



PRESIDENT'S MESSAGE TO MEMBERS

Dated 16 May 2015

Dear Members,

Since my previous message, the General Committee and I have been working closely with Management on several matters. We wish to apprise you of some of the more recent and important developments.

AGREEMENT WITH LABOUR MOVEMENT

We have been in discussions with the Labour Movement ("LM") to finalise the Memorandum of Agreement ("MOA"), the Licence Agreement ("LA") and the Facility Sharing Agreement ("FSA"), (collectively, the "Agreements") in relation to the configuration of the Bukit and Sime golf courses and the sharing of ancillary golfing facilities at the Bukit Location.

There remain various issues pending resolution.

(1) Contracting Parties

As alluded to in my message of 12 February 2015 on the contracting parties, the Singapore Labour Foundation ("SLF") will be granted a lease at the Bukit location and a sub-lease would be carved out in favour of NTUC Club ("NTUC") or its nominee. NTUC Club or its nominee will be a party to the Agreements that will be executed with SICC. We have since obtained the Ministry of Law's approval for this structure and have proceeded on this basis.

Additionally, our Club Rules provide that all immovable property and investments of the Club shall be held in trust for the Club by a trust company, in a nominee capacity. The Trustee will not be responsible for the management of such property and the Club would have to indemnify the Trustee from any liability which may arise from the holding of such property. The Club has been liaising with its Trustee on the terms reflected in these Agreements, the operational obligations of the Club and the execution of the Agreements for and on behalf of SICC.

As it now stands, SLA is in discussions with NParks on some preliminary matters. Following this, we hope to hear from SLA on the outcome of the Club's application.

(2) Exit Rights

In finalising the Agreements, LM has informed us that they require 'exit rights' to be included into the MOA. As this requirement could have significant implications, on 7 April 2015, the Club wrote to MinLaw to seek an assurance that SICC would not be adversely impacted by this.

We received a letter from MinLaw on 14 May 2015 stating that in view of these developments, the deadline for SICC and LM to conclude an agreement will be extended to 31 August 2015. We hope to conclude these agreements earlier.

(3) FSA

LM through NTUC has recently raised various operational issues which they would like to be reflected in the FSA. We have discussed this with NTUC and would reflect them in the FSA accordingly.

ISLAND LAND LEASE – APPLICATION TO RENEW

Following the application for renewal submitted in July 2014, there have been continuous discussions between the governmental authorities.

This is anticipated to take some time and we will keep you informed once we receive any firm answers.



PLANNING AND REDEVELOPMENT COMMITTEE

Following our last message, the Planning and Redevelopment Committee as well as the task forces within it have met numerous times. There has been a tremendous amount of work going on and some of these are highlighted below.

ISLAND GOLF COURSES REDEVELOPMENT

As you have been previously informed, the Club is exploring all options towards expanding golfing capacity at Island location by creating three full 9-hole layouts (from the New and Millenium courses). The Club appointed a professional golf course consultant, Qualitas Project Control ("Qualitas") in January this year. Qualitas has been actively engaging the relevant governmental agencies to determine the availability of the undeveloped and forested land and to ensure compliance with environmental regulations.

(1) Scoping and Land Contour Surveys

The Club is engaging a firm to carry out an environmental scoping to assist the design team in determining areas of the golf course which can be used to achieve twenty-seven holes with minimal impact to the environment.

We are also presently embarking upon a preliminary topographic survey on the forested land which the golf course designers will require during the design process.

The preliminary topographic survey coupled with the environmental scoping process will form part of the comprehensive design brief put together by Qualitas for its onward distribution to the final shortlisted golf course architects.

(2) Selection of Golf Course Architect

The process for the selection of an internationally renowned golf course architect commenced in February this year. Qualitas is guiding the Club through this detailed process.

Various golf design firms were invited to express their interest in this redevelopment. Out of twelve (12) recommendations put forth, six (6) were shortlisted. This shortlisting has been arrived at through distinct and sequential steps, which included Telephone (Skype) Interviews, Requests for Information and Detailed Questionnaires sent to the firms. From the dossiers received by the Club, an evaluation of the information provided by the firms, their design philosophies, the projects undertaken in the past, their expertise from across the world and professional experiences was carried out.

The list from six to three finalists has been narrowed. Site visits are scheduled with the three finalists this month. Routing plans and conceptual designs are expected to be submitted to the Club in June.

The GC hopes to be presenting the final conceptual design sometime in July/August for endorsement by the Membership.

FACILITIES AT BUKIT FREEHOLD LAND

(1) Design Competition

Running concurrently with the Golf Design Competition, the Club launched a design competition for the redevelopment of the Bukit Freehold Land on 17 February 2015. The Club received interest from over twenty-five (25) different architect firms. Having evaluated all the applications, ten (10) firms were shortlisted for the second 'Ideas and Concepts' phase. Design and site briefings were subsequently scheduled separately for each firm at the Bukit freehold land in March and April. We will receive the concept designs from the ten (10) competing firms in mid-May.

The best three concepts will be selected to advance to the final phase of the design competition in which the designs will be fully developed.

The final design will be presented to the membership for endorsement.



(2) Members' Survey

An external consultant has been appointed to conceive and manage the Members' Survey. The survey will be launched in the coming month to gain your feedback on our redevelopment plans at both locations. This survey will be provided through an online and onsite platform to ensure maximum participation from members. We urge you to share your thoughts and views through this interactive means as these redevelopment projects are a very important milestone in the Club's history.

BUKIT BUGGY PATH

The Club is in the process of reviewing all costs and logistics associated with constructing a buggy path on the Bukit golf course. Routing, traffic and surface water flow issues are being addressed to ensure that we can efficiently operate two courses side by side presently, and in the future when the Sime Course is operated by a third party.

FINANCES

Given all of this, the primary question we anticipate members would have, is whether the Club has the financial resources for the proposed redevelopment projects at the Bukit and Island locations, after making provision for the lease premiums. While we currently have no firm indication from the SLA on our lease premiums, we have made some preliminary financial planning to ensure that we approach this redevelopment exercise prudently and conservatively.

However, it is imperative to note that whilst the lease discussions are ongoing and it could take a while before the Club is notified of the sum due for each location, the Committees have to diligently review all options towards ensuring that the Club is fully prepared for the transition in 2020, able to cope with the challenges and able to meet our current needs and our aspiration for the future. The Club has a very limited and defined window of opportunity within which to achieve all of the above objectives through this much needed redevelopment programme.

We assure you that we are making every effort to ensure that a fiscally prudent methodology is being worked upon.

CONCLUSION

As we progress further into the redevelopment phase, the GC is committed to presenting you with the most up to date facts through the various forums and other methods of communication as and when the information flows in.

In closing, I am grateful for members' patience and understanding.

Your Sincerely,



Tay Joo Soon
President

PRESIDENT'S MESSAGE TO MEMBERS

Dated 29 May 2015

Members' Survey 2015

Dear Member,

It is my pleasure to share that the Club will be undergoing some very exciting and necessary redevelopment soon, and you will have the opportunity to play a part in this process.

As previously announced, in 2021, the Sime course and the attached Bukit Clubhouse on the leasehold land will be handed over to the Labour movement. It is anticipated that more than 50,000 rounds of golf per year from the Sime Course will be diverted to the Bukit and Island golf courses. Subsequently in 2030, the 18-hole Bukit course will also be taken back by the government when the lease expires.

These changes will exert extensive pressure on our remaining aged facility at the Bukit Freehold land area which currently houses limited facilities, and the Island golf courses, which will have to absorb up to an additional 100,000 rounds of golf per year from 2030. This overflow of golfers will impact a wide range of facilities on a permanent basis, from increased traffic on golf courses, lockers, F&B to other common services including our swimming pools, gym, and lifestyle facilities. Both the membership statistics and usage rates of our facilities are shown in **Annex 1** to provide you with a perspective on the anticipated pressure on our remaining facilities at both Bukit and Island locations post 2021 and post 2030.

The Club is exploring options towards expanding golfing capacity at Island location by creating three 9-hole layouts (from the New and Millennium courses). This is to help the Club absorb our golfing traffic on the remaining courses with the impending loss of the Sime Course and the Bukit Course in 2021 and 2030 respectively. At the Bukit Freehold land, we are looking to cater for the replacement of all lost facilities from the Bukit Clubhouse, while also supporting our golf operations from 2021-2030. This facility at Bukit location will cater to the Lifestyle needs of our members while the Island location will focus on our golfing and sporting needs.

As part of the redevelopment process, we would like to gather your feedback on key areas which will help us ensure your needs are being well addressed. Your inputs will be furnished to the design architects for review and the final designs will be presented to the membership for endorsement. From 11 June to 2 July 2015, a survey will be conducted by Taylor Nelson Sofres (TNS), a renowned market research consultancy firm. This survey will be available on the Members' Portal and an invitation will be sent to your email address registered with the club. Surveyors will also be stationed at the Island and Bukit locations to collect your feedback. All responses will be kept strictly anonymous, and all feedback will be analysed in aggregate.

We urge all members to participate in the survey and contribute to the club's future. If you have any queries, please contact Mr Cheang Sai Ming (tel : 6431 8359) from SICC, or Ms Rachel-Ann Oh (tel: 6597 7403) from TNS.

Thank you for your continuous support and cooperation.

Your Sincerely,



Tay Joo Soon
President