip Ling Soon Hwa
Vice President – A/Prof Tan Boon Yeow
Honorary Secretary – Tan Cheng Kiong
Honorary Treasurer – Yik Yen Shan, Vincent

Chief Commissioner – Desmond Chong Kok Hwee
Deputy Chief Commissioner – Andrew Ang Kah Hin

Registered Office

1 Bishan Street 12
Singapore 579808

Auditor

CA.sg PAC

Bankers

Oversea-Chinese Banking Corporation Limited
The Bank of East Asia Ltd
CIMB Bank Berhad
Sing Investments & Finance Limited
United Overseas Bank Limited

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The Singapore Scout Association

Statement by Scout Council for the year ended 31 December 2025

We, the undersigned, hereby state that in the opinion of the Scout Council, the financial statements of The Singapore Scout Association (“Association”) set out on pages 6 to 48 are properly drawn up so as to give a true and fair view of the financial position of the Association as at 31 December 2025 and of the financial performance and cash flows of the Association for the financial year ended on that date.

On behalf of the Scout Council

Chia Lee Meng Raymond

Chia Lee Meng Raymond
President

Desmond Chong Kok Hwee

Desmond Chong Kok Hwee
Chief Commissioner

23 May 2026

INDEPENDENT AUDITOR'S REPORT
to the members of
THE SINGAPORE SCOUT ASSOCIATION

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of The Singapore Scout Association (“Association”) which comprise the statement of financial position as at 31 December 2025, the statement of financial activities and statement of cash flows for the 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 Charities Act 1994 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (“FRS”) so as to give a true and fair view of the financial position of the Association as at 31 December 2025 and of the financial performance, and cash flows of the Association for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (“SSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association 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

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

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

INDEPENDENT AUDITOR'S REPORT

to the members of
THE SINGAPORE SCOUT ASSOCIATION (continued)

Report on the Audit of the Financial Statements (continued)

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

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

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

Those charged with governance are responsible for overseeing the Association’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 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 skepticism 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 Association’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT

to the members of

THE SINGAPORE SCOUT ASSOCIATION (continued)

Report on the Audit of the Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

- 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 Association'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 Association 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.

Report on Other Legal and Regulatory Requirements

In our opinion:

- a) the accounting and other records required to be kept by the Association have been properly kept in accordance with the Charities Act 1994 and Regulations and Boy Scouts Association Act 1926;
- b) the fund-raising appeals listed below conducted by the Association during the financial year, has been carried out in accordance with the Charities Act 1994 and Regulations and Income Tax Act 1947 and proper accounts and other records have been kept of the fund-raising appeals:-

<u>Name of fund-raising project</u>	<u>Period of fund-raising</u>
Job Week	21 March 2025 to 10 August 2025
Diamond Jubilee Challenge	1 December 2024 to 15 March 2025

INDEPENDENT AUDITOR'S REPORT

to the members of

THE SINGAPORE SCOUT ASSOCIATION (continued)

Report on Other Legal and Regulatory Requirements (continued)

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

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

The engagement partner on the audit resulting in this independent auditor's report is Chin Ee Lin.



CA.sg PAC
Public Accountants and
Chartered Accountants
Singapore

23 May 2026

The Singapore Scout Association

Statement of Financial Position
As at 31 December 2025

	Note	2025 S\$	2024 S\$
ASSETS AND LIABILITIES			
Non-Current Assets			
Property, plant and equipment	3	6,721,511	7,337,389
Intangible assets	4	202,400	-
Other receivables	5	89,895	89,895
		<u>7,013,806</u>	<u>7,427,284</u>
Current Assets			
Inventories	6	179,855	163,351
Trade receivables	7	50,149	48,185
Other receivables	5	428,457	264,620
Cash and cash equivalents	8	7,582,083	8,047,775
		<u>8,240,544</u>	<u>8,523,931</u>
Total Assets		<u>15,254,350</u>	<u>15,951,215</u>
Current Liabilities			
Trade payables	9	146,951	83,385
Other payables	10	1,027,293	1,229,071
Deferred grant	11	58,852	58,852
Lease liabilities	12	317,731	306,820
		<u>1,550,827</u>	<u>1,678,128</u>
Non-Current Liabilities			
Other payables	10	555,222	622,151
Deferred grant	11	1,059,342	1,118,194
Lease liabilities	12	1,022,624	1,340,356
		<u>2,637,188</u>	<u>3,080,701</u>
Total Liabilities		<u>4,188,015</u>	<u>4,758,829</u>
Net Current Assets		<u>6,689,717</u>	<u>6,845,803</u>
Net Assets		<u>11,066,335</u>	<u>11,192,386</u>

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

The Singapore Scout Association

Statement of Financial Position (continued)
As at 31 December 2025

	Note	2025 S\$	2024 S\$
FUNDS			
Unrestricted Funds			
General funds	13	4,548,280	4,563,038
Designated Fund			
Scout Group fund	14	2,306,795	2,249,817
Restricted Funds			
Building fund		3,574,982	3,747,250
Scout Foundation fund		455,035	455,035
Other specific funds	15	181,243	177,246
Total Funds		<u>11,066,335</u>	<u>11,192,386</u>

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

The Singapore Scout Association

Statement of Financial Activities
For the year ended 31 December 2025

	Note	General Funds (Note 13) S\$	Scout Group Funds (Note 14) S\$	Restricted Funds		2025 Total Funds S\$	2024 Total Funds S\$
				Building Fund S\$	Scout Foundation Fund S\$		
Incoming resources							
Incoming resources from generated funds							
Voluntary income	16	57,972	44,932	-	-	102,904	60,937
Activities for generating funds							
- Job Week	17	117,459	114,358	-	-	231,817	225,938
- Diamond Jubilee Challenge	18	148,626	138,967	-	-	287,593	331,937
Investment income		75,035	-	-	3,997	79,032	105,743
Incoming resources from charitable activities							
- Grants		1,159,568	-	-	-	1,159,568	1,097,287
- Membership fees		103,400	-	-	-	103,400	103,807
- Fees from participants		831,348	34,759	-	-	866,107	568,385
- Scout Shop	19	274,666	-	-	-	274,666	259,504
- Sands Leadership Development Centre	20	1,957,451	-	-	-	1,957,451	1,817,281
Other incoming resources	21	180,487	-	-	-	180,487	334,140
Total incoming resources		4,906,012	333,016	-	-	5,243,025	4,904,959
Resources expended							
Costs of generating funds							
Fundraising costs							
- Job Week	17	5,350	3,242	-	-	8,592	8,506
- Diamond Jubilee Challenge	18	4,986	2,606	-	-	7,592	9,837
Charitable activities							
- Scout Shop	19	137,928	-	-	-	137,928	101,653
- Scout Groups		-	270,059	-	-	270,059	304,241
- Area activities		142,469	-	-	-	142,469	130,689
- International scout events and programme expenses		602,337	-	-	-	602,337	371,758
- Sands Leadership Development Centre	20	1,924,991	-	-	-	1,924,991	1,618,511
- Employee benefits expense	22	1,275,093	-	-	-	1,275,093	1,165,670
Governance costs - audit fees		19,644	-	-	-	19,644	19,295
Other resources expended	23	980,240	131	-	-	980,371	1,060,774
Total resources expended		5,093,038	276,038	-	-	5,369,076	4,790,934
Net (outgoing)/incoming resources before amortisation and transfer		(187,026)	56,978	-	-	(126,051)	114,025
Amortisation of building fund		172,268	-	-	-	172,268	172,162
		(14,758)	56,978	-	3,997	46,217	286,187
Amortisation of building fund		-	-	(172,268)	-	(172,268)	(172,162)
Net (outgoing)/incoming resources		(14,758)	56,978	(172,268)	-	(126,051)	114,025
Total funds brought forward		4,563,038	2,249,817	3,747,250	455,035	11,192,386	11,078,361
Total funds carried forward		4,548,280	2,306,795	3,574,982	455,035	11,066,335	11,192,386

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

The Singapore Scout Association

Statement of Cash Flows
For the year ended 31 December 2025

	Note	2025 S\$	2024 S\$
Cash flows from operating activities			
Surplus for the year		46,217	286,187
Adjustments for:-			
Depreciation of property, plant and equipment		813,705	833,011
Amortisation of building fund		(172,268)	(172,162)
Inventories written down		700	-
Property, plant and equipment written off		5,784	-
Reversal of inventories written down		(7,281)	(33,849)
Unwinding of discount on provision for reinstatement cost		11,219	10,871
Interest expense		52,759	63,297
Interest income		(116,186)	(143,687)
		588,432	557,481
Operating surplus before working capital changes		634,649	843,668
Increase in inventories		(9,923)	(17,181)
(Increase)/Decrease in trade and other receivables		(165,801)	169,683
Decrease in trade and other payables		(275,212)	(341,505)
Cash generated from operations		183,713	654,665
Interest paid		(52,759)	(63,297)
Net cash generated from operating activities		130,954	591,368
Cash flows from investing activities			
Interest received		116,186	143,687
Purchase of property, plant and equipment	3	(203,611)	(373,903)
Additions to intangible assets	4	(202,400)	-
Net cash used in investing activities		(289,825)	(230,216)
Cash flows from financing activities			
Payment of principal portion of lease liabilities		(306,821)	(296,283)
Net cash used in financing activities		(306,821)	(296,283)
Net (decrease)/increase in cash and cash equivalents		(465,692)	64,869
Cash and cash equivalents at 1 January		8,047,775	7,982,906
Cash and cash equivalents at 31 December	8	7,582,083	8,047,775

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

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

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

1. General information

The Association (Unique Entity No. S85CC0196D) was registered on 4 January 1912 under the powers granted by the Royal Charter issued under the hand of King George V and Boy Scouts Association Act 1926.

The Association is registered as a Charity under the Charities Act 1994 and has been granted an Institution of Public Character (IPC) status up to 31 August 2028 by its Sector Administrator, the Ministry of Education.

The objects of the Association are to develop good citizenship among young people by forming their character, training them in habits of observation, obedience and self-reliance, inculcating loyalty and thoughtfulness for others, teaching them services useful to the public and skills useful to themselves and promoting their physical, mental and spiritual development.

The Association is domiciled and registered in Singapore. The registered address and principal place of activities of the Association are situated at 1 Bishan Street 12, Singapore 579808.

2. Material accounting policy information

2.1 Basis of accounting

The financial statements are prepared in accordance with the historical cost convention, except as disclosed in the accounting policies, and the provisions of Singapore Financial Reporting Standards (“FRS”).

The preparation of financial statements in conformity with FRS requires management to exercise its judgement in the process of applying the Association’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 28.

The financial statements are presented in Singapore dollars (“S\$”) and all values are presented to the nearest dollar except where indicated otherwise.

The financial statements of the Association have been prepared on the basis that it will continue to operate as a going concern.

2.2 Adoption of new and amended standards

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Association has adopted all the new and amended standards which are relevant to the Association and are effective for annual financial periods beginning on or after 1 January 2025. The adoption of these standards did not have any material effect on the financial performance or position of the Association.

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

2. Material accounting policy information (continued)

2.3 Standards issued but not yet effective

A number of new and amended Financial Reporting Standards (“FRSs”) have been issued but are not yet effective for the current financial year and have not been early adopted by the Association. The Association has assessed the effects of these new and amended FRSs and do not expect them to have a material impact on the Association’s financial statements in the year of initial application, except for FRS 118 Presentation and Disclosure in Financial Statements, which is effective for annual reporting periods beginning on or after 1 January 2027 and is required to be applied retrospectively.

FRS 118 replaces FRS 1 and introduces revised presentation requirements for the statement of profit or loss, including specified subtotals and the classification of all income and expenses into five categories: operating, investing, financing, income taxes and discontinued operations.

In addition, narrow-scope amendments to FRS 7 Statement of Cash Flows will take effect. These amendments revise the starting point for the indirect method from “profit or loss” to “operating profit or loss” and remove options relating to the classification of cash flows arising from interest and dividends.

These changes are expected to affect the presentation and disclosure of the Association’s financial statements but will not affect the recognition or measurement of any financial statement items.

2.4 Financial assets

(a) Classification and measurement

Initial recognition and measurement

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

At initial recognition, the Association measures a financial asset at its fair value.

Trade receivables are measured at the amount of consideration to which the Association expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party.

2. Material accounting policy information (continued)

2.4 Financial assets (continued)

(a) Classification and measurement (continued)

Subsequent measurement

Subsequent measurement of debt instruments depends on the Association's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVPL). The Association only has debt instruments at amortised cost.

Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received for debt instruments is recognised in the statement of financial activities.

(b) Impairment

The Association recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Association expects to receive, discounted at an approximation of the original effective interest rate.

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 trade receivables, the Association applies a simplified approach in calculating ECLs. Therefore, the Association does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Association 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 which could affect debtors' ability to pay.

2. Material accounting policy information (continued)

2.4 Financial assets (continued)

(b) Impairment

The Association considers a financial asset in default when contractual payments are 180 days past due. However, in certain cases, the Association may also consider a financial asset to be in default when internal or external information indicates that the Association is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Association. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.5 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation.

The cost of an asset comprises its purchase price and any directly attributable costs of bringing the asset to working condition for its intended use, and includes the costs of dismantlement, removal or restoration, the obligation for which the Association incurs as a consequence of installing the asset. Expenditure for additions, improvements and renewals are capitalised and expenditure for maintenance and repairs are charged to expenditure as incurred.

Depreciation is calculated on the straight-line method to write off the cost of the assets over their estimated useful lives. The estimated useful lives are as follows:

Campsite	Lease term of 8 years
HQ land	Leasehold period of 30 years
HQ building	23 years
Adventure elements	10 years
Scout wall	10 years
Furniture and fittings	5 years
Sundry equipment	5 years
Air-conditioners	5 years
Computers and software	3 years
Motor vehicles	5 years

HQ building is depreciated over the remaining leasehold period upon completion of construction.

Assets under construction included in property, plant and equipment are not depreciated as these assets are not yet available for use.

The residual values, useful lives and depreciation methods are reviewed at each financial year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

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

2.5 **Property, plant and equipment** (continued)

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.

On disposal of an item of equipment, the difference between the net disposal proceeds and its carrying amount is taken to the statement of financial activities.

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

2.6 **Intangible assets**

Scout membership system

An intangible asset is defined as ‘an identifiable non-monetary asset without physical substance’. An asset is a resource controlled by an entity. An entity controls an asset if it has the power to obtain the future economic benefits from an underlying resource and to restrict the access of others to those benefits.

The Association has customised the scout membership system to its specific requirements by incorporating additional software code to create additional reporting functionalities, enabling the system to provide the intended benefits.

Intangible assets developed separately by third party are initially recognised at cost and are subsequently measured at cost less accumulated amortisation. An intangible asset arising from development is recognised when the following criteria are met:

- it is technically feasible to complete the intangible asset so that it will be available for use or sale;
- the Association intends to complete the intangible asset and use or sell it;
- there is an ability to use or sell the asset;
- it can be demonstrated how the intangible asset will generate future economic benefits;
- adequate resources to complete the development and to use or sell the intangible asset are available; and
- the expenditures attributable to the intangible asset during its development can be reliably measured.

Other development costs that do not meet these criteria are recognised in profit or loss as incurred.

Assets under development included in intangible assets are not amortised as these assets are not yet available for use.

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

2.7 **Inventories**

Inventories comprising goods like uniforms, camping equipment and their related accessories, and souvenir items held for resale are stated at the lower of cost and net realisable value with cost being determined on a first-in, first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable selling expenses. In arriving at the net realisable values, due allowance is made for obsolete, damaged and slow-moving items.

2.8 **Impairment of non-financial assets**

The carrying amounts of the Association’s assets are reviewed at the date of each statement of financial position to determine whether there is any indication that the carrying amounts may not be recoverable. If such indication exists, the assets’ recoverable amount is estimated.

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

2.9 **Financial liabilities**

Initial recognition and measurement

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

All financial liabilities are recognised initially at fair value.

Subsequent measurement

After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in statement of financial activities when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in the statement of financial activities.

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

2.10 **Trade and other payables**

Trade and other payables represent liabilities for goods and services provided to the Association prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

Trade payables are non-interest bearing and are generally payable within 30 to 90 days.

2.11 **Grants**

A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs shall be recognised in the statement of financial activities of the period in which it becomes receivable.

Grant is recognised at its fair value where there is a reasonable assurance that the grant will be received and the Association will comply with all the attached conditions. Grants relating to costs are deferred and recognised in the statement of financial activities over the period necessary to match them with the costs they are intended to compensate. Grants relating to assets are recognised as deferred capital grants on the statement of financial position and are amortised to the statement of financial activities on a straight-line basis over the expected useful life of the relevant assets.

2.12 **Funds**

Funds of the Association comprise mainly the general funds, the Scout Group fund, the building fund, the Scout Foundation fund and other funds designated for specific objectives (as further described in note 15 to the financial statements).

(i) **General Funds**

General funds are unrestricted and expendable at the discretion of the Scout Council in furtherance of the Association's objects.

(ii) **Scout Group Fund**

The Scout Group fund is a designated fund of the Association that supports scouting activities of the scout groups registered with the Association. The fund is set up using donations received that are designated for use by specific scout groups, the share of proceeds from activities that each scout group receives and other fund raising activities by the scout groups.

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

2.12 **Funds** (continued)

(iii) **Building Fund**

Designated donations for the renovation/construction of the HQ building, Sarimbun Camp and Sands Leadership Development Centre are credited to the Building Fund account. The Building Fund account is amortised to the statement of financial activities to match the depreciation in respect of these buildings and camp.

(iv) **Scout Foundation Fund**

The Scout Foundation Fund is for projects which support the development of scouting in Singapore, including upgrading of camping and other infrastructure for scouting activities, development of Scout Groups in schools and the community and providing financial support for disadvantaged scouts.

2.13 **Income**

Revenue is measured based on the consideration to which the Association 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 Association 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.

(i) **Fees from participants and subscription fees**

The Association conducts programmes and courses for its members, schools and third parties. Fees from participants are recognised as a performance obligation satisfied over time and are recognised over the duration of the programmes and in the period during which service is provided, having regards to the stage of completion of the service. Unearned income relating to service to be rendered in future periods is included in other payables.

Subscription fees are recognised as income in the year to which the subscription relates. Unearned income relating to future year is included in other payables.

The above fees are due upon registration, and non-refundable.

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

2.13 **Income** (continued)

(ii) **Sale of goods**

The Association sells uniforms, camping equipment and their related accessories, souvenirs and other related items.

Revenue is recognised when the goods are delivered to the customer and all criteria for acceptance have been satisfied.

The amount of revenue recognised is based on the transaction price, which comprises the contractual price, net of the estimated discounts and adjusted for returns, where goods are defective.

The Association generally does not have a policy to give discounts to customers. In very limited situations where the Association may give a discount, such a discount is accounted for as consideration payable to customers and are netted against revenue that is recognised on those goods sold.

(iii) **Donations and other income**

Donations and other income are recognised to the extent that it is probable that the economic benefits will flow to the Association and the income can be reliably measured. These income are measured at fair value of consideration received or receivable.

(iv) **Interest income**

Interest income from bank deposits is recognised using the effective interest method.

(v) **Rental income**

Rental income from operating leases is recognised on the straight-line basis over the term of the lease.

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

2.14 **Currency**

(i) **Functional currency**

Items included in the financial statements of the Association are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to the Association (“functional currency”). The financial statements of the Association are presented in Singapore dollars, which is also the functional currency of the Association.

(ii) **Foreign currency transaction**

Transactions in foreign currencies are measured in the functional currency of the Association and are recorded on initial recognition at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the closing rate of exchange ruling at the date of the statement of financial position. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the date of the statement of financial position are recognised in the statement of financial activities.

2.15 **Leases**

The Association assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) **As lessee**

The Association applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Association recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

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

2.15 **Leases** (continued)

(a) As lessee (continued)

Right-of-use assets

The Association recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in note 2.8.

The Association's right-of-use assets are presented within property, plant and equipment (Note 3).

Lease liabilities

At the commencement date of the lease, the Association recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable.

In calculating the present value of lease payments, the Association uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Association's lease liabilities are disclosed separately (Note 12).

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

2.15 **Leases** (continued)

(a) As lessee (continued)

Leases of low-value assets

The Association applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on leases of low value assets are recognised as expense on a straight-line basis over the lease term.

(b) As lessor

Leases in which the Association does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising from operating leases on the Association's properties is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

2.16 **Employee benefits**

As required by law, the Association makes contributions to the state pension scheme, the Central Provident Fund ("CPF"). CPF contributions are recognised as an expense in the same period as the employment that gives rise to the contributions.

2.17 **Cash and cash equivalents**

Cash and cash equivalents comprise cash in hand and bank balances. Restricted deposits are excluded from cash and cash equivalents.

2.18 **Related parties**

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party when making financial or operational decisions. In considering each possible related party relationship, attention is paid to the substance of the relationship, not merely the legal form.

Related parties include the Association's members, key management personnel, associates and enterprises in which a substantial interest in the voting power is owned, directly or indirectly, by the Association's members or key management personnel.

3. Property, plant and equipment

	Campsite S\$	HQ land S\$	HQ building S\$	Adventure Elements and Scout Wall S\$	Furniture and fittings S\$	Sundry equipment S\$	Air conditioners: S\$	Computers and software S\$	Motor vehicles S\$	HQ building/ Campsite work-in- progress S\$	Total S\$
Cost											
As at 1 January 2024	2,934,014	1,765,570	3,904,417	-	373,746	175,458	221,966	239,653	122,848	174,638	9,912,310
Additions	164,167	-	-	-	22,383	44,287	4,940	11,601	-	126,525	373,903
Reclassification	32,000	-	27,000	45,338	-	-	-	-	-	(104,338)	-
Disposals/write-offs	-	-	-	-	-	(3,035)	-	(11,989)	-	-	(15,024)
As at 31 December 2024	3,130,181	1,765,570	3,931,417	45,338	396,129	216,710	226,906	239,265	122,848	196,825	10,271,189
Additions	102,560	-	-	-	-	66,678	4,290	4,538	-	25,545	203,611
Reclassification	95,370	-	-	20,900	-	-	-	-	-	(116,270)	-
Disposals/write-offs	-	-	-	-	-	(1,397)	-	(6,217)	-	(5,784)	(13,398)
As at 31 December 2025	3,328,111	1,765,570	3,931,417	66,238	396,129	281,991	231,196	237,586	122,848	100,316	10,461,402
Accumulated depreciation											
As at 1 January 2024	693,378	529,671	242,143	-	110,457	127,197	176,613	145,644	90,710	-	2,115,813
Depreciation charge for the year	389,336	58,853	172,162	-	73,575	24,022	42,437	64,756	7,870	-	833,011
Disposals/write-offs	-	-	-	-	-	(3,035)	-	(11,989)	-	-	(15,024)
As at 31 December 2024	1,082,714	588,524	414,305	-	184,032	148,184	219,050	198,411	98,580	-	2,933,800
Depreciation charge for the year	443,841	58,852	172,268	6,449	59,729	30,264	2,640	31,791	7,871	-	813,705
Disposals/write-offs	-	-	-	-	-	(1,397)	-	(6,217)	-	-	(7,614)
As at 31 December 2025	1,526,555	647,376	586,573	6,449	243,761	177,051	221,690	223,985	106,451	-	3,739,891
Carrying amount											
As at 31 December 2025	1,801,556	1,118,194	3,344,844	59,789	152,368	104,940	9,506	13,601	16,397	100,316	6,721,511
As at 31 December 2024	2,047,467	1,177,046	3,517,112	45,338	212,097	68,526	7,856	40,854	24,268	196,825	7,337,389

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

3. Property, plant and equipment (continued)

The location and the corresponding lease expiry dates of the leasehold properties are as follows:

- HQ land and building: 1 Bishan Street 12, Singapore 579808 (Expiry date: 28 May 2045)
- The title deeds to the HQ building are jointly held in trust on behalf of the Association by the Trustees.

Right-of-use assets comprising the campsite and HQ land under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 27(a).

HQ land relates to a 30-year lease of land for the Association's HQ building at 1 Bishan Street 12, Singapore 579808 commencing on 28 May 2015. It is fully funded through a grant as disclosed in note 11 to the financial statements.

Sundry equipment comprises training equipment, sea activities equipment, training library, camp equipment, programme equipment and resource library.

Additions to property, plant and equipment are acquired by way of :-

	2025 S\$	2024 S\$
Cash	203,611	373,903

Depreciation charge for the year comprises depreciation in respect of the HQ, Sands Leadership Development Centre and scout shop's property, plant and equipment as follows :-

	2025 S\$	2024 S\$
HQ	631,502	687,333
Sands Leadership Development Centre	174,103	139,661
Scout shop	8,100	6,017
	813,705	833,011

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

4. Intangible assets

	Scout membership system under development S\$
Cost	
At 1 January 2024/31 December 2024	-
Additions	202,400
At 31 December 2025	202,400
Accumulated Amortisation	
At 1 January 2024/31 December 2024/31 December 2025	-
Net Carrying Value	
31 December 2025	202,400
31 December 2024	-

5. Other receivables

	2025 S\$	2024 S\$
<u>Non-current assets</u>		
Deposits	89,895	89,895
<u>Current assets</u>		
Grant receivables	213,385	47,113
Other receivables	100,226	96,803
Accrued billing	10,800	35,846
Prepayments	93,842	77,153
Deposits	7,540	7,705
GST receivables	2,664	-
	428,457	264,620
	518,352	354,515

Other receivables are denominated in Singapore dollars.

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

6. Inventories

	2025 S\$	2024 S\$
Goods held for sale	162,551	155,351
Medals and plaques	17,304	8,000
	179,855	163,351

During the year, the Association wrote-down medals and plaques amounting to S\$700 (2024 – NIL) and reversed previously written-down goods held for resale amounting to S\$7,281 (2024 – S\$33,849) due to sale of these goods. The amount of reversal was included in cost of goods sold.

7. Trade receivables

	2025 S\$	2024 S\$
Third parties	50,149	48,185

Trade receivables are denominated in Singapore dollars, non-interest bearing and are generally granted 30-day terms.

8. Cash and cash equivalents

Cash and cash equivalents consist of cash and bank balances and fixed deposits that are denominated in Singapore dollars as follows :-

	2025 S\$	2024 S\$
Fixed deposits	5,304,114	5,189,036
Cash and bank balances	2,277,969	2,858,739
	7,582,083	8,047,775

The fixed deposits bear interest at interest rates ranging from 0.30% to 2.20% (2024 – 1.50% to 3.00%) per annum and mature within 26 days to 12 months (2024 – 27 days to 12 months) from the end of the financial year.

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

9. Trade payables

Trade payables are denominated in Singapore dollars, non-interest bearing and are normally settled on 30 to 90 days terms.

10. Other payables

	2025	2024
	S\$	S\$
<u>Non-current liabilities</u>		
Provision for reinstatement cost	362,888	351,669
Deferred grants	192,334	270,482
	<u>555,222</u>	<u>622,151</u>
<u>Current liabilities</u>		
Other payables	204,923	150,065
Accrued expenses	428,547	565,834
Deferred grants	386,120	159,832
Deferred income	7,605	21,740
Deposit received in advance	-	11,600
Fees received in advance	98	-
Amount received for HQ building rectification works	-	320,000
	<u>1,027,293</u>	<u>1,229,071</u>
	<u>1,582,515</u>	<u>1,851,222</u>

Other payables are denominated in Singapore dollars.

11. Deferred grant

The deferred grant comprises funding for the Association's lease of land for its building as disclosed in note 3 to the financial statements.

	2025	2024
	S\$	S\$
Deferred grant :-		
- not later than one year	58,852	58,852
- later than one year and not later than five years	235,409	235,409
- later than five years	823,933	882,785
	<u>1,059,342</u>	<u>1,118,194</u>
	<u>1,118,194</u>	<u>1,177,046</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

12. Lease liabilities

	2025	2024
	S\$	S\$
<u>Current</u>		
- not later than one year	317,731	306,820
<u>Non-current</u>		
- later than one year and not later than five years	1,022,624	1,340,356
	<u>1,340,355</u>	<u>1,647,176</u>

The lease liabilities are denominated in Singapore dollars. The movements of lease liabilities are as follows:

	2025	2024
	S\$	S\$
At beginning of the year	1,647,176	1,943,459
Accretion of interest	52,759	63,297
Lease payments – principal portion paid	(306,821)	(296,283)
Interest paid	(52,759)	(63,297)
At end of the year	<u>1,340,355</u>	<u>1,647,176</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

13. General funds

	2025 S\$	2024 S\$
Incoming resources		
<u>Incoming resources from generated funds</u>		
Voluntary income	57,972	6,381
Activities for generating funds		
- Job Week	117,459	122,304
- Diamond Jubilee Challenge	148,626	170,392
Investment income	75,035	100,514
<u>Incoming resources from charitable activities</u>		
- Grants	1,159,568	1,097,287
- Membership fees	103,400	103,807
- Fees from participants	831,348	567,848
- Scout Shop	274,666	259,504
- Sands Leadership Development Centre	1,957,451	1,817,281
Other incoming resources	180,487	334,140
Total incoming resources	<u>4,906,012</u>	<u>4,579,458</u>
Resources expended		
<u>Costs of generating funds</u>		
Fundraising costs		
- Job Week	5,350	5,531
- Diamond Jubilee Challenge	4,986	6,120
Charitable activities		
- Scout Shop	137,928	101,653
- Area activities	142,469	130,689
- International scout events and programme expenses	602,337	371,758
- Sands Leadership Development Centre	1,924,991	1,618,511
- Employee benefits expense	1,275,093	1,165,670
Governance costs - audit fees	19,644	19,295
Other resources expended	980,240	1,060,592
Total resources expended	<u>5,093,038</u>	<u>4,479,819</u>
Net (outgoing)/incoming resources before amortisation and transfer	(187,026)	99,639
Amortisation of building fund	172,268	172,162
Net (outgoing)/incoming resources	(14,758)	271,801
Total funds brought forward	<u>4,563,038</u>	<u>4,291,237</u>
Total funds carried forward	<u>4,548,280</u>	<u>4,563,038</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

14. Scout Group fund

	2025 S\$	2024 S\$
Incoming resources		
<u>Incoming resources from generated funds</u>		
Voluntary income	44,932	54,556
Activities for generating funds		
- Job Week	114,358	103,634
- Diamond Jubilee Challenge	138,967	161,545
<u>Incoming resources from charitable activities</u>		
- Fees from participants	34,759	537
Total incoming resources	<u>333,016</u>	<u>320,272</u>
Resources expended		
<u>Costs of generating funds</u>		
Fundraising costs		
- Job Week	3,242	2,975
- Diamond Jubilee Challenge	2,606	3,717
Charitable activities		
- Scout Groups	270,059	304,241
Other resources expended	131	182
Total resources expended	<u>276,038</u>	<u>311,115</u>
Net incoming resources	56,978	9,157
Total funds brought forward	<u>2,249,817</u>	<u>2,240,660</u>
Total funds carried forward	<u>2,306,795</u>	<u>2,249,817</u>

The Scout Group fund is a designated fund of the Association that supports scouting activities of the scout groups registered with the Association. The fund is set up using donations received that are designated for use by specific scout groups, the share of proceeds from activities that each scout group receives and other fund raising activities by the scout groups. As at 31 December 2025, there are 245 (2024 – 245) scout groups registered with the Association.

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

15. Other specific funds

	Benjamin Henry Sheares S\$	Scout Discovery Centre S\$	Total S\$
Total funds as at 1 January 2024	153,115	18,902	172,017
Incoming resources			
<u>Incoming resources from generated funds</u>			
Investment income	5,229	-	5,229
Net incoming resources	5,229	-	5,229
Total funds as at 31 December 2024	158,344	18,902	177,246
Incoming resources			
<u>Incoming resources from generated funds</u>			
Investment income	3,997	-	3,997
Net incoming resources	3,997	-	3,997
Total funds as at 31 December 2025	162,341	18,902	181,243

Dr. Benjamin Henry Sheares Scholarship Fund

The Dr. Benjamin Henry Sheares Scholarship fund was set up for the purpose of using the income from the fund to provide educational scholarships for needy scouts.

Scout Discovery Centre

The Scout Discovery Centre fund is used for the maintenance and upkeep of the centre and for the requisition of relevant scouting artifacts as part of the upgrading process.

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

16. Voluntary income

	2025 S\$	2024 S\$
<u>General funds</u>		
Donations (tax exempt)	49,131	2,340
Donations (non-tax exempt)	8,841	4,041
	<u>57,972</u>	<u>6,381</u>
<u>Scout Group funds</u>		
Donations (tax exempt)	39,759	35,045
Donations (non-tax exempt)	5,173	19,511
	<u>44,932</u>	<u>54,556</u>
	<u>102,904</u>	<u>60,937</u>

17. Job Week

	2025 S\$	2024 S\$
Income		
Collections	231,817	225,938
Less: Expenses		
Administration costs	2,080	3,327
Audit fee	2,020	2,020
Bank charges	553	588
Manpower costs	3,939	2,571
	<u>8,592</u>	<u>8,506</u>
Net income	<u>223,225</u>	<u>217,432</u>
Net income is allocated as follows:		
Scout groups	111,116	100,659
Headquarter	112,109	116,773
Net income	<u>223,225</u>	<u>217,432</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

18. **Diamond Jubilee Challenge**

	2025 S\$	2024 S\$
Income		
Collections	287,593	331,937
Less: Expenses		
Audit fee	2,200	2,200
Printing and stationery	2,272	2,064
Manpower costs	3,113	5,037
Miscellaneous expenses	7	134
Small tools and equipment	-	402
	<u>7,592</u>	<u>9,837</u>
Net income	<u>280,001</u>	<u>322,100</u>

Net income is allocated as follows:

Scout groups	136,361	157,828
Headquarter	143,640	164,272
Net income	<u>280,001</u>	<u>322,100</u>

19. **Scout Shop**

	2025 S\$	2024 S\$
Income		
Sales, net of discount allowed	453,966	418,753
Cost of goods sold	(206,806)	(195,722)
Gross profit	247,160	223,031
Other operating income		
Interest income	27,506	36,473
Total income	<u>274,666</u>	<u>259,504</u>
Less: Expenses		
Employee benefits expense	95,653	83,244
Other operating expenses	42,275	18,409
	<u>137,928</u>	<u>101,653</u>
Net income	<u>136,738</u>	<u>157,851</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

19. **Scout Shop** (continued)

Included in cost of goods sold is reversal of previously written-down goods held for resale as disclosed in Note 6.

Included in the other operating expenses of the Scout Shop is depreciation of property, plant and equipment for the year amounting to S\$8,100 (2024 – S\$6,017).

20. **Sands Leadership Development Centre**

	2025 S\$	2024 S\$
Income		
Fees from participants	1,592,518	1,512,272
Grants	67,554	101,604
Interest income	9,648	1,471
Use of camp	273,556	190,099
Other incoming resources	14,175	11,835
	<u>1,957,451</u>	<u>1,817,281</u>
Less: Expenses		
Direct expenses	799,169	655,540
Employee benefits expense	673,205	612,922
Other operating expenses	452,617	350,049
	<u>1,924,991</u>	<u>1,618,511</u>
Net income	<u>32,460</u>	<u>198,770</u>

Included in other operating expenses of the Sands Leadership Development Centre are depreciation of property, plant and equipment for the year amounting to S\$174,103 (2024 – S\$139,661).

21. **Other incoming resources**

	2025 S\$	2024 S\$
CPF Transition Offset	831	856
Childcare and paternity leave	5,286	5,122
Enabling employment credit	84	1,209
Progressive Wages Credit Scheme	31,181	129,485
Rental income	140,263	194,213
Senior employment credit	491	718
Skills future enterprise credit	794	544
Miscellaneous income	1,557	1,993
	<u>180,487</u>	<u>334,140</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

22. Employee benefits expense

	2025 S\$	2024 S\$
Staff salaries	1,126,173	1,017,820
CPF contributions and skills development levies	146,714	144,224
Staff training	1,473	2,839
Staff welfare	733	787
	<u>1,275,093</u>	<u>1,165,670</u>

23. Other resources expended

	2025 S\$	2024 S\$
<u>General Funds</u>		
AGM expenses	650	1,405
Bank charges	1,494	2,034
Cleaner	601	792
Depreciation of property, plant and equipment	631,502	687,333
Entertainment and refreshments	258	1,346
Foreign exchange differences	233	709
General expenses	2,169	429
GST expenses	19,377	49,524
Interest expense on lease liabilities	52,759	63,297
Internship allowance	577	-
Insurance	42,169	41,801
Inventories written off	700	-
Landscaping	4,200	4,200
Medical	4,678	3,869
Membership expenses	14,431	14,451
Pest control	-	280
Printing, stationery and postage	5,163	4,994
Professional fees	27,300	42,040
Property tax	3,960	9,538
Public relations	810	1,120
Repairs and maintenance	51,501	33,965
Rental of office equipment	8,718	9,108
Recruitment materials	200	1,535
Small tools and equipment	749	606
Software maintenance	51,562	29,892
Telephone and internet	5,015	7,313
	<u>930,776</u>	<u>1,011,581</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

23. Other resources expended (continued)

	2025 S\$	2024 S\$
<u>General Funds</u>		
General funds brought forward	930,776	1,011,581
Travelling expense	6,537	290
Upkeep of motor vehicles	4,644	3,371
Unwinding of discount on provision for reinstatement cost	11,219	10,871
Water and electricity	27,064	34,479
	<u>980,240</u>	<u>1,060,592</u>
<u>Scout Group Funds</u>		
Bank charges	131	182
	<u>131</u>	<u>182</u>
	<u>980,371</u>	<u>1,060,774</u>

24. Taxation

The Association is registered as a charity under the Charities Act and is exempted from tax.

25. Related party transactions

Key management compensation

	2025 S\$	2024 S\$
Staff salaries, allowances and bonus	226,943	182,410
CPF contributions	15,810	15,300
	<u>242,753</u>	<u>197,710</u>

The number of the Association's key management personnel which falls within the following remuneration bands is as follows:

	2025	2024
S\$150,001 - S\$200,000	-	1
S\$200,001 - S\$250,000	<u>1</u>	<u>-</u>

There are no other related party transactions.

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

26. Overseas expenditure and capital outlay

	2025 S\$	2024 S\$
Overseas expenditure exempted from detailed reporting:-		
- overseas events / programmes	8,374	92,541
- overseas travel / accommodation	34,757	55,536
	<u>43,131</u>	<u>148,077</u>

27. Leases

The Association has lease contracts for its campsite and HQ land. The Association's obligations under the leases are secured by the lessor's title to the leased assets.

(a) Carrying amounts of right-of-use assets classified within property, plant and equipment

	Campsite S\$	HQ land S\$	Total S\$
At 1 January 2024	1,902,760	1,235,899	3,138,659
Depreciation	<u>(317,126)</u>	<u>(58,853)</u>	<u>(375,979)</u>
At 31 December 2024	1,585,634	1,177,046	2,762,680
Depreciation	<u>(317,127)</u>	<u>(58,852)</u>	<u>(375,979)</u>
At 31 December 2025	<u>1,268,507</u>	<u>1,118,194</u>	<u>2,386,701</u>

(b) Lease liabilities

The carrying amounts of lease liabilities and the movements during the year are disclosed in Note 12.

(c) Amounts recognised in profit or loss

	2025 S\$	2024 S\$
Depreciation of right-of-use assets	375,979	375,979
Interest expense on lease liabilities	52,759	63,297
Lease expense not capitalised in lease liabilities:		
- Expense relating to leases of low-value assets (included in other resources expended)	8,718	9,108
Total amount recognised in profit or loss	<u>437,456</u>	<u>448,384</u>

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

27. Leases (continued)

(d) Total cash outflows

The Association had total cash outflows for leases of S\$368,298 (2024 – S\$368,688). Included in the total cash outflows for leases is a cash outflow for lease of campsite amounting to S\$359,580 (2024 – S\$359,580) which is fully funded through a grant.

(e) Extension options

The Association has a lease contract that includes extension options. The option is negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Association's needs. Management exercises significant judgement in determining whether these extension options are reasonably certain to be exercised (Note 28.1(ii)).

28. Significant accounting estimates, assumptions and judgements

The preparation of financial statements, in conformity with FRSs, requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources.

28.1 Critical judgements in applying the Association's accounting policies

The following are the judgements made by management in the process of applying the Association's accounting policies that have the most significant effect on the amounts recognised in the financial statements.

(i) Leases – estimating the incremental borrowing rate

FRS 116 requires the right-of-use assets for the leases to be recognised based on the carrying amount using the entity's incremental borrowing rate, and the corresponding lease liabilities to be recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate. The incremental borrowing rate is the rate of interest that the Association 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 right-of-use asset in a similar economic environment. The incremental borrowing rate therefore reflects what the Association 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Association estimates the incremental borrowing rate using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

28. **Significant accounting estimates and judgements** (continued)

28.1 **Critical judgements in applying the Association’s accounting policies** (continued)

(ii) **Determination of lease term of contracts with extension options**

The Association determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Association has a lease contract that includes extension option. The Association applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to extend the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the extension. After the commencement date, the Association reassesses the lease term whether there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to extend (e.g. construction of significant leasehold improvements or significant customisation to the leased asset).

28.2 **Key sources of estimation uncertainty**

The key assumptions concerning the future and other key sources of estimation uncertainty at the date of the statement of financial position, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below :-

(i) **Useful lives of property, plant and equipment**

The cost of property, plant and equipment for the Association’s activities is depreciated on a straight-line basis over the useful lives of the property, plant and equipment. Management estimates the useful lives of these property, plant and equipment to be within 3 to 30 years. These are common life expectancies applied in the industry. Changes in the expected levels of usage could impact the economic useful lives and the residual value of these assets and accordingly, future depreciation charges could be revised. The carrying values of the Association’s property, plant and equipment are as disclosed in note 3.

(ii) **Impairment of non-financial assets**

The Association assesses whether there are any indicators of impairment for all non-financial assets at each reporting date. Non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

28. **Significant accounting estimates and judgements** (continued)

28.2 **Key sources of estimation uncertainty** (continued)

(ii) **Impairment of non-financial assets** (continued)

As at 31 December 2025, there is no indication of impairment and the carrying value of the Association’s property, plant and equipment and intangible asset were S\$6,923,911 (2024 – S\$7,337,389).

(iii) **Inventory valuation**

Inventory write-down is made based on the current market conditions, historical experience and selling goods of similar nature. It could change significantly as a result of changes in market conditions. A review is made periodically on inventories for excess inventories, obsolescence and declines in net realisable value and an allowance is recorded against the inventory balances for any such declines. The realisable value represents the best estimate of the recoverable amount and is based on the most reliable evidence available and inherently involves estimates regarding the future expected realisable value. The carrying amount of the Association’s inventories as at 31 December 2025 was S\$179,855 (2024 – S\$163,351).

(iv) **Calculation of expected credit losses (“ECL”)**

When measuring ECL, the Association uses reasonable and supportable forward-looking information, which is based on assumptions and forecasts of future economic conditions. Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Association’s historical credit loss experience and forecast of economic conditions may also not be representative of customer’s actual default in the future. The information about the ECLs on the Association’s trade receivables is disclosed in note 29.2(a).

The Association has assessed that the impact of forecast economic conditions for the determination of ECL is not significant. The carrying amount of the Association’s trade receivables as at 31 December 2025 was S\$50,149 (2024 – S\$48,185).

29. **Financial risk management**

The Association’s activities expose it to minimal financial risks from its operations. The key financial risks include credit risk, liquidity risk and market risk, primarily changes in interest rates.

The following sections provide details regarding the Association’s exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Association’s exposure to these financial risks or the manner in which it manages and measures the risks.

29.1 **Financial instruments by categories**

The following sets out the financial instruments of the Association as at the date of the statement of financial position:-

	2025 S\$	2024 S\$
<u>Amortised cost</u>		
Financial assets		
Trade and other receivables, net of prepayments and GST receivable	471,995	325,547
Cash and cash equivalents	<u>7,582,083</u>	<u>8,047,775</u>
	<u>8,054,078</u>	<u>8,373,322</u>
Financial liabilities		
Trade and other payables, net of GST payable, deferred income, grants and fees and compensation received for HQ building rectification works	1,143,407	1,122,901
Lease liabilities	<u>1,340,355</u>	<u>1,647,176</u>
	<u>2,483,762</u>	<u>2,770,077</u>

29.2 **Risk management**

(a) **Credit risk**

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Association. The Association’s exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash), the Association minimises credit risk by dealing exclusively with high credit rating counterparties.

The Association has adopted a policy of only dealing with creditworthy counterparties. The Association performs ongoing credit evaluation of its counterparties’ financial condition and generally do not require a collateral.

29. **Financial risk management** (continued)

29.2 **Risk management** (continued)

(a) **Credit risk** (continued)

The Association considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Association has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 30 days, or there is significant difficulty of the counterparty.

To minimise credit risk, the Association has developed and maintained the Association’s credit risk gradings to categorise exposures according to their degree of risk of default. The Association considers available reasonable and supportive forward-looking information which includes the following indicators:

- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor’s ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 180 days past due in making contractual payment.

The Association determined that its financial assets are credit-impaired when:-

- There is significant difficulty of the debtor;
- A breach of contract, such as a default or past due event; and
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

29. Financial risk management (continued)

29.2 Risk management (continued)

(a) Credit risk (continued)

The Association categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 180 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

The Association's current credit risk grading framework comprises the following categories:

Category	Definition of category	Basis for recognising expected credit loss (ECL)
1	Counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
2	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
3	Amount is > 180 days past due or there is evidence indicating the asset is credit-impaired (in default).	Lifetime ECL – credit impaired
4	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.	Amount is written off

The Singapore Scout Association

Notes to the financial statements – 31 December 2025

29. Financial risk management (continued)

29.2 Risk management (continued)

(a) Credit risk (continued)

The table below details the credit quality of the Association's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:-

	Note	Category	12-month or lifetime ECL	Gross carrying amount S\$	ECL allowance S\$	Net carrying amount S\$
2025						
Trade receivables	7	Note 1	Lifetime ECL (simplified)	50,149	-	50,149
Other receivables	5	1	12-month ECL	421,846	-	421,846
				<u>471,995</u>	<u>-</u>	<u>471,995</u>
2024						
Trade receivables	7	Note 1	Lifetime ECL (simplified)	48,185	-	48,185
Other receivables	5	1	12-month ECL	277,362	-	277,362
				<u>325,547</u>	<u>-</u>	<u>325,547</u>

29. Financial risk management (continued)

29.2 Risk management (continued)

(a) Credit risk (continued)

Trade receivables (Note 1)

For trade receivables, the Association has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Association determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of trade receivables is presented based on their past due status in terms of the provision matrix.

	Not past due S\$	≤ 30 days S\$	Days past due			Total S\$
			31-60 days S\$	61-90 days S\$	>90days S\$	
2025						
ECL rate	Nil	Nil	Nil	Nil	Nil	
Gross carrying amount	4,034	26,721	2,980	10,159	6,255	50,149
ECL	-	-	-	-	-	-
Net carrying amount	4,034	26,721	2,980	10,159	6,255	50,149

	Not past due S\$	≤ 30 days S\$	Days past due			Total S\$
			31-60 days S\$	61-90 days S\$	>90days S\$	
2024						
ECL rate	Nil	Nil	Nil	Nil	Nil	
Gross carrying amount	13,672	11,243	1,518	959	20,793	48,185
ECL	-	-	-	-	-	-
Net carrying amount	13,672	11,243	1,518	959	20,793	48,185

29. Financial risk management (continued)

29.2 Risk management (continued)

(a) Credit risk (continued)

Excessive risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Association's performance to developments affecting a particular industry. The Association is not exposed to excessive risk concentration.

Exposure to credit risk

The Association has no significant concentration of credit risk.

Other receivables

The Association assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Association measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

(b) Liquidity risk

Liquidity risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments.

In the management of liquidity risk, the Association monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Association's activities and mitigate the effects of fluctuation in cash flows. The Scout Council exercises prudent liquidity and cash flow risk management policies and aims at maintaining a high level of liquidity and cash flows at all times.

29. Financial risk management (continued)

29.2 Risk management (continued)

(b) Liquidity risk (continued)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Association's financial liabilities at the reporting date based on contractual undiscounted repayment obligations.

	Carrying amount 2025 S\$	Contractual cash flows payable		
		Total 2025 S\$	One year or less 2025 S\$	One to five years 2025 S\$
Financial liabilities				
Trade and other payables	1,143,407	1,191,916	780,519	411,397
Lease liabilities	1,340,355	1,438,320	359,580	1,078,740
	<u>2,483,762</u>	<u>2,630,236</u>	<u>1,140,099</u>	<u>1,490,137</u>

	Carrying amount 2024 S\$	Contractual cash flows payable		
		Total 2024 S\$	One year or less 2024 S\$	One to five years 2024 S\$
Financial liabilities				
Trade and other payables	1,122,901	1,182,628	771,231	411,397
Lease liabilities	1,647,176	1,797,900	359,580	1,438,320
	<u>2,770,077</u>	<u>2,980,528</u>	<u>1,130,811</u>	<u>1,849,717</u>

(c) Market risk

Market risk is the risk that changes in market prices, such as interest rates will affect the Association's income. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

29. Financial risk management (continued)

29.2 Risk management (continued)

(c) Market risk (continued)

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Association's financial instruments will fluctuate because of changes in market interest rates. The Association's exposure to interest rate risk arises primarily from its cash and cash equivalents. The Association's income and operating cash flows are substantially independent of changes in market interest rates. The Association's policy is to have no gearing.

Sensitivity analysis

The Association has assessed that the exposure to changes in interest rates is minimal and hence the resulting impact on profit and loss or equity of the Association is insignificant.

(ii) Other price risk

The Association also adopts a prudent approach towards maintenance of the Association's reserves and investments as follows:

Reserves

The Association regards its unrestricted general funds as its reserve. The Association aims to maintain sufficient reserve to ensure long-term financial sustainability and continuity for the purpose of operating effective programmes. The maximum reserve shall be five years of annual operating expenditure.

Investments

The Association currently places its available funds in fixed deposits on tenors that range from 26 days to 12 months (2024 – 27 days to 12 months). The Association may consider other forms of investments after they have been approved by the Scout Council.

29. **Financial risk management** (continued)

29.2 **Risk management** (continued)

(d) **Fair values**

(i) Fair value hierarchy

The Association categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Association can access at the measurement date,
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 – Unobservable inputs for the asset or liability.

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.

(ii) Assets and liabilities not measured at fair value

Trade receivables and trade payables

The carrying amount of these receivables and payables approximate their fair values as they are subject to normal trade credit terms.

Other receivables, other payables and cash and cash equivalents

The Association is of the view that the fair values of other financial assets and liabilities with a maturity period of less than one year approximate their carrying amounts as disclosed in the statement of financial position and in the notes to the financial statements due to the short period to maturity.

30. **Authorisation of financial statements**

The financial statements of the Association for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Scout Council on 23 May 2026.

Editorial Committee

The Singapore Scout Association (SSA) Annual Report 2025 Editorial Committee wishes to thank all contributors for the written, statistical and photographic contents of this publication, without which the publication would not have been possible.

The Singapore Scout Association Annual Report 2025

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EMPOWERING

“ THANK YOU AGAIN SUKASHI & ASHLEY (AND AHMAD & FIKRI) FOR AN A-W-E-S-O-M-E CAMP IGNITE!!

ALWAYS A NICE FEELING GOING BACK TO SARIMBUN AND KNOWING THAT WE CAN LEAVE OUR STUDENT LEADERS IN YOURS AND YOUR FACILS' CARE!

THANK YOU FOR YOUR PATIENCE AND DEDICATION IN GUIDING OUR KIDS, IT WAS GREAT PARTNERING YOU

”

-MS GRACE, QUEENSWAY SECONDARY SCHOOL

TESTIMONIALS

Thank you and your amazing team for accommodating us, for being so well-prepared and for running the camp smoothly.

The students have grown so much in the span of just a few days, and it is really a credit to you and your team!

In particular, I enjoyed the resilience walk, the campfire, and the skillful facilitation by you and your team!

-Ms Shahzreen, Woodlands Secondary School



OUR METHODOLOGY

In SLDC, our facilitation approach is derived from the Scouting Methods, with the purpose of nurturing and developing young people holistically. Infused with David Kolb's Experiential Learning Model, individuals will acquire new knowledge and skills while achieving the desired learning outcomes.

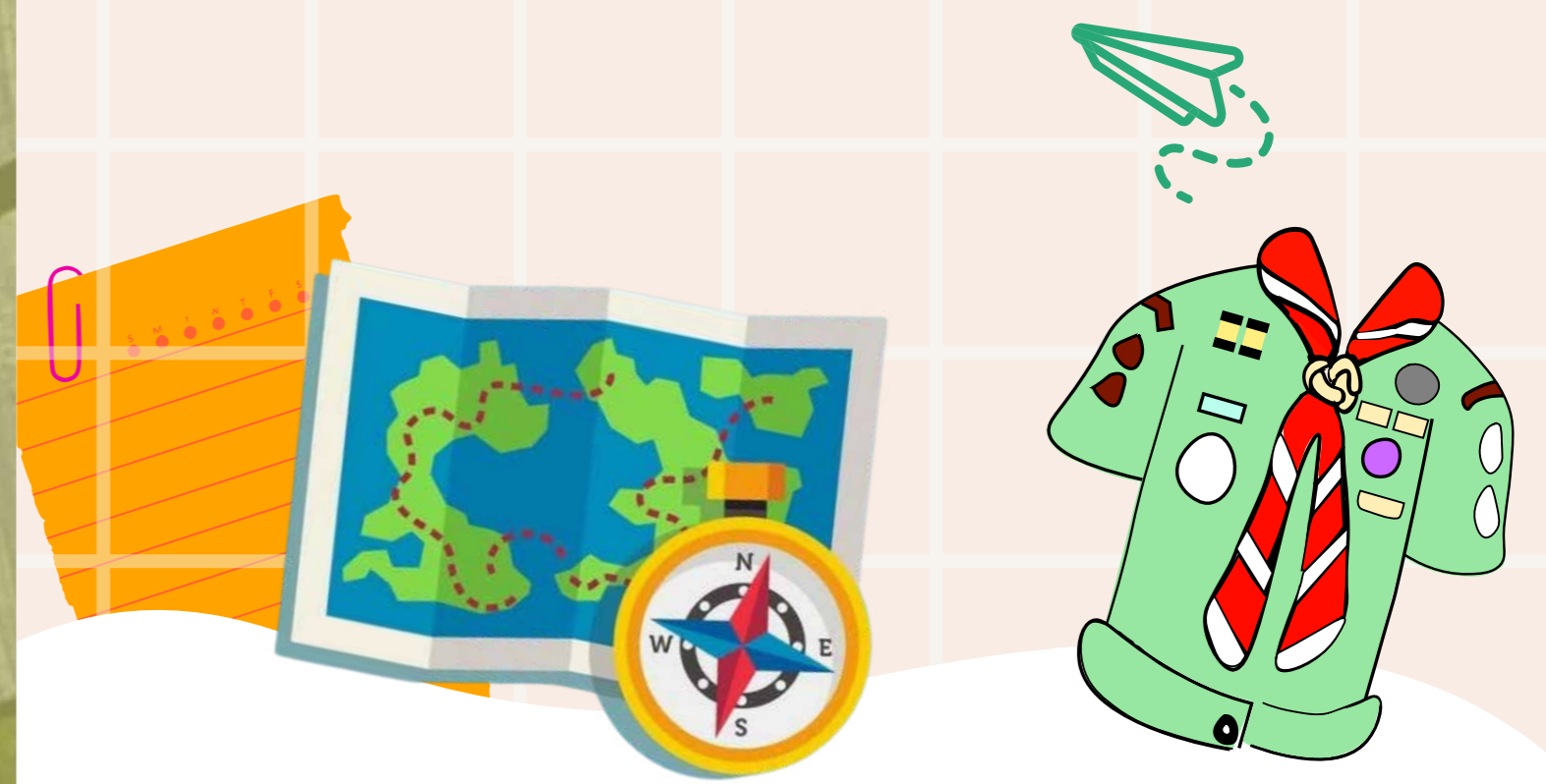
OUR MISSION

We focus on equipping participants with the values, knowledge, and skills necessary to form and sustain positive relationships with peers, family members, and others within the communities.

We believe that the key to Creating a Better World begins with becoming a better person.



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