



SING'THEATRE ANNUAL REPORT

2025

We are committed to bringing
music and theatre
to everyone.

SING'THEATRE

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About Us

OUR MISSION

Performing for a better society

By producing musical revues and shows that open social dialogues in the Singaporean community and promote multicultural interaction.

By making music and theatre universally accessible especially in hospitals, reaching out in particular to the most isolated and underprivileged patients

By empowering youth and the community as a whole by sharing our passion for performing and providing top -level musical theatre training

Vision

Our vision is to be a creative platform that uses music and theatre to create an inspiring future.

OUR THREE PILLARS

1 Production

We use musical theatre and music to produce shows that bring social conversations and personal struggles to the stage.



2 Community Outreach

Sing'theatre is committed to bringing music to everyone through its outreach programmes in hospitals.



3 Academy

We provide an opportunity to theatre enthusiasts from all walks of life to learn from and practice with professionals through our classes.



COMPANY INFORMATION

Sing'theatre was incorporated under the COMPANIES ACT (CHAPTER 50) as a COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL on **10 October 2006**.

Sing'theatre has a Memorandum and Articles of Association as its governing instrument. Sing'theatre was registered as a Charity Under the Charities Act on **9 February 2007**.

It was approved as an Institution of Public Character (IPC) on **9 May 2014** (last renewal approved for 2.5 years effective 1 September 2022).

UEN No.

200615018Z

Registered Address

21 Tan Quee Lan Street,
02-10 Heritage Place,
Singapore 188108

Company Secretaries

First Island Fiduciary Services Pte Ltd

Bankers

DBS Bank Ltd.

Auditors

Helmi Talib LLP

Members

Nathalie Durot Ribette
Ariane Patricia Laure Couvegnes Nabarro
Herve Ribette Camille Jean

Website: www.singtheatre.com

Email: info@singtheatre.com

Message

from the Chairman



2025... a year that truly hit all the right notes! A year of unforgettable performances, record-breaking generosity, growing talent, and above all, a year where Sing'theatre continued to prove that music is so much more than entertainment. It connects people, creates memories, and brings joy where it is needed most.

From the stage lights of our productions to hospital wards, classrooms and community spaces, our mission kept growing stronger: making music and musical theatre accessible to everyone.

Looking back, here are some of the moments that made 2025 such a special journey:

- **March 2025:** We started the year by travelling back in time with **Vive 80's**, a fundraising concert full of energy, nostalgia and fun. With 84 volunteer performers, a packed theatre and a celebration of French classics, the evening reminded us that great songs never get old... and neither does our love for them! We raised over \$54,000 to support MusicFest@SGH!
- **April 2025:** We brought (back, by popular demand!) a little French romance to Singapore with **A French Kiss in Singapore**. More than 2,900 audience members joined us for this musical journey across generations, cultures and emotions, a beautiful reminder of the universal language of music.
- **June 2025:** Our talented Showstoppers Ensemble took centre stage with **The 25th Annual Putnam County Spelling Bee** which showcased the passion and dedication of our adult performers. With almost full houses and wonderful audience reactions, it was another proud milestone for the Sing'theatre Academy.
- **December 2025:** Singathon returned for its 6th edition and reached new heights! What started as an ambitious idea has now become one of our most cherished traditions. Over 150 volunteer performers, 41 performances, 12 hours of non-stop music and more than 600 generous donors came together to create something truly magical. Together, we raised a record-breaking \$121,324, far exceeding our target and proving once again the incredible power of community.

And while the applause on stage is always special, some of our most meaningful performances happen far away from the spotlight.

Our Community Outreach Programmes continued to be the heart and soul of Sing'theatre. Through **MusicFest@SGH, 365 Hours of Music**, and our hospital initiatives, we brought comfort, smiles and connection to more than 12,000 beneficiaries. From 45 hours of live music across Singapore General Hospital to 143 ward visits throughout the year, every song carried a simple message: music heals, music connects, music matters. We were also proud to launch **Musical Rendezvous @ Woodlands Health**, opening a new chapter for our outreach journey, while our wonderful Sampaguitas Choir continued to inspire us, giving a voice and a stage to Singapore's foreign domestic worker community.

Our Academy also continued to flourish, welcoming hundreds of students and nurturing Singapore's next generation of performers. From **Charlie and the Chocolate Factory** to sold-out Open Mic Nights, watching confidence grow and dreams come alive remains one of our greatest rewards.

None of this would be possible without you, our audiences, donors, sponsors, volunteers and friends. Your support allows us to dream bigger, reach further and keep sharing the magic of music with more people every year.

A heartfelt bravo to our amazing Sing'theatre team: Nathalie, TJ, Syah, Alice and everyone behind the scenes. Your creativity, passion and endless energy continue to turn ideas into unforgettable moments. To everyone who sang with us, laughed with us, supported us, or simply believed in us throughout 2025... thank you. Keep smiling. Keep caring. Keep singing.

Stephan Repkow, *Chairman of Sing'theatre Board*

Message

from the Executive Director



Over the past year, Sing'theatre has continued to grow not only as a theatre company, but as a community brought together by the power of music, storytelling, and human connection.

2025 has been a year of both artistic ambition and meaningful impact. From our professional productions and concerts, to the work of Sing'theatre Academy and our ongoing outreach programmes in public hospitals, we have remained committed to our mission: making the performing arts accessible, joyful, and deeply human.

One of the things that makes Sing'theatre unique is the diversity of the people we bring together. Professional artists perform alongside passionate amateurs. Children, teenagers, adults, seniors, patients, volunteers, and audiences from all backgrounds share moments of emotion and connection through music and theatre. In a world that often feels increasingly divided and digital, these live shared experiences matter more than ever.

Our outreach work in hospitals continues to hold a very special place in our heart. Through hundreds of live performances brought directly to patients throughout the year, we witness again and again how music can comfort, uplift, and create moments of light even in difficult circumstances. Events such as MusicFest@SGH remind us that art is not a luxury, but an essential part of community wellbeing.

None of this would be possible without the extraordinary dedication of our team, teachers, artists, volunteers, board members, partners, donors, and supporters. Your trust and commitment allow Sing'theatre to continue dreaming, creating, and serving the community through the arts.

As we look ahead, we remain deeply committed to artistic excellence, inclusivity, education, and outreach. We are excited for the future and grateful to everyone who continues to be part of this journey with us.

Thank you for believing in Sing'theatre.

Nathalie Ribette, Artistic & Executive Director Sing'theatre

BOARD OF DIRECTORS



Stephan Repkow Jacques Rene - Chair of the Board, Member of the Finance Committee, Nomination Committee, Remuneration Committee

Stephan has extensive experience in banking and financial services in Singapore. He has worked in Singapore for more than two decades and has made it his home. He is the Founder and CEO of Wealth Management Alliance, a financial services company in Singapore. He is also a generous supporter of arts and culture.



Nathalie Durot Ribette - Artistic & Executive Director, Member Nomination Committee, and Fundraising Committee

Nathalie is a founding member of Sing'theatre Ltd. She was awarded the Knight in the Order of Arts and Letters by the French government in 2010. After starting her stage career in 1998, she moved on to producing and directing in 2002 and founded Sing'theatre in 2006. Nathalie is a strong advocate of the healing power of Music and is committed to bringing Music to the hospitals through Sing'theatre.



Francois Valleteau de Moulliac - Director, Member of Remuneration Committee and Finance Committee

Francois has been in business in Asia for over 30 years and has made Singapore home. He is currently a partner in Azure Tower Investments which targets social impact investing, and in Madei Creations Pte Ltd, which is a baby furniture business. He is involved in volunteering with various social organizations in Singapore.

BOARD OF DIRECTORS



Jean-Louis Michelet - Treasurer - Director, Head of Finance Committee

Jean-Louis Michelet is the Managing Director of Equiteq Asia-Pacific, the regional arm of Equiteq, a global boutique investment banking firm specialized in the 'Knowledge Economy', i.e. high-value B2B services and solutions (e.g., IT services, consulting, engineering). Jean-Louis holds an MBA from ESSEC Business School. He has been a Permanent Resident in Singapore since 1998. He is a former chairman of the French Chamber of Commerce in Singapore, a former vice-chairman of the Singapore International Chamber of Commerce, a Director on the Board of ESSEC Asia-Pacific, and a Knight of the French Order of Merit.



Olivier Bendel - Director, Member of the Nomination Committee

Olivier Bendel, veteran restaurateur and key player in Singapore's vibrant restaurant scene, is the founder, CEO and Executive Chef of Déliciae Hospitality Management (DHM), a restaurant and hospitality group dedicated to serving authentic European culinary experiences to diners in Singapore. Olivier, a proud Singaporean citizen since 2014, moved with his family to Singapore in 2009. Olivier was recognized by the Singapore Tourism Board with the Tourism Entrepreneur of the Year Award in 2013, for bringing vibrancy and dynamism to Singapore's restaurant scene with DHM's unique dining concepts.



Zainudin Nordin – Director, Member of Fundraising Committee

Zainudin Nordin is a former Singaporean politician from the ruling People's Action Party (PAP). He served as a Member of Parliament (MP) for Bishan–Toa Payoh GRC from 2001 to 2015, first representing Bishan North and later Toa Payoh East. He was also the Mayor of the Central Singapore Community Development Council from 2006 to 2011.

The mayoral role oversees community development programmes, social assistance initiatives, and grassroots activities across central Singapore districts including Bishan, Toa Payoh, Tanjong Pagar and others.

Beyond politics, Zainudin became well known in Singapore football circles. He served as president of the Football Association of Singapore (FAS) from 2009 to 2016. Before entering politics, he worked in education and management roles. After leaving politics in 2015, he moved into the private sector and advisory work. He was also awarded the French "Chevalier de l'Ordre national du Mérite" by the French government in 2015.

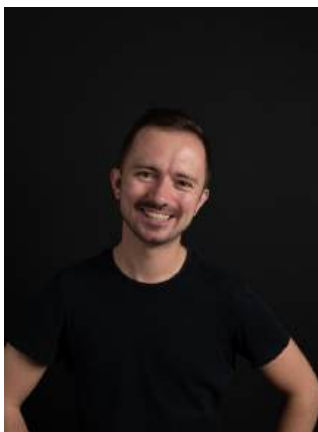
BOARD OF DIRECTORS



Marine Queniart Stojanovic – Director, Member of Fundraising Committee and Finance Committee

Marine Queniart Stojanovic is the CEO of Granate Health, a healthcare advisory firm based in Singapore. She brings over 20 years of senior leadership experience in the global pharmaceutical and healthcare industry, where she led commercial organisations and digital transformations across Europe and Asia. She has lived in Singapore since 2014 and was named as "Executive of the Year – Pharmaceuticals" at the 2021 Singapore Business Review Management Excellence Awards. She is an experienced Board Member, with a Senior Director Accreditation from SID (Singapore Institute of Directors), and she also serves on the Board of the French Chamber of Commerce in Singapore.

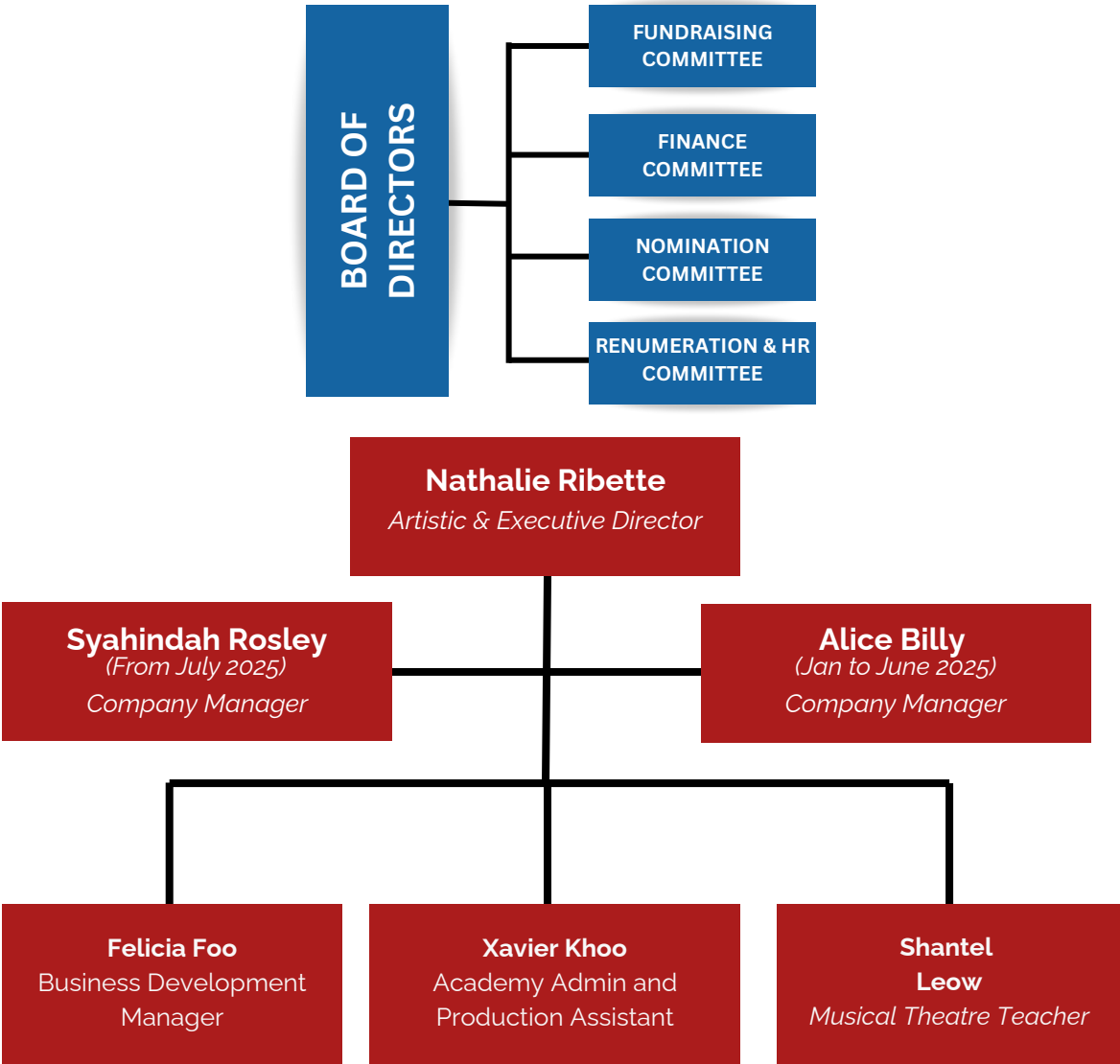
ADVISOR



T Taylor - Advisor

TJ has been a champion of the Singapore musical theatre community for the last 12 years. Over that time, he has directed, produced, and performed in many professional shows, including Little Shop of Horrors, End of the Rainbow, and Quasimodo. TJ has worked with most of the top local theatre and production companies, including Pandemonium, Sing'theatre, SRT, Base Entertainment, Universal Studios, and LaSalle College of the Arts. TJ was the proud Associate Artistic Director of Sing'theatre, a local musical theatre production company, where he was headteacher of the successful musical theatre academy training. TJ is now Head of Drama at Tanglin Trust Junior School and alongside this he is the host of Singapore's only dedicated theatre podcast A Spoonful of Theatre.

ORGANISATIONAL STRUCTURE



Management & Staff

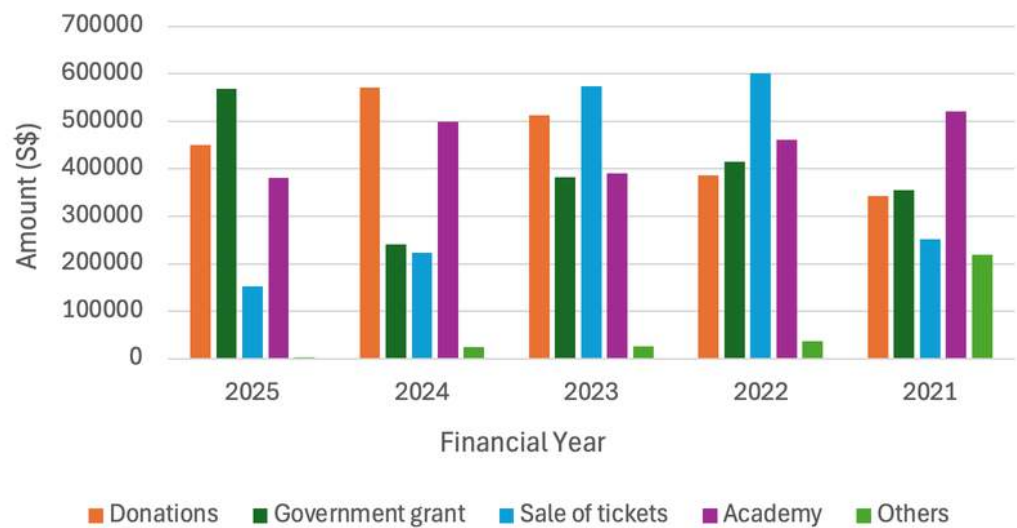
The Sing'theatre team is led by its Founder, Nathalie Ribette, who oversees the organisation's three pillars: Productions, Community Outreach, and Academy. Nathalie leads the company's artistic vision, fundraising efforts, strategic development, and team management.

She is supported by Alice Billy, who served as Company Manager from January to June 2025, and Syahindah Rosley, who assumed the role in June 2025. The Company Manager oversees Sing'theatre's Community Outreach and Productions pillars, while also leading the organisation's marketing and communications efforts. In addition, she co-manages the Academy alongside Nathalie Ribette, Head of Academy.

The team is further supported by Felicia, Shantel, and Xavier, who contribute across the organisation's programmes and operations. During peak periods, Sing'theatre also engages interns and is supported by a dedicated network of volunteers who assist across its various activities and initiatives.

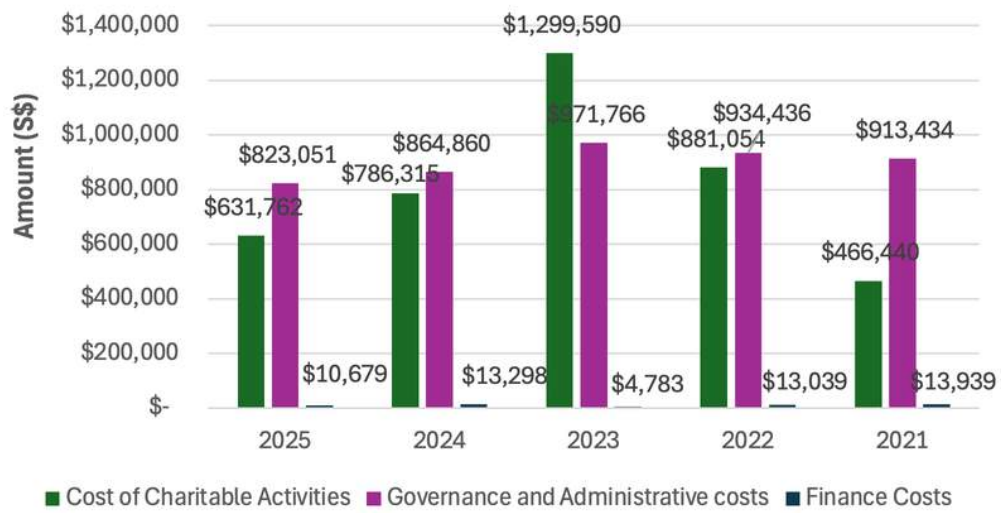
HIGHLIGHTS OF THE YEAR

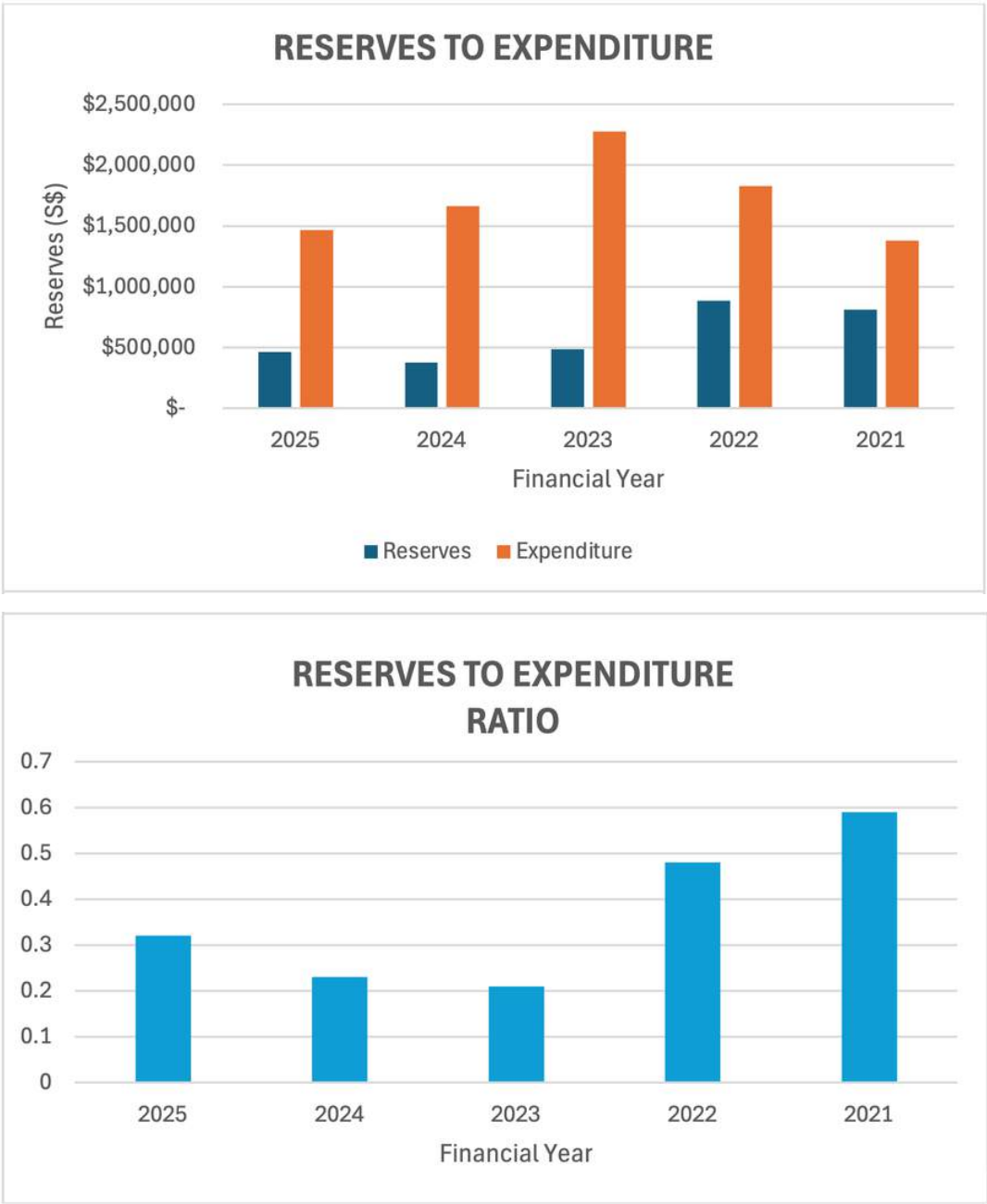
Income



Income in SGD	2025	2024	2023	2022	2021
Donations	\$ 449,611	\$ 571,138	\$ 512,648	\$ 386,756	\$ 342,297
Government grant	\$ 568,945	\$ 240,319	\$ 382,099	\$ 414,087	\$ 355,192
Sale of tickets	\$ 151,828	\$ 222,587	\$ 573,520	\$ 600,521	\$ 251,365
Academy	\$ 380,590	\$ 499,260	\$ 389,711	\$ 461,207	\$ 520,338
Others	\$ 405	\$ 25,039	\$ 26,790	\$ 36,578	\$ 219,751

EXPENDITURE





Reserves refers to unrestricted funds.
The reserves ratio is expressed as reserves/total annual expenditure.

Summary Financial Performance

	2025	2024
Revenue	\$1,551,379	\$1,558,343
Expenditure	\$1,465,492	\$1,664,473

Expenditure decreased in 2025 as compared to 2024, reflecting the organisation's continued efforts to streamline operations and manage costs more efficiently. This was achieved while maintaining Sing'theatre's core programmes and activities across its three pillars.

Revenue in 2025 remained relatively stable compared to 2024, with only a slight decrease of less than 1%. This reflects the organisation's ability to sustain its income streams despite a challenging fundraising and arts landscape.

In 2025, we ended the year with a profit of **\$85,887**.

Major Financial transactions

NA

Purpose of charitable assets held:

All the assets of Sing'theatre are held to further its vision and mission of performing for a better society.

Principle funding sources:

Sing'theatre's community outreach programs and productions are funded by donations from the public, corporate donors and sponsors, grants from foundations and the government, most importantly the Cultural Matching Fund. Other sources of income are fees from the Academy and ticket sales from shows.

For more information on the financial transactions please refer to the audited financial statements and the explanatory notes.

PRODUCTION

In 2025, we presented 2 musicals, 1 concert & our annual fundraising concert!

A FRENCH KISS IN SINGAPORE

In April we presented "**A FRENCH KISS IN SINGAPORE**" at SOTA Drama Theatre. Back by popular demand, **A French Kiss in Singapore** dazzle audiences with an unforgettable musical experience.

This reimagined musical celebrates the artistry of four of France's most beloved contemporary songwriters and performers—Charles Aznavour, Serge Gainsbourg, Jacques Brel, and Charles Trenet. Featuring timeless classics immortalised by international icons such as Frank Sinatra, Liza Minnelli, and David Bowie, the production brought audiences on a heartfelt journey through the many facets of love. The show also featured dynamic choreography and captivating performances, including an exhilarating tap dance number.



The stellar cast included some of Singapore's finest musical theatre talents:

- **Amin Alifin**, an internationally acclaimed dancer, brings electrifying energy and grace to the stage.
- **Andrew Marko** seamlessly transitions from laughter to tears, taking you on a deeply emotional journey.
- **Dwayne Lau**, a standout from CABARET, captivates with his charisma and powerful stage presence.
- **Rino Junior John**, a rising star, showcases extraordinary talent and charm.
- **Hossan Leong**, Singapore's favourite comedian, delights with his trademark wit and humour, ensuring laughter throughout the night.

We issued **2,945** tickets for the show with an occupancy rate of 58.3%.

"It's that sense of fun—blended with heartfelt respect for the music—that gives A French Kiss in Singapore its unique charm, and leaves us convinced that no one knows love like the French, making for a hearty, uplifting night at the theatre." - Bakchormeeboy

"Iconic music, electrifying dancing and rollicking fun all wrapped in one" - Expat Living Singapore





THE 25TH ANNUAL PUTNAM COUNTY SPELLING BEE by the Showstoppers

In June, Sing'theatre Academy's adult musical theatre programme, the "Showstoppers", presented the award-winning Broadway musical The 25th Annual Putnam County Spelling Bee, directed by Dr Caleb Goh with musical direction by Joanne Ho.

The production brought together an exceptional creative team. Dr Caleb Goh, a New York-based director, performer, and educator, was joined by Joanne Ho, one of Singapore's leading musical directors whose credits include Dear Evan Hansen and Into the Woods. Together, they brought a high level of professionalism, musicality, and artistry to the production.

This beloved musical comedy follows a group of eccentric middle schoolers — portrayed by adult performers — as they navigate the pressures and hilarity of a spelling bee competition, while revealing their insecurities, dreams, and personal stories along the way. Filled with humour, heartfelt moments, memorable musical numbers, and spontaneous audience participation, the production offered audiences an entertaining and uplifting theatrical experience

The production achieved an impressive occupancy rate of 95%, with a total audience attendance of 488 people across the run.

Through this production, Sing'theatre continued its mission of "Performing for a Better Society" by nurturing the next generation of performers through the Showstoppers Musical Theatre Ensemble. Now in its eighth year, the Showstoppers programme remains Sing'theatre Academy's flagship platform for adult performers, offering high-quality training and the opportunity to perform in a professionally staged musical production.

"A wonderful, fun and heartwarming musical superbly performed"- Guillaume Levy



VIVE 80s

In March, we presented a live fundraising concert called Vive 80's supporting Sing'theatre's MusicFest@SGH, an annual music festival inspired by France's "Fête de la Musique."



A thrilling concert that took audience on a nostalgic journey through one of music's most iconic decades! On 23 March a lineup of passionate and talented performers took the stage.

From Telephone, Indochine, Trust and Les Rita Mitsouko to Renaud, Bernard Lavilliers, Balavoine and Mylene Farmer via Nougaro, Gold, Jeanne Mas, Zook Machine and others, every note brought the magic of the 80s to life.

All 84 performers volunteered their time and talent to raise \$54,320 for Musicfest@Singapore General Hospital, an initiative that brings the joy of music to patients, caregivers, and hospital staff since 2013. We issued 656 tickets for the show with an occupancy rate of 93%.



"What an incredible atmosphere yesterday across the three concerts organised by Sing'theatre for such a wonderful cause — bringing music into hospitals. Bravo to all the artists and the entire team, and hip hip hooray for Nathalie and Hervé! It was a truly memorable evening. We were ready to dance and sing at the top of our lungs all night long!" — Anne Celine Vincendon

SINGATHON 2025.

Singathon has grown into one of Sing'theatre's most cherished annual fundraising events, building on the success of its previous editions. On 7 December 2025, during Giving Week organised by National Volunteer & Philanthropy Centre, Sing'theatre proudly presented the 6th — and most successful — edition of Singathon at the International French School. The event was held in support of Sing'theatre's Community Outreach Programmes for 2026.



From 10am to 10pm, singers from all walks of life, ages, and backgrounds took to the stage in rotating 20-minute performances spanning a wide variety of musical genres, reflecting the multicultural and multi-ethnic fabric of Singapore society.



The event featured over 150 volunteer performers who delivered 41 performances across 12 continuous hours of live music. Local artists including Ernesto Valerio, Fauzi, Aziz, Nadya Zaheer, Lazmin Ibrahim, and Heema Izzati generously came together to support the cause. The concert was also livestreamed on YouTube, enabling Sing'theatre to reach wider audiences and further support fundraising efforts, alongside a lively in-person audience throughout the day.

The event culminated in a record-breaking achievement, raising S\$121,324 from over 600 generous donors — the highest amount raised in Singathon's history — surpassing the fundraising target of S\$90,000.

COMMUNITY OUTREACH

At Sing'theatre, we have brought live music and theatre to those who have limited access to it, through our community outreach programs since June 2013.

Our outreach programmes are aimed at:

- **Bringing quality music to underserved communities** by providing live performances for patients in public hospitals and individuals who may not otherwise have access to the arts.
- **Introducing new artistic experiences** by exposing patients, caregivers, healthcare workers, and visitors to a wide range of musical genres and performances.
- **Harnessing the power of music** to bring people together, evoke emotions, rekindle memories, and provide comfort, energy, and strength.



OUR PROGRAMMES IN THE HOSPITALS

- **Once Upon a Song:** Monthly lunchtime concerts at Tan Tock Seng Hospital, providing a musical break for healthcare workers and patients. Concerts were held on every last Monday of the month.
- **Sing Me a Story:** Weekly musical performances for young patients at KK Women's and Children's Hospital and National University Hospital, bringing joy and escapism to children in difficult situations.
- **Melody at the Wards:** Bi-weekly bedside and lobby concerts across Singapore's hospitals, spreading warmth and community spirit through live music. The hospitals we are going to are Changi General Hospital, National University Hospital, Outram Community Hospital, Sengkang Community Hospital, Singapore General Hospital, and Tan Tock Seng Hospital.

COMMUNITY OUTREACH

"Having music in the ward is a wonderful initiative. It truly lifts the atmosphere and creates a more comforting environment for the patients. The sessions add warmth to the room and help ease anxiety for many of them. Thank you once again for bringing Music 365 to the ward—it has been very meaningful."

Staff at SGH Ward 47

OUR ACHIEVEMENTS IN 2025

We produced:

- 12 lobby concerts for patients at Tan Tock Seng
- **143 ward visits for children and adults across various hospitals**

Our Impact: We reached over 12,000 people through live music in hospitals and community spaces.

- 5,345 patients directly benefiting from bedside and ward performances
- 6,750 members of the public engaged through lobby concerts and events

We partnered with

- Singapore General Hospital (SGH)
- Tan Tock Seng Hospital (TTSH)
- National University Hospital
- Changi General Hospital
- Sengkang Community Hospital (SKCH)
- Outram Community Hospital (OCH)
- Foreign Domestic Workers

"We are heartened to see how every session at the atrium, and the wards brings much (tears of) joy to our patients, staff including visitors at TTSH."

Trudy Zhang, TTSH Staff



NEW PROGRAMME

In November 2025, Sing'theatre launched a pilot edition of a brand-new Community Outreach programme, Musical Rendezvous @ Woodlands Hospital. The programme was warmly received by patients, healthcare staff, and audiences, highlighting the positive impact that live music and performance can bring within healthcare settings.

Following the success of the pilot, Sing'theatre plans to officially launch and expand the programme in the second quarter of 2026 as part of its ongoing commitment to making the arts accessible to the community through meaningful outreach initiatives.



MUSICFEST 2025.

MusicFest@SGH is an annual live music event held across the Singapore General Hospital campus, bringing joy, comfort, and energy to patients, healthcare staff, and visitors.

Since its inception in 2013, **MusicFest@SGH** has transformed hospital spaces into vibrant musical environments, with performances taking place across wards, corridors, and communal areas throughout the campus. The event was founded on the belief that music has the power to heal, uplift, stimulate the senses, and enhance the recovery journey for patients and caregivers alike. Featuring a wide variety of musical genres and languages, the festival celebrates the diversity and multicultural spirit of Singapore.

Each year, approximately 150 volunteers contribute their time, expertise, and energy to create meaningful and joyful experiences for patients and healthcare workers.

On 17 October 2025, Sing'theatre brought 45.5 hours of live music to eight different locations across the **Singapore General Hospital** campus, featuring over 220 performers. From 10am to 8pm, approximately 80 volunteers supported the programme throughout the day. An estimated 12,000 people experienced one or more performances during the festival, while over 150 patients, volunteers, hospital staff, and visitors attended the evening concert.



“One of my most memorable moments at the Musicfest was when I bumped into this lady who ended up talking to me for about 10 minutes. She shared that she believed it was God's will that she happened to schedule her medical appointment on the day SingTheatre organised MusicFest. She told me how the music brightened her day and brought a smile to her face, and her joy was truly infectious” –

Nayda Zaheer, Performer



“Thank you once again for collaborating with SGH on this meaningful programme. Music is a soothing balm to the soul and our patients and staff have expressed their delight at hearing the beautiful music at the wards” – Mumtaz Ibrahim, SGH Staff.



THE SAMPAGUITAS CHOIR



The Sampaguitas is a special choir made up of 15–20 foreign domestic workers. At Sing'theatre, we strongly believe that everyone — regardless of socio-economic background or physical ability — should have access to the arts, particularly music and musical theatre.

Through this programme, we aim to build meaningful bridges to the arts by providing participants with opportunities to engage with, experience, and perform through music. The programme also seeks to provide a platform for often underrepresented voices to share their talents, stories, and creativity with the wider community.



In 2025, the Sampaguitas performed at MusicFest@SGH on 31 May for patients and visitors at Singapore General Hospital, as well as at Sing'theatre's annual fundraising event,



ACADEMY

Through Sing'theatre Academy, we provide theatre enthusiasts from all walks of life with the opportunity to learn from and work alongside industry professionals. Catering to students from as young as three years old to adults, the Academy continues to foster a vibrant and inclusive community united by a passion for musical theatre and the performing arts.

Our specialised programmes focus on developing students' triple-threat skills in acting, singing, and dancing, while also building confidence, creativity, discipline, and collaboration. Beyond technical training, the Academy aims to nurture a lifelong appreciation for musical theatre and the arts.

In 2025, Sing'theatre Academy welcomed 205 students during the Show Semester (January to June) and 164 students during the Skills Semester (August to December), achieving an overall enrolment rate of 76% across the year.



Sing'theatre Academy's performances in May and June 2025 were a remarkable success, showcasing the incredible talent and growth of our students through vibrant productions of *Charlie and the Chocolate Factory* and *The 25th Annual Putnam County Spelling Bee*.

With a seating capacity of **30 audience members** per performance and tickets made available exclusively to parents and families, every performance was fully sold out, creating an intimate and engaging theatrical experience for all attendees.



"There are so many people who have been through Sing'theatre who are kind of now part of the theatre industry. What you guys are doing in Sing'theatre is so impactful for the industry, probably a lot more than what people will recognise." –

Poh Yu Khing

We also offer specialised programmes for adults who wish to pursue Musical Theatre more seriously. The Adult Musical Theatre Conservatoire, led by Rebekah Sangeetha Dorai, provides focused training in acting, singing, and dancing for aspiring performers and passionate theatre enthusiasts.





In addition, Spotlighters offers a welcoming beginner pathway for adults who are new to musical theatre and looking to build confidence and foundational performance skills in a supportive environment.





OPEN MIC NIGHTS

In 2025, Sing'theatre hosted 10 Musical Theatre Open Mic nights, each of which was met with overwhelming enthusiasm from the community. Every event reached full capacity and sold out in under an hour, reflecting the growing demand for accessible and inclusive musical theatre spaces in Singapore.

More than just performance evenings, the Open Mic nights have evolved into a vibrant community hub where individuals from all walks of life can come together through a shared love of musical theatre. From seasoned performers to first-time singers stepping onto the stage for the very first time, the events provide a safe, welcoming, and encouraging environment for self-expression, creativity, and connection.

These evenings celebrate not only musical theatre, but also the sense of belonging and camaraderie that the arts can create. For many participants and audience members alike, the Open Mic nights have become a meaningful space to build friendships, gain confidence, and experience the joy of performing in a supportive community.

"I am very grateful to Sing'theatre for all the richness you all have brought to my life." — Dr Amanda Lim



GOVERNANCE

The Board of Directors is committed to advancing Sing'theatre's mission and guiding it towards achieving high standards of governance and accountability.

The Board meets regularly, and the following table indicates the meetings held by the Board and the attendance by members.

Nathalie Durot Ribette has served as director for more than 10 years. She is the Executive Director of Sing'theatre from the time it was formed in October 2006. The Articles of Association of Sing'theatre provide that Nathalie Durot Ribette shall be appointed as Managing Director for life unless she is unable to assume the position due to various reasons.

Board Meetings

The Board of Directors held 3 meetings in 2025, including the Annual General meeting.

BOARD MEMBER	DESIGNATION	DATE APPOINTED	DATE RESIGNED	BOARD MEETING ATTENDANCE
Nathalie Durot Ribette	Artistic & Executive Director,	10 October 2006		3/3
Stephan Repkow Jacques Rene	Board Chair	22 February 2018		3/3
Francois De Moulliac	Director	4 May 2020		2/3
Olivier Henri Bendel	Director	6 February 2023		3/3
Jean Louis Michelet	Director	19 June 2023		3/3
Marine Queniard Stojanovic	Director	9 December 2024		3/3
Zainudin Bin Nordin	Director	1 April 2025		2/3

No Board member is remunerated for their time and service as a Board member.

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1

The above staff member Nathalie Durot Ribette, is the Artistic & Executive Director and also a full-time employee of Sing'theatre. Her remuneration is recommended by the Remuneration Committee and approved by the Board. The staff members are not involved in setting their own remuneration. One staff member is a close member of the family of the Executive Director as follows:

Remuneration Band	Number of Staff	Name of Executive Head or Board member with whom the staff is a close family member
Between \$50,000 to \$150,000	1	Nathalie Durot Ribette

CODE OF GOVERNANCE

Recognising our duty to the public and our stakeholders, as a charity that has been conferred the status of an Institution of Public Character (IPC), Sing'theatre is committed to complying with the following code of governance to ensure greater transparency and accountability.

Governance Evaluation Checklist (Tier 2)

Please note that this checklist is based on the Code of Governance (2023).

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance", please explain.
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	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	
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	
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	We have a finance committee, nomination committee, fundraising committee and remuneration committee
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	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	
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	
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	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management	3.1	Yes	

	to ensure they are suited to work at the charity.			
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	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
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	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial Compliance	We are in the midst creating an ESG policy
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	
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	
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	Partial Compliance	We will working on updating a few policies with SSC
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	
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	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	

POLICIES

Conflict of Interest

Sing'theatre has a Conflict-of-Interest Policy applicable to Board members, management, and staff. Individuals are required to disclose any actual or perceived conflicts of interest to the Board or senior management to ensure transparency, accountability, and good governance practices.

Reserves

Sing'theatre aims to build and maintain reserves equivalent to up to one year of operating expenditure to support the organisation's sustainability and operational continuity. The organisation currently does not hold any restricted or endowment funds, and there is no fixed timeline for the use of reserves.

Investments

Sing'theatre has an Investment Policy that authorises the Board to place excess cash into fixed deposits to generate interest income where appropriate. As of 2025, Sing'theatre does not hold any investments.

Banking

Sing'theatre maintains a current account for operational expenditure and deposits, as well as a separate account dedicated to funds received under the Cultural Matching Fund (CMF) grant scheme.

Loans

Sing'theatre does not provide loans to Board members, staff, or related parties.

Donations

Sing'theatre receives donations through multiple channels, including its official website, National Volunteer & Philanthropy Centre's Giving.sg platform, corporate donors, and occasional cash donations from members of the public. Official receipts are issued for all donations received. Tax-deductible receipts are provided for qualifying donations of S\$10 and above where donors' particulars are available in accordance with IRAS requirements.

Human Resource Policies and Procedures

The Board approved the human resources policies and procedures in 2018. These will be reviewed each year to update as necessary.

Whistle-blowing policy

Sing'theatre has a Whistle-Blowing Policy in place to provide a clear framework for reporting concerns regarding misconduct, unethical behaviour, or improper practices within the organisation.

Board Policies

Sing'theatre has a written Code of Conduct for Board members. In line with good governance practices, the Board also conducts a self-evaluation exercise on a biennial basis.

Volunteer Management

Sing'theatre engages volunteers as and when required. There are volunteer management policies in place.

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- D.S Lee Foundation
- UK Online Giving Foundation
- Corndale Consultants Pte Ltd

Donors (\$40,000 and above)

- Dušan Stojanovic

Best Friends/Donors (\$5,000-\$9,999)

- Catherine & Jean-Louis Michelet
- Judy & Francois De Moulliac
- Kenneth Mark Lai Chin Kui
- Genevieve & Georges Grosliere
- James Teo

Excellent Friends/Donors (\$2,500-\$4,999)

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- Veronique & Axel Foucault
- Dr Kay Han Irene & Prof David Stringer
- Elias Michelle Ruth
- Jacques Malz

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- Pierre Colignon
- Vidya Mahtani

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- Yingyi Lim

LOOKING AHEAD: 2026

As we look ahead, Sing'theatre remains committed to making the performing arts accessible, inclusive and impactful for all.

In 2026, Sing'theatre will continue to grow our impact through 365 Hours of Music, our flagship community outreach initiative. Through this programme, we aim to bring more than 365 hours of live music to hospitals across Singapore, uplifting patients, healthcare workers and caregivers through the healing power of music.

We will also continue to nurture the next generation of performers through the Sing'theatre Academy, creating meaningful opportunities for people of all ages to experience and participate in the arts.

On stage, we are excited to present [title of show], alongside a vibrant season of performances, workshops and community events that celebrate creativity, inclusion and the power of shared stories such as Vive gos & Singathon.

As we strengthen partnerships with artists, healthcare institutions, schools, donors and volunteers, we remain committed to making the arts accessible to all and enriching lives through the transformative power of music and theatre.

Together, we will continue to create, connect and inspire.

Sing'theatre Ltd.

21 Tan Quee Lan Street
#02-10 Heritage Place
Singapore 188108

Tel: 6334 6397

www.singtheatre.com

Email: info@singtheatre.com

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- *Hoe Wei Qi*
- *Poh Yu Khing*
- *Tucky's Photography*

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