

3 August 2026

MUSICAL THEATRE LIMITED (MTL)

MTL Annual Report for the period ended 31 March 2026

1. ABOUT US & OVERVIEW OF CHARITY

MTL was set up on 5 October 2006 as a Public Company Limited by Guarantee with M&AA as its governing instrument. It was registered under the Charities Act on 26 July 2007 and accorded IPC (Institution of a Public Character) status since 15 November 2007.

Unique Registration Number (UEN): 200614780G

Registered Address: 18 Howard Road #02-03 Novelty Bizcentre Singapore 369585 (wef 15/11/25)
20 Shaw Road #05-05 Ching Shine Industrial Building Singapore 367956

Auditor: Baker Tilly

Bankers: United Overseas Bank & Maybank

Purpose: The objects for which MTL is established are: -

- To promote and advance musical drama in Singapore by staging and/or supporting local and international quality theatre, drama and musical performances, as well as develop new forms of musical drama.
- To groom local talent by creating opportunities for them to be exposed to the local and international musical drama community and provide various training platforms to enhance their skills.
- To collaborate and cooperate with various local and international organizations and associations to further enhance the objective of promoting local talent and creating awareness in the general public in music and drama.
- To create original musicals and use them to further the artistic goals of the Company, and to help the disadvantaged members of society in Singapore.
- To conduct courses which promote skills, such as writing scripts and music, performing in shows and producing and broadcasting shows.
- To do all such other things as are incidental or conducive to the attainment of the above objects or any of them provided that nothing shall be done solely for profit.

Mission: To contribute & sustain a vibrant performing arts culture in Singapore through the appreciation, creation & presentation of original, new musicals.

Funding: MTL is funded mainly by donations from the public, grants from government and arts institutions, program fees & ticket sales at performances.

Staffing: As at 31 March 2026, 1 Artistic Director (Mr Desmond Moey), 1 Office Manager (Mr. James Wong) & about 30 over contractors and supporters rendering various amount of time at the date of this report. No paid staff is a close family member of the executive head or governing board member of MTL. Mr Desmond received fees between \$100,000 to \$200,000 and Mr James received salary not exceeding \$100,000 during the FY2026 for their services rendered to MTL.

2. LEADERSHIP

Governing Board

Name & Occupation ^	Appointment & Reappointment Dates (if any)
Wong Foo Wah Sean Christopher * CEO, HyperLive Entertainment PL	Director^: 01/10/2014, 15/09/2015, 21/08/2017, 20/07/2019, 01/09/2021, 29/08/2023, 25/08/2025 Chairman: 17/09/2018 Treasurer: 16/02/2019 – 21/02/2023
Ang Tien Soong Director, Zing Quotient Pte Ltd	Director^: 01/09/2017, 17/09/2018, 08/10/2020, 07/09/2022, 28/08/2024
Moey Kok Seng Desmond * Artistic Director, MTL	Director^: 05/10/2006, 28/11/2013, 15/09/2015, 21/08/2017, 20/07/2019, 01/09/2021, 29/08/2023, 25/08/2025 Consultant: 14/09/2012 Artistic Director: 18/03/2016 Treasurer: 21/02/2023
Stella Kon @ Lim Sing Po * Writer, -	Director^: 05/10/2006, 28/11/2013, 15/09/2015, 17/09/2018, 08/10/2020, 07/09/2022, 28/08/2024
Yee May Kuen, Peggy Sarah Lawyer, PY Legal LLC	Director^: 01/10/2023, 28/08/2024

Note:

^ No board members are remunerated for their board services.

* Board members have served for more than 10 consecutive years. They were reappointed as they bring valuable contributions and resources to MTL.

Attendance of Board Meetings

Name	Date of BOD Meetings			
	29 May 2025	25 Aug 2025	8 Dec 2025	11 Mar 2026
Wong Foo Wah Sean Christopher	√	×	√	√
Ang Tien Soong	√	√	√	√
Moey Kok Seng Desmond	√	√	√	√
Stella Kon @ Lim Sing Po	√	√	√	√
Yee May Kuen, Peggy Sarah	×	×	√	√

Remuneration Received by Board Members & Related Companies

	Consultancy & Program Fees	Related Companies	Remark
Wong Foo Wah Sean Christopher	-	-	
Ang Tien Soong	-	-	
Moey Kok Seng Desmond	\$160,760.00	-	
Stella Kon @ Lim Sing Po	-	\$1,865.71	Related Company - Stella Kon PL
Yee May Kuen, Peggy Sarah	-	-	

3. HIGHLIGHTS OF THE YEAR

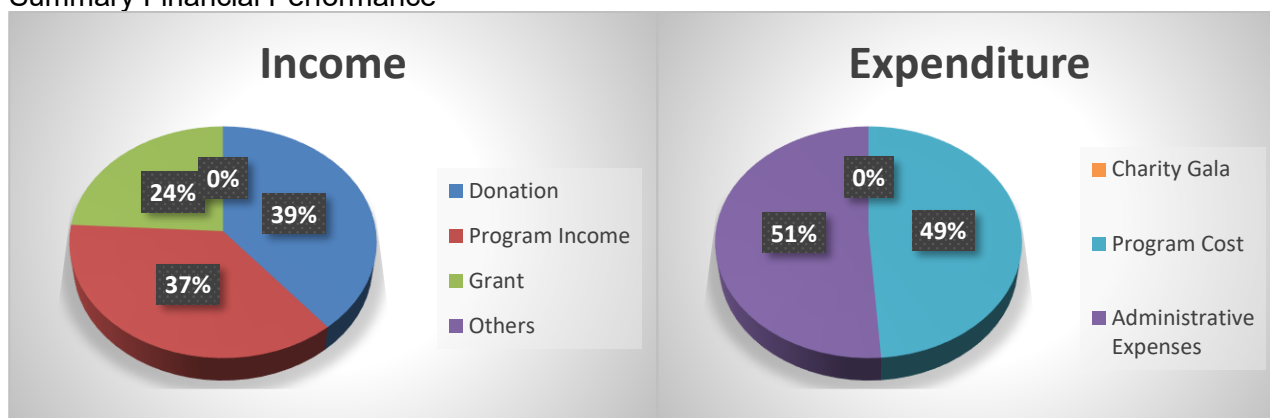
Statement of Accounts

The Financial Statements for the period from 1 April 2025 to 31 March 2026 (see attached).

Summary Financial Performance

- Total Income S\$824,437
- Total Expenditure S\$825,828
- Net Loss \$1,391
- Income decrease slightly while expenditure remained constant in financial year 2026 as compared to 2025.

Summary Financial Performance



4. RESERVE POLICY

The charity has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. Currently, the charity has 6 months of operational expenditure kept as reserves. The reserve level is monitored by staff and reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

MTL reserves position:

Description	Current Year \$
(A) General/Unrestricted Funds (Reserves)	634,835
Restricted Funds / Endowment Funds	0
Total Funds	634,835
(B) Annual Operating Expenditure	825,828
Ratio of Reserves to Annual Operating Expenditure (A/B)	0.77 : 1

The reserves that have been set aside provide financial stability and the means for the development of the charity's principal activity. The charity intends to maintain its reserves at a level which is at least equivalent to 3 months (\$207k) of its operating expenditures to ensure that it can meet its short and immediate liabilities of its operations. Any deviation, the Board will be alerted and appropriate measures will be implemented.

5. OUR WORK: PROGRAMMES & ACTIVITIES

Soar The Skies (Mission)

Nil

Heal The Heart (Mission)

▪ Inicio Initiative

Inicio Initiative is a program that engage and/or present the talent of socially disadvantaged artistes, i.e. with different kinds of disabilities (such as a blind artist, an autistic musician, and a one-handed magician), previously incarcerated and etc. MTL engage such artiste on infrequent basis, i.e. musician for Silver Sing-Along and performer for Malay MiniMusicals (Pling Pak Bong) during the financial year.

Master The Mind (Mission)

- NSA Courses

MTL was a approved training provider for seniors with subsidy from National Silver Academy (NSA) and the courses are SFC (SkillsFuture Credit) eligible. Music related courses has since commenced on April 2022 with good take up rate by MTL supporters and public. With the NSA funding ending in 2027, MTL is developing alternative courses and seek other sources of funding.

- Scholarship

MTL plan to give scholarship to support newfound talent in pursuing of their musical career. During the year, a scholarship was awarded to Samantha Ho, a talented student who is pursuing her education at LaSalle College of the Arts.

Care For Community (Mission)

- Songing For Homes, Silver Sing-Along, Queenstown Kakis, Red Crowns Senior Living, Guitarzoom, Etc

In line with MTL's mission to keep the community and public entertained / engaged, various supporters and/or special artistes groups were formed to plan, organize and perform shows periodically at community centre, club, old folks' homes, hospitals, SPD, temples and such. MTL will continue to explore more venues where needs arise.

- Ben Lau Dance Movement (BLDM)

MTL is engaging professional dancer to do social good via dance, i.e. by conducting class for designated beneficiaries & performing at social event.

- A Spirit of Giving 1212 @ Commune

MTL was invited to provide carols & music support for the Christmas celebration event at the Commune in Dec 2025 that celebrate the intergenerational community for young, adults and seniors.

Achieving High Artistry (Mission)

- Be A Star (fka Lost In Transit)

Be A Star is a musical about Mia, a girl from a small fishing village, dreams of going to the big city to become a star; but soon finds that she has to make some hard choices, and compromise her values. MTL plan to present the show at SOTA in July 2026.

- Dinner with Emily

MTL successfully staged Dinner With Emily musical show in July & September 2025 at Shangri-La Hotel, Singapore and Jen Hotel, Penang respectively in collaboration with CWC, to promote the Chinatown culture via musical.

- Merlion

MTL presents a short Merlion Welcome musical at the International Metro Operators' Summit 2025 in Singapore on 19 November 2025 and it was well received by the attendees.

- Banquet with Boon Keng

MTL is planning to stage Banquet with Boon Keng musical from September 2026 onwards at Penang, KL and Singapore in collaboration with CWC, to promote the Chinatown culture via musical.

- Invisible Melody (fka One Last Stand)

MTL is developing a mental health musical to address various issues that the local community is facing.

Operations and Business Development

- Cultural Matching Fund (CMF)

MTL continue to apply for CMF grant which helps to ease MTL's operational burden and programmes cost significantly. Baker Tilly was engaged for the CMF certification. The latest application was approved and received.

- Office Move

MTL has moved out of Shaw Road due to upcoming en bloc of the building. Two new offices at Kapo (Playfiar Road) & Novelty (Howard Road) were rented to cater for the needs of MTL office and various programs.

- Networking

MTL organize periodic networking session to connect its supporters.

6. THE YEAR AHEAD

Fundraising Plan

MTL plan to raise more fund / donations via charity gala, various shows and continue to apply for various government grants for funding support, where relevant and necessary.

Expenditure Plan

MTL's programmes and administrative cost is expected to remain constant with various upcoming programs planned.

7. GOVERNANCE

Conflict of Interest Policy

All directors and members are obligated to report all potential conflict of interest transaction (including that of his/her immediate family members) to MTL's Board of Directors. Each case will be evaluated separately and the person having the interest will be abstained from the discussion and decision making. The declaration and decision will be recorded in the BOD Minutes of Meeting.

Governance Evaluation Checklist

The Governance Evaluation Checklist FY2026 (see attached).