
ANNUAL
REPORT
2022

Fixing Our Eyes On

Jesus



Central Christian Church
SINGAPORE

Our Mission Statement

We Gather Here to Know God
and Make God Known

WHO We Are

We are a community of believers
striving to love God and love people
We believe the Bible is the Word of God,
the basis of our beliefs and practices.

WE GATHER HERE

God created us to be in a family. For almost every one of us, our earliest memory is that of belonging to a group of people – father, mother, or siblings. God's design in creating us within a family environment is for our protection, and for us to learn what love is about, since our happiest memories are usually about being together with our families or a closely-knit group of friends. God designed the church to be the household in which we can protect our hearts and feel free to love again. The Bible is clear that God's household is not just a place where people mingle once a week, but rather a group of people who gather together frequently, be it for Sunday worship, midweeks, Bible Talk and small groups or discipling times.

TO KNOW GOD

As a church that is committed to knowing God, we purposefully seek to be closer to Him. Our worship of God needs to be conducted in a way that pleases Him. When we worship, God looks past our words and our singing to see the attitude in our hearts. When we gather together for the breaking of bread and drinking of wine, let us do so with hearts that desire to understand His intense love and sacrifice for us on a deeper level. When we come together for deeper bible teaching, let us be grateful for the way God reveals Himself to us in His Word.

AND MAKE GOD KNOWN

Making God known is about being the salt of the earth and the light to the world. It is nothing to be afraid of, nothing to be ashamed of, and it should not be a matter of religion. Making God known is a pure alignment of our hearts to His. Using another metaphor, it is like us becoming His eyes, roaming back and forth on the earth, seeking the prodigal sons and daughters who are ready to come home. Making God known is about seeing the Father jumping for joy as He sees those who were once dead raised back to life again. Making God known is the heart of Him who created us.

Making God known is also about clothing ourselves in God's love, kindness and compassion; and being God's chosen instruments to meet the needs of the poor and needy. Through serving and providing for the poor and needy in our communities, those who are helped will be able to "see (our) good deeds and glorify (our) Father in heaven".

As a church, it's easy to lose sight of what's truly important when our program schedule outshines Christ. Therefore in 2022, we focused on fixing our eyes on Jesus. God has revealed our weaknesses, shortcomings and growth areas. He wanted us to be Christ-like and rely on Him to rebuild His Church. We learnt to allow God's mercy, grace and love to guide us through every situation, which eventually led us to a place of renewed faith, hope and purpose.

Hebrews 12:2

fixing our eyes on Jesus, the pioneer and perfecter of faith. For the joy set before him he endured the cross, scorning its shame, and sat down at the right hand of the throne of God.

Fix Our Eyes On

Jesus

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chairman's message



Our theme for 2022, **"Fixing our eyes on Jesus"** was taken from **Hebrews 12:2**,

fixing our eyes on Jesus, the pioneer and perfecter of faith. For the joy set before him he endured the cross, scorning its shame, and sat down at the right hand of the throne of God.

What a year it had been! As we went through ups and downs, and when at times it felt like challenges were coming at us one after another, the need for us to imitate Christ and be dependent on God has never been so important. God has clearly urged us to continually seek His will, to surrender to His way, to be more prayerful and to wait patiently for His guidance. Indeed, Jesus is the pioneer and perfecter of our faith. Whether we are being disciplined or experiencing trials, He comforts and refines us.

Following the major easing of Covid-19 rules in April 2022, the Church resumed our worship at the church building. It was so refreshing to be able to congregate as a Church again! Many of us felt emotional, and some were moved to tears, when we were singing and worshipping together! Many events took place so we could enjoy our fellowship with one another – our churchwide CCC Family Day 2022; Mid-Autumn's Festival; Children's Day celebration for our Sunday Kid's Kingdom (SKK) children; Deep teaching workshops; Youth and Young Professionals' worship services, and various retreats that happened across our ministries!

And as we have done in previous years, we participated in the Pasir Ris-Punggol Inter-Racial & Religious Harmony Carnival 2022, being able to connect with the different religious groups and community here in the area! For our community outreach, HOPEworldwide (Singapore) held a

"Gift from the Heart" event in April to distribute 1,200 care packages to needy seniors living alone and families with young children living in rental flats. We follow up by joining monthly doorstep deliveries of household essential items and grocery vouchers at these rental flats, and brought cheers to the end of the year with another mass distribution of festive care packages in December through the second edition of "Season of HOPE and Giving" campaign! Our members actively participated in the Home Refresh and Project Refresh initiatives, where students, young professionals and even parents cleaned, decluttered and painted various flats of different beneficiaries!

As a fellow brother, I pray that we continue to "fix our eyes on Jesus", to be united in love, encourage and admonish one another so we may mature in Christ. As MC Chair, I look forward to continue the ongoing work of improving our governance, with the Management Committee and the Church Leadership.

Mr Ow Khai Hoong
Chairman



Chairman since 2018

Mr Ow Khai Hoong

- Bachelor of Accounting (Nanyang Technological University, Singapore)
- Khai Hoong was baptised in 1992. He has been married for 25 years with 3 sons.

CORPORATE EXPERIENCE

- Johnson & Johnson
- Compliance Officer – One J&J Singapore, Pharmaceutical Asia Pac Regional Office
- Healthcare Compliance Officer & Cluster Lead, Southeast Asia (Director)
- Director, Medical Education and Quality Management (Research & Development, China)
- Compliance Officer, Xian-Janssen China (Director)



Secretary since 2021 and Member since 2019

Mr Taskie Sadikin

- Senior Manager, Backend Automation, Micron Semiconductor Asia
- Holds a First Class Honours in Mechanical Engineering from Nanyang Technological University
- Taskie was baptised in 1999. He has been married for 17 years with 2 sons.

PROFESSIONAL CREDENTIALS / CERTIFICATIONS

- Co-Chair, Ethics & Business Integrity Committee, Singapore Association of Pharmaceutical Industries
- Member, Audit & Risk Committee, Samaritans of Singapore
- Certified Compliance & Ethics Professional (Compliance Certification Board, SCCE, USA) 2017
- Global Standards of Leadership Award – Customer Focus and Talent Development (Johnson & Johnson) 2012

management committee



Treasurer and Member since 2021

Ms Joyce Ng

- Clinical Pastoral Care Counsellor - Mount Alvernia Hospital
- Graduated with a Bachelor with First Class Honours in Actuarial Science.
- Joyce served as a ministry staff for 2 decades in various ministries - parents, singles, teens, and campus.
- Joyce was baptised in 1987. She has been married for 24 years with 2 sons both currently in the Campus Ministry.



Member since 2022

Mr Leon Koo Kok Leong

- General Manager of Fresenius Kabi Singapore Pte Ltd, Leon have been working in the Pharmaceutical/MedTech Industry for more than 25 years.
- Graduated with a Bachelors in Marketing from National University of Ireland.
- Leon was baptised in 1998 in the Singles Ministry of CCC. Leon and Dee is married for 20 years with 2 lovely teenage children.



Member since 2022

Ms Chang Chai Fung

- Faculty Head of DSTA Academy
- Previously worked as an Assistant Director Masterplanning, Enterprise Architecting and Governance, HR Assistant Director for Learning & Competency Development, MINDEF Deputy Director for Business Transformation, Director for Air Traffic Management Plan and Development for Civil Aviation Authority of Singapore
- Graduated with a Master of Technology from the National University of Singapore (NUS)
- Chai Fung was baptised in 1989 in the Singles Ministry of CCC. Chai Fung and Jason Teo have been married for 30 years and blessed with 2 daughters and 1 son.



Secretary and Member since June 2022

Ms Ng Hwee Li Sandy

- * Ms Ng Hwee Li Sandy replaced Mr Taskin Sadikin as Secretary in June 2022.
- Senior Manager in AIA Singapore, responsible for the crafting and delivery of strategic product propositions to all distribution channels.
- Sandy has accumulated a wide array of experiences from the insurance and banking industry for the past 18 years. As a Sales and Corporate trainer, she has worked with Bancassurance, SME Banking, Independent Financial Advisers (IFAs) and Tied distribution in developing strategic training programs.
- Sandy was baptised in 1997. She is married to Andrew and is blessed with two playful and active boys, Darius and Dylan, age 8 & 6.



Member since 2021

Mr Andy Yung

- Executive Director, Head of Compliance at the Mizuho Securities Singapore. His key roles and responsibilities include managing the company's compliance with Singapore laws and regulations, and prevention in financial crimes.
- Graduated with a Bachelor of Accountancy from the Nanyang Technological University (NTU)
- Andy was baptised in 1990. He has been married for 23 years with 3 daughters. Andy is also serving in the Teaching Ministry.



Member since 2019

Ms Sim Hoon Wah (Patricia)

- Holds a Bachelor of Arts degree (English Language and Economics) from The National University of Singapore
- Over 30 years of working experience in various various organisations, including non-profit organisations, start-ups, small and medium enterprises, and multinational corporations. She also served in the church administration team from November 2005 to Dec 2021.
- Pat was baptised in 1988, and has a daughter. She currently serves as a teen mentor in the Youth Ministry.

administrative staff



Ng Boon Hwee
Building Manager



Amelia Ang Lay Choo
Childcare Principal



Janice Lim
Accounts & HR Manager



Teo Yig Zern
IT Manager



Esther Tay
Administrative Executive



Evelyn Teo
Accounts cum Admin Executive



Justin Ho
Digital & Media Executive



Arthur Liew
Communications Executive



Ponnusamy Kala
Building caretaker



Muthusamy Thennarasu
Operations Executive



Baskar Viswanathan
Operations Executive

staff movement 2022

New Hires:

- Ng Boon Hwee - April 2022
- Land Palmero - April 2022
- Steffi Cheong - May 2022



Ng Boon Hwee



Land Palmero



Steffi Cheong

Resigned / Retired:

- Patrice Lee - January 2022
- Kong Suet Yuet - March 2022
- Anthony Chan - April 2022
- Land Palmero - November 2022



Patricia Lee



Kong Suet Yuet



Anthony Chan



Land Palmero

ministry staff



Phua Hee
Lead Evangelist
& Angelia Phua
Lead Women's Ministry Leader

Phua Hee, a Singaporean, started working for the church in 2001 after he completed his National Service (NS). Prior to his stint in the army, however, he had never lived in Singapore before, as he was born and raised in Manila, Philippines. Phua Hee's varsity education took place in the United States where he graduated with a double major in biology and psychology from Carnegie Mellon University. It was while he was in Pittsburgh that Phua Hee began to believe in God and decided to make Jesus Lord. Since returning to Singapore for his National Service, Phua Hee has embraced Singapore as his home and hopes that by serving full-time in the church, he can have a positive impact on the community. His love for music is expressed in singing for the church worship team and choir. He married fellow Singaporean Angelia Low in 2003 and they have three delightful daughters — one a lower Secondary School student and the other two in Primary School.

Angelia, baptised at the young age of 18, always had a dream to serve God. In her college days, she pursued her interest in industrial design and stage productions, garnering merit in a 1997 Young Designer's competition. She received a scholarship to study design and earned her degree in design at the University of Canberra, Australia. After finishing her degree, she returned to Singapore and fulfilled her life-long dream of serving full-time in the ministry for the church. Phua Hee and Angelia have been leading the Singapore church since the beginning of 2019. They have led the EDGE ministry of the Singapore church since it began in 2005, and recently began overseeing the Polite (Polytechnic & ITE) ministry in the Campus.



Maureen Low
EDGE Ministry



Samuel See
(Self-Support) EDGE Ministry



Jadason & Fiona Wang
EDGE Ministry



David & Wai Yee Lang
Parents Ministry



Pat Yeo
(Self-Support) Parents Ministry



Richard & Serina Cheong
Parents Ministry



Steven & Agnes Tan
Parents Ministry



Chern Yang & Yvette Leow
Teens Ministry



Choon Lim & Peishi Koh
Preteens Ministry



Wei Ching Chan
Campus Ministry



Samuel & Steffi Tay
Campus Ministry



Alvin & Julie Fan
Chinese & Golden Ministry



Charlotte Ng
Chinese & Golden Ministry



Fan Long
Chinese & Golden Ministry

2022 event highlights

Chinese & Golden Ministry



January

- Parents Meet Mentors (Youth & Campus)
- "Christ-like Masculinity" part 001 - Young Professionals Men's event

February

- "Fixing Our Eyes On Jesus" Churchwide Workshop
- Women of Grace & Men of Wisdom devotional
- CNG Ministry - CNY Reunion Event

March

- CNG ministry Parents Workshop
- Poly-ITE Ministry Boot Camp
- 1st Avenue Service
- Women's Day

April

- EDGE Midweek
- "Christ-like Masculinity" part 002 - Young Professionals Men's event
- Women of Grace devotional
- Good Friday Service
- Easter Sunday Service

May

- "Kingdom Of Heaven" Deep Teaching
- 2nd Avenue Service
- AWE Sisters inaugural event

June

- Uni Ministry Mid-Year Retreat
- Youth Mid-Year Retreat
- Yopros Sports Day

July

- EDGE Midweek
- Campus Ministry Sports Day
- Douglas Jacoby's Visit to Singapore Church
- "Christ-like Masculinity" part 003 - Young Professionals Men event
- EDGE Ministry "Thank God It's Friday" event
- "From Shame to Grace" Women's Sunday Morning Class series
- CNG Family Day

August

- CCC Churchwide Discipling Workshop
- CCC Churchwide Family Day
- Marriage Workshop
- 3rd Avenue Service
- "From Shame to Grace" Women's Sunday Morning Class
- AWE Sisters inaugural event

September

- Historical Drift Teaching Part 1
- Poly-ITE Ministry Retreat
- CNG Ministry - Mid-Autumn Festival Event

October

- Historical Drift Teaching Part 2
- EDGE Midweek
- "Christ-like Masculinity" part 004 - Young Professionals Men event
- Women of Grace Devotional

November

- 4th Avenue Service
- Youth Ministry Day-Out Trip
- Asian Seasoned Singles Women's Devotional: Heart of Worship
- AWE Thanksgiving event

December

- Youth Ministry Retreat
- Uni Ministry End-of-Year Retreat
- Christmas Services
- Year-End Service

Campus Ministry



IGNITE NS Ministry



Uni Ministry

EDGE Ministry



Seasoned Singles Ministry



Yopros Ministry

Parents Ministry



Youth Ministry



Pre-Teens Ministry



Young Teens Ministry



Teens Ministry

edge ministry staff



• Phua Hee & Angelia Phua

Phua Hee and Angelia have been leading the Singapore church since the beginning of 2019. They have led the EDGE ministry of the Singapore church since it began in 2005, and recently began overseeing the Polite (Polytechnic & ITE) ministry in the Campus.



• Maureen Kok

Maureen became a disciple in 1989, a year after the Central Christian Church was founded in Singapore. She married Desmond Kok in 1994 and they have two children, Megan and Lukas, who both became disciples in the past 10 years. She started her training in leading small groups and helping others to know God at the age of 23. Maureen has a diploma in computer programming and has worked part-time as an administrator in the church's Kids' Kingdom Child Development & Learning Centre for eight years before joining the full-ministry in 2015. She and her husband Desmond have been serving in the leadership of the church since 1989. They have served in various ministries including the Youth, Singles, Marrieds and Parents, and they now lead a group of more than 100 members in the Edge Ministry. They serve as deacons under Phua Hee and Angelia as well.



• Jadason & Fiona Wang

Jadason was baptised when he was a polytechnic student at the age of 17. Over the years, he explored different education paths from Accountancy to Psychology. After receiving his degree and entering the corporate workforce for a year, Jadason first started serving full-time in the Campus Ministry in Singapore. He is passionate about helping youths and young adults understand how great it is to live a life serving God and being transformed by him.

Fiona came along to church in her teens and became a disciple in 2012. She obtained her degree in Communication Design from RMIT University and joined the full-time ministry of the church in October 2019. Currently serving in the Young Professionals (Yo-Pros) Ministry, Fiona also helps with digital ministry support and enjoys using her varied talents to serve in whatever way she can.

Now married, they are faithfully serving the Young Professionals (Yo-Pros) Ministry together.



Samuel has been a member of the CCC since the time of his National Service back in 1995. He attended St Andrew's Junior College and obtained his Bachelors in Civil & Structural Engineering (Hons) from Nanyang Technological University. Since becoming a member of the church, Samuel has served in the Campus, Singles and Youth ministries. Samuel is a natural speaker and became a self-supporting staff in March 2019. He was married in 2004 and is currently serving in the Young Professionals (Yo-Pros) Ministry. He reaches out to young professionals, studies the Bible with them, counselling them and mentoring them.

edge happenins'



Seasoned Singles

2022 was a year filled with learning, bonding and growing in Christ, but definitely not forgetting the food, fun and fellowship within the Seasoned Singles! There were food trails, hangouts, nature walks, serving the poor, and many bible discussions planned across the year for our Women of Grace and Men of Wisdom of the Seasoned Singles ministry. The sisters even bonded through an online Asian Seasoned Singles Women's Devotional with disciples around Asia titled : Heart Of Worship!

Yopros

In the second half of 2022, Yopros decided to make a radical decision to remove the zonal system with the purpose to build our identity in Christ and not on zone cultures that were established over time. They started to focus more on building the ministry through meaningful, functional small groups instead, hoping that the disciples can be healthier connecting through a smaller intimate setting. In doing this, their desire is that the entire ministry will become more united when the limitations of a zone is removed and that each brother and sister in the Yopros ministry can grow to be more and more Christ-like and Christ-reliant, finding joy in Christ rather than purely in one another.

parents ministry staff



• Richard & Serina Cheong

Richard and Serina Cheong have both been members of the Central Christian Church (CCC) Singapore since 1988. They served in the full-time ministry for 12 years, leading different ministries, including Mandarin, Teens and Parents ministries. They left the full-time ministry for 15 years to continue their studies and professional careers. During those years they started a counselling and consultancy company working with parents and youth.

The Cheongs are both certified trained Family Life Educators and Counsellors. Richard has a degree in Counselling Psychology and Serina has an Associate of Science in Communication and Graduate Diploma in Counselling Psychology as well. Both are also passionate in working with incarcerated inmates and have been actively involved in rehabilitation work. Richard and Serina are so driven to help both parents and youths that they self-supported for two years before coming back into full-time ministry again in 2018. They have been working with Preteens, Young Teens and the Young Parents ministry. Richard and Serina are happily married and have three children who are active members in the church as well.

Agnes became a Christian in London in 1985, while she was studying at University College London. After practicing medicine in London, Agnes joined the mission team to Singapore and worked at the National University Hospital. Steven became a Christian in Singapore during the first year of the fledgling church while working as an engineer.

The Tans have served the church in many capacities over the years all over Southeast Asia: Singapore, Jakarta, Penang and Kuala Lumpur, overseeing various ministries including marrieds and parents, singles, campus and Kids' Kingdom. Agnes also helped for a time with the Bombay, India church. Steven and Agnes both hold a Master's degree in Counselling, and are Clinical Members and Registered Counsellors with Singapore Association for Counselling. They are Family Life Educators and conduct training for programmes including Good Enough Parenting, the I Choose Us marriage programme and the Positive Parenting Programme (Triple P).

The Tans' passion is to help people build strong and godly families. They are blessed with a daughter, a son, and a daughter-in-law, all thriving in their relationships with God and love for helping others.



• Steven & Agnes Tan



• David & Wai Yee

David and Wai Yee have been Christians since they were teenagers and have grown up in the Central Christian Church since its early days in 1988. They were married in 1999, and have three children, the older two having made Jesus Lord in the past few years. The Langs have been actively involved in various roles in the church these past few decades, including leading groups in the Youth, Campus, Singles, Marrieds and Parents Ministries. They are now part of the Parents Ministry leadership team, providing biblical counselling and pastoral care for the families in their region. They also oversee the Sunday Kid's Kingdom Ministry for the church.

Appointed as deacons in 2003, David and Wai Yee then became full-time ministry staff in 2008. David holds a diploma in mechanical engineering and worked for 15 years with the Singapore Air Force. Wai Yee was editor and content manager for an international business publishing firm and holds a Masters of Counselling degree.

Passionate about biblical family life education, they are accredited facilitators and trainers for the I Choose Us marriage programme, as well as the Good Enough Parenting programme. They have addressed audiences in the church, local schools and communities, and conducted workshops in other Asian countries including Malaysia, Vietnam and Cambodia.



• Pat Yeo
(Self-support)

Pat was baptised into Christ while she was a Polytechnic student. She has held several leadership roles over the years including the Campus, Singles, Teens, Marrieds and Parents. Pat has a Diploma in Business Admin (Marketing) and is a Certified Financial Planner. She is currently taking a Masters in the studies of Divinity. Pat Yeo, together with her husband, Kelvin, joined the Parents Ministry leadership team in October of 2010 as self-supporting staff. They work with parents from all walks of life, who live in various parts of Singapore. Even though Kelvin has stepped down from a full time position, the Yeos retain a common passion to strengthen people's marriages, families and their relationships with God. Kelvin and Pat were married in October of 2001 and they have two teenage children who are thriving in the Campus Ministry.

parents happenins'



The Parent's Ministry aims to provide spiritual support, resources, and encouragement to parents as they navigate the challenges of raising children in today's world while rooted in Christ. In 2022, we held regular spend-times and bibletalks where parents could connect with each other, have fun, be inspired from scripture, share experiences over meals, and receive both biblical and practical advice from guest speakers on a variety of parenting topics! We also organize social events and service projects that allow families to bond and serve together. Our goal is to empower parents to become confident, resilient, and effective in their parenting role, while fostering a sense of community and belonging within our church as disciples!



campus ministry staff

• Wei Ching Chan



Weiching was born in Johor Bahru, Malaysia in 1986. After completing her STPM in Malaysia, she came to Singapore to pursue a bachelor degree in Life Sciences in the National University of Singapore (NUS) in 2006. In her second year of undergraduate studies, Weiching was invited to study the bible and subsequently became a disciple of Christ. Upon her graduation in 2010, she worked as a research assistant for a couple of years in the Life Sciences Department in NUS. With her love for people and her passion for the community, Weiching constantly desired to impact the people around her and eventually made the decision to enter into the full-time ministry in 2014. Weiching is currently serving in the Campus Ministry group, working closely with varsity students.

Samuel came to church early in his youth but left when he entered secondary school, after many series of trials and tribulations, he came back to church when he was in his year 1 of poly and they say the rest is history.

Samuel graduated with a degree in Sports studies and Marketing from the University of Stirling. Having worked in the corporate world for 3 years, which included his latest job at Benjamin Barker as a Marketing & E-commerce Executive, he eventually answered the call to serve in the full time ministry in August of 2021. Samuel served in the Young Professional Ministry for 1 year before eventually being called to the Ignite Ministry (Polytechnic, JC, ITE & Sec 5) where he and his wife are currently serving now.

Steffi grew up in the church. She was brought up to have her own convictions about religion and got baptised when she was 15. She has proclaimed Jesus Christ as Lord ever since.

Steffi graduated with a major in Psychology and a minor in Neuroscience by Murdoch University as well as a Diploma in Counselling.

Prior to working for the church, Steffi was a Behavioural Therapist working with children with Special needs. She got married to the love of her life in September 2021 and answered the call to serve full time in May of 2022. Together with her husband, Samuel they serve in the Ignite Ministry (Polytechnic, JC, ITE & Sec 5).

• Samuel & Steffi Tay



campus happenings'



Our Campus Ministry consists of disciples across Sec 5, ITE, JC, Polytechnics, the National Service brothers and our Universities. Over the year 2022, we bonded, made new friendships and renewed older friendships across different boot camps, retreats, special services and Rites-Of-Passage for the NS brothers!

We witness transformed lives as young disciples decided to study out the bible, got baptised and make Jesus Christ the Lord of their lives! Truly inspiring!

As we planned our respective Sisters Appreciation and Brothers Appreciation Days in 2022, we made sure our sisters and brothers were thoroughly encouraged and loved through handmade food, intentional games and fellowship! They were definitely evenings to be remembered!

And last but not least, we held many bible discussions across our campuses over the year, bringing the good news of Christ to anyone who was willing to join us to learn more!



youth ministry staff

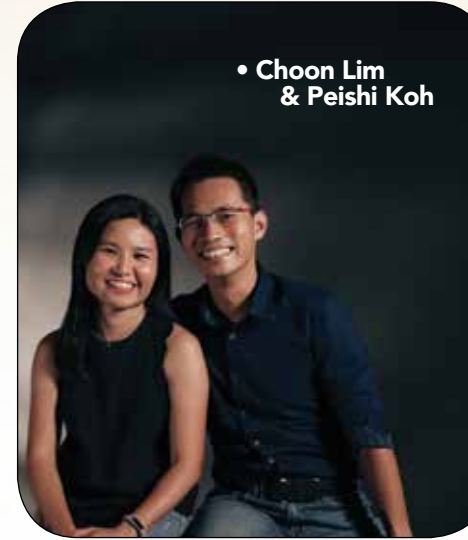
• Chern Yang & Yvette Leow



Chern Yang was baptised in 1998, a few months before enlisting in Singapore's compulsory National Service (NS). Although faced with the tough schedule and demands of NS, he grew in his faith and stepped into university as a faithful Christian. After graduating with a Bachelor in Engineering (Civil Engineering) from the National University of Singapore, Chern Yang went on to work as a civil engineer in a Japanese firm. Having a constant desire to impact the people around him, he decided to join the full-time ministry in 2009. An ardent board game enthusiastic, he puts his many talents and people skills to good use.

Yvette became a Christian in 1999 during her junior college years in Nanyang Junior College. She then moved on to finish her Bachelor in Business Administration (Marketing) with distinction at the Royal Melbourne Institute of Technology. After a short career in the sales and marketing field, Yvette moved into Early Childhood Development. Studying for a further two years, she graduated with a specialist diploma in Early Childhood Education and worked with children for several years. She eventually followed her dream to work with her husband in the full-time ministry. Blessed with two wonderful school-going children, Ashlee and Nathan, Chern Yang and Yvette strive to be "good enough parents" and raise their precious ones with Godly values. Chern Yang and Yvette are currently involved with the Youth Ministry. Comprising students from various secondary schools in Singapore, they use their experiences to help students lead fruitful and victorious lives. Their dream is to see students reach their full potential and develop a deep love for God.

• Choon Lim & Peishi Koh



Choon Lim and Peishi came to the Lord in 2005 when Choon Lim was pursuing his Bachelor in Mechanical Engineering (Hons) in Nanyang Technological University (NTU), while Peishi was working as a Social Worker in a school for children with special needs. Peishi has a Bachelor degree in Arts and Social Sciences from the National University of Singapore, majoring in Social Work.

After graduating with an Honours degree from NTU, Choon Lim went on to work in an US manufacturing firm as an equipment engineer for six years and subsequently worked as a lecturer in Nanyang Polytechnic for another six years, where he obtained his specialist diploma in Teaching and Learning.

Feeling grateful that they could experience God's amazing grace and love, Choon Lim and Peishi served Him in the church in various ways that included leadership roles and Sunday Kids Kingdom. Choon Lim and Peishi were married in 2008 and have a teenage son and a pair of twin girls. Having a desire to help others experience God's transformational love, they joined the full-time ministry in 2019 and are currently serving in the Youth Ministry where they work with the younger teens and their parents, together with a group of disciples serving as mentors to the teens.

PRETEENS CAMP 2022



Our Youth Ministry is made up of three sub-ministries: Pre-Teens Ministry, Young Teens Ministry and Teens Ministry. Together, they consist of students from Primary 5 all the way to Secondary 4!

Throughout 2022, our youth mentors and staff are constantly trying to find new and creative ways to engage and inspire the youth through the bible - planning different youth camps, retreats and outdoor fun times like dragonboating that grow their social and teamwork skills, where the aim is to bond our youths and start them on a journey to forge deep, lasting friendships that are rooted in Christ. And as we take initiative to serve the needy and engage the youth through midweek services and bible studies regularly, we definitely hope to develop their heart for Christ at an early stage!

We even formed different youth worship teams, consisting of students who are willing to take that step to serve and grow their hearts of service to God's Kingdom!

sunday kids kingdom happenins'



2022 was another year of transition for us as we slowly reverted back to meeting face to face. This meant that the children from Sunday Kids Kingdom could finally come together physically once again to learn about God, His Word and His values starting in February! We are very thankful to the volunteers who graciously stepped up in this time of transition, as we found ourselves needing coordinators and teachers for the different age groups and classes. Despite the hiatus, our coordinators, together with the volunteer teachers across the different ministries were ever passionate, giving their hearts to engage the children in a fun, creative and interactive way to make lessons from the bible come alive.

With this year transitioning back to normalcy, we wanted our Children's Day this year to be extra special. So we decided to hold a big scale celebration, bringing in a bouncy castle, organizing various carnival games like archery, ping-pong ball toss, marble maze, nerf guns and many more! With these games, the children could win fun prizes and toys to bring home!

Special occasions such as Christmas also brought lots of laughter and memories for the children, as we had our children from Sunday Kids Kingdom come forward with performances for our main Christmas service!

Once again, we are grateful to all of our volunteers who put in their time and effort in organising the classes, activities and events, for without which we could never have such a great Sunday Kids Kingdom while adapting back to normalcy!

chinese & golden ministry staff

• Alvin & Julie Fan



Alvin Fan graduated from Ngee Ann Polytechnic with a diploma in Shipbuilding & Offshore Engineering in 1985. During his stint in the National Service, he attained Gold awards in both Management presentation and Exhibition in the Army's WIT project. Subsequently, he worked as an engineer in IHI Marine and Conan Wu & Associates, who were consultants in ship design. Baptised into Christ in 1990, Alvin was one of the pioneers in the Chinese Ministry. He was called to serve in the full-time ministry in 1994 and appointed as an Evangelist in August 1999.

Julie was baptised in 1989. After running her own business for many years, she sold her business and began working full-time for the church in 1994. Julie was appointed a Woman's Ministry Leader in August 1999 and has helped many women to become lay leaders. Married in 1993, Alvin & Julie have two beautiful daughters and an energetic young grandson.

After growing the Chinese-speaking ministry dynamically for many years, Alvin and Julie were asked to begin leading the English speaking Golden (Senior adults) ministry of the Singapore church, as well as continue leading the Chinese-speaking Golden ministry. Both Alvin and Julie are Family Life Educators. They received their certification from Swinburne University in Australia and Family Resource Training Centre, Singapore. Alvin has proven to be an especially invaluable asset to the church as a brilliant Mandarin speaker, writer and translator.

• Ng Meow Siang



Meow Siang became a disciple in 1996 when she was a young adult working in the auditing profession. She married Meng Kong in 2004 and they have 2 beautiful teenage children, Maegan and Marcus - 14 and 13 respectively. Meow Siang has been awarded with a distinction grade in Book-keeping & Accounting credited by the London Chamber of Commerce and Industry. She graduated from Ngee Ann Polytechnic with a Diploma in Accountancy and thereafter obtained her professional certificate qualification with the Association of Chartered Accountants, Singapore. She

was in the field of accounting and finance and was working with the National Institute of Early Childhood Development and its predecessor company, SEED Institute the last ten years. Meow Siang started leading small groups shortly after she was baptised and has kept serving ever since then. She has served in the youth, singles, marrieds and parents ministries. Now she is serving as a full-time ministry staff with the Chinese and Golden Ministry starting February 2020, and continues mentoring the youths and youth workers, campus students and the single women in the CNG Ministry.

chinese & golden happenings'

Fan Long studied the bible and became a Christian in 2000 when he was pursuing his Bachelor in Biochemistry in Sun Yat-sen University, China. Fan Long and his wife both served in the full-time church ministry in China for a period of 11 years till 2013. He obtained the Master in Christian Studies of Theology in New York Theological Education Centre in 2012. After working as a R&D director in a Singapore technology company for 8 years, Fan Long returned to full-time ministry in 2021 to serve the Singapore church. Currently he is working the Chinese Singles, Youth and Parents ministry. He serves in the teaching ministry as well.



• Fan Long



Our Chinese & Golden Ministry is always so full of life! From their weekly lively worship services filled with songs and dances, to their annual Chinese New Year Reunion event that consists of all 3 generations of disciples ranging from young to old coming together for food, fun and fellowship, to prayerful Good Friday and worshipful Easter Sunday services, our C&G Ministry is definitely a family filled with warmth and welcome inspired by Christ's love for all.

The highlight for us this year was definitely our Mid-Autumn Festival Celebration, where we held a massive carnival in our main Straits Hall lined up with food stalls, game stalls, cultural clubs like Wushu, Acupuncture, Traditional Chinese Medicine and the like joining this event! Opening this event to the public - even Madam Yeo Wan Ling, a Member of Parliament representing the Punggol Shore division of Pasir Ris-Punggol GRC, made a guest appearance and stayed for our lineup of performances on stage! It was truly an evening to be remembered by everyone who came either as an audience or as a participant!

kids' kingdom

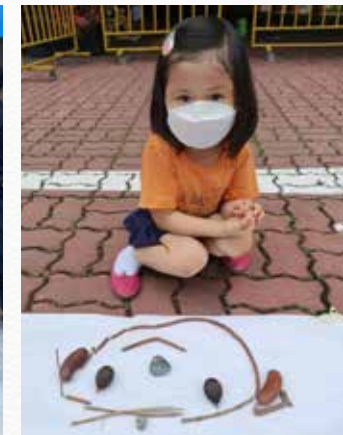
child development & learning centre



2022 – What a fantastic year for the children in KKCDLC! After years of pandemic restrictions, 2022 was a year of experiences for the budding children! Learning was brought to the great outdoors – teachers planned and conducted lots of meaningful activities for the children such as the water filter experiment. Using materials in their surroundings, children explored, observed, documented and took ownership of their own learning. The outdoors also provided great materials and acts as a canvas for the children to use their creativity to bring out their innate artistic talents.

A year of renewed celebrations – we are thankful to be able to celebrate the various occasions with the children and their families! Even though we couldn't have the parents come celebrate Mother's and Father's Day physically with the children, photo booths were set up so that families can have their photos taken as keepsake. With the easing of the restrictions, bigger-scale events such as parenting talk was conducted to equip the parents on their parenting journey as well as Sport's Day where families worked together to compete in various events. Families also got a chance to visit the nearby Fire Station in October and learnt the operation of a fire station. What a privilege!

The much-anticipated end-of-year concert was back in full force! What a celebration it was! The children practiced and put up performances for their parents. The wonderful decoration on the theme of Under the Sea brought the performances to life. Performances such as the Speech & Drama and Gymnastics showcased the hard work children put in throughout the whole year. What a great ending to the year!



central christian church community outreach 2022



Central Christian Church (CCC) is built on a strong belief to emulate Jesus in helping the poor and needy. Together with HOPE worldwide Singapore (HOPEwwS), our community outreach arm, we relentlessly serve the local community through impactful volunteerism.

It is with this desire that HOPEwwS expanded its outreach in Punggol this year. Members from various ministries of CCC supported the "Gift from the Heart" event in April, to distribute 1,200 care packages to needy seniors living alone and families with young children living in the seven rental flats. Also, we provide monthly doorstep deliveries of household essential items and grocery vouchers at these rental flats, and brought cheers to the end of the year with another mass distribution of festive care packages in December through the second edition of "Season of HOPE and Giving" campaign.

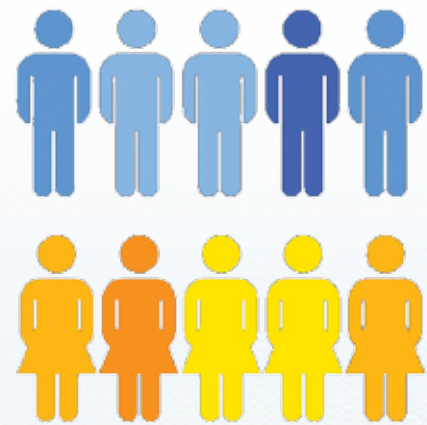
As part of HOPEwwS' "Outreach to Rental Flats" initiative, 30 parents ministry members, along with their family and friends, participated in a lunch party at Block 206A Punggol Place. We gave out 250 sets of lunch boxes and drinks, and took time to survey the residents to understand their needs and how else we can help them with the support from COMNET Senior Activity Centre.

It is important to have a hygienic living environment, hence our members actively helped in Home Refresh initiatives through the year. The POLITE ministry and EDGE ministry have respectively cleaned and decluttered rental flats in Punggol and Seng Kang, while a few other members from the Parents ministry participated in NE CDC's Project Refresh event in December to clean and paint the home of a senior.

HOPEwwS made it fun for our members to volunteer as well. In March, we built an edible farm from scratch at a piece of vacant land in a nursing home. The aim is to provide fresh produce and organise horticulture activities. Two family carnivals were held respectively in September and November to reach out to the residents in Punggol West and Punggol Shore. We ended the year on a high by spreading the message of love and peace through Christmas carolling during two community events organised by Punggol Shore, and a Christmas celebration with elderly residents of a nursing home.

Baptism
20

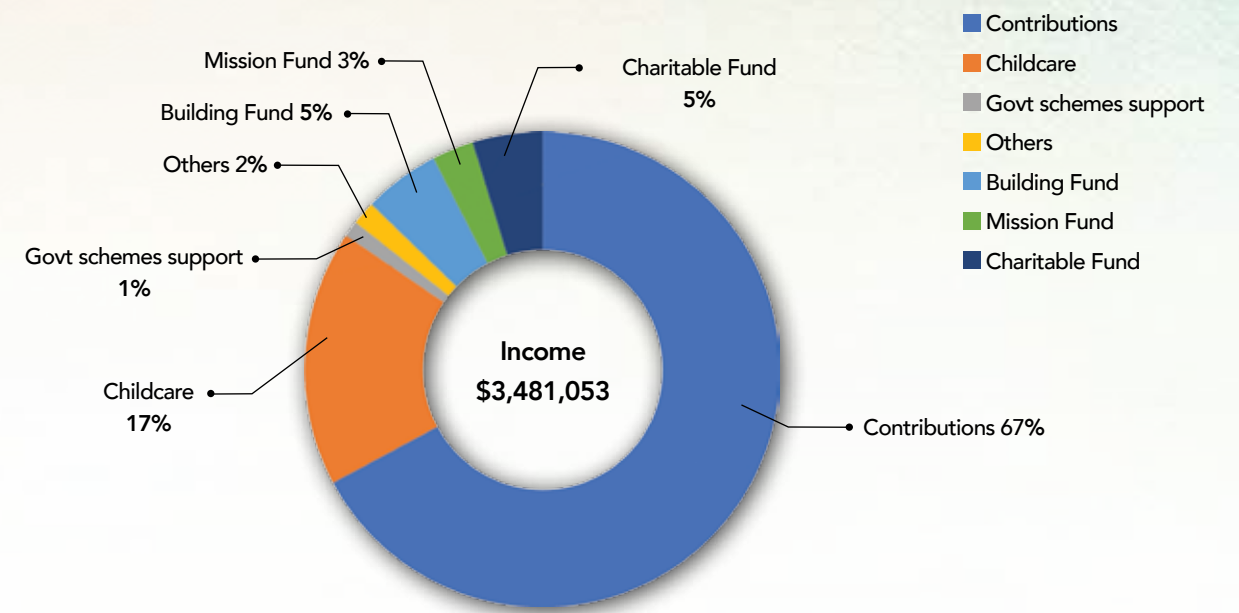
Restoration
2



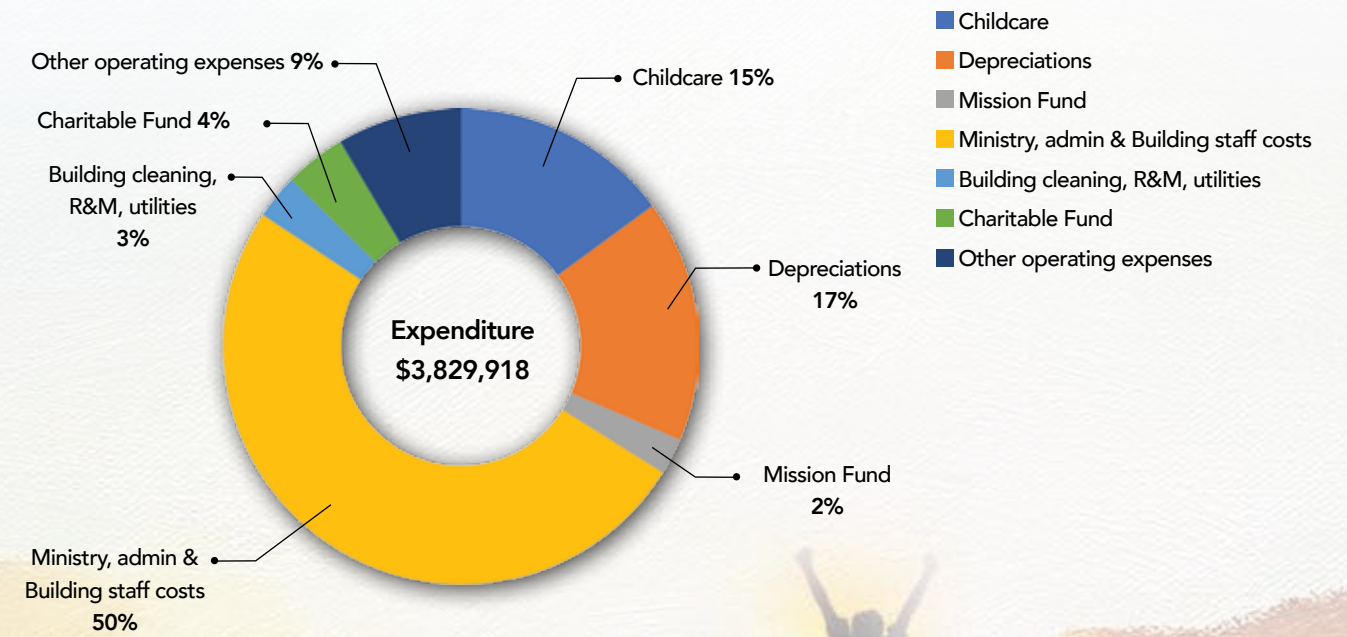
Current Membership
(as of 31 Dec 2022)

1220

2022 INCOME



2022 EXPENDITURE



g o v e r n a n c e

Practical Role of the MC

- Ensure the Code of Governance is complied with.
- Help develop and approve major staff and church policies and ensure the policies and procedures are complied with.
- Provide approval of major financial decisions of the Church.
- Provide management and financial wisdom, guidance, and advice.
- Review and approve Church annual budget and finances to ensure Church is in good health and properly managed.
- Provide oversight and accountability on Church integrity and transparency.
- Convene a few times a year.

Disclosure of attendance in 2022

Name	Role	No. of meetings in 2022 attended held while in office	
		Board meeting	EGM & AGM
Ow Khai Hoong	Chairman	12/12	2/2
Lee Huan Ching, Danny ²	Member	6/8	2/2
Chan Chee Chuen ²	Member	4/8	2/2
Sim Hoon Wah	Member	10/12	2/2
Taskie Sadikin ³	Member/ Secretary as of 26 June 2022	11/12	2/2
Tan Aik Kee Ken Steven ²	Member	7/8	2/2
Joyce Cheah Lean Eng	Treasurer	10/12	2/2
Yung Weng Kin, Andy	Member	12/12	2/2
Ng Hwee Li Sandy ¹	Secretary as of 26 June 2022 (new)	4/4	
Chang Chai Fung ¹	Member as of 26 June 2022 (new)	4/4	
Koo Kok Leong ¹	Member as of 26 June 2022 (new)	4/4	

¹New appointed on 26 June 2022 ²Retired on 26 June 2022 ³Change role on 26 June 2022

Permitted by Constitution as follows:

- Tenure of office for each Committee Member shall be for a period of four consecutive years.
- Re-election is allowed for all positions except the position of the Treasurer.
- Re-election of the position of the Treasurer is allowed after a lapse of one year.
- The Committee does not receive any remuneration for performing its service as Committee.
- Not more than one-third of paid staff are in the Management Committee and they are not chairing the Management Committee.

HR Management

The staff remuneration is set and approved by the Committee.

Our remuneration consists of fixed remunerations and performance-linked bonus.

Performance appraisals are done yearly to ensure that employees receive performance feedback and to set objectives for the new work year.

Reserves Policy

The Church has a Reserves policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity Church in the event of unforeseen circumstances. The Reserves level is reviewed yearly by the Board to ensure that the Reserves are adequate to fulfil the Church's continuing obligations.

Conflict of Interest Policy

All Board members and staff are required to comply with the Church's conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Donations to External Parties & Mission Support

Donations to other charities are conducted out of a spirit to help orphans, widows and other less fortunate persons.

Permitted by the Consitution, donation to other charitable organizations may be decided by the Committee.

The Church provides financial mission support to her overseas sister churches under the SEA Region umbrella.

These are conducted out of a spirit to propagate the Christian religion.

The Committee approved the donations to charities and mission support to churches.

The Church is aware and is supportive including making trips to visit the charitable organizations and overseas sister churches.

Fundraising Activities

The Church held a private fundraising event from 25 June 2022 to 24 July 2022. The funds were for the Malaysia churches in Seremban and Kuching mission support. \$93,500 was raised. The Church has kept its fund-raising efficiency ratio below 30%, in compliance with the requirements for all Charity and IPCs in Singapore.

terms of reference of board committees

<p>1. Membership Services Committee</p>	<p>Purpose To augment the MC in areas of keeping and maintaining all records, including minutes, general meetings, membership list (except financial) and ensuring its accuracy and proper distribution for the board.</p>	<p>Scope</p> <ul style="list-style-type: none"> Keep all records, including minutes, general meetings, membership list (except financial), and other important documents for the MC. Ensure the accuracy and proper distribution of the records. Prepare and organize Annual General Meetings, Extra-Ordinary General Meetings and Board Meetings. Collect votes or polls from members for General Meetings, or other purposes directed by the MC. Ensure that polls and votes collected have sufficient control by working with internal audit team. Ensure compliance with relevant laws and regulations on general meetings and PDPA. 	<p>Members</p> <ol style="list-style-type: none"> Taskie Sadikin (MC) / Sandy Ng (MC) – Chair of Committee Danny Lee (MC) Pat Sim (MC) Janice Teo Teo Yig Zern 	<p>3. Human Resources Committee</p>	<p>Purpose To augment the MC in providing recommendations on the human resources management of the Central Christian Church (CCC).</p>	<p>Scope</p> <ul style="list-style-type: none"> Advise and recommend the Board on HR matters arising from time to time. Upon MC's request to review and make recommendations on: <ol style="list-style-type: none"> HR Strategy and Practices documented HR Policies and Processes for staff that cover areas such as : recruitment, remuneration, benefits, training and development, performance appraisal, resignation and termination, staff claims and disciplinary actions. documented Code of Conduct for Board Members, Staff and Volunteers (where applicable). 	<p>Members</p> <ol style="list-style-type: none"> Ow Khai Hoong (MC) Chang Chai Fung – Chair of Committee Priscilla Toh Koh Cheng Cheng
<p>2. Stewards of God's Sanctuary Committee</p>	<p>To augment the MC in overseeing areas of maintenance, operations and aesthetics of the church building</p>	<ul style="list-style-type: none"> To provide leadership on the conceptualising of the overall placemaking strategy to enhance the connection between members of the church and the church building, through aesthetic creations and implementations, seeking to inspire the shared values and identity of the members. To rationalise the usefulness of the spaces and overseeing the cleanliness and hygiene of the building. To provide guidance on the operations of the church to better fulfill its function and needs, through compliance of the regulations set by the Building and Construction Authority, and other relevant authorities. To give advice on the maintenance strategy to all Mechanical & Electrical, AV & Security system, and assets of the church. To steer the church towards having a safe, secured, quality, inclusive and sustainable shared facility, transforming the church into a place that the members can call their own. 	<ul style="list-style-type: none"> Tan Aik Kee Steven (MC) / Ng Boon Hwee (MC) - Chair of Committee <p>Preteens Ministry:</p> <ul style="list-style-type: none"> Danny Teo Ng Boon Hwee <p>Young Teens Ministry:</p> <ul style="list-style-type: none"> Marc Liew Hansen Tinggang <p>Teens Ministry:</p> <ul style="list-style-type: none"> Paul Chiam Hazel Ng <p>Campus Ministry:</p> <ul style="list-style-type: none"> Theophilia Koay Christopher Anthralsal <p>Parents Ministry:</p> <ul style="list-style-type: none"> Roger Low Julius Tan <p>Chinese Ministry:</p> <ul style="list-style-type: none"> Sam Lim Janice Kuan <p>EDGE Ministry:</p> <ul style="list-style-type: none"> Chong Mei Ling <p>YOPROS Ministry:</p> <ul style="list-style-type: none"> Violet Ng 	<p>4. Finance Committee</p>	<p>To assist, the Management Committee ("MC") in fulfilling its responsibilities in areas of finance and finance-related matters of the Central Christian Church ("CCC").</p>	<ul style="list-style-type: none"> To review the periodic financial statements, reports and budgets prepared by CCC administration staff ("CCC Admin"), prior to its presentation to the MC To advise CCC Admin on developing appropriate procedures for budget preparations, where necessary To ensure consistency between the budget and the CCC's plans and review material deviations To ensure periodic monitoring and accountability for funds To establish and review expenditure approval limits, financial guidelines and procedures To advice the MC on matters pertaining to drawing down of reserves and availing credit facilities, where necessary To work with CCC Admin to design financial reports and ensure that reports are timely To oversee short and long-term investments, unless there is a separate investments committee To review the audit plans and reports of the external auditors and consider the effectiveness of the actions taken by management/CCC Admin on the auditors' recommendations To liaise with auditors on any significant matters arising from statutory audit To advise on such other matters that the MC may determine from time to time 	<p>Members</p> <ol style="list-style-type: none"> Joyce Cheah (MC) – Chair of Committee Deepa Cherian Semed Tony Collin Lee Sze Bee

terms of reference of board committees

5. Childcare Services (Kids' Kingdom CDLC) Committee

<p>Purpose</p> <p>To ensure operation of the childcare centre is smooth and profitable, hence achieving the Management Committee's (MC) financial goals.</p>	<p>Scope</p> <ul style="list-style-type: none"> • Provide leadership and guidance to the Centre Principal to ensure smooth operation • Review the periodic financial statements, reports and budgets prepared by the Principal prior to submitting to the Finance Committee for their perusal • Vet, review or draft documents / contracts from time to time • Approve procurement above S\$500 per item which have not been included in approved budget • Developing policies/guidelines/ procedures for KK CDLC to ensure compliance with relevant laws and regulations • Advise, review and monitor risks pertaining to the childcare centre 	<p>Members</p> <ol style="list-style-type: none"> 1. Danny Lee (MC) / Leon Koo (MC) - Chair of Committee 2. Yvette Say (Chief Consultant) 3. Amelia Ang (Principal) 4. Koh Chew Ling (Vice-Principal) 5. Pat Sim (MC) - Advisory
---	--	--

6. Legal & Compliance Committee

<p>Purpose</p> <p>To augment the MC in areas of Law and Compliance</p>	<p>Scope</p> <ul style="list-style-type: none"> • Advise the MC on legal issues arising from time to time • To vet, review or draft documents / contracts from time to time • In its advisory role, to engage independent legal advisors, if and when it deems necessary (subject to formal approval by the MC) • Ensure compliance with relevant laws and regulations • Developing policies/ guidelines / procedures for the MC or in conjunction with other board committees, if necessary, to ensure compliance with relevant laws and regulations • To highlight practices / issues which do not accord with sound legal policy or best practices, whether or not specifically highlighted to the committee by the MC • Advising on risk mitigation issues 	<p>Members</p> <ol style="list-style-type: none"> 1. Andy Yung (MC) - Chair of Committee 2. Renganathan Shankar 3. Shelley Lim 4. Kuah Soo Lan
---	--	---

7. Church 2.0 Committee

<p>Purpose</p> <p>To derive various modes of church's broad operation after current church's land lease expires in 2033 for congregational decision.</p>	<p>Scope</p> <ul style="list-style-type: none"> • To envision, research, debate, ideate, evaluate and propose different options of church operations to meet church's objectives and Christians' needs within affordable means that are agreeable by the majority of membership. • To derive few options that best address church's current challenges and make proposals on how best church can meet to achieve growth in a financially viable way. • To facilitate the decision on the final option to be voted by church members in 2022. 	<p>Members</p> <ul style="list-style-type: none"> • Chan Chee Chuen (MC) & Lim Ai Hwa - Chair of Committee • Jon Keat (Financial Advisor) • Celine Chong (Legal Advisor) • Koh Choon Lim (Staff Advisor) • Wong Kin Ching (IT Advisor) • Joseph Siat (Property Advisor) <p>Ministry Representatives:</p> <ul style="list-style-type: none"> • Yan Boey (Chinese & Golden) • Adeline Kwok (Seasoned Singles) • Pek Phin (Seasoned Singles) • Fiona Lim (YoPros) • Martin Philix (YoPros) • Nathan Cheong (Campus) • Chelsia Goh (Campus) • Joseph Siat (Teens) • Martin Foo (Teens) • Wong Kin Ching (Young Teens) • Chua Teng Hao (Young Teens) • Koh Choon Lim (Pre-Teens) • Bing Magon (Pre-Teens) • Andrew Oh (Parents) • Joke Jong (Parents) • Shin Yeh (Parents)
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financials

Audited financial report 2021 of Central Christian Church

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CENTRAL CHRISTIAN CHURCH

[UEN. S88SS0027F]
[Registered under the Societies Act 1966
in the Republic of Singapore and the Charities Act
1994]

AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

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Statement of Changes in Funds	12
Statement of Cash Flows	13
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Fiducia LLP

[UEN. T10LL0955L]
Public Accountants and
Chartered Accountants of Singapore

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Central Christian Church
[UEN. S88SS0027F]

Audited Financial Statements
Financial Year Ended 31 December 2022

STATEMENT BY THE MANAGEMENT COMMITTEE

In the opinion of the Management Committee, the financial statements of **Central Christian Church** (the "Church"), are drawn up so as to present fairly, in all material respects, the state of affairs of the Church as at 31 December 2022 and the results, changes in funds and cash flows for the financial year ended; and

At the date of this statement, there are reasonable grounds to believe that the Church will be able to pay its debts as and when they fall due.

The Management Committee, comprising the following, authorised the issue of these financial statements on 29 May 2023.

Mr. Ow Khai Hoong	Chairman
Mr. Taskie Sadikin	Secretary
Mr. Semed Tony	Treasurer
Ms. Chang Chai Fung	Committee Member
Ms. Lion Alexis, Meitian	Committee Member
Ms. Sim Hoon Wah	Committee Member
Mr. Yeo Ngan Chong, Kelvin	Committee Member
Mr. Ng Chip Kiang, Jackson	Committee Member

For and on behalf of the Management Committee,

DocuSigned by:



Ow Khai Hoong
Chairman

DocuSigned by:



Semed Tony
Treasurer

Singapore, 29 May 2023.

Fiducia LLP, Public Accountants and Chartered Accountants of Singapore

Page 2 of 28

Central Christian Church
[UEN. S88SS0027F]

Audited Financial Statements
Financial Year Ended 31 December 2022

Fiducia LLP

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T: (65) 6846.8376
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Independent auditor's report to the members of:

CENTRAL CHRISTIAN CHURCH
[UEN. S88SS0027F]
[Registered under the Societies Act 1966
in the Republic of Singapore and the Charities Act 1994]

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Central Christian Church** (the "Church"), which comprise the statement of financial position of the Church as at 31 December 2022, the statement of financial activities, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements of the Church are properly drawn up in accordance with the provisions of the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard in Singapore ("CAS") so as to present fairly, in all material respects, the state of affairs of the Church as at 31 December 2022, and the results, changes in funds and cash flows of the Church 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 Church in accordance with the Accounting and Corporate Regulatory ("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 audit opinion.

Other Matters – Audited Financial Statements for Comparative Figures

The financial statements for the financial year ended 31 December 2021 were audited by a firm of auditors other than Messrs. Fiducia LLP who expressed an unmodified opinion on those statements on 01 June 2022.

Other Information

Management is responsible for the other information. The other information comprises the Statement by the Management Committee (set out on page 2) but does not include the financial statements and our auditor's report thereon and the annual report.

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.

Central Christian Church
[UEN. S88SS0027F]

Audited Financial Statements
Financial Year Ended 31 December 2022

Fiducia LLP

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Chartered Accountants of Singapore

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(CONT'D)

Independent auditor's report to the members of:

CENTRAL CHRISTIAN CHURCH
[UEN. S88SS0027F]
[Registered under the Societies Act 1966
in the Republic of Singapore and the Charities Act 1994]

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

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

In preparing the financial statements, management is responsible for assessing the Church'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 Church or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Church's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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Central Christian Church
[UEN: S88SS0027F]

Audited Financial Statements
Financial Year Ended 31 December 2022

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2022

	Note	2022 S\$	2021 S\$
ASSETS			
Current assets			
Cash and cash equivalents	5	7,676,942	7,471,404
Fee and other receivables	6	106,188	85,768
		<u>7,783,130</u>	<u>7,557,172</u>
Non-current assets			
Property, plant and equipment	7	6,401,754	6,985,107
Total assets		<u>14,184,884</u>	<u>14,542,279</u>
LIABILITIES			
Current liabilities			
Other payables	8	108,341	116,871
NET ASSETS		<u>14,076,543</u>	<u>14,425,408</u>
FUNDS			
Unrestricted funds			
General fund	9	5,610,145	13,552,801
Building/Land renewal fund	9	1,102,215	0
Fixed capital fund	9	6,300,925	0
		<u>13,013,285</u>	<u>13,552,801</u>
Restricted funds			
Building fund	9	846,590	666,424
Charitable fund	9	213,420	206,183
Mission fund	9	3,248	0
		<u>1,063,258</u>	<u>872,607</u>
TOTAL FUNDS		<u>14,076,543</u>	<u>14,425,408</u>

The accompanying notes form an integral part of these financial statements.

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Central Christian Church
[UEN: S88SS0027F]

Audited Financial Statements
Financial Year Ended 31 December 2022

**STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022**

	Note	2022 S\$	2021 S\$
Cash flows from operating activities			
Net (expenditures) / income for the financial year		(348,865)	383,036
Adjustments for:			
- Amortisation of deferred income		(7,560)	(7,560)
- Gain on disposal of fixed assets		788	0
- Interest expense		0	643
- Depreciation of property, plant and equipment	7	632,350	644,295
- Interest income		(37,294)	(18,115)
Operating cash flow before changes in working capital		239,419	1,002,299
Changes in working capital			
- Fee and other receivables		(20,419)	25,395
- Other payables		(970)	(27,344)
Cash generated from operating activities		218,030	1,000,350
Interest received		37,294	18,115
Net cash generated from operating activities		<u>255,323</u>	<u>1,018,465</u>
Cash flows from investing activities			
Purchase of property, plant and equipment, representing net cash used in financing activities	7	(49,785)	(61,713)
Cash flows from financing activities			
Repayment of borrowings		0	(247,234)
Interest paid		0	(643)
Net cash used in financing activities		<u>0</u>	<u>(247,877)</u>
Net increase in cash and cash equivalents		205,538	708,875
Cash and cash equivalents at beginning of financial year		7,471,404	6,762,529
Cash and cash equivalents at end of financial year	5	<u>7,676,942</u>	<u>7,471,404</u>

The accompanying notes form an integral part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022**

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

1. General information

Central Christian Church ("the Church") operates in the Republic of Singapore. The address of its registered office and principal place of business is located at 1 Edgefield Walk, Singapore 828850.

The Church is registered as a charity organisation under Charities Act 1994 (the "Charities Act") on 08 November 1989 and is registered under the Societies Act 1966 on 22 January 1988.

The principal activities of the Church are to function as a church in the propagation of the Christian faith and to operate a childcare centre.

2. Significant accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with Charities Accounting Standard ("CAS") and the disclosure requirements of the Societies Act 1966 and Charities Act 1994. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

These financial statements are presented in Singapore Dollar ("S\$"), which is the Church's functional currency.

The preparation of these financial statements in conformity with CAS requires management to exercise its judgement in the process of applying the Church'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 estimates and assumptions are significant to the financial statements are disclosed in Note 3.

2.2 Income recognition

Income is included in the statement of financial activities when the following three factors are met:

- The Church becomes entitled to the income;
- The governing Management Committee members is virtually certain that they will receive the income; and
- The monetary value can be measured with sufficient reliability.

2.2.1 Contributions and other income

Contributions are recognised upon receipts.

2.2.2 Childcare fee income

Childcare fee income is recognised over the period of instruction and service provided. Childcare fee income for qualifying children are partially subsidised by the Early Childhood Development Agency ("ECDA"). Childcare fee income and the subsidy claims received are separately disclosed.

2. Significant accounting policies (Cont'd)

2.2 Income recognition (Cont'd)

2.2.3 ECDA subsidy claims

ECDA subsidy claims are recognised when there is reasonable assurance that the subsidy will be received, and all attaching conditions will be complied with.

2.2.4 Interest income

Interest income is recognised using the effective interest method.

2.2.5 Other income

Other income is recognised when received.

2.3 Government grants

Government grants are recognised as income in the financial statements over the periods necessary to match them with the related costs, which they are intended to compensate, on a systematic basis. Government grants related to assets after recognition will then be reduced over the useful life of the asset in line with its depreciation.

2.4 Expenditure recognition

Expenditure are recognised in the statement of financial activities once the goods or services have been delivered or rendered. Expenditure in the statement of financial activities are classified under the cost of charitable activities and governance costs.

Charitable activities

Expenditure on charitable activities comprises all costs incurred in undertaking work to meet the charitable objects of the Church. Such costs include the direct costs of the charitable activities of the Church together with those support costs incurred that enable these activities to be undertaken. All resources applied in undertaking activities to meet the Church's charitable objectives are classified under cost of charitable activities.

Governance and administrative expenses

Governance costs include the costs of governance arrangement, which relate to the general running of the Church as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. Governance costs will normally include both direct costs such as internal and external audit, legal advice for the Church and costs associated with constitutional and statutory requirements, and related support costs which where material, would comprise apportionment of shared and indirect costs involved in supporting the governance activities.

2.5 Employee benefits

2.5.1 Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Church pays fixed contributions into separate entities such as the Central Provident Fund ("CPF"), on a mandatory, contractual or voluntary basis. The Church has no further payment obligations once the contribution has been paid. The Church's contribution to defined contribution plans are recognised as employee compensation expenses when they are due.

2. Significant accounting policies (Cont'd)

2.5 Employee benefits (Cont'd)

2.5.2 Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Church has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

2.6 Financial assets

2.6.1 Recognition and measurement

Receivables, excluding prepayments, are initially recognised at their transaction price, excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Prepayments are initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

Receivables and investments in financial assets are subsequently measured at cost less accumulated impairment losses.

2.6.2 Derecognition

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Church has transferred substantially all risks and rewards of ownership.

2.6.3 Impairment

The Church assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

An allowance for impairment of other receivables is recognised when there is objective evidence that the Church will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the receivable is impaired. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance for impairment is recognised in the statement of financial activities within "Governance and administrative costs".

Subsequently, if the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss will be reversed. The reversal will not result in any carrying amount of the financial asset (net of any allowance account) that exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of reversal is recognised in the statement of financial activities.

2. Significant accounting policies (Cont'd)

2.7 Property, plant and equipment

2.7.1 Measurement

All property, plant and equipment are stated at cost less accumulated depreciation. All items of property, plant and equipment are initially recorded at cost. Fully depreciated assets still in use are retained in the financial statements.

The cost of an item of property, plant and equipment is recognised as an asset if, and only if:

- It is probable that future economic benefits associated with the item will flow to the Church; and
- The cost of the item can be measured reliably.

The cost of an item of property, plant and equipment comprises all of the following:

- a) Its purchase price, including legal and brokerage fees, import duties and non-refundable purchase taxes, after deducting trade discounts and rebates;
- b) Any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. These can include the costs of site preparation, initial delivery and handling, installation and assembly, and testing of functionality; and
- c) The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which the Church incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during the period.

Property, plant and equipment are not revalued and are not required to be assessed for impairment under CAS.

2.7.2 Depreciation

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Leasehold land	29 years
Church building	Remaining lease period
Computers	2 - 5 years
Sound system	5 years
Office equipment	5 years
Furniture and fittings	5 years
LCD projector	5 years
Office equipment	5 years
Renovation	5 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed and adjusted as appropriate, at each reporting date and, where necessary, revised to reflect changes in expectation.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

2. Significant accounting policies (Cont'd)

2.7 Property, plant and equipment (Cont'd)

2.7.3 Subsequent expenditure

Subsequent expenditure relating to plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Church and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in the statement of financial activities when incurred.

2.7.4 Disposal

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is recognised in the statement of financial activities in the year the asset is derecognised.

2.8 Cash and cash equivalents

Cash and cash equivalents include cash on hand, and deposits with financial institutions which are stated at cost.

2.9 Financial liabilities

Financial liabilities are recognised when the Church becomes a party to the contractual agreements of the instrument and are classified according to the substance of the contractual arrangements entered into. All interest related charges are recognised in the statement of financial activities. Financial liabilities includes "Other payables".

Financial liabilities which are due to be settled within 12 months after the reporting date are presented as current liabilities in the statement of financial position even though the original term was for a period longer than 12 months and an agreement to refinance, or to reschedule payments, on a long-term basis is completed after the reporting date and before the financial statements are authorised for issue. Other financial liabilities due to be settled more than 12 months after the reporting date are presented as non-current liabilities in the statement of financial position.

Financial liabilities are derecognised when the obligations under the liability are discharged or cancelled or expired. When existing financial liabilities are replaced by another from the same lender on substantially different terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the statement of financial activities.

2.10 Other payables

Other payables, excluding accruals, are recognised at their transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable.

2. Significant accounting policies (Cont'd)

2.11 Funds accounting

Monies received for specific purposes, including transfers from the general fund, are credited directly to the respective fund in the financial statements. These include restricted funds and unrestricted funds. Unrestricted funds are expendable at the discretion of the Church Committee in furtherance of the Church's objects.

Income and expenditure relating to specific funds are accounted for directly in the funds to which they relate. Common expenses, if any, are allocated on a reasonable basis to the funds based on the method suitable to this common expense. Assets and liabilities of the specific funds are pooled in the statement of financial position.

Funds received for specific purposes such as purchase of depreciable assets are taken to the relevant restricted fund account. This relevant fund will be reduced over the useful life of the asset in line with its depreciation. Depreciation is charged to the relevant designated funds where the asset is held.

2.12 Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. Where the possibility of an outflow of resources is not remote, the Church discloses for each class of contingent liability at the reporting date, a brief description of the nature of the contingent liability and, where practicable:

- a) an estimate of its financial effect;
- b) an indication of the uncertainties relating to the amount or timing of any outflow; and
- c) the possibility of any reimbursement.

A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefit is probable.

2.13 Events after the reporting period

Post year-end events that provide additional information about the Church's position at the reporting date (adjusting events) are reflected in the financial statements. Post year-end events that are not adjusting events are disclosed in the notes to the financial statements when material.

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Audited Financial Statements
Financial Year Ended 31 December 2022

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical accounting estimates and assumptions

The Church makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

3.1.1 Useful lives of plant and equipment

Management determines the estimated useful lives and the related depreciation for its plant and equipment based on the period over which the plant and equipment are expected to provide economic benefits. Management's estimation of the useful lives of plant and equipment is based on collective assessment of industry practice, internal technical evaluation and experience with similar assets.

The estimation of the useful lives of the plant and equipment could change significantly due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of plant and equipment. The depreciation charge is increased where useful lives are less than previously estimated lives.

The carrying value of plant and equipment as of 31 December 2022 and 2021 are disclosed in Note 7 of the financial statements.

Based on Management's assessment, no change in the estimated useful lives of property, plant and equipment is required as of 31 December 2022 and 2021.

3.2 Critical judgements in applying the entity's accounting policies

The key critical judgement in applying the entity's accounting policies concerning the future at the reporting date, that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, is discussed below.

3.2.1 Government grants

Government grants to meet operating expenses are recognised as income in the statement of financial activities on the accrual basis in the year these operating expenses were incurred and there is reasonable assurance that the Church will comply with the conditions attached to it.

For certain grants, the government agencies reserve the right to withdraw, withhold or reduce the amount of any funds approved but not yet disbursed or to call for the refund of all funds which have been disbursed to the Church if the conditions are not met.

For the years ended 31 December 2022 and 2021, the management assessed the Church has met the conditions attached to the grants.

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Audited Financial Statements
Financial Year Ended 31 December 2022

9. Funds

Unrestricted Funds

a) General fund

Income and expenditure relating to the main activities of the Church are accounted for through the General Fund in the statement of financial activities. Transfers are allowed with authorisation and approval of the Management Committee and/or approval in General Meeting in accordance with the Church's Constitution.

Movement during the financial year:

	2022 S\$	2021 S\$
At the beginning of the financial year	13,552,801	12,747,782
Income received during the financial year	3,036,198	3,848,897
Expenses incurred during the financial year	(2,985,781)	(3,043,878)
Transfer during the financial year	(7,993,075)	0
At the end of the financial year	5,610,145	13,552,801

Transfer during the year

During the current financial year, the Management committee have approved and transferred S\$7,993,075 from General Fund under the Church's unrestricted fund to Building/Land renewal fund and Fixed capital fund for S\$1,102,215 and S\$6,980,860 respectively to support the future utilisation of funds.

b) Building/Land renewal fund

This fund was set-up to be used if the Church proceed to renew the land lease.

Movement during the financial year:

	2022 S\$	2021 S\$
At the beginning of the financial year	0	0
Transfer during the financial year (Note 9(a))	1,102,215	0
Expenses incurred during the financial year	0	0
At the end of the financial year	1,102,215	0

c) Fixed Capital fund

This fund was set-up to be used for current land and building depreciation. This is non-cash.

Movement during the financial year:

	2022 S\$	2021 S\$
At the beginning of the financial year	0	0
Transfer during the financial year (Note 9(a))	6,890,860	0
Expenses incurred during the financial year	(589,935)	0
At the end of the financial year	6,300,925	0

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Audited Financial Statements
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9. Funds (Cont'd)

Restricted funds

d) Building fund

This fund is a restricted fund. The Building Fund is to be used for building related expenses including but not limited to, acquiring of church land and church building, building addition and alternation works, renovation, major repair and maintenance and bank service fees. With effective from 1 January 2022, the building fund will be used solely for capital expenses.

Movement during the financial year:

	2022 S\$	2021 S\$
At the beginning of the financial year	666,424	1,103,013
Income received during the financial year	180,394	501,084
Expenses incurred during the financial year	<u>(228)</u>	<u>(937,673)</u>
At the end of the financial year	<u>846,590</u>	<u>666,424</u>

e) Charitable fund

This fund was set-up to help the poor and the needy, in line with the Church's constitution.

Movement during the financial year:

	2022 S\$	2021 S\$
At the beginning of the financial year	206,183	191,577
Income received during the financial year	165,926	195,046
Expenses incurred during the financial year	<u>(158,689)</u>	<u>(180,440)</u>
At the end of the financial year	<u>213,420</u>	<u>206,183</u>

f) Mission fund

This fund was set-up for financial support for overseas mission Church (es) for the sole purpose of propagating the gospel, in line with the Church's constitution.

Movement during the financial year:

	2022 S\$	2021 S\$
At the beginning of the financial year	0	0
Income received during the financial year	98,535	0
Expenses incurred during the financial year	<u>(95,287)</u>	<u>0</u>
At the end of the financial year	<u>3,248</u>	<u>0</u>

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10. Key management personnel compensation

None of its staff received more than S\$100,000 in annual remuneration each. The remuneration paid to the key management personnel was approved and authorised by the Church Committee.

Number of key management in remuneration bands:

	2022 No. of personnel	2021 No. of personnel
- Below S\$100,000	2	3
- S\$100,000 to S\$200,000	<u>0</u>	<u>0</u>

11. Overseas transactions

In addition to information disclosed elsewhere in the financial statements, the following expenditure remitted to, spent in, or benefit locations outside Singapore are as follows.

Country	Nature of expense	2022 S\$	2021 S\$
Indonesia	Donations ¹	92,330	85,200
USA	Donations	9,130	8,674
USA	Subscriptions	461	463
India	Disaster relief expenses	0	40,876
Indonesia	Disaster relief expenses	0	36,885
Myanmar	Disaster relief expenses	0	1,349
Ukraine	Disaster relief expenses	45,207	0
Indonesia	Mission expenses	0	8,545
Malaysia	Mission expenses	0	98,676
Malaysia	Donations ²	93,500	0
	Retreats/seminars/courses/conferences	15,633	0
	Overseas travel/accommodation/allowances	<u>8,582</u>	<u>0</u>
		<u>264,843</u>	<u>280,668</u>

Notes

- 1 Donations to Batam Center of Hope & Pelangi Kasih Orphanage
- 2 Donations to Kuching and Seremban Mission Fund

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Audited Financial Statements
Financial Year Ended 31 December 2022

12. Related party transactions

In addition to the related party information disclosed elsewhere in the financial statements, the following transactions with related parties took place at terms agreed between the parties during the financial year:

	2022 S\$	2021 S\$
<u>Transaction with members of the Church</u>		
Building fund income received from committee members	1,600	15,205
Contribution income received from committee members	95,375	136,669
Special contribution income received from committee members	0	16,000
Training for related parties	366	869
	<u>97,341</u>	<u>168,743</u>

13. Financial instruments

The carrying amounts of financial assets and financial liabilities at the reporting date are as follows:

	2022 S\$	2021 S\$
Financial assets at amortised cost		
Cash and cash equivalents	7,676,942	7,471,404
Other receivables (excluding prepayments)	82,841	51,436
	<u>7,759,783</u>	<u>7,522,840</u>
Financial Liabilities at amortised cost		
Other payables (excluding deferred grant income)	100,781	101,751

14. Reserve position and policy

The Church's reserve position for financial year ended 31 December 2022 and 2021 is as follows:

	2022 S\$	2021 S\$	Increase %
A Unrestricted funds			
Accumulated surplus	13,013,285	13,552,801	(4%)
B Restricted and designated funds			
Other restricted and designated funds	1,063,258	872,607	21%
C Total funds	14,076,543	14,425,408	(2%)
D Total annual operating expenditure	3,784,711	4,161,991	(9%)
E Ratio of funds to annual operating expenditure (A/D)	3.43	3.25	

Reference:

- C. Total funds include unrestricted/designated and restricted funds.
- D. Total annual operating expenditure includes expenses related to Childcare expenses and Governance and administrative expenses and finance costs.

The Church's reserve policy is as follows:

The Church aims to keep reserves to meet up to six months' of operating expenditure.

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Audited Financial Statements
Financial Year Ended 31 December 2022

15. Management of conflict of interest

There is no paid staff in the Church's Management Committee.

Management Committee members are required to disclose any interest that they may have, whether directly or indirectly, that the Church may enter into or in any organisations that the Church has dealings with or is considering dealing with; and any personal interest accruing to him as one of the Church's supplier, user of services or beneficiary. Should there be any potential conflict of interest, the affected Church Management Committee members may not vote on the issue that was the subject matter of the disclosure. Detailed minutes will be taken on the disclosure as well as the basis for arriving at the final decision in relation to the issue at stake.

16. Comparative figures

Certain reclassifications have been made to the comparative information to enhance comparability with current year's financial statements.

The following reclassification were made:-

	As previously reported S\$	Reclassification S\$	As reclassified S\$
2021			
Statement of Financial Position			
Current Assets			
Prepayments	34,332	(34,332)	0
Other receivables	51,436	34,332	85,768
2021			
Statement of Financial Activities			
Income			
Income from generating funds	3,287,982	463,841	3,751,823
Special contribution	451,547	(451,547)	0
Donation use of hall	12,294	(12,294)	0

17. Impact of COVID-19 (Coronavirus Disease 2019)

As the COVID-19 situation has improved and moved from pandemic to endemic, restrictions have been gradually released. Unless there is any new COVID-19 variant causing the government to restart the safe management measures, the Church can reasonably ascertain the COVID-19 disruptions on its operating and financial performance for the financial year ending 31 December 2023 would be marginal.

The Church has assessed that the going concern basis of preparation for this set of financial statements remains appropriate. The Church is continuously monitoring the COVID-19 situation and will take further action as necessary in response to the service disruption.

18. Authorisation of financial statements

These financial statements were authorised for issue in accordance with a resolution of the Management Committee of the Church on 29 May 2023.

overview of organisation

Central Christian Church ("CCC") was registered as a society in 22 Jan 1988.

Central Christian Church ("CCC") is an exempt charity.

CCC was registered as a charity under the Charities Act (Chapter 37) since 08 Nov 1989

CCC has its Constitution for governance purposes.

Unique Registration Number (UEN):
S88SS0027F

Registered Address:
1 Edgefield Walk Singapore 828850

Auditor:
FIDUCIA LLP

Bankers :
DBS Bank Ltd, OCBC Bank, Bank of China

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**A very big thank you to all the contributors
of the Annual Report!**

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