

SBSA

SINGAPORE BASEBALL & SOFTBALL ASSOCIATION

Annual Report

FY 2025-2026

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FOO PEI

Dear Members, Partners and Friends of SBSA,

The past year, from 1 April 2025 to 31 March 2026, has been another busy and rewarding one for the Singapore Baseball and Softball Association (SBSA). Our athletes represented Singapore across various WBSC, Baseball Federation Asia (BFA) and Softball Asia (SA) competitions, continuing to demonstrate their commitment, resilience and pride in representing our nation. These achievements would not have been possible without the support of our members, partners, sponsors, donors, coaches, officials, volunteers and families who continue to contribute their time, resources and encouragement to our programmes.

The highlight of the year was undoubtedly the 33rd Southeast Asian Games in Thailand in December 2025, where Singapore was represented in Baseball, Men's Softball and Women's Softball. Our Men's and Women's Softball teams both delivered strong performances to win silver medals, while our Men's Baseball team finished fourth after a competitive campaign. We congratulate all our athletes and support staff for their dedication and for representing Singapore with distinction on the regional stage.

Beyond competition results, SBSA has continued to invest in the development and wellbeing of our athletes. The launch of the SBSA-Community Athlete Scholarship for Women's Softball, supported by a $50,000 donation, is an important step towards providing our athletes with greater opportunities for overseas training and competition. Together with our local leagues, youth development programmes and high-performance initiatives, these efforts will help build a stronger foundation for the future of baseball and softball in Singapore.

As we look ahead, SBSA remains committed to developing athletes and teams capable of competing at the highest levels while growing our sports at every level of the community. On behalf of SBSA, I extend my sincere appreciation to all our members, partners, sponsors, donors, coaches, officials, volunteers, families and friends for your continued support. To our athletes, thank you for your hard work and for carrying the Singapore flag with pride. Together, we will continue to build on the progress of the past year and move Singapore Baseball and Softball forward.

02 Overview

The Singapore Baseball and Softball Association (SBSA), was established on 17 October 1960. Registered as a society since its inception, SBSA is also recognised as a charity organisation since 31 December 2010.



SBSA has also been recognised as a charity under the Charities Act (Chapter 37) since 31 December 2010. Additionally, holds an Institution of a Public Character (IPC) status from 12 March 2024 to 11 March 2027, operating under its Constitution as our governing instrument.

Singapore Baseball & Softball Association (SBSA) is committed to promoting and developing Baseball, Softball and Baseball5 in Singapore by increasing participation, fostering health and wellness, community engagement and social inclusion. SBSA provides accessible opportunities and pathways for athletes, coaches and technical officials, while supporting the development of competitive standards and technical capabilities for sustainable elite-level performance. The Association also coordinates and organises local and international competitions and events, with a focus on strengthening the sports community and inspiring the Singapore Spirit.

Our Values

Our core values continue to guide our strategic direction and organisational priorities. We remain committed to developing our players and officials, strengthening excellence in Baseball, Baseball5 and Softball fundamentals, increasing participation in local, regional and international competitions, and nurturing a vibrant sporting culture in Singapore. These values underpin our programmes, partnerships and initiatives as we work to grow the sport and inspire the next generation of athletes.



Our Mission

1. Encourage, promote, develop and control the games and disciplines in Singapore.
2. Promote and host local and international competitions for the benefit of our affiliates, member associations, and teams.
3. Foster understanding and friendship through Baseball and Softball.
4. Advance and safeguard the interests of Baseball, Baseball5, and Softball through the responsible use of the Association's funds.

Information

Unique Registration Number (UEN):	S60SS0022B
Office Registered Address:	3 Stadium Drive, Singapore 397630
Facility Registered Address:	21 Jurong East Street 31 Singapore 609517
Bank:	DBS Bank Ltd
Auditor:	H.A. CHRISTIE & CO

Affiliations

The Singapore Baseball and Softball Association (SBSA) is affiliated with the following bodies:

List of Affiliates:

Full Members:

1. BASEBALL CLUB SINGAPORE
2. SINGAPORE RECREATION CLUB
3. ANGELS
4. CUDAS
5. ORA
6. SPARTANS
7. SINGAPORE BREWERS
8. HIT SQUAD
9. MAIKO JAPAN
10. OLDHAM SOFTBALL

Associates:

1. QUEENS
2. HUAT TEAM
3. SMU
4. PINK DIAMONDS
5. SSPSL
6. SLUGGERS
7. LIMPEH SLUGGERS
8. LITTLE STARS
9. TRIPLE PLAY
10. PENTAGON TITANS
11. EAGLE V
12. WSR

There are no Individual Members.

03 Leadership

The SBSA is governed by a board, which is the governing body responsible for overseeing and managing the organisation as a charity.

FY2024-2028 Management Committee:
Appointed on 28 September 2024

Appointment	Name	Occupation	Past Board Appointment(s)
President	Foo Pei	Chief Administration Officer	• President, 2024-Current • President, 2022 - 2024 • President, 2018 - 2022 • Deputy President, 2016 - 2017 • Secretary General, 2008 - 2012 • Asst. Secretary General, 2006 - 2008 • Ordinary Member, 2004 - 2006
Vice President	Lim Poh Choo, Jenny	Retiree	• Vice President, 2024 - Current • Vice President (Softball), 2022 - 2024 • Vice President (Softball), 2017 - 2022
Treasurer	Sheng Thong Yin	Vice President Group Corporate Planning and Business Development	• Treasurer, 2024 - Current • Secretary General, 2018 - 2022
Secretary General	Tan Chia Mien	Teaching Fellow	• Secretary General, 2024-Current • Secretary General, 2022 - 2024 • Asst. Secretary General, 2016 - 2022 • Secretary General, 2012 - 2016

FY2024-2028 Sub-Committees:

Capability Development

Chairman	**Tan Chia Mien**
Coaching Commission Lead IC	**Farhan Harahap**
Umpire Commission Lead IC	**Ahmad Masran** **Foo Lai Meng**
Scorers Commission Lead IC	**Tan Chia Mien** **Magdelyn Chow**

High Performance Committee

Chairman	**Lim Poh Choo, Jenny**
Athlete Commission	**Pending nomination**

Discipline Committee

Chairman	**Foo Pei**
Member	**Tan Chia Mien**

Secretariat

General Manager	**Ryan Quek (04 March 2026)**
High Performance Executive	**Alicia Chia (01 September 2026)**
Pathway Development Manager	**Tan Ren Ling (05 October 2025)**
Finance and Admin Executive	**Muhammad Nor Hanif (20 July 2026)**

Governance

Term Limit of Board

The term of office of Elected Board members shall be four (4) years. However, at the first election following the adoption of this Constitution, five (5) of the Elected Board Members will be elected for a four (4) year term and four (4) of the Elected Board Members with the lowest votes will be elected for a two (2) year term of office to allow for staggered terms of office for Elected Board Members. The term of office of Appointed Board Members shall be up to two (2) years.

Counting from the year 2024, Board Members may serve a maximum tenure of eight (8) consecutive years on the Board and, upon reaching this tenure limit, shall only be eligible for reelection or re-appointment to the Board after a lapse of at least two (2) years. While these Members are serving the required lapse of at least two (2) years, they may be appointed as Advisor and/or Patron under Clause 31.

A Board Member may only hold the appointment of Treasurer for a maximum of four (4) consecutive years and may only be considered for re-appointment as a Treasurer after a lapse of at least two (2) years.

Board Meetings and Attendance

A total of 9 Board Meetings, one Extraordinary General Meeting and one Annual General Meeting were held in this Financial Year. The following table are the individual Board Member's attendance at the meetings:

Position	Board Member	Attendance Percentage (%)
President	Foo Pei	100%
Vice President	Lim Poh Choo, Jenny	100%
Treasurer	Sheng Thong Yin	11.1%
Secretary General	Tan Chia Mien	55.6%

Disclosures

Disclosure of Remuneration and Benefits received by Board Members
No Board Members are remunerated for their Board Services in the Financial Year

Disclosure of Remuneration of Top Three Highest Paid Secretariat
None of the SBSA's Secretariat receives more than $100,000 in annual remuneration.

Disclosure of the number of paid secretariat who are close members of family of the General Manager or Board Members, who receives remunerations exceeding $50,000 during the year
SBSA has no paid secretariat, who are close members of family of the General Manager or Board Member, who each receives a total remuneration of more than $50,000 during the year.

Reserves Policy
The SBSA has an approved reserves policy. The SBSA carries out annual reviews on the amount of reserves that are required to ensure that these are adequate to fulfil the Association's continuing obligations which will sustain for the duration of two (2) year.

		Current Year	Previous Year
A	General/ Unrestricted Funds	$110,065	$77,211
B	Annual Operating Expenditure	$46,080	$46,196
Ratio of Reserves		2.389	1.671

$$\textbf{Formula of Reserves ratio} = \frac{\textbf{(A) Total unresticted funds}}{\textbf{(B) Annual Operating Ependiture}}$$

Purpose of Restricted Funds

The restricted funds are related to the One Team Singapore Fund (OTSF) matching grant disbursed by Sport Singapore and approved OTSF Donations collected by the Association and to be utilised for activities relating to high performance development.

Conflict of Interest

It is the Association's policy that Executive Council Members, staff and all individuals representing or acting on behalf of the SBSA must be free from actual or perceived conflicts of interest that could adversely influence their judgement or objectivity in conducting the association's activities and assignments.
Declaration of interests are conducted annually. Updates to declarations are made during the year as and when they occur. In the event where there may be a conflict of interest, the concerned Member is asked to disclose the nature of the actual or perceived conflict and will recuse himself or herself from the discussions.

Whistle Blowing

The SBSA Whistle blowing policy is in place to provide a framework to address concerns about possible wrong-doings or improprieties in financial or other matters, and to nurture a culture of integrity and transparency within the Association.

Charities Governance Evaluation Checklist

In implementing good governance practices, the Association has adopted best practices closely aligned with the Code of Governance for Charities and Institutions of a Public Character (The Code). To meet the requirement that charities shall disclose the extent of their compliance with the Code, the Association's Governance Evaluation Checklist is presented in **Annex A.**

Disclosure of Reason for retaining any current board member beyond 10 consecutive years

Board Members Foo Pei, Lim Poh Choo Jenny and Tan Chia Mien have been retained beyond 10 consecutive years as there were no other nominations or volunteers for the respective positions at the time of appointment. Their continued service ensures continuity and stability in the governance and operations of the Association.

04 High Performance

National Teams and Events

Baseball Men

33rd SEA Games Pathum Thani, Thailand
05/12/2025 - 12/12/2025



The Men's team competed at the 33rd SEA Games held in Pathum Thani, Thailand. Baseball made its return to the SEA Games programme for the first time since 2019, featuring seven nations. Singapore finished the round-robin stage with a 3-3 record, securing wins against Laos (13-1), Malaysia (14-7) and Vietnam (19-12), narrowly missing out on a podium finish after losing to Indonesia in the bronze-medal game and placed 4th overall.

The team's pitcher Jyoji Ito pitched five shutout innings in the win over Laos, and also took over on the mound in the bronze-medal game against Indonesia, working out of a bases-loaded, no-out jam in the 9th inning.

Player Development Opportunity

This year, Singapore's Men's Baseball Team players benefited from valuable player development opportunities through training exchanges with the Honda Baseball Team in Japan. Five players participated in a training camp in Saitama from 20 January to 1 February 2026.





Followed by an individual training opportunity for Ean Eu in Suzuka from 9 to 13 March. These opportunities provided our players with exposure to the high-performance training environment of Japan's Industrial League, renowned for its strong development pathway to professional baseball.





Training alongside Honda's programme allowed the players to experience elite coaching, discipline, playing standards and professional habits, while strengthening the partnership between Singapore Baseball and Honda. The knowledge and experience gained will contribute to the continued development of our players and the overall growth of the national team.

Player Development Opportunity

Hans Pereira's six-month stint with South Perth Baseball Club in the Perth State League from October 2025 to March 2026 provided an important opportunity for individual player development through sustained exposure to a competitive overseas league.



The experience allowed Hans to further develop his game awareness, consistency, adaptability and understanding of higher-level training and competition environments. Beyond player development, the opportunity also strengthened the relationship between Singapore Baseball and South Perth Baseball Club, creating a pathway for future player exchanges, training opportunities and knowledge sharing between the two programmes.

Exhibition Games



The Men's Team gained valuable international match experience through two exhibition series in 2025, travelling to Vientiane, Laos from 23–26 May for three matches against Laos and Thailand, and to Perth, Australia from 17–19 September for a series hosted by Baseball WA's High Performance Team and State League clubs.

These opportunities provided the team with exposure to different playing styles and competitive environments, helping players sharpen their skills, build team cohesion and gain greater confidence against quality regional and international opposition. The Perth exchange also strengthened ties with the Western Australian baseball community, creating opportunities for continued collaboration, player development and future competition exchanges between the two programmes.

Softball Men

33rd SEA Games Pathum Thani, Thailand
05/12/2025 - 12/12/2025

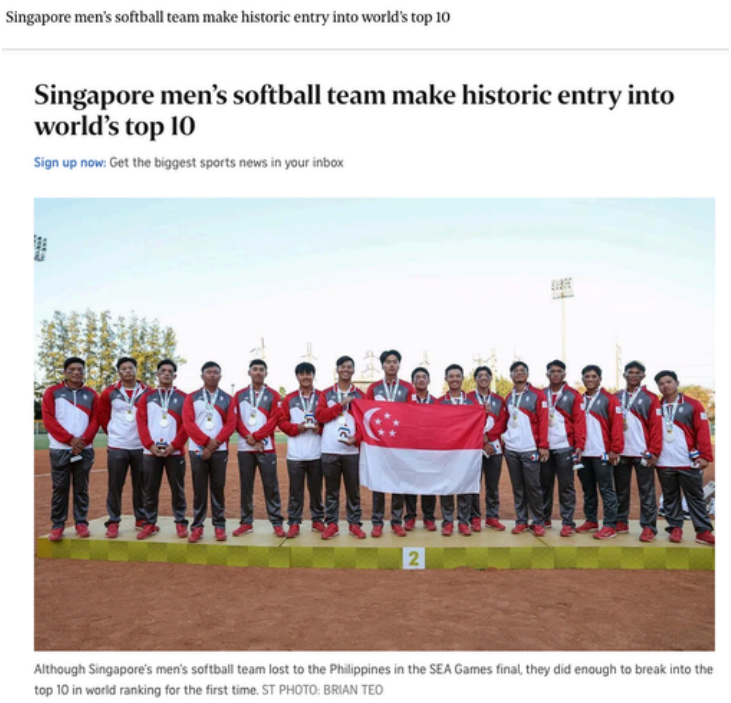




At the 33rd SEA Games in Thailand, the SBSA Men's Softball Team delivered a strong campaign, reaching the Gold Medal match and finishing with the Silver Medal after a 0–3 loss to the Philippines in the final. The team's performance reflected its growing competitiveness at the regional level, providing valuable experience against strong Southeast Asian opposition and reinforcing the progress of Singapore's men's softball programme.

Historic Top 10 World Ranking

Singapore's Men's National Softball Team achieved a historic World No. 10 ranking in 2025, entering the global top 10 for the first time. Rising from 22nd in 2018, this milestone reflects sustained player development, stronger international performances and the continued growth of Singapore's softball programme.



Singapore men's softball team make historic entry into world's top 10

Singapore men's softball team make historic entry into world's top 10

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Although Singapore's men's softball team lost to the Philippines in the SEA Games final, they did enough to break into the top 10 in world ranking for the first time. ST PHOTO: BRIAN TEO

Softball Women

33rd SEA Games Pathum Thani, Thailand
05/12/2025 - 12/12/2025



At the 33rd SEA Games in Thailand in December 2025, the Women's Softball Team delivered a strong performance to secure the Silver Medal, finishing second among five competing nations. The team opened the competition with a narrow 1–2 loss to the Philippines before responding strongly with wins over Indonesia (12–0), Thailand (9–0) and a convincing 10–3 victory over Thailand in the preliminary round, earning a place in the Gold Medal match.

In the final, Singapore faced the Philippines and finished with a 1–4 result, marking a commendable podium finish at the regional level. The achievement reflects the team's resilience, competitiveness and continued progress, while providing valuable experience against some of Southeast Asia's strongest softball nations.

Player Development Opportunity





Adelia Koh, Charlize Goh, and Andrea Lim had the opportunity to train with Ichihara Vonds in Chiba, Japan, providing them with valuable international exposure to a different softball training environment. Charlize Goh trained from 5 August to 16 October, Andrea Lim from 18 August to 17 September, and Adelia Koh from 3 September to 15 October. The extended training periods gave the athletes meaningful time to experience a different coaching environment and immerse themselves in a new softball culture.

Beyond technical development, the Japan experience contributes significantly to the athletes' character and personal development. Spending an extended period overseas helps build independence, resilience, confidence, discipline, communication, and the ability to adapt to new situations. These qualities are essential for athletes who aspire to progress to higher levels of softball.



Liow Wan Yu, Andrea Lim, and Chan Csen Csen had the opportunity to travel to Taiwan for overseas softball training, providing them with valuable exposure to a different softball environment and culture. For Andrea Lim, the training stint in Puli, Taiwan, from 6 May to 3 June, was an important opportunity to experience different coaching approaches, training methods, and styles of play. Exposure to a different softball system allows athletes to challenge themselves in unfamiliar surroundings, work with different coaches and teammates, and adapt to new training expectations.

SBSA-Community Athlete Scholarship (Women Softball)



The inaugural SBSA-Community Athlete Scholarship (Women Softball) was awarded in 2025, recognising seven female softball athletes for their commitment, contribution and dedication to the sport. A total of $10,000 in scholarships was awarded across Youth, Stewardship and Platinum categories, providing financial support for overseas training and competition while helping athletes pursue their high-performance goals. The initiative is supported by a $50,000 community pledge over five years, reflecting the softball community's commitment to investing in the development and success of Singapore's women softball athletes.

Baseball5

3rd Baseball5 Asia Cup — Hong Kong, China
27/03/2026 - 31/03/2026



The National Baseball5 Team represented the association at the 3rd Baseball5 Asia Cup, held in Hong Kong, China. The team entered the competition following a dedicated period of preparation, and their commitment throughout the tournament reflected it well.

What stood out most was the character the team showed in response. Rather than allowing the pool round results to dampen their spirit, the athletes regrouped and approached the placement round with renewed resolve. They went on to face Bangladesh, a team new to the tournament, and Saudi Arabia, a nation ranked higher in the WBSC World Rankings. Rising to both challenges, the team defeated Bangladesh 2–0 in sets on both occasions they met, and overcame Saudi Arabia in closely contested matches, winning 2–1 in sets each time. These results were a testament to the team's resilience and their ability to perform under pressure.

This tournament marked a significant milestone for the squad. The current group of athletes is young and promising, and the Asia Cup provided them with the kind of international exposure that will be fundamental to their growth — competing against higher-ranked nations, managing the intensity of consecutive matches, and finding the mental strength to recover from early setbacks.

Development Teams

WORLD CHILDREN'S BASEBALL FAIR 2025
30/07/2025 - 08/08/2025





Five young athletes proudly represented Singapore at the 31st World Children's Baseball Fair (WCBF) held in Akita, Japan, from 30 July to 8 August 2025, marking Singapore's first participation in the event in 15 years.

Founded by baseball legends Sadaharu Oh of Japan and Hank Aaron the United States, who established the WCBF as a non-profit organisation. Their shared vision was to use baseball as a tool to unite children from around the world, promote culture exhange and to help "create a borderless world". Since its founding, WCBF has grown into one of the most prestigious grassroots baseball events globally, welcoming young participants for ten days of daily coaching clinics led by international coaches, cultural exchange activities and opportunities to build lifelong friendships.



Development Teams

Baseball Men U18 ASIA KOSHIEN 2025
24/06/2025 - 07/07/2025





Our U18 players, in collaboration with BCS, made their debut at the Asia Koshien Tournament in Jakarta, Indonesia, competing against 14 teams from across Asia and finishing 7th overall—the first Singapore team to participate in the tournament.
Matthew Jude Thomas was selected for the tournament's All-Star Team and subsequently invited on the Japan Tour in August 2026, featuring friendly matches against established university teams and a baseball clinic hosted by the Hanshin Tigers. The experience provided valuable exposure to Japan's high-level baseball environment and further development opportunities.



Development Teams

Softball Women's U15 World Cup, Italy
24/06/2025 - 07/07/2025



The Singapore Women's U15 Softball Team represented Singapore at the WBSC U-15 Women's Softball World Cup 2025 in Lombardy, Italy, competing against 11 of the world's leading youth softball nations. The tournament provided the players with valuable exposure to high-level international competition, allowing them to test their skills and gain experience across different aspects of the game.

Finishing 11th overall, the team played 10 international matches, gaining important lessons in technical and tactical play, adaptability, resilience, teamwork, and performing under pressure. The experience was a significant development opportunity that will support the players' continued growth and prepare them for future national and international competitions.

Coaching and Management Team

Baseball Men

Head Coach	Yuki Kikuna
Assistant Coach	Tommy Kan
Pitching Coach	Tanaka Hironori
Team Manager	Ryota Wong

Baseball U15 & 18

Head Coach	Kubo Kotaro
Assistant Coach	Kwata Takayuki
Team Manager	Shoki Koh

Baseball U10 & 12

Coach	Paco Cervantes Daniel Woodburne
Team Manager	Ang Kit Yinn Alvin Boey

Coaching and Management Team

Softball Men

Head Coach	Farhan Harahap Koh Ruoh Jie
Assistant Coach	Alvin Lee
Pitching Coach	William Mendoza
Team Manager	Muhammad Fazly
Trainer	Steffen Acasio

Coaching and Management Team

Softball Women

Head Coach	Elaine Chua
Assistant Coach	Keong Yumei Ivan Ng
Pitching Coach	Joy Lasquite
Coach	Chiang Hui Chuan Une Ryoyu
Team Manager	Joanna Phan Rachel Kho

Softball Women Youth

Head Coach	Elaine Chua
Assistant Coach	Keong Yumei Ivan Ng
Pitching Coach	Joy Lasquite
Team Manager	Joanne Gay Eunice Ong Wong Ri Dong Nathania Lim
Trainer	Cacia Tan Shanice Lim

Coaching and Management Team

Baseball5

Head Coach	Daniel Tam

05 Pathway Development

Events and Competitions

SRC–SBSA Softball Carnival
14–17 March 2026

The 26th SRC–SBSA Softball Carnival was held at Jurong East, bringing together players across the youth age groups for a competitive and developmental softball experience. The carnival provided young athletes with opportunities to gain valuable match exposure, develop their skills in a competitive environment, and build teamwork and sportsmanship. The event also contributed to the development of the local softball community by providing a platform for players, coaches, officials and families to come together and celebrate the sport.

SBSA Leagues

SBSA continued to strengthen its domestic competition and development pathway through a range of leagues, tournaments and development programmes across both men's and women's softball.

- SBSA Women's Fastpitch Cup
- SBSA Men's Fastpitch Division 2 Tournament
- SBW Slowpitch Softball
- SBW Softball Masterclass Series

Providing athletes with opportunities to gain valuable match experience, develop their technical and tactical skills, and compete in different formats of the game. These programmes also supported greater participation across different levels, while providing players with a platform to build confidence, teamwork and competitive experience. Collectively, the initiatives reflect SBSA's continued commitment to strengthening the domestic softball pathway and providing regular opportunities for athletes to develop and progress within the sport.

Events and Competitions

SYOF–SBSA–JAS U12 Softball Tournament 14–22 June 2025

The SYOF–SBSA–JAS U12 Softball Tournament was organised by SBSA in collaboration with the Japanese Association of Singapore/Japanese School, providing young players with an early introduction to organised tournament competition. Held across four days at the Japanese School's Changi campus, the tournament gave U12 athletes the opportunity to apply their skills in a competitive setting while developing teamwork, confidence and sportsmanship. Events such as this are important in creating a strong grassroots foundation and encouraging young players to remain engaged in softball as they progress through the age groups.

Overall Event Summary

Together, these events demonstrate SBSA's continued efforts to strengthen the softball pathway in Singapore across different age groups, playing formats and levels of competition. From grassroots U12 tournaments and youth carnivals to women's and men's fastpitch competitions and specialised development programmes, the events provided athletes with opportunities to compete, learn, develop and gain valuable match experience. They also helped to strengthen the broader softball ecosystem by engaging players, coaches, officials and the wider community, contributing to the continued growth and development of softball in Singapore.

SBSA remains committed to strengthening its partnerships with SRC and JAS to create more opportunities for the community to participate in softball. Moving forward, SBSA also aims to build more partnerships to expand outreach and further grow the sport in Singapore.

Clinics and Courses

ST GABRIEL'S PRIMARY BASEBALL CLINIC 19/07/2025





On 19 July 2025, our Men's and U18 Baseball players conducted a baseball clinic at St Gabriel's Primary School. This marked the first clinic held specifically at St Gabriel's Primary School, and the third consecutive year of collaboration with the school as part of the team's ongoing efforts to raise awareness of baseball and grow grassroots interest in the sport within local schools.



Clinics and Courses

SINGAPORE BASEBALL CLINICS BY COACH YUKI KIKUNA



SBSA organised a series of specialised clinics conducted by Coach Yuki Kikuna, Head Coach of the Singapore National Baseball Team and a former professional coach and athlete, alongside a team of experienced coaches and players. The clinics were designed for young athletes aged 8-12 and focused on building fundamental skills across three key disciplines:

- 26 - 27 April 2025 Throwing Clinic
- 31 May - 1 June 2025 Batting Clinic
- 28 -29 June 2025 Fielding Clinic

Led by a coaching team with international playing and coaching experience, the clinics gave young athletes structured, fundamentals-first training across all core disciplines of the game, laying a strong technical foundation for their development in the sport.



Clinics and Courses

SBSA Level 1 Umpire Course

The SBSA Level 1 Umpire Course provided participants with essential knowledge and practical skills in softball rules, umpire signals, positioning, decision-making, and game management. The course aims to develop a pool of competent and confident umpires to support the growth of softball competitions in Singapore.



SG-Coach Level 1 Full Integration Programme - Softball 24 Oct - 7 Nov 2025

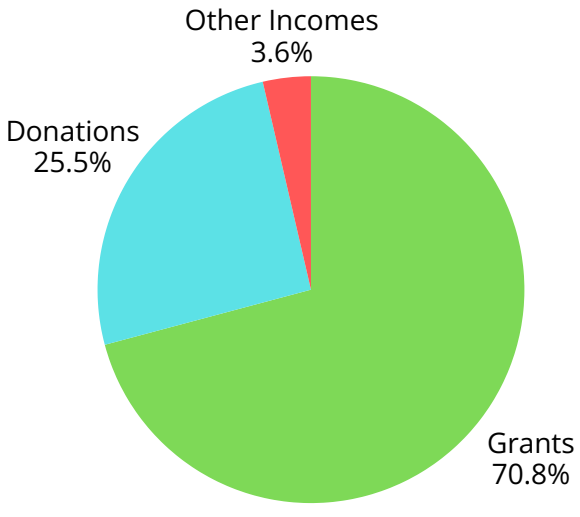
The SG-Coach Level 1 Full Integration Programme – Softball provided participants with a structured foundation in softball coaching, combining essential coaching principles with practical, sport-specific learning. The programme equipped aspiring coaches with knowledge in areas such as planning and conducting training sessions, fundamental softball skills, athlete development, communication, safety, and creating a positive learning environment.

Through a combination of theory and practical application, participants gained greater confidence in working with athletes and delivering effective training sessions. The programme also supports the continued development of a stronger and more knowledgeable coaching community, contributing to the long-term growth of softball in Singapore.

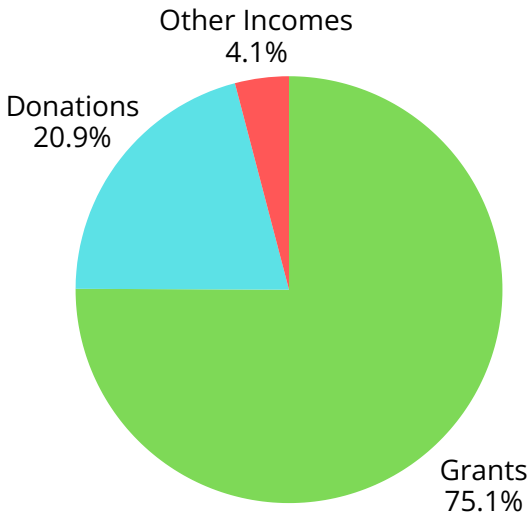
Moving forward, we aim to organise more coaching courses and development programmes to equip and up-skill coaches, strengthen the coaching pathway, and further support the growth of softball in Singapore.

06 Financial Review

	FY2025/2026	FY2024/2025
Total Revenue	$1,780,632 ↑	$1,605,394
Total Expenditure	$1,613,985 ↑	$1,305,951
Surplus	$166,647 ↓	$299,443

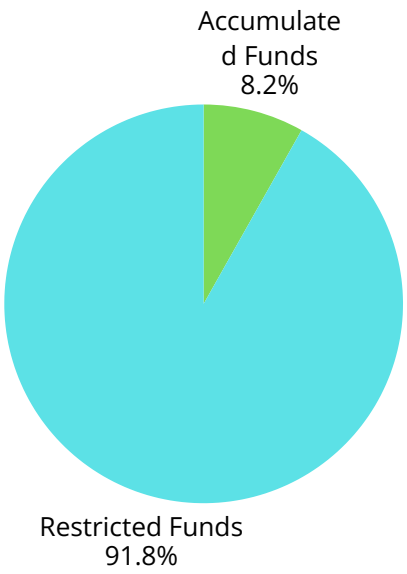


Types of Income for the Year 2025/2026

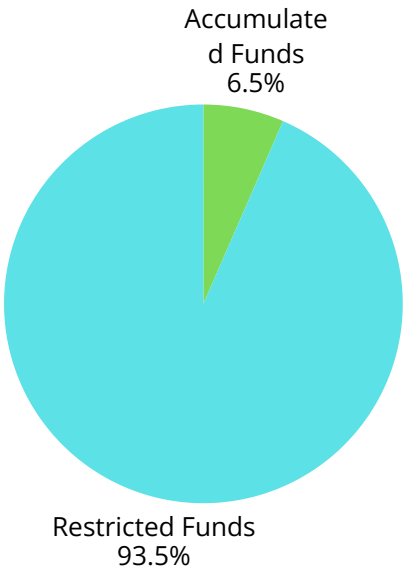


Types of Income for the Year 2024/2025

The Association's income for 2025/2026 continued to be primarily supported by grants, which accounted for 70.8% of total income, compared to 75.1% in the previous financial year. Donations increased in contribution from 20.9% to 25.5%, reflecting stronger donor support during the year. Other income remained relatively modest at 3.6%. Overall, the income profile reflects continued reliance on grant funding, while the increase in donations provides a positive indication of growing support from donors and stakeholders.



Usable Funds in 2025/26



Usable Funds in 2024/25

The Association's funds position remained predominantly comprised of restricted funds, which accounted for 91.8% of total usable funds in 2025/2026, compared to 93.5% in the previous financial year. The proportion of accumulated funds increased from 6.5% to 8.2%, reflecting a modest increase in funds available for general organisational needs. Overall, the organisation continues to maintain a prudent funds position, with the majority of funds designated for specific purposes.

Assets

	FY2025/2026	FY2024/2025
Cash	$1,693,310	$1,380,377
Trade & Other Receivables	$30,092	$18,908
Prepayment	$250	$2,421

Liabilities

	FY2025/2026	FY2024/2025
Trade & Other Payables	$376,968	$221,669
Accumulative Funds	$110,065	$77,211
Restricted Funds	$1,236,619	$1,102,826

Restricted Funds

The Association receives an annual grant from Sport Singapore, supplemented by support from the One Team Singapore Fund (OTSF) Grant and donations. These funds are utilised in accordance with their intended purposes and relevant funding requirements to support the development and promotion of the sport, as well as to strengthen the Association's high-performance programmes and athlete development initiatives.

	FY2025/2026	FY2024/2025
Annual Grant	$684,852	$785,539
OTSF Grant	$436,397	$308,558
OTSF Donation	$1,236,619	$1,039,531

07 Future Outlook

Moving forward, SBSA will continue to strengthen its events and development programmes by providing more regular competitions, youth tournaments, leagues, community activities and specialised courses. SBSA aims to deepen its collaboration with schools, clubs and community partners to broaden participation and create more opportunities for athletes to compete and develop. At the same time, greater emphasis will be placed on coach and umpire development, with more courses, clinics and learning opportunities to raise the overall standard of coaching and officiating in Singapore.

For the national teams, SBSA will focus on raising performance standards through more structured training, stronger athlete development pathways, increased international exposure and participation in high-level competitions. The aim is to develop athletes who are technically stronger, tactically smarter, physically prepared and mentally resilient, while building a sustainable pathway from youth development to senior national teams. Through these efforts, SBSA hopes to establish higher standards across all levels and strengthen Singapore's competitiveness on the regional, Asian and international stage.

Fundraising Plans

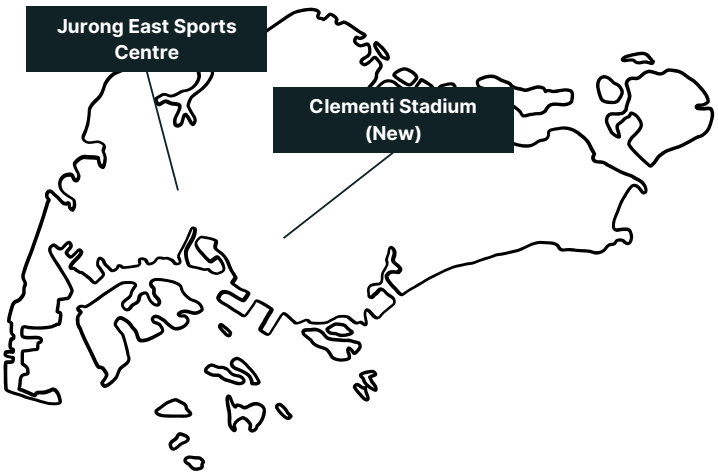
The Association will continue to encourage existing donors and supporters to donate. It will also look for new donors and supporters

Expenditure Plan

The expenditure plan for the following year includes the following key areas:

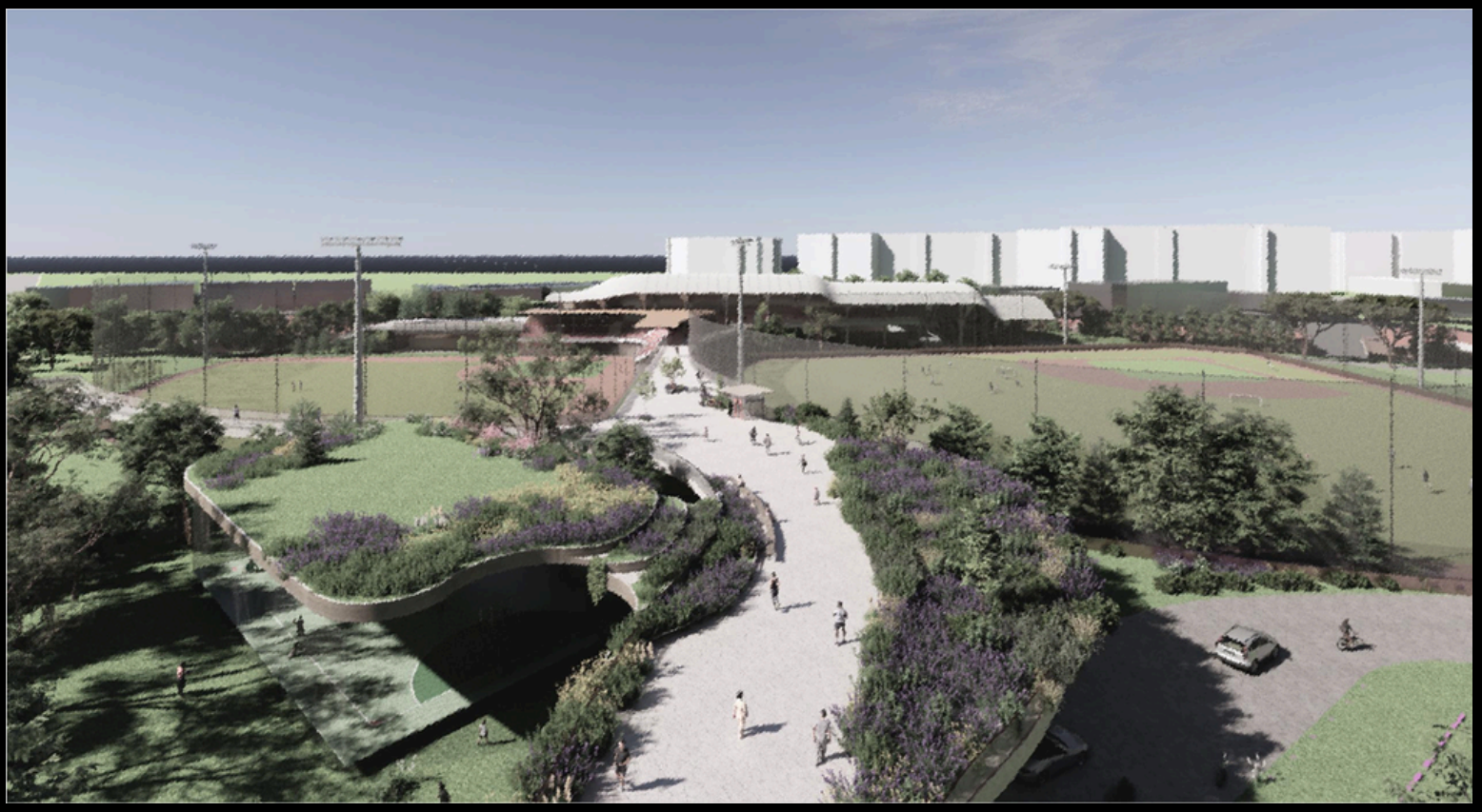
- Travel and accommodation expenses for Overseas Trainings & Competitions
- Event management expenses for local competitions.
- Manpower costs for coaches and staff.
- Improvement works for training and event facilities at Jurong Softball Field.
- Purchase of products and services for facility and equipment maintenance.
- Training and development expenses for coaches and staff to strengthen manpower capabilities.
- High Performance technology investment and assets.
- Information technology (IT) expenses.
- Administrative and overhead expenses.
- Purchase of training and office equipment.

New Venue



SBSA's new venue at Clementi Stadium marks an exciting step forward for the development of baseball and softball in Singapore. The facility will provide a dedicated space for leagues, tournaments, youth programmes, community events, coaching and umpiring courses, clinics and development programmes, creating more opportunities for players, coaches, officials and the wider community to engage with the sport.

For our national teams, Clementi Stadium will provide a consistent home for year-round training, selection trials, camps and competition preparation. It also creates opportunities to host international teams, coaches and clinics, giving our athletes greater exposure to international standards. With the right programmes and partnerships, the venue can become a key hub for talent development, higher performance standards and the continued growth of softball in Singapore.



Thank You

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SBSA
SINGAPORE BASEBALL & SOFTBALL ASSOCIATION

ANNEX A

Governance Evaluation Checklist (Tier 2)

Please note that this checklist is based on the Code of Governance 2023 and is meant for self-assessment only. Submission of GEC is done via the Charity Portal.

Instuctions: Please select your response for each item. Input the explanation of the section is "No" or "Particial Compliance"

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Partial Compliance	Currently only 4 members. Works are in place to increase board membership to minimum 8	1
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	No	SBSA has amended its constitution to establish a 4-year term for board members, providing them with adequate time to execute long-term strategic plans. The previous 2-year term was deemed insufficient for achieving sustained progress. This adjustment also aligns SBSA's governance with its International Federation, where board terms span four years.	0
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).For Treasurer (or equivalent position) only:a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversees the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	- Select -		
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board, and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9. b.	2.9d	Yes		2

Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2

Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding $100,000, in incremental bands of $100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than $100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds $50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of $100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than $50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

Total Score	**73**
Percentage **= (Total Score/Full Marks of 76) x 100%**	**96%**