



# **ANNUAL REPORT 2025 / 2026**

# VISION

To attain our vision through athlete-centric programs that creates pathways to competitive achievement and beyond

# MISSION

To develop and sustain ourselves as a major sport through good management and effective programs

# OUR VALUES

**P**rofessionalism . **R**espect . **I**ntegrity . **D**edication . **E**ducation .



# CUESPORTS SINGAPORE

## Annual Report 2025/2026

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## OVERVIEW OF CUESPORTS SINGAPORE

Cuesports Singapore (referred to as “CS”) is the sole governing body for billiards, snooker, pool and carom sports in Singapore.

CS was first named as Singapore Billiards & Snooker Council and registered with the Registry of Societies on 27 July 1965. It was renamed as Cuesports Singapore on 11 August 2004. It was converted to a charity with UEN number S65SS0011D on 19 January 2011 under Ministry of Culture, Community and Youth (MCCY) and Sport Singapore (SportSG). The governing instrument of CS is its constitution.

In addition, Cuesports Singapore has been accorded Institution of a Public Character (IPC) status from 15 April 2024 to 15 April 2026 which has since been renewed for a further three years from 16 April 2026 to 15 April 2029. This status enables the association to receive tax-deductible donations.

### REGISTERED ADDRESS:

3 Stadium Drive #01-33 Sports Hub, Singapore 397630.

### AUDITOR:

CA Assurance LLP

### OUTSOURCE ACCOUNTANT:

AST Corporate Services Pte Ltd

### BANKERS:

DBS Bank Ltd  
UOB Bank

### CUESPORTS SINGAPORE’S OBJECTIVES:

- i. Promote, develop and increase participation for the sport of Billiards, Snooker and Pool in Singapore.
- ii. Promote physical activity for health and wellness, foster community engagement and bonding for social inclusiveness and integration, and inspire the Singapore Spirit through Billiards, Snooker and Pool.
- iii. To engage communities and provide Billiards, Snooker and Pool access to vulnerable segments of the community such as youth at risk and the less privileged.
- iv. Unify, co-ordinate, sanction and organise Billiards, Snooker and Pool activities in Singapore, including national and international Billiards, Snooker and Pool tournaments and events.
- v. Raise the competitive standards of Billiards, Snooker and Pool athletes in Singapore for sustainable elite level performance at international competitions and multi-sport major games.



- vi. Provide sport pathways and opportunities for the progression and advancement of Billiards, Snooker and Pool athletes, coaches and technical officials in Singapore.
- vii. Raise the technical capability of Billiards, Snooker and Pool coaches and technical officials in Singapore.
- viii. Do all things complementary or incidental to attain the aforesaid objectives.

#### **CS IS AFFILIATED TO THE FOLLOWING BODIES:**

##### **LOCAL:**

- i. Singapore National Olympic Council (SNOC) – to be able to take part in major events i.e. SEA Games, Asian Games.

##### **INTERNATIONAL:**

- i. World Pool-Billiard Association (WPA) – to be able to take part in international events for pool.
- ii. Asian Confederation Billiards Sports (ACBS) – to be able to take part in regionally sanctioned events for billiards and snooker.
- iii. International Billiards and Snooker Federation (IBSF) – to be able to take part in World Championships for billiards & snooker.
- iv. World Snooker Federation (WSF) – to be able to take part in regionally sanctioned events for billiards and snooker.





# PRESIDENT'S MESSAGE

Dear Affiliates, Members, Partners, and Friends of Cuesports Singapore (CS),

As I look back to 2025, I am filled with immense pride and forward-looking optimism. The past year was a landmark period for our community, defined by two pivotal milestones: the performance of Team Singapore at the 2025 SEA Games and the strategic establishment of our new Cuesports Singapore National Training Centre (NTC) as a national Centre of Excellence (COE). Together, these achievements mark both a triumphant validation of our efforts and the exciting foundation for our future.

## REVIEW OF 2025 - 2026

### CELEBRATING EXCELLENCE: OUR 2025 SEA GAMES CAMPAIGN

The 33rd SEA Games in Bangkok-Chonburi, Thailand, will be remembered as a watershed moment for Singaporean sports. Team Singapore, our largest contingent ever, delivered the nation's best-ever medal haul at an away Games, securing a total of 202 medals and finishing a commendable 5th in the overall standings. Within this national success story, our Cuesports athletes carved out a chapter of brilliance and resilience. Competing in the disciplines of billiards and snooker, our contingent contributed significantly to the national tally, showcasing skill, strategy, and sportsmanship at the highest regional level.

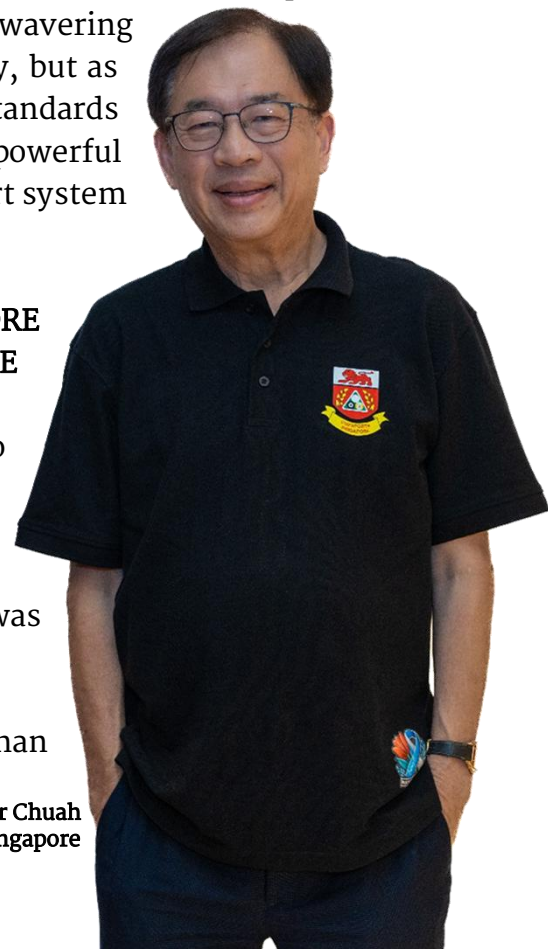
Our Medal Achievement stood at 1 Gold, 1 Silver, 3 Bronzes. Each medal represents countless hours of focused practice, mental fortitude, and unwavering dedication. Our athletes competed not just for personal glory, but as proud representatives of Singapore, upholding the highest standards of our sport. Their success on this regional stage is a powerful testament to their individual talent and the structured support system we are building together.

### BUILDING THE FUTURE: THE CUESPORTS SINGAPORE NATIONAL TRAINING CENTRE AS A CENTRE OF EXCELLENCE

While we celebrate our achievements, our responsibility is to ensure the champions of tomorrow have an even stronger platform. This vision is now being realised through the Cuesports Singapore National Training Centre, officially designated as our Centre of Excellence (COE) which was officially opened on 30 May 2026.

Located at 371, Tanjong Katong Road, the Academy is more than a venue—it is the beating heart of our high-performance strategy. It serves as the official training ground for our

Mr Christopher Chuah  
President, Cuesports Singapore



national athletes and development squads, providing them with tournament-quality equipment and facilities.

### **STRATEGIC OBJECTIVES OF OUR CENTRE OF EXCELLENCE:**

- **Talent Development Pipeline:** We will implement structured training programmes catering to all levels, from our national team to youth development squads.
- **Solving a Critical Barrier:** For too long, the development of youth cuesports has been hampered by age restrictions common in many public venues. The NTC directly solves this by providing a fully accessible, training-friendly facility open to all ages, thereby democratising access to the sport.
- **Creating Career Pathways:** By expanding our COE network and national ranking tournaments, we aim to create sustainable career pathways for athletes. This includes opportunities to transition into Spex Potential and Spex for athletes who show potential, certified coaching and officiating roles, ensuring that our veterans remain integral to the ecosystem.
- **Transforming Perceptions:** We are acutely aware of the outdated stereotypes associated with cuesports. The NTC is a cornerstone of our mission to rebrand it as a modern, disciplined “gentleman's game” and a sport which can be enjoyed at all levels and ages by the community.

### **A UNIFIED VISION FOR GROWTH**

Our journey does not end here. The success at the SEA Games and the launch of the COE are interconnected catalysts. The medals inspire our next generation, and the Academy provides them the tools to achieve their own dreams.

Our immediate roadmap includes:

- **Expanding the COE Network:** We intend to collaborate with corporate and community partners to develop more such centres across Singapore, widening our geographical reach and talent pool.
- **Strengthening Competitions:** We are committed to revitalising our national competition structure, including hosting National and ranking championships and tournaments, increasing the number of ranking tournaments to provide regular, high-quality competitive exposure for our athletes.

### **A GRATEFUL ACKNOWLEDGMENT**

This progress is impossible without collective effort. My deepest gratitude extends to:

- Our athletes, for your sacrifice and for inspiring us all.



- Our coaches and officials, for your expertise and dedication.
- Sport Singapore for their steadfast support.
- Our families and sponsors, for being our foundation and believers.
- Every member of the cuesports community, for your passion.

## JOIN US ON THIS JOURNEY

The Cuesports Singapore National Training Centre is open to the public to join as our member. Whether you are a seasoned player, a curious beginner, or a parent interested in a constructive sport for your child, we welcome you to visit us, experience our facilities, and be part of our growing community. Details of membership and the various packages which the Centre can offer are found in the Newsletter.

Together, let us build on the legacy of 2025. Let us support our athletes as they aim for even greater heights, and let us nurture the raw talent that will one day bring more glory to Singapore. The future of Singapore Cuesports is bright, strategic, and inclusive.

Onward and upward,

**Mr Christopher Chuah**  
President  
Cuesports Singapore



Board (2025–2027), Sub Committee and Secretariat Team  
Cuesports Singapore

# CUESPORTS SINGAPORE BOARD 2025-2027



**Mr Christopher Chuah**

**President**



**Mr Dominic Pan**

**Vice President**



**Mr Ivan Lim**

**Vice President**



**Mr Vincent Sum**

**Vice President**



**Mr Sean Mathews**

**Honorary Secretary**



**Mr Cheung Yew Tak**

**Honorary Treasurer**



**Mr Emrya Phua**

**Assistant Treasurer**



**Mr Ang Chor Ho**

**Board Member**



**Ms Hong Jia Yu**

**Independent Board Member**



**Mr Terence Teo**

**Independent Board Member**



**Mr Vijay Sabapathy**

**Independent Board Member**



**Mr Marvin Lim**

**Athletes Commission Chairperson**

## CUESPORTS SINGAPORE BOARD

NAME	POSITION	OCCUPATION	PRIOR APPOINTMENT/S in Cuesports
<b>Mr Christopher Chuah Chee Kian</b>	President	Managing Director	President (June 2023 to present)  President (June 2014 to June 2021) Board Member (June 2013 to June 2014)
<b>Mr Dominic Pan Ji Yeh</b>	Vice President	Business Development Manager	Vice President (June 2025 to present)
<b>Mr Ivan Lim Wi Aun</b>		Executive Vice President, HR	Vice President (June 2023 to present)  Vice President (June 2013 to June 2021)
<b>Mr Sum Kak Seng Vincent</b>		Construction Project Management	Vice President (June 2025 to present)  Hon. Secretary (June 2023 to June 2025) Board Member (June 2021 to June 2023)
<b>Mr Sean Mathews</b>	Honorary Secretary	Self-employed	Hon. Secretary (June 2025 to Present)  Board Member (June 2023 to June 2025)
<b>Mr Cheung Yew Tak</b>	Honorary Treasurer	APAC Quality Lead, Service Logistics	Hon. Treasurer (June 2025 to present)  Vice President (June 2023 to June 2025)
<b>Mr Phua Kang Sheng Emrys</b>	Assistant Treasurer	Director	Assistant Treasurer (June 2023 to present)
<b>Mr Ang Chor Ho</b>	Elected Board Member	Retiree	Board Member (June 2021 to present)
<b>Mr Sabapathy Ravindranath Vijay *</b>	Independent Board Member	Director	Independent Board Member (July 2023 to present)
<b>Mr Teo Chen Wei Terence *</b>	Independent Board Member	Managing Director	Independent Board Member (July 2023 to present)
<b>Ms Hong JiaYu *</b>	Independent Board Member	Associate	Independent Board Member (July 2023 to present)
<b>Mr Lim Chun Kiat Marvin#</b>	Athlete Commission Chairman	Free Lance Coach	Athlete Commission (July 2023 to present)

\* Re-appointed on 28 June 2025

# Re-elected on 25 July 2025



# SUB-COMMITTEES



## AUDIT



Mr Ang Chor Ho  
Chair



Mr Dominic Pan  
Member



Mr Vijay Sabapathy  
Member

## APPEALS



Mr Cheung Yew Tak  
Chair



Mr Sean Tan  
Member



Mr Ivan Lim  
Member

## DISCIPLINARY



Mr Christopher Chuah  
Chair



Mr Ivan Lim  
Member



Mr Dominic Loh  
Member

## SELECTIONS



Mr Ivan Lim  
Chair



Mr Dominic Pan  
Member



Mr Sean Tan  
Member

# SUB-COMMITTEES



## HIGH PERFORMANCE, COACHING & YOUTH DEVELOPMENT



**Mr Ivan Lim**  
Chair



**Mr Dominic Pan**  
Co-Chair



**Mr Ang Chor Ho**  
Co-Chair



**Mr Sean Matthews**  
Member (Snooker)



**Mr Sean Tan**  
Member (Snooker)



**Mr Tan Zhong Wei**  
Member  
(Snooker & Heyball)



**Mr Chris Chew**  
Member  
(Billiards & Snooker)



**Mr Russell**  
Member (Snooker)



**Mr Justin Chen**  
Member

## TOURNAMENT & REFeree



**Mr Vincent Sum**  
Chair



**Mr Dominic Pan**  
Member



**Mr Ang Chor Ho**  
Member



**Mr Sean Matthews**  
Member



**Mr Sean Tan**  
Member



**Mr Ivan Lim**  
Member



**Mr Steve Chua**  
Member



**Mr Tan Zhong Wei**  
Member



**Mr Chris Chew**  
Member

# SUB-COMMITTEES



## OFFICE & FINANCE



Mr Cheung Yew Tak

Chair



Mr Sean Tan

Member



Mr Emrys Phua

Member



Mr Ong Ken Lun

Member

## MARKETING & SPONSORSHIPS



Mr Christopher Chuah

Chair



Mr Justin Chen

Member



Mr Sean Tan

Member

## HEYBALL COMMITTEE



Mr Ivan Lim

Chair



Mr Tan Zhong Wei

Member



Mr Christopher Chuah

Member



Mr Sean Tan

Member

## ATHLETE COMMISSION



Mr Marvin Lim

Chair



Mr Aloysius Yapp

Member



Mr Bernard Tey

Member



Mr Jaden Ong Jia Jun

Member



Mr Sunny Wang

Member

# SUB-COMMITTEES



## CUESPORTS SINGAPORE ACADEMY



Mr Christopher Chuah  
Chair



Mr Dominic Pan  
Member



Mr Ivan Lim  
Member



Mr Vincent Sum  
Member



Mr Sean Matthews  
Member



Mr Cheung Yew Tak  
Member



Mr Emrys Phua  
Member



Mr Paul Pang  
Member



Mr Terence Teo  
Member



Mr Vijay Sabapathy  
Member



Ms Hong Jia Yu  
Member

## NATIONAL COACHES



Mr Toh Lian Han  
National &  
Intermediate Squad  
Pool Coach



Mr Bernard Tey  
National &  
Intermediate Squad  
Snooker Coach



Mr Marvin Lim  
Youth, Development &  
Women Snooker Coach



Mr Ricky Chew  
Youth & Development  
Pool Coach



Mr Jason Colebrook  
National Billiards Coach  
for National and  
Development Squad

# SECRETARIAT

## CUESPORTS SINGAPORE SECRETARIAT



**Mr James Soh**

General Manager  
Appointed since Oct'23



**Ms Lim Voon Nna**

Finance Manager  
Appointed since Aug'15



**Ms Ashley Lim**

Admin & Accounts Senior Executive  
Appointed since Jul'22



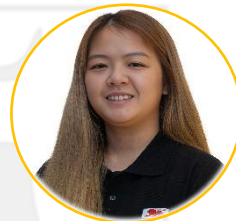
**Mr Desmond Goh**

High Performance Manager  
Appointed since Sep'21



**Ms Liew Lily**

Sports Development Manager  
Appointed since Sep'17



**Ms Jermaine Soong**

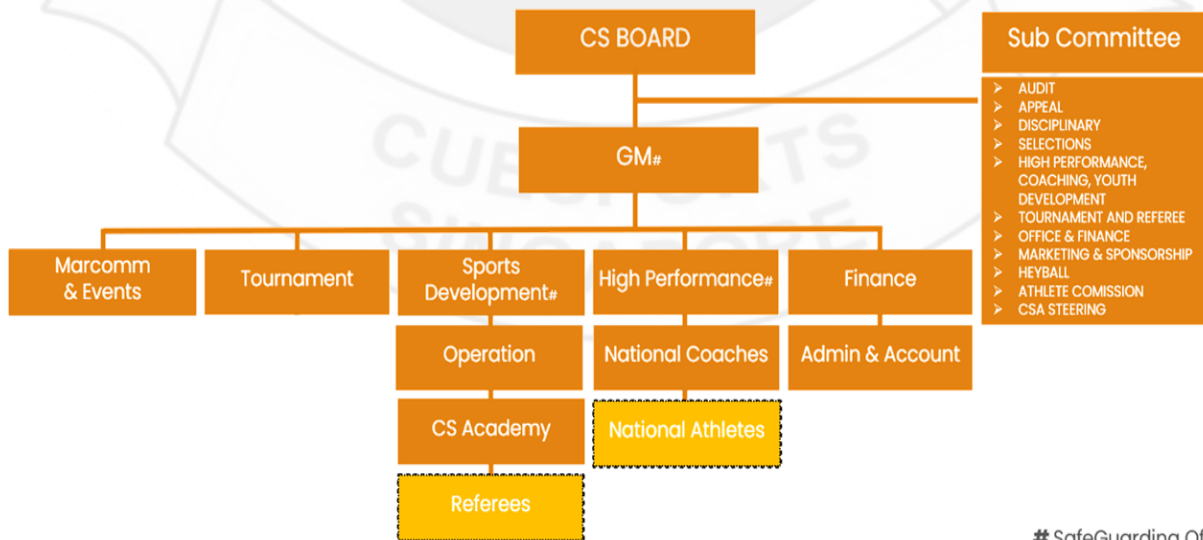
Tournament Manager  
Appointed since Jan'22



**Mr Marcus Yong**

Operation Executive  
Appointed since Aug'25

## ORGANISATIONAL STRUCTURE



# SafeGuarding Officers



## OUR AFFILIATES

As at the date of this Annual Report, Cuesports Singapore has **14 Full Members** and **9 Associate Members**:

FULL MEMBERS	
1	Changi Beach Club
2	Chinese Swimming Club
3	Civil Service Club
4	Club HDB
5	Orchid Country Club
6	Serangoon Gardens Country Club
7	SIA Group Sports Club
8	Singapore Cricket Club
9	Singapore Island Country Club
10	Singapore Recreation Club
11	The Keppel Club
12	The National University of Singapore Society
13	The Tanglin Club
14	Warren Golf & Country Club

ASSOCIATE MEMBERS	
1	Cuecraft Pte Ltd
2	Klassic Club Pte Ltd
3	Lagoon Billiard Room Pte Ltd
4	Lagoon Snooker Centre Pte Ltd
5	National Service Resort & Country Club
6	Play@GovTech
7	Punggol Billiard Pte Ltd
8	Singapore Snooker Club Pte Ltd
9	West Coast Billiard Saloon Pte Ltd



# SPORTS DEVELOPMENT



18 National & 1 Regional  
Competitions



1,024 Participants



24 Technical Officials

## NATIONAL COMPETITION

(C) Champion  
(R) Runner Up

1	<b>National 10 Ball Open Championship</b> 6 – 20 April 2025 Aspire Recreation Centre	C	Aloysius Yapp
		R	Chan Keng Kwang
2	<b>National 10 Ball Women Championship</b> 6 – 20 April 2025 Aspire Recreation Centre	C	Venus Lim
		R	Suvene Ng
3	<b>National Women 6 Red Ranking</b> 3 – 11 May 2025 Lagoon Billiard Room	C	Charlene Chai
		R	Neo Yue Xuan
4	<b>ARC U25 9 Ball Ranking</b> 19 May – 8 June 2025 Aspire Recreation Centre	C	Nicholas Tan
		R	Leong Kim Yang
5	<b>Klassic Club 6-Red Ranking</b> 14 to 29 June 2025 Aspire Recreation Centre	C	Nicholas Tan
		R	Marvin Lim
6	<b>National U28 Snooker Ranking</b> 10 – 17 August 2025 Klassic Club	C	Wang Zhang Feng
		R	Lee Han Qiang
7	<b>National Snooker Ranking</b> 30 August – 7 September 2025 Aspire Star Arena	C	Chan Keng Kwang
		R	Marvin Lim
8	<b>National 9 Ball Women Championship</b> 6 – 7 September 2025 Aspire Recreation Centre	C	Venus Lim
		R	Yu AnRan
9	<b>National 9 Ball Open Championship</b> 8 – 21 September 2025 Aspire Recreation Centre	C	Nicholas Tan Guo En
		R	Desmond Goh
10	<b>National Billiards Championship</b> 22 – 28 September 2025 Aspire Star Arena	C	Alex Puan
		R	Toh Lian Han
11	<b>2nd National Snooker Ranking</b> 25 October – 2 November 2025 Lagoon Billiard Room	C	Marvin Lim
		R	Gary Alexander Davner
12	<b>ARC Open 9 Ball Ranking</b> 5 – 9 November 2025 Aspire Recreation Centre	C	Aloysius Yapp
		R	Ang Boon Lay
13	<b>ARC Women 9 Ball Ranking</b> 5 – 9 November 2025 Aspire Recreation Centre	C	Venus Lim
		R	Suvene Ng
14	<b>National 10 Ball Open Championship</b> 19 January – 1 February 2026 Aspire Recreation Centre	C	Toh Lian Han
		R	Louis Cai



15	<b>National 10 Ball Women Championship</b> <i>19 January – 1 February 2026</i> <i>Aspire Recreation Centre</i>	C	Venus Lim
		R	Yu AnRan
16	<b>National Billiard Ranking</b> <i>2 – 8 February 2026</i> <i>Aspire Star Arena</i>	C	Karthik Ramaswamy
		R	Ong Kuan Chung
17	<b>National HeyBall Ranking</b> <i>21 February – 1 March 2026</i> <i>Aspire Star Arena</i>	C	Ivan Tan Zhong Wei
		R	Tan Bee Yen
18	<b>National Snooker Championship</b> <i>4 – 15 March 2026</i> <i>Lagoon Billiard Room</i>	C	Chan Keng Kwan
		R	Marcu Toh Chin Poh



## REGIONAL COMPETITION

1	SongHe SG Snooker Open 2025 <i>15 November - 4 December 2025 Klassic Club</i>	Champion	Rory Thor
		Runner up	Lim Kok Leong
		Semi Finalist	Jaden Ong
			Sunny Wang



# TECHNICAL OFFICIALS

## REFEREE GLOBAL INVOLVEMENT

### 2025 BELGIAN OPEN (17-18 MAY) AND EUROPEAN OPEN (19 - 21 MAY) IN BRUGES, BELGIUM

<b>Date</b>	17 <sup>th</sup> – 21 <sup>th</sup> May 2025
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Our team of Singapore referees was invited to officiate at both the Belgium Open and the European Open, two prestigious international events sanctioned by World Billiards.

Referee Lily Liew was honoured to be appointed as the Tournament Director, overseeing the overall conduct and administration of both championships. This appointment reflects the international recognition of her capabilities and experience in tournament management.

Fellow Singapore officials Serene Ong, Stefan Ng, and Georjoe Goh also demonstrated exceptional professionalism and officiating standards throughout the events. Their outstanding performances earned them key appointments, including semi-final matches, as well as the prestigious roles of Final Referee and Scorer for the Grand Final of the European Open.

The contributions of the Singapore officiating team were highly commended by World Billiards, the tournament organisers, and participants, further enhancing Singapore's reputation for excellence in international cue sports officiating.

<b>Referees involved</b>	Stefan Ng Georjoe Goh	Serene Ong Liew Lily
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### EVENT PHOTOS & LETTER OF RECOGNITION



# TECHNICAL OFFICIALS

## REFEREE GLOBAL INVOLVEMENT

### SEA GAMES THAILAND 2025

Date

9<sup>h</sup> – 19<sup>th</sup> December 2025

Referees George Goh and Winston Tang were honoured to be nominated to represent Singapore at the 2025 SEA Games in Bangkok, Thailand, from 9 to 19 December 2025, for the cue sports events.

Both Referee Georjoe Goh and Winston Tang demonstrated professionalism and a high standard of officiating throughout the Games, further enhancing Singapore's reputation for excellence in international cue sports officiating.

Referees involved

Georjoe Goh

Winston Tang

### EVENT PHOTOS





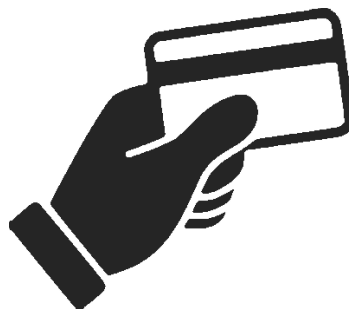
# HIGH PERFORMANCE



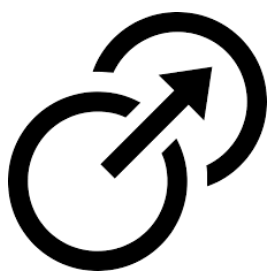
# HIGH PERFORMANCE OVERVIEW



2 spexScholars



16 Carded Athletes



23 Intermediate Athletes



35 Development & Youth Athletes



5 National Coaches



61 Overseas Tournament



21 Podium finishes



# SPORT EXCELLENCE (spex) ATHLETES



spexScholarship

# ALOYSIUS YAPP



COMPETITION		
May 2025	WNT Scottish Open	Runner-up
	WNT UK Open	<b>Champion</b>
July 2025	WNT Universal x CPBA 99 Open	Quarterfinals
	WNT World Pool Championship	Last 64
August 2025	WNT Florida Open	<b>Champion</b>
	WNT Battle of the Bull	Last 16
	WNT US Open	<b>Champion</b>
	ACBS Formosa Cup	<b>Champion</b>
September 2025	WNT Zen & Yuan 8 Open	Last 32
October 2025	WNT Peri Open	Last 32
	WNT Hanoi Open	Last 16
November 2025	WNT International Open	<b>Champion</b>
	WNT International Bigfoot 10 Ball	<b>Champion</b>
December 2025	WNT Chinese Taipei Open	Last 32
	WNT Reyes Cup	<b>Team ASIA</b>
AWARD & ACHIEVEMENT		
Matchroom WNT MVP 2025	First ever player to win 3 Matchroom majors in a row	
Matchroom World	Ranked #3 (as of 31st March 2026)	
Singapore Sports Awards 2025	Sportsman of the Year Finalists	
The Straits Times	Athlete of the Year nominee	



# SPORT EXCELLENCE (spex) ATHLETES

spexScholarship

# PETER GILCHRIST



COMPETITION		
April 2025	Irish Open	Runner-up
	World Matchplay Championship	Semi-finalist
	IBSF World Championship	Last 16
May 2025	Belgian Open	Runner-up
	European Open	<b>Champion</b>
June 2025	Walter Lindrum Open	Runner-Up
August 2025	Jim Williamson Open	Semi-finals
September 2025	Sydney Open	<b>Champion</b>
	Auckland Open	<b>Champion</b>
	New Zealand Open	<b>Champion</b>
October 2025	English Open	Last 16
	World Billiards Championship	Last 16
November 2025	British Open	Runner-Up
December 2025	SEA Games - Singles	<b>GOLD</b>
	SEA Games - Team	<b>SILVER</b>
AWARD & ACHIEVEMENT		
World Ranking #2 (as of 31st March 2026)		
Singapore Sports Awards 2025		Meritorious Award



## SPORT EXCELLENCE (spex) ATHLETES

### spexCARDING ATHLETES

1	Alex Puan
2	Aloysius Yapp
3	Chan Chee Keong
4	Chan Keng Kwang
5	Charlene Chai
6	Desmond Goh
7	Jaden Ong Jia Jun
8	Karthik Ramaswamy
9	Lim Chun Kiat Marvin
10	Nicholas Tan
11	Peter Gilchrist
12	Sunny Wang
13	Tan Hui Ming Jessica
14	Tey Choon Kiat
15	Toh Lian Han
16	Wang Zan Feng

The number of carded athletes has increase from 15 in FY2024.



# COMPETITIONS AND HIGHLIGHTS

\*(RP) Representing Athletes

## April 2025

### World Billiards Irish Open & World Matchplay Championships, IRELAND

**\*RP** Peter Gilchrist & Alex Puan

Peter Gilchrist finished runner-up and semi-finalist respectively. Alex Puan reached the knockout round of World Matchplay Championships.



## May 2025

### World Women's Snooker Championship 2025, CHINA

**\*RP** Charlene Chai & Jef Tan

Charlene Chai finishes in last 32  
Special mention: Audrey Chua & Toh Hong Lay



## May 2025

### WNT UK Open 2025, England

**\*RP** Aloysius Yapp, Toh Lian Han & Nicholas Tan

Aloysius Yapp emerges Champion! Nicholas Tan lost in the last 32 stage to Aloysius.



## June 2025

### ACBS Asian 6 Red Championships 2025, SRI LANKA

**\*RP** Jaden Ong & Sunny Wang

Sunny Wang finishes in the top 8, beating former champions Ali Alobaidili (QAT) and Muhammad Sajjad (PAK) along the way. Jaden Ong finishes in the top 16.



### WB European Open, Belgium

**\*RP** Peter Gilchrist - Champion



## July 2025

### WNT CPBA 99 Open, VIETNAM

**\*RP** Aloysius Yapp, Toh Lian Han & Nicholas Tan



# July 2025

## Commonwealth Billiards Championships, MAURITIUS

Jaden Ong - Men's Snooker

Jef Tan - Women's Snooker

**\*RP** Audrey Chua - Women's Snooker

Venus Lim - Women's 10 Ball

Ivan Tan - Men's Heyball

Women's 10 Ball: Gold - Venus Lim  
Women's Snooker: Silver - Audrey Chua

## Predator PBC Indonesia Women's Open, INDONESIA

**\*RP** Jef Tan & Joleen Soh



# Aug 2025

## WNT Florida Open & US Open 2025, USA



### Sept 2025

#### WNT ZEN AND YUAN 8 OPEN, CHINA

**\*RP** Aloysius Yapp, Toh Lian Han & Nicholas Tan



### Oct 2025

#### Wiraka Classic Cup, MALAYSIA

**\*RP** Sunny Wang, Jaden Ong, Chan Keng Kwang, Bernard Tey & Marvin Lim



#### WB Sydney, Auckland & New Zealand Open

Singapore's Peter Gilchrist has just completed a successful trifecta in Australia and New Zealand winning the Sydney Open, Auckland Open and New Zealand Open, dominating all three tournaments.



### Nov 2025

#### IBSF World Snooker Championships, QATAR

**\*RP** Chan Keng Kwang, Sunny Wang, Jaden Ong, Charlene Chai & Audrey Chua

Chan Keng Kwang qualifies for the main event and eventually finishes in the Last 16



### Oct 2025

#### WB English Open & World Billiards Championships 2025, ENGLAND

**\*RP** Peter Gilchrist & Karthik Ramawsamy



## Nov 2025

### WB Queensland Open, AUSTRALIA

**\*RP** Karthik Ramaswamy

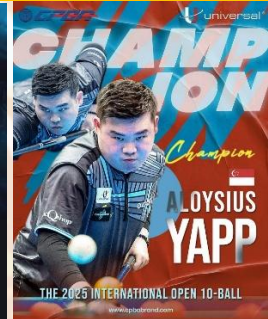
Singapore's Karthik Ramaswamy has won the Queensland Open Billiards, a level 3 World Ranking event.



### WNT/WPA International 9-Ball Open 2025, USA

**\*RP** Aloysius Yapp & Nicholas Tan

Aloysius Yapp continues his amazing run and successfully defends his title as the defending champion of this event for the third year in a row.



## December 2025

### 33<sup>rd</sup> SEA Games 2025, THAILAND

**\*RP**

Men's Snooker – Jaden Ong & Chan Keng Kwang  
 Women's Snooker – Audrey Chua & Charlene Chai  
 English Billiards – Peter Gilchrist & Karthik Ramaswamy

Coach – Bernard Tey  
 Team Manager – Vincent Sum & Lily Liew

**Medals**

Gold – English Billiards Singles – Peter Gilchrist  
 Silver – English Billiards Team – Peter Gilchrist & Karthik Ramaswamy  
 Bronze – Men's Snooker 6 Red Team – Jaden Ong & Chan Keng Kwang  
 Bronze – Women's Snooker 6 Red Team – Audrey Chua & Charlene Chai  
 Bronze – Women's Snooker 15 Red Team – Audrey Chua & Charlene Chai



# Jan 2026

## 4U Snooker Tournament 2026, MALAYSIA

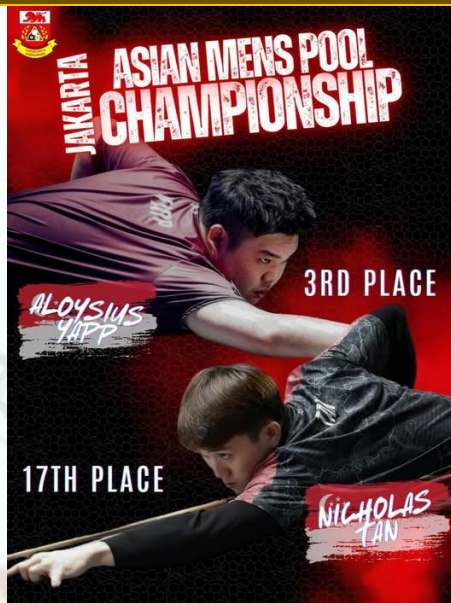
**\*RP** Jaden Ong & Sunny Wang



# Feb 2026

## ACBS Asian 10 Ball Championship 2026, INDONESIA

**\*RP** Men - Aloysius Yapp & Nicholas Tan  
Women - Venus Lim, Jef Tan & Joleen Soh





# MARKETING & SPONSORSHIP



# MEMBERSHIP & SOCIAL MEDIA ENGAGEMENT



**4,011 Individual Members**



**23 Affiliates Members**



**13,825 Facebook followers**



**728 Instagram followers**



**Highest Live viewership  
7,623 views**



**Fundraising  
(One Team Singapore Fund)  
\$ 191,200**



## MEMBERSHIP & SOCIAL MEDIA ENGAGEMENT

Cuesports Singapore continued to record strong growth in digital engagement over the past financial year, reflecting its sustained efforts to build awareness and deepen connection with the wider community. As at FY2025, the organisation’s social media following reached **13,825** on Facebook and **728** on Instagram.

Throughout the year, Facebook content generated **2,415,422** views and 17,574 interactions, while Instagram content achieved **558,946** views and 2,607 interactions. These results represent a significant year-on-year increase in both reach and audience engagement across both platforms, underscoring the growing visibility of the organisation’s digital presence.

This progress aligns with Cuesports Singapore’s ongoing objective to engage the community more effectively and attract a broader audience, including new fans and members of the public, through consistent updates on CS events and the production of high-quality, engaging content.

## MEDIA COLLABORATION AND RECOGNITION EFFORT

### MEDIA OUTREACH

Cuesports Singapore’s ongoing poster outreach initiatives have been complemented by partnerships with various stakeholders, enabling more effective engagement with target audiences and enhanced visibility. These efforts also serve to express appreciation to all supporters while recognising the valuable contributions of everyone involved.



# MEDIA COVERAGE

In addition to regular updates on Cuesports Singapore events and national team developments, the Association continues to foster strong partnerships with local media outlets and strategic stakeholders. These collaborations play a key role in broadening outreach, enhancing community engagement, and elevating the visibility of the sport and its programmes.

The following section highlights media coverage and collaborative initiatives undertaken in FY2025.

## Major breakthrough for Aloysius Yapp's trophy

newsletters delivered to your inbox



In his green jacket for the victor, Singapore's Aloysius Yapp lifts the US Open Barry Behrmer trophy after winning three consecutive Matchroom major titles on Aug 23.

## Aloysius Yapp wins Florida Open

newsletters delivered to your inbox



Aloysius Yapp wins the Florida Open on Aug 11.

## World No. 1 player Peter Gilchrist

newsletters delivered to your inbox



Peter Gilchrist won the European Open on May 21 after beating English player...

## Breakthrough despite win streak as Singapore's Peter Gilchrist retains World Billiards C'ship

newsletters delivered to your inbox



Peter Gilchrist receiving the New Zealand Open trophies from organiser Wayne Carney. He is named as the main trophy.

## 15 Athlete of the Year nominee: Aloysius Yapp

Straits Times is celebrating outstanding Singaporeans selected for ST Athlete of the Year award, backed by 1000Plus. To get to know us better, we asked them what it took to accomplish their achievements last year and how that changed them. This is what pool player Aloysius Yapp told David Lee.

newsletters delivered to your inbox



Aloysius Yapp lifting the Florida Open trophy in August for one of his 10 titles.

## Aloysius Yapp thanks mum after winning

newsletters delivered to your inbox



Aloysius Yapp winning his first major title after beating Spaniard Jonas...

## Aloysius Lim claims 10-ball title

newsletters delivered to your inbox



Aloysius Lim claiming the Commonwealth Billiards Championships 10-ball title, with...

## Ethical behind Aloysius Yapp's most successful season as he seals International Cup

newsletters delivered to your inbox



Aloysius Yapp with Spain's Francisco Sanchez Ruiz after beating him 13-11 in the final of the International Cup.

## Aloysius Yapp continues winning streak with Florida Open title

newsletters delivered to your inbox



Aloysius Yapp sitting with Taiwanese Ko Ping-chung before the Farnham Cup Taipei Pool Open.

## SEA Games 2025: Singapore's Peter Gilchrist claims English billiards men's singles title

newsletters delivered to your inbox



Singapore's Peter Gilchrist celebrates his English billiards men's singles gold medal at the SEA Games.

## Aloysius Yapp looking for success as Yapp pays it forward

newsletters delivered to your inbox



Aloysius Yapp's successful Reyes Cup title defence on Oct 19 will provide...



Aloysius Yapp celebrating after clinching the UK Open title in May for his first World...



## SOCIAL MEDIA STREAMING AND COVERAGE

The Cuesports Singapore YouTube channel recorded a total of **52,272** views from its live streaming content during FY25.

<b>Event</b>	<b>SINGAPORE VS THAILAND SNOOKER INVITATIONAL</b>		
<b>Date</b>	7 June 2025		
<b>Highest Viewership</b>	7,623		

**Thailand VS Singapore Snooker Invitational**

**Date & Time:**  
7 June 2025, Saturday @ 1.30pm

**Venue:**  
Aspire Star Arena  
1 Jalan Berseh, #03-03 New World Centre, Singapore 209037

**Thailand Players:** Narucha Phoemphul, Thepchaiya Un-Noah, Mink Nutcharut, Noppon Saengkham

**Singapore Players:** Aloysius Yapp, Jaden Ong, Sunny Wang, Wang Zhan Feng

**Sponsors:** Venue Sponsor (Aspire Star Arena), Event Sponsor (SSC), Sanctioned By (Singapore Snooker Federation)

### LIVE STREAMING

NATIONAL SNOOKER CHAMPIONSHIP	NATIONAL SNOOKER RANKING
NATIONAL BILLIARDS RANKING	NATIONAL 9 BALL WOMEN CHAMPIONSHIP
NATIONAL 10 BALL OPEN CHAMPIONSHIP	CHAMPION OF CHAMPIONS 2024/2025
NATIONAL 10 BALL WOMEN CHAMPIONSHIP	KLASSIC 6 RED SNOOKER RANKING
SONGHE SG SNOOKER OPEN 2025	ARC U25 9 BALL RANKING
2ND NATIONAL SNOOKER RANKING	NATIONAL WOMEN 6 RED SNOOKER RANKING
NATIONAL BILLIARDS CHAMPIONSHIP	National U28 Snooker Ranking
NATIONAL 9 BALL OPEN CHAMPIONSHIP	



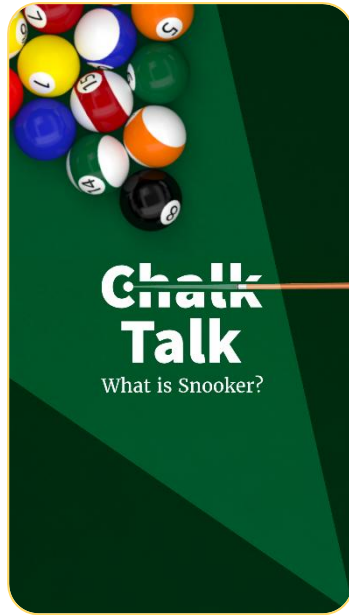
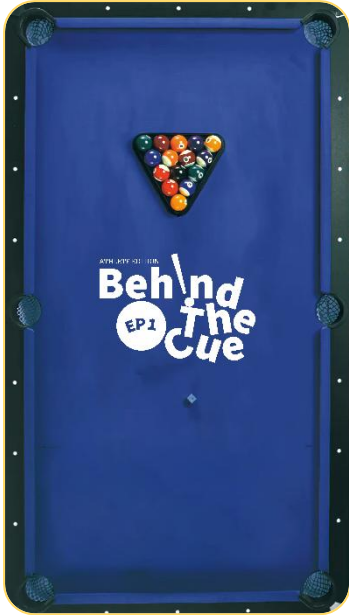
### CUESPORTS SINGAPORE X SINGAPORE POLYTECHNIC (SPARK) BRANDING DESIGN & VIDEO CONTENT CREATION

As part of its commitment to innovation and community engagement, Cuesports Singapore partnered with the Media, Arts & Design (MAD) School at Singapore Polytechnic through SPARK Agency, a student-led digital marketing and creative agency established in collaboration with DDB Group.

The collaboration provided students with the opportunity to apply their academic knowledge to real-world industry challenges, developing creative and strategic communication solutions aligned with the Association’s objectives. Through fresh perspectives and innovative ideas, students proposed integrated marketing and communication initiatives aimed at enhancing the visibility of cuesports, strengthening audience engagement, and increasing public awareness of the sport.

The project supported Cuesports Singapore’s broader marketing transformation efforts, including plans to refresh its National Training Centre (NTC), website, social media platforms, and overall brand identity. The initiative reflects the Association’s commitment to nurturing young talent, fostering industry partnerships, and exploring innovative approaches to grow and promote cuesports in Singapore.





Instagram Reel Thumbnail



Mockup for A/B Testing



Mike Koo  
Referee

Yao Ming  
Chief Referee



BEHIND THE SCENES  
BEHIND THE SCENES  
BEHIND THE SCENES



FUND-RAISING EFFORT

PARTNERSHIP & CAMPAIGN

Date

April 2025 – March 2026

In FY2025, Cuesports Singapore identified fundraising as a strategic priority to support the long-term sustainability and growth of its programmes and initiatives. As part of efforts to diversify revenue streams beyond SportSG funding, the Association strengthened collaborations with sponsors and partners through targeted event-based activations and engagement opportunities.

In addition, a public fundraising campaign was launched to support key development areas, including the National Team, High Performance Programme, and enhancements to the CS Academy and National Training Centre facilities. These initiatives have helped broaden financial support, strengthen stakeholder partnerships, and reinforce the foundation for the continued development of cuesports in Singapore.



**CUE FOR A CAUSE**  
YOUR EVERY SHOT COUNTS!

Join our donation drive to build a Centre of Excellence for Cuesports Singapore Academy, providing top tier facilities for aspiring players.

Your support will contribute to creating a dedicated space for training, tournaments, and community development, fostering the future of the sport.



FOR MORE INFORMATION  
ON HOW TO SUPPORT OUR CAUSE

SCAN QR CODE  
EMAIL US AT [cue@cuesports.org.sg](mailto:cue@cuesports.org.sg)  
[http://tinyurl.com/CS\\_giving](http://tinyurl.com/CS_giving)



**CALL FOR Partnership Sponsorship**

We're looking for passionate partners and sponsors to join us on an exciting journey in cuesports, events, tournaments, and team apparel!

Whether you're a brand looking to amplify your reach or a business eager to support local talent and community spirit.

**This is your chance to make a real impact!**

Opportunities available in:

- Event & Tournament Sponsorship
- Athlete & Team Apparel Partnerships
- Product Collaborations
- On-ground Activations & More!

Scan For More info or Contact us today!  
Cue@cuesports.org.sg





**Thank you for your generous support for our Team Singapore athletes.**




## CONCLUSION

The CS Marketing & Sponsorship Committee extends its heartfelt appreciation to all stakeholders whose unwavering support, commitment, and contributions have played a vital role in the achievements of the past year. We are deeply grateful to our Board members for their guidance and leadership, our secretariat and staff for their dedication, our volunteers for their invaluable service, and our sponsors and partners for their continued trust and collaboration.

We would also like to thank the growing community of cuesports enthusiasts and supporters who have engaged with us through our digital platforms. Your interest, encouragement, and interaction inspire us to continually elevate our outreach efforts and create meaningful content that promotes and celebrates the sport.

As we look ahead, we remain committed to building stronger partnerships, attracting new sponsors and supporters, and expanding the reach of cuesports in Singapore. Together, we aim to create sustainable opportunities, strengthen the sport's ecosystem, and support the long-term growth and success of Cuesports Singapore for future generations.

**THANK YOU FOR YOUR GENEROUS SUPPORT!**



## CORPORATE GOVERNANCE

### TERM LIMIT OF BOARD

To encourage leadership renewal and rejuvenation, the term of office for all Board Members elected at the Annual General Meeting and Appointed Board Members shall be two years.

Counting from 2021, Board members may serve a maximum tenure of eight (8) consecutive years on the Board and upon reaching this tenure limit, shall only be eligible for re-election or reappointment to the Board after a lapse of at least two (2) years.

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

The current Board was elected on 28 June 2025 at AGM and a total of 6 board meetings during the financial year 2025/2026. The following sets out the individual Board member and appointed member's attendance at the meetings:

Board Member	Position	Percentage of Attendance
Mr Christopher Chuah Chee Kian	President	100 %
Mr Dominic Pan Ji Yeh *	Vice President	100 %
Mr Ivan Lim Wi Aun	Vice President	100 %
Mr Sum Kak Seng Vincent	Vice President	67 %
Mr Sean Mathews	Honorary Secretary	50 %
Mr Cheung Yew Tak	Honorary Treasurer	67 %
Mr Emrys Phua Kang Sheng	Assistant Treasurer	100 %
Mr Ang Chor Ho	Elected Board Member	100 %
Mr Sabapathy Ravindranath Vijay †	Independent Board Member	83 %
Mr Teo Chen Wei Terence ‡	Independent Board Member	33%
Ms Hong Jia Yu †	Independent Board Member	50 %
Mr Lim Chun Kiat #	Athlete Commission	60 %

\* Elected on 28 June 2025 with 4 meetings

† Re-appointed on 28 June with 6 meetings

# Re-elected on 28 July 2025 with 5 meetings



## DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD MEMBERS

The Board members did not receive any remuneration during the financial year.

## STAFFING

The Secretariat of Cuesports Singapore is headed by Mr James Soh Poh Leong, the General Manager, who was appointed on 1 October 2023.

As at 31 March 2026, there were 7 full time and 3 part time staff.

## DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF

One of Cuesports Singapore's staff receives more than \$100,000 in annual remuneration.

## DISCLOSURE OF THE NUMBER OF PAID STAFF WHO ARE CLOSE MEMBERS OF THE FAMILY OF THE GENERAL MANAGER OR BOARD MEMBERS, WHO RECEIVES REMUNERATION EXCEEDING \$50,000 DURING THE YEAR, IN BANDS OF \$100,000

CS has no paid staff, who are close members of the family of the General Manager or Board members, who receives remuneration exceeding \$50,000 during the year.

## RESERVES POLICY

Cuesports Singapore maintains a comprehensive reserve policy designed to ensure the long-term stability and sustainability of its operations. The policy ensures that adequate financial resources are available to support the Association during unforeseen circumstances and to sustain its activities without disruption. As a general guideline, Cuesports Singapore has 0.5 year of operational expenditure kept as reserves. Cuesports Board reviews annually the amount of funds that are required to ensure that they are adequate to fulfil the Association's continuing obligations.

## RESERVES POSITION:

	Current Year (31 March 2026)	Previous Year (31 March 2025)	% Increase / (Decrease)
<b>Unrestricted Funds (Reserves)</b>	\$ 210,009	\$ 387,140	
Restricted / Designated Funds:			
- One Team Singapore Funds (OTSF)	\$ 204,428	\$ 21,500	
- Others			
<b>Total Funds</b>	\$ 414,437	\$ 408,640	1.42%
<b>Total Operating Expense</b>	\$ 1,544,157	\$ 1,286,995	19.98%
<b>Ratio of Reserves to Annual Operating Expenditure</b>	0.14 : 1	0.30 : 1	

For more information on the Cuesports Singapore's reserves policy and purpose of restricted / designated Funds, please refer to the Financial Statements on Page 56.



## LIST OF RELATED ENTITIES OF THE CHARITY

Cuesports Singapore's Board Members have declared as follow:

Name	Position within Cuesports Singapore	Related Charities Name	Position in the Charities
Christopher Chuah Chee Kian	President	Asian Pool Federations Ltd Asian Pool Promotions Pte Ltd	Director Director
Dominic Pan Ji Yeh	Vice President	Asian Pool Federations Ltd Asian Pool Promotions Pte Ltd	Director Director
Ivan Lim Wi Aun	Vice President	NIL	NIL
Sum Kak Seng Vincent	Vice President	NIL	NIL
Sean Mathews	Honorary Secretary	NIL	NIL
Cheung Yew Tak	Honorary Treasurer	NIL	NIL
Emrys Phua Kang Sheng	Assistant Treasurer	NIL	NIL
Ang Chor Ho	Board Member	NIL	NIL
Sabapathy Ravindranath Vijay	Independent Board Member	NIL	NIL
Teo Chen Wei Terence	Independent Board Member	NIL	NIL
Hong Jia Yu	Independent Board Member	NIL	NIL
Lim Chun Kiat	Athlete Commission Chairman	NIL	NIL



## POLICIES

### CHARITIES GOVERNANCE EVALUATION CHECKLIST

In implementing good governance practices, the Association adopted best practices closely aligned to the principles in the Code of Governance for Charities and Institutions of Public Character (“Code”). In adhering to the Charity Council’s requirements that all IPC shall disclose the extent of their compliance with the Code, the Association’s Governance Evaluation Checklist can be found on the Charity Portal Website [www.charities.gov.sg](http://www.charities.gov.sg).

### CONFLICT OF INTEREST POLICY

Board members shall act in the best interests of Cuesports, and the Board shall set clear policies, procedures and take appropriate measures to declare, prevent and address any conflict of interest that may arise. Whenever a member of the Board is in any way, directly or indirectly, has an interest in a transaction or project or other matter to be discussed at a meeting, the member shall disclose the nature of his interest before the discussion on the matter begins. The Board Member concerned shall then offer to withdraw and leave the meeting and not participate in the discussion or vote on the matter. The Board shall decide if this should be accepted.

### FINANCE AND FUNDING

Cuesports Singapore is a non-profit organization which financially supported by Annual Grant from Sport Singapore. CS will also seek for donations from members or public in support of its high-performance sports generally.

As a National Sports Association (NSA) under Sport Singapore, a Financial Policies and Procedures are set to use for Cuesports Singapore (the NSA) and its subsidiary (Cuesports Singapore Academy) in its day-to-day operations to meet below objectives:

1. To ensure that the NSA’s financial resources are properly managed and internal controls are in place
2. Assist the NSA in its accountability to stakeholders by stipulating accounting and reporting requirements
3. To ensure consistency of policies and procedures being adopted by the management and its employee.



## RESERVES POLICY

Cuesports Singapore maintains a comprehensive reserve policy designed to ensure the long-term stability and sustainability of its operations. The policy ensures that adequate financial resources are available to support the association during unforeseen circumstances and to sustain its activities without disruption.

Below are the key points of our reserves policy:

### **1. PURPOSE OF RESERVES:**

- To provide financial stability and protect the association against unforeseen events such as economic downturns, funding cuts, or unexpected expenses.
- To ensure the association can continue to meet its commitments and obligations to beneficiaries, staff, and other stakeholders.

### **2. DETERMINATION OF RESERVE LEVELS:**

- The reserve level is determined based on a thorough assessment of the association's operating environment, risk factors, and future plans.
- The Board has set a target to maintain reserves equivalent to a minimum of six months of average annual operational expenditure. This level is considered sufficient to cover unexpected expenses and maintain operations during periods of financial uncertainty.
- As of the current fiscal year, the association reserved 14% of its average annual operating expenditure, or around \$210k. This ensures that Cuesports Singapore has a back-up fund which can last for 1.63 months.

### **3. REVIEW AND ADJUSTMENT OF RESERVE LEVELS:**

- The reserve level is reviewed annually by the Board to ensure it remains adequate in light of the association's activities, risk profile, and financial position.
- Adjustments to the reserve level are made based on changes in operational needs, strategic goals, and external conditions.

### **4. MANAGEMENT AND MONITORING OF RESERVES:**

- Reserves are held in a separate bank account to ensure they are readily available and secure.
- Withdrawals from the reserve account require approval from the Board, ensuring that the funds are used appropriately and strategically.



- The financial performance, including reserve levels, is monitored on a quarterly basis to ensure alignment with the association’s financial strategy and goals.

#### **5. USE OF RESERVES:**

- Reserves are primarily intended for use in emergency situations or for significant, one-off expenditures that are critical to the association’s mission and cannot be funded through regular income.

#### **6. PURPOSE OF RESTRICTED / DESIGNATED FUND (ONE TEAM SINGAPORE FUND):**

- One Team Singapore Fund (“OTSF”) is a matching grant of one dollar for every donation raised by the Association provided by the Singapore Government to contribute to enhance the High-Performance Sport (“HPS”) system for Team Singapore athletes. The donations and grant received for this fund are restricted to all HPS projects and initiatives that contribute to the HPS System.

### **SAFE SPORTS POLICY**

The Safe Sports policy was put into place on November 2022 to ensure that all participants in our community play, practice, compete, officiate, work, volunteer and interact in a positive environment that is free from harassment and abuse and that all are aware of their rights, responsibilities and the standards of behaviour expected of those participating in our sport.

### **WHISTLE-BLOWING POLICY**

The whistleblowing 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. Feedback portal is available where any concerned party may email to [cue@cuesports.org.sg](mailto:cue@cuesports.org.sg) for any complaints or feedbacks within the association.



## THE YEARS AHEAD FOR 2026 / 2027

### CUESPORTS SINGAPORE'S FUTURE PLANS AND COMMITMENT

1. To enhance the operations and functionality of the Cuesports Singapore National Training Centre (NTC) in alignment with our vision, mission, and core values.
2. To garner support from donors and partners through OTSF donations and fundraising initiatives.
3. To increase the number of podium-ready and podium-potential national athletes.
4. Continuously organizing both local and regional competitions and increasing the total number of participants, as well as targeting specific individuals.
5. Reaching out to secondary schools and Institutes of Higher Learning (IHLs) to establish a Youth Talent Development programme aimed at identifying potential new athletes and fostering interest in Cuesports.
6. Strengthen social media engagement with the public and boost membership subscriptions.
7. To conduct Level 1 coach training and C Grade Referee Course.

### CUESPORTS SINGAPORE'S FUND-RAISING PLANS AND EXPENDITURE PLANS

1. To strengthen our partnerships and leverage competitions like the Singapore Open to attract sponsors and access the One Team Singapore Fund. In addition, we will explore other matching grant opportunities to sustain and grow our Pathway Development initiatives.
2. Major expenses will include enhancing the training environment for athletes both at the Cuesports Singapore National Training Centre and overseas, organising and participating in competitions, and manpower expenses, especially for the High-Performance and Pathway Development teams to support the growth of community and youth athletes.



# APPRECIATION

Cuesports Singapore extends its sincere appreciation to all supporters, members, and sponsors whose generous contributions of time, effort, and resources have been vital in advancing our mission and broadening our impact.

By fostering collaborative partnerships, we have built a strong community grounded in shared commitment and diverse support systems. This foundation enables us to pursue our vision through athlete-centric programmes that drive competitive excellence and beyond.

We remain deeply grateful to everyone who has stood with us over the years, whether through volunteering, financial support, or strategic partnerships, and we look forward to continuing this journey together.



東成物產私人有限公司  
TONG SENG PRODUCE PTE. LTD.



SOON HOCK GROUP  
顺福集团



Cuesports Singapore also extends its sincere thanks to the following for their generous support.



Techniques



ARBOR

Barang B.





# GOVERNANCE EVALUATION CHECKLIST (GEC)



# GOVERNANCE EVALUATION CHECKLIST (GEC) FOR THE PERIOD APR 2025 - MAR 2026

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



12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes	
<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>				
15	<p>Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>	3.1	Yes	
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes	
17	<p>Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.</p>	3.3	Yes	
18	<p>Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.</p>	3.3	Yes	
19	<p>Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.</p>	3.4	Yes	
20	<p>Take into consideration the ESG factors when conducting the charity's activities.</p>	3.5	Yes	
<b>Principle 4: The charity is well-managed and plans for the future.</b>				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>	4.1a	Yes	
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes	



23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
<b>Principle 5: The charity is accountable and transparent.</b>				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	



**Principle 6: The charity communicates actively to 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	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	





**FINANCIAL  
HIGHLIGHTS**

## OVERVIEW OF FINANCIAL OPERATIONS

AST Corporate Services Pte Ltd and CA Assurance LLP are the external accountant and auditor handling Cuesports Singapore account, respectively.

### RESERVES POSITION:

	Current Year (31 March 2026)	Previous Year (31 March 2025)	% Increase / (Decrease)
<b>Unrestricted Funds (Reserves)</b>	\$ 210,009	\$ 387,140	
Restricted / Designated Funds:			
- One Team Singapore Funds (OTSF)	\$ 204,428	\$ 21,500	
- Others			
<b>Total Funds</b>	\$ 414,437	\$ 408,640	1.42%
<b>Total Operating Expense</b>	\$ 1,544,157	\$ 1,286,995	19.98%
<b>Ratio of Reserves to Annual Operating Expenditure</b>	0.14 : 1	0.30 : 1	

### RESERVES POLICY

Cuesports Singapore maintains a comprehensive reserve policy designed to ensure the long-term stability and sustainability of its operations. The policy ensures that adequate financial resources are available to support the association during unforeseen circumstances and to sustain its activities without disruption. Below are the key points of our reserves policy:

#### 1. PURPOSE OF RESERVES:

- To provide financial stability and protect the association against unforeseen events such as economic downturns, funding cuts, or unexpected expenses.
- To ensure the association can continue to meet its commitments and obligations to beneficiaries, staff, and other stakeholders.

#### 2. DETERMINATION OF RESERVE LEVELS:

- The reserve level is determined based on a thorough assessment of the association's operating environment, risk factors, and future plans.
- The Board has set a target to maintain reserves equivalent to a minimum of six months of average annual operational expenditure. This level is considered sufficient to cover unexpected expenses and maintain operations during periods of financial uncertainty.



- As of the current fiscal year, the association reserved 14% of its average annual operating expenditure, or around \$210k. This ensures that Cuesports Singapore has a back-up fund which can last for 1.63 months.

### **3. REVIEW AND ADJUSTMENT OF RESERVE LEVELS:**

- The reserve level is reviewed annually by the Board to ensure it remains adequate in light of the association's activities, risk profile, and financial position.
- Adjustments to the reserve level are made based on changes in operational needs, strategic goals, and external conditions.

### **4. MANAGEMENT AND MONITORING OF RESERVES:**

- Reserves are held in a separate bank account to ensure they are readily available and secure.
- Withdrawals from the reserve account require approval from the Board, ensuring that the funds are used appropriately and strategically.
- The financial performance, including reserve levels, is monitored on a quarterly basis to ensure alignment with the association's financial strategy and goals.

### **5. USE OF RESERVES:**

- Reserves are primarily intended for use in emergency situations or for significant, one-off expenditures that are critical to the association's mission and cannot be funded through regular income.

### **6. PURPOSE OF RESTRICTED / DESIGNATED FUND (ONE TEAM SINGAPORE FUND):**

- One Team Singapore Fund ("OTSF") is a matching grant of one dollar for every donation raised by the Association provided by the Singapore Government to contribute to enhance the High-Performance Sport ("HPS") system for Team Singapore athletes. The donations and grant received for this fund are restricted to all HPS projects and initiatives that contribute to the HPS System.

## **FINANCIAL POSITION**

In the Financial Year 2025/2026, Cuesports Singapore undertook a comprehensive review of its financial procedures to enhance the planning and control of expenses across all events.



### CUESPORTS SINGAPORE ACADEMY (CSA):

- The CSA at Katong Shopping Centre ceased operations on 4 November 2024. Following the closure, no revenue was generated for the remainder of the financial year. NSA has since overseen the transition and is preparing for the reopening of a new CSA training centre at 371 Tanjong Katong Road.
- The financial position for FY2025/2026 reflects a net deficit of \$45.3K, primarily attributable to increased staffing costs and pre-operational expenses incurred in preparation for the new CSA facility. These costs were necessary to support the establishment and operational readiness of the new centre.
- With the reopening of the new CSA, continued financial discipline and operational efficiency will be essential to support sustainable growth and long-term stability

### MAIN ACCOUNT:

- The Main Account recorded a net deficit of \$132K for FY2025/2026, after absorbing a deficit of \$88K from the SSC account. The OTSF account recorded a balance of \$183K.
- Total donations for the year amounted to \$196,480, reflecting a significant increase compared to the previous financial year.
- The increase in donations and OTSF matching grants aligns with strategic initiatives, including the establishment of new training facilities to support athlete development, expand participation in international competitions, and facilitate overseas training programmes.
- The increased allocation to the Athlete Development Plan reflects NSA's continued commitment to enhancing athlete performance and improving programme quality.

### RESERVES AND OVERALL FINANCIAL HEALTH:

- Total funds for FY2025/2026 increased by **1.42%** compared to the previous financial year, reflecting changes in funding inflows and expenditure patterns.
- The ratio of reserves to annual operating expenditure declined from 30.00% to 14.0%, reflecting increased operating expenditure and changes in funding utilisation during the year.
- Despite the reduction in reserve coverage, NSA continues to maintain prudent financial management, with the reserve position reflecting higher ongoing operational costs associated with the new facilities.

## OUTLOOK AND STRATEGIC INITIATIVES

- While NSA has successfully managed expenditures within budget for FY 2025/2026, the Board continues to actively pursue diversified revenue streams and strengthen donor engagement to enhance NSA's financial resilience and support expansion of its operational capacity.
- Efforts include exploring new sponsorship opportunities, developing partnerships with corporate and community stakeholders, and leveraging digital fundraising platforms.
- The Board remains committed to fostering long-term relationships with existing and potential donors to secure stable funding for future growth and programmes development.
- These strategic initiatives are designed to ensure NSA's sustainability while enabling continue funding in athlete development, training programmes, and competitive participation both locally and internationally.

## EXPENDITURE PLANS

- Major expenses will include enhancing the training environment for athletes both at the Cuesports Singapore National Training Centre and overseas, organising and participating in competitions, and manpower expenses, especially for the High-Performance and Pathway Development teams to support the growth of community and youth athletes.



The following table shows the statement of Comprehensive Income for the period ended 31 March 2026

	ACCOUNTS				
	SSC	OTSF	Main Account	Training Academy	GRAND TOTAL
<b>INCOME :</b>					
SSC Grants	1,146,757.22	-	-	-	1,146,757.22
OTSF Donation	-	132,448.00	-	-	132,448.00
Donation for High Performance Sports*1	-	191,200.00	-	-	191,200.00
General Donation*2	-	-	3,480.00	-	3,480.00
MOM Credit	-	-	5,434.73	-	5,434.73
Entry Fees	-	-	52,340.00	-	52,340.00
Other Income	-	-	15,726.21	-	15,726.21
Training Academy Income	-	-	-	2,568.00	2,568.00
<b>TOTAL INCOME</b>	<b>1,146,757.22</b>	<b>323,648.00</b>	<b>76,980.94</b>	<b>2,568.00</b>	<b>1,549,954.16</b>
<b>EXPENDITURE:</b>					
Salaries / CPF / Benefit – Staff / Coaches	408,061.62	39,396.00	61,956.96	28,623.86	538,038.44
Operating Expenses	458,111.23	9,744.35	33,683.71	18,340.49	519,879.78
Capability Development	1,000.00	-	-	-	1,000.00
Local Development	74,801.36	38,507.50	18,280.00	-	131,588.86
Coach Development	-	-	2,504.41	-	2,504.41
Oversea / Training Expenses	49,650.97	53,072.41	3,883.63	-	106,607.01
SpexScholarship Disbursement	211,558.91	-	-	-	211,558.91
SpexTag Disbursement	28,800.00	-	-	-	28,800.00
SpexGlow Disbursement	2,909.68	-	-	-	2,909.68
Depreciation	-	-	324.00	946.26	1,270.26
<b>TOTAL EXPENDITURE</b>	<b>1,234,893.77</b>	<b>140,720.26</b>	<b>120,632.71</b>	<b>47,910.61</b>	<b>1,544,157.35</b>
Surplus / (Deficit)	<b>(88,136.55)</b>	<b>182,927.74</b>	<b>(43,651.77)</b>	<b>(45,342.61)</b>	<b>5,796.81</b>

\*1 Donation for High Performance Sports – \$176,200 (tax deductible), \$15,000 (non-tax-deductible)

\*2 General Donation – \$3,280 (tax-deductible) and \$200 (non-tax-deductible)

**MA - Oth Income/Entry Fee/IRAS PWCS**  
5%  
Entry Fees - \$52,340.00  
Sanction fees - \$1,200  
Affiliation/Associate Fees - \$3,350  
NCSS Grants - \$9,014.40  
IRAS Progressive Wages Credit - \$5,434.73  
Other income - \$2,161.81

**General Donation / Sponsorship**  
0%  
General Donation - \$3,280.00  
Sponsorship - \$200

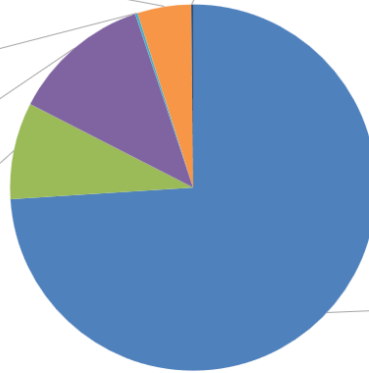
**OTSF - Donation**  
12%  
\$191,200

**OTSF - Matching Grants**  
9%  
\$132,448

**CSA Income**  
0%  
Coaching fee - \$968  
Event income - \$1,600

**INCOME \$1,549,954.16**

- SSC Grants
- OTSF - Matching Grants
- OTSF - Donation
- General Donation / Sponsorship
- MA - Oth Income/Entry Fee/IRAS PWCS
- CSA Income



**SSC Grants**  
74%  
Secretarial Headcounts - \$157,530.00  
Office Operation - \$38,500.00  
Sports Facilities - \$388,668.68  
High Performance Headcounts - \$93,095.00  
Pathway Development - \$56,000.00  
Other Capability Development - \$1,000.00  
Local Training & Competitions - \$23,435.42  
Oversea Training & Competition - \$44,893.53  
Enhanced High Performance Headcounts - \$45,500  
Spexscholarship - \$266,424.91  
SpexTag/SpexGlow - \$31,709.68

**OTSF - Oversea / Training Expenses**  
3%  
\$53,072.41

**SSC - Oversea / Training Expenses**  
3%  
\$49,650.97

**MA - Coach Development**  
0%  
\$2,504.41

**MA - Local Development**  
1%  
\$18,280.00

**OTSF - Local Development**  
3%  
\$38,507.50

**SSC - Local Development**  
5%  
\$74,801.36

**SSC - Capability Development**  
0%  
\$1,000.00

**MA - Oversea / Training Expenses**  
0%  
\$3,883.63

**SSC - SpexTag**  
2%  
\$28,800

**SSC - SpexGlow**  
0%  
\$2,909.68

**MA - Depreciation**  
0%  
\$324

**CSA - Depreciation**  
0%  
\$946.26

**SSC - SpexScholarship**  
14%  
\$211,558.91

**EXPENDITURE \$1,544,157.35**

- SSC - High Performance Headcount-Secretary/Coaching Headcount
- OTSF - High Performance Headcount-Secretary/Coaching Headcount
- MA - High Performance Headcount-Secretary/Coaching Headcount
- CSA - Headcount
- SSC - Office Operation & LTC expenses
- OTSF - Office Operation
- MA - Office Operation
- CSA - Office Operation
- SSC - Capability Development
- SSC - Local Development
- OTSF - Local Development
- MA - Local Development
- MA - Coach Development
- SSC - Oversea / Training Expenses
- OTSF - Oversea / Training Expenses
- MA - Oversea / Training Expenses
- SSC - SpexScholarship
- SSC - SpexTag
- SSC - SpexGlow
- MA - Depreciation
- CSA - Depreciation

**SSC - High Performance Headcount-Secretary/Coaching Headcount**  
26%  
High Performance Headcount - \$218,634.43  
Secretary Headcount - \$189,427.19

**OTSF - High Performance Headcount-Secretary/Coaching Headcount**  
3%  
Headcount - \$39,396.00

**MA - High Performance Headcount-Secretary/Coaching Headcount**  
4%  
Headcount - \$61,956.96

**CSA - Headcount**  
2%  
Headcount - \$28,623.86

**SSC - Office Operation & LTC expenses**  
30%  
Office & NTC Rental - \$388,668.68  
Table Training - \$26,841.88  
Insurance - \$784.97  
Maintenance of Website & Comp - \$379.60  
Office Subscription - \$6,373.86  
Accounting Fee - \$30,600.00  
Audit Fee - \$1,300.00  
Telephone & Internet - \$631.89  
Bank Charges/Printing & Stationery/Transport/Misc exp - \$2,530.35

**MA - Office Operation**  
2%  
Advertising & Marketing - \$6,540  
Maintenance of Website - \$10,897.82  
Membership Fee - \$1,614.59  
Audit Fee - \$5,850  
Refreshment - \$1,090.00  
Storage Exp - \$3,161.00  
Bank charges/Insurance/Misc exp/Office subscription/Transport - \$4,530.30

**OTSF - Office Operation**  
1%  
Events Expenses - \$3,880.80  
Repair & Maintenance - \$3,500  
Utilities - \$2,363.55

**CSA - Office Operation**  
1%  
Consultancy Fee - \$7,000  
Insurance - \$5,535.13  
Landscaping - \$4,308  
Repair & Maintenance - \$94.83  
Storage exp - \$235.99  
Telephone & Internet - \$50.11  
Bank charges/Misc exp/Printing & stationery - \$1,116.43





**Cuesports Singapore**

Charity Registration | UEN No. S65SS0011D



3 Stadium Drive #01-33 Sports Hub  
Singapore 397630



+65 6345 3651



Cue@cuesports.org.sg



<http://cuesports.org.sg/>



cuesports\_singapore



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