



ANNUAL REPORT 2025





Overview of Charity

SAtheCollective Ltd. was incorporated as a public company limited by guarantee in October 2016. SAtheCollective has been a registered charity under the Charity Act (Chapter 37) since 25 October 2018, with an effective IPC(Institution of a Public Character) status from 23 November 2024 to 22 November 2025.

Unique Entity No. (UEN)

201629632R

Registered Address

109 North Bridge Road #07-21, Singapore 179097

Principal Bankers

OCBC Bank, Singapore

Audit Firm

MSA & Partners PAC
8A Jalan Pisang, Singapore 199075

Legal Adviser

Mr Wang Renyi, Mr Fabrizio Catalano

Company Secretary

Mr Syafiq bin Abdullah

SAtheCollective is a Singapore based sonic-theatre company working across **interdisciplinary, intercultural, and intergenerational lines**. Guided by the ethos **Human × Nature × Technology**, we create performances, research labs, children's programmes, and vibration-based wellness experiences that reach local and global audiences.



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Message from the Founding Artistic Director / CEO

FY 2024 was the year SAtheCollective's sonic-theatre practice came full circle. Our flagship production *Age of Revelation* returned in February 2025 with a modern-Asian symphonic score, contemporary-ethnic dance, and immersive media, packing out the Ngee Ann Kongsi Theatre at Wild Rice and reaffirming our belief that mythic storytelling can resonate powerfully today.

Beyond the theatre walls, we pushed boundaries underground with the sold-out "Bunker by Night" inside Fort Canning's WWII Battlebox, proving that heritage sites can transmit stories as vividly as purpose-built venues. Internationally, the Hi-Viz Satellite LAB at Mount Hotham and our first work-in-progress showing of *Two Blood* with Australian Dance Theatre and Kurinji carried our Human x Nature x Technology ethos to new creative latitudes.

We also ventured into community wellbeing through our inaugural Transformative Vibrational Healing wellness programme—a four-session series at the Singapore Chinese Cultural Centre that harnessed sound energy for holistic care.

Altogether, we engaged **5,092** live audience members, reached **2,489** unique digital viewers, and achieved a **93 %** satisfaction rate across surveyed patrons.

Governance kept pace with artistry. Monthly board-finance sub-committee reviews strengthened fiscal discipline, enabling us to maintain a **52.7 % cost-recovery ratio** even in an investment-heavy season. I extend heartfelt gratitude to Dr Timothy O'Dwyer and Ms Megha Singh, who concluded their board service on 31 March 2025, and I welcome the leadership of Mdm Tan Siok Sun (Chair), Mr Renyi Wang



(Co-Chair), and our new General Manager Ms Elaine Yeoh for the journey ahead.

To every artist, partner, donor, and audience member who believes that vibration can move mountains. Thank you for walking this wayfarer's path with us. The next cycle begins now, and its resonance will be even deeper.

— Andy Chia

Message from the Co-Founder / Director of Young Audience Engagement



FY2024 was a year of reimagination and reinvention for SAtheCollective's education and outreach programmes to our communities of young children, their adults, and families. Driven by the acute awareness of how digital technology is changing the lives of fellow Singaporeans, we asked ourselves, "what do families of the future need?"

While AI can take over many of the existing processes in our working environments, our humanity cannot and should never be taken over. At SAtheCollective, we value genuine relationships, authentic connections, and an innate ability to notice and appreciate beauty.

Our proprietary "Thinking through the Arts Programmes" was thus born and piloted this year. We started developing content to empower parents and educators alike to raise children for a highly digitised future. We emphasized on what we value, developing children's innate competencies through cultivating creativity, criticality, problem-solving skills and empathy amongst others.

Building a community begins with the youngest. As an arts organisation that pushes the boundaries of intersectionalities of culture and discipline, we are now looking forward to pushing those parameters across generations as well.

2025 will be a year where we see further development and culmination of our young audience, community engagement, education and research efforts. We look forward to strengthening our practices holistically.

— Dr Natalie Alexandra Tse



Foreword from the Board of Directors

FY 2024 was a year of ambitious creation and steady institution-building for SAtheCollective. On stage, *Age of Revelation* drew enthusiastic houses while *Bunker by Night* transformed a historic war bunker into a site of sonic ritual. Off stage, we deepened governance by formalising a monthly Finance Sub-Committee and tightening risk-management protocols in preparation for IPC re-assessment.

We record our particular gratitude to **Dr Timothy O'Dwyer** (out-going Chair) and **Ms Megha Singh**, who concluded their board service on 31 March 2025 after guiding the company through pandemic recovery and expansion into international markets. Their stewardship leaves us well-positioned for the next growth cycle.

Beginning **1 April 2025 (FY 2025)**, the Board is pleased to announce a refreshed leadership structure:

- **Mdm Tan Siok Sun – Chairman**
- **Mr Wang Renyi – Co-Chair**

They will steer strategy alongside continuing directors **Ms Goh Ching Lee**, **Mr Fabrizio Catalano** and **Dr Natalie Alexandra Tse**. We also welcome new Board Director **Ms Shi Ruxin** and **Ms Elaine Yeoh** as General Manager, ensuring robust operational capacity as the artistic team embarks on *Two Blood*, Little SA holiday camps, and vibration-based wellness programmes.

As custodians of SAtheCollective's mission to advancing humanity, nature and technology through sonic theatre and artistic pursuits, we remain committed to transparent governance, fiscal prudence, and bold artistic vision. We thank every artist, staff member, partner, donor, and audience member who lent their energy in FY 2024. With your continued support, the vibrations we set in motion will resonate far beyond the year ahead.



IV

Vision

"We aspire to be an interdisciplinary arts company that fosters cross-cultural understanding and collaboration, making heritage relevant to the times."

Mission

"SAtheCollective is dedicated to celebrating and honoring the diverse cultural heritage of our global community. Through dynamic and inclusive arts initiatives, we seek to foster local and international connections, cultivating understanding and appreciation across a multitude of cultures. Our mission centers on embracing the shared human experience within our varied traditions and histories, bringing people together through the universal language of art."
(sathecollective.org)



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**Celebrating heritage,
inspiring connections –
through interdisciplinary,
intercultural, and
intergenerational arts.**



●rganisational Structure

Our Board of Directors (as at 31 March 2025)

- Chairman, Director – **Tan Siok Sun** (Retiree, 30.03.2023)
- Co-Chair, Director – **Wang Renyi** (Legal Counsel, 20.10.2020)
- Director – **Goh Ching Lee** (Executive Director, 30.03.2023)
- Director – **Fabrizio Catalano** (Lawyer, 06.09.2023)
- Director – **Shi Ruxin** (Management Consultant, 01.11.2024)
- Director – **Andy Chia** (CEO, Founding Artistic Director, 02.10.2017)
- Director – **Dr Natalie Alexandra Tse** (resigned as Board Director on 01.04.2025)

Executive & Management Team

- **Andy Chia** – CEO, Founding Artistic Director (commenced on 02.10.2017)
- **Dr Natalie Alexandra Tse** – Co-Founder, Director of Young Audience and Engagement (commenced on 01.04.2025)
- **Elaine Yeoh** – General Manager (commenced on 06.04.2025)
- **Jeannette Chong** – Admin Executive & Archivist (commenced on 21.08.2021)

Board Committees & Adviser

Finance Sub-Committee

- **Tan Siok Sun** (Chair, 30.03.2023), **Shi Ruxin** (01.11.2024), **Wang Renyi** (20.10.2020), **Andy Chia** (management representative)
 - Review of budgets, cash-flow & risk

Governance & Nominations

- **Tan Siok Sun** (Chair, 30.03.2023), **Goh Ching Lee** (30.03.2023)
 - Board renewal, policy compliance

Artistic Adviser

- **Maestro Yeh Tsung** (esteemed music director, 19.03.2024)
 - Repertoire & intercultural strategy



Board Meeting Dates and Attendance

Date and Time	Attendance
17 May 2024, 4pm-6pm	In attendance: Mdm. Tan Siok Sun Dr. Natalie Alexandra Tse Mr. Andy Chia Mr. Wang Renyi Ms. Megha Singh Absent with apologies: Ms. Goh Ching Lee Dr. Timothy O'Dwyer Mr. Fabrizio Catalano
5 July 2024, 4pm-6pm	In attendance: Mdm. Tan Siok Sun Dr. Natalie Alexandra Tse Mr. Andy Chia Mr. Wang Renyi Mr. Fabrizio Catalano Ms. Megha Singh Absent with apologies: Ms. Goh Ching Lee Dr. Timothy O'Dwyer
19 September 2024, 2pm-3pm	In attendance: Dr. Timothy O'Dwyer (Chairman) Mdm. Tan Siok Sun Dr. Natalie Alexandra Tse Mr. Andy Chia Mr. Wang Renyi Mr. Fabrizio Catalano Ms. Goh Ching Lee Ms. Megha Singh



Board Meeting Dates and Attendance

Date and Time	Attendance
14 Mar 2025, 4pm-7pm	In attendance: Dr. Timothy O'Dwyer (Chairman) Mdm. Tan Siok Sun Dr. Natalie Alexandra Tse Mr. Andy Chia Mr. Wang Renyi Mr. Fabrizio Catalano Ms. Goh Ching Lee Ms Shi Ruxin Absent with apologies: Ms. Megha Singh

Reserve Policy

SAtheCollective Ltd. maintains a Reserve Policy to safeguard its financial stability and ensure the organization can continue to fulfill its mission in the event of unforeseen circumstances. Our policy aims to achieve and maintain reserves equivalent to at least 6 months of operating expenses. These reserves will provide financial resilience, enabling the organization to cover unexpected costs, manage cash flow fluctuations, or seize strategic opportunities.

The reserve level will be reviewed annually by the Board of Directors to ensure it remains appropriate for the organization's operational needs. If reserves fall below the established minimum, the Board develops a replenishment plan to restore reserves to the desired level. Transparency in reserve management is prioritized, with regular reporting to the Board and disclosures in financial statements.

Conflict of Interest Policy

SAtheCollective Ltd. maintains a Conflict of Interest Policy to ensure that the activities of its Board Members, Officers, and key personnel are conducted with integrity and avoid any actual or potential conflicts of interest. The policy safeguards transparency, fairness, accountability, and the charitable and tax-exempt status of the organisation.

Key Principles

1. Annual Declaration

All Board Members must annually declare any financial or personal interests, both current and past, that may create or be perceived as a conflict with the company's activities. Board Members must affirm their understanding of and compliance with this policy.



Conflict of Interest Policy

2. Independence

Board Members must disclose whether they are independent directors, in line with this policy's definitions. Any Board Member who is not independent must provide a written explanation, which will be recorded by the company.

3. Disclosure During Service

Beyond the annual declaration, Board Members must disclose any new conflicts of interest that arise during the year at the earliest opportunity. Such disclosures must be minuted, and the interested Board Member must abstain from related decisions.

4. Oversight and Records

All declarations and disclosures will be maintained in company records. Compliance will be reviewed annually and may be audited as part of regulatory requirements.



Key Activities & Highlights

1 April 2024 – 31 March 2025

Season Summary (1 April 2024 – 31 March 2025)

In FY2024–25, SAtheCollective delivered a season that balanced flagship productions, site-specific innovation, and community-rooted work. *Age of Revelation* returned as a sonic-theatre revival paired with a global album release, anchoring the company's artistic identity. The sold-out *Bunker by Night* series transformed a WWII heritage site into an experimental sonic-ritual space, while the debut *Transformative Vibrational Healing* programme demonstrated the arts' role in community wellbeing. Beyond these milestones, SA engaged over 2,300 students through NAC-AEP school concerts, piloted an interdisciplinary children's curriculum through Little SA, and extended international research via the Hi-Viz Satellite LAB and *Two Blood* intercultural collaboration. SA's performance at ART SG, Southeast Asia's premier art fair, positioned the collective at the nexus of art and culture. In essence, the year was crucial in cementing the company's position as a leader at the intersectionalities of arts, culture, heritage, health, and education.

Event Summary

Age of Revelation (Core Production + Album)

- Ngee Ann Kongsi Theatre @ Wild Rice; digital release
- Reach: ~520 patrons; global album streams
- Significance: Revival of flagship trilogy with modern-Asian symphonic score and immersive media, anchoring the season's artistic identity.

Bunker by Night (Series)

- 3 sold-out evenings, WWII Battlebox, Fort Canning
- Reach: ~360 patrons
- Significance: First artistic use of the historic bunker; pioneered site-responsive sonic theatre.

Transformative Vibrational Healing

- 4-session wellness programme, Singapore Chinese Cultural Centre
- Reach: 45 participants
- Significance: Debut of vibration-based community wellbeing offering.

NAC-AEP School Concerts

- Assemblies at TKSS & ACS(I)
- Reach: ~2,300 students
- Significance: Introduced intercultural music linked to Racial Harmony Day.

Key Activities & Highlights

1 April 2024 – 31 March 2025

Event Summary

Little SA

- Small-group labs
- Reach: 7 children
- Significance: Piloted interdisciplinary curriculum for future holiday camps.

Hi-Viz Satellite LAB

- 10-day residency, Mount Hotham (AU)
- Reach: 14 artists
- Significance: SG-AU-TW exchange advancing Human × Nature × Technology research.

Two Blood (Work-in-Progress)

- Preview with Australian Dance Theatre, 1 Nov 2024
- Reach: Early-stage collaborators
- Significance: Positioned SA as co-composer in major First Nations intercultural dance work.

ART SG Opening Performance

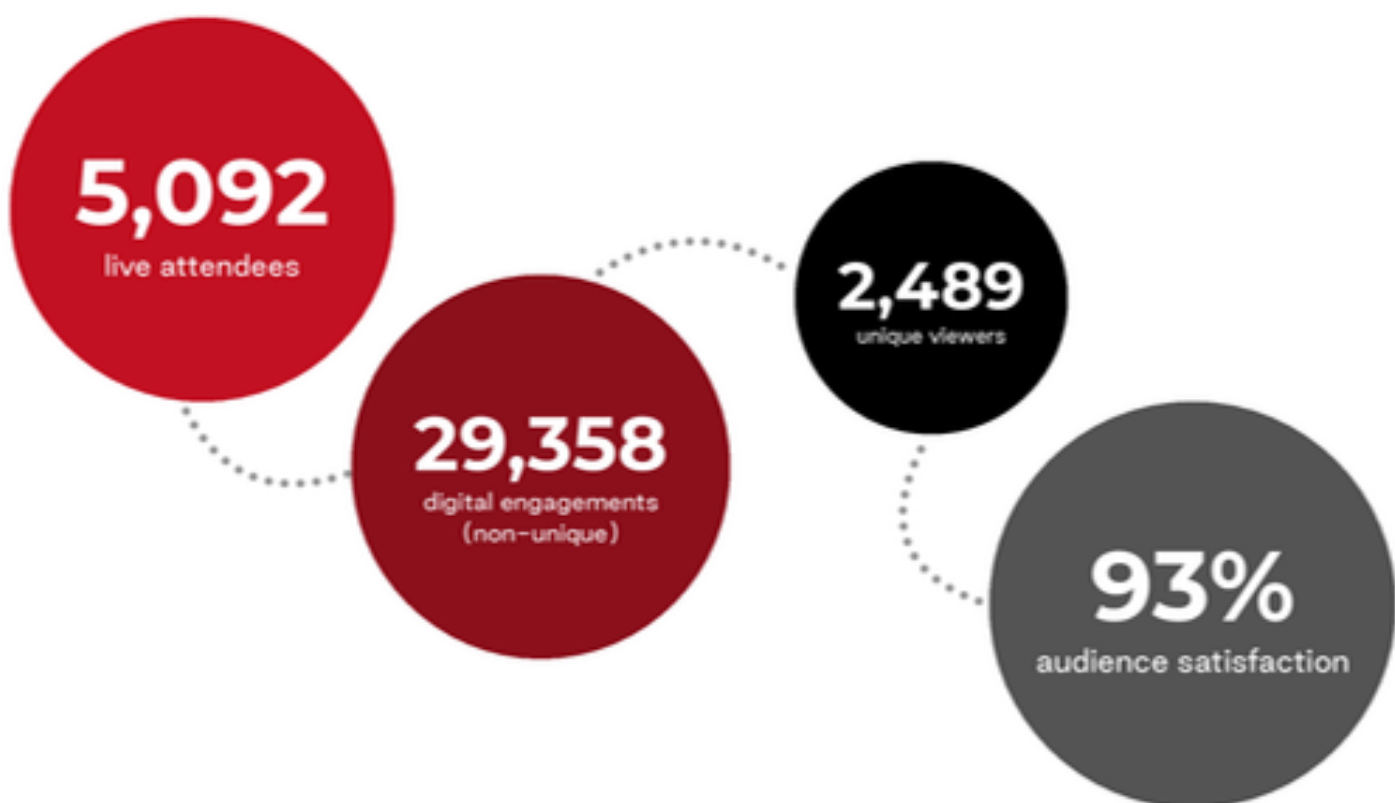
- ArtScience Museum
- Reach: ~1,123 patrons
- Significance: Featured alongside global galleries at Southeast Asia's premier art fair.



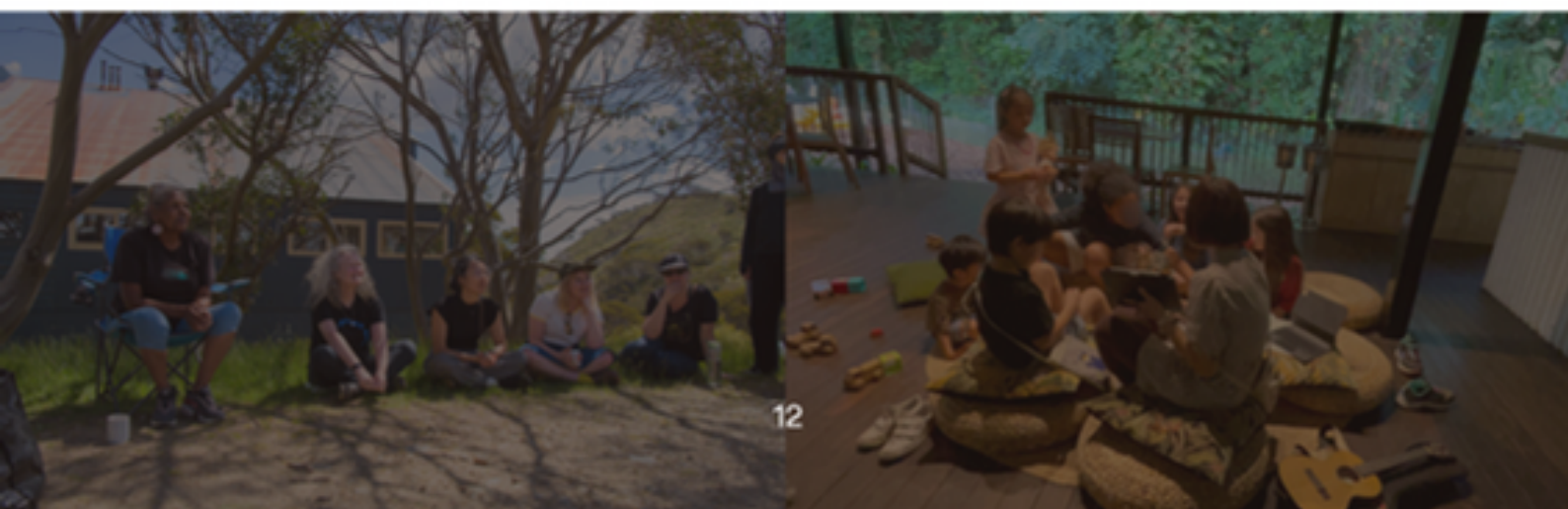
Key Activities & Highlights

1 April 2024 – 31 March 2025

Cumulative Impact



These eight programmes exemplify our commitment to interdisciplinary, intercultural, and intergenerational practice—spanning flagship theatre, site-specific experiments, international residencies, children's R&D, wellness, and high-profile invitations—while activating the ethos **Human × Nature × Technology** across communities at home and abroad.



Performance Review

Artistic & Community Impact

In FY2024, SAtheCollective reaffirmed its artistic leadership while deepening community impact and global reach. Our flagship revival *Age of Revelation* anchored SA on Singapore's mainstage, attracting new partners and reviewers. *Bunker by Night* extended sonic-rituals into heritage venues, sparking dialogue with NParks and the National Museum on future site commissions. Internationally, *Hi-Viz Satellite LAB* and *Two Blood W-I-P* embedded SA in First Nations and Asia-Pacific networks, laying the foundation for multi-year co-productions. At home, our vibration-based wellness programme at SCCC demonstrated the role of the arts in community health, with 95% of participants reporting an improved sense of calm and clarity. Meanwhile, Little SA piloted a curriculum now ready to scale in 2025 holiday camps, ensuring sustained intergenerational engagement.





Performance Review

Five-Year Trajectory (FY 2020 → FY 2024)



SAtheCollective closes FY 2024 having met or surpassed every board-approved KPI, while strengthening governance and diversifying programme types. This balanced growth positions the company to enter FY 2025 with refreshed leadership, a new General Manager, and a robust artistic slate.

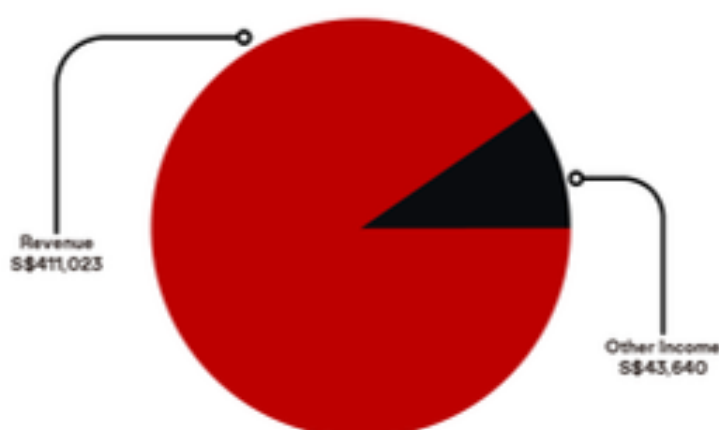
Financial Report

(Audited Summary)

Period covered: 1 April 2024 – 31 March 2025

Income

For the financial year ended 31 March 2025, SAtheCollective recorded a total income of S\$454,663, with primary sources of income being grants, donations and earned income (ticket sales, programme fees, merchandise). During this period, the Company received \$94,561 in Cultural Matching Fund and was in its third year of the National Arts Council's Major Company Scheme, through which a total grant of S\$150,000 was received.



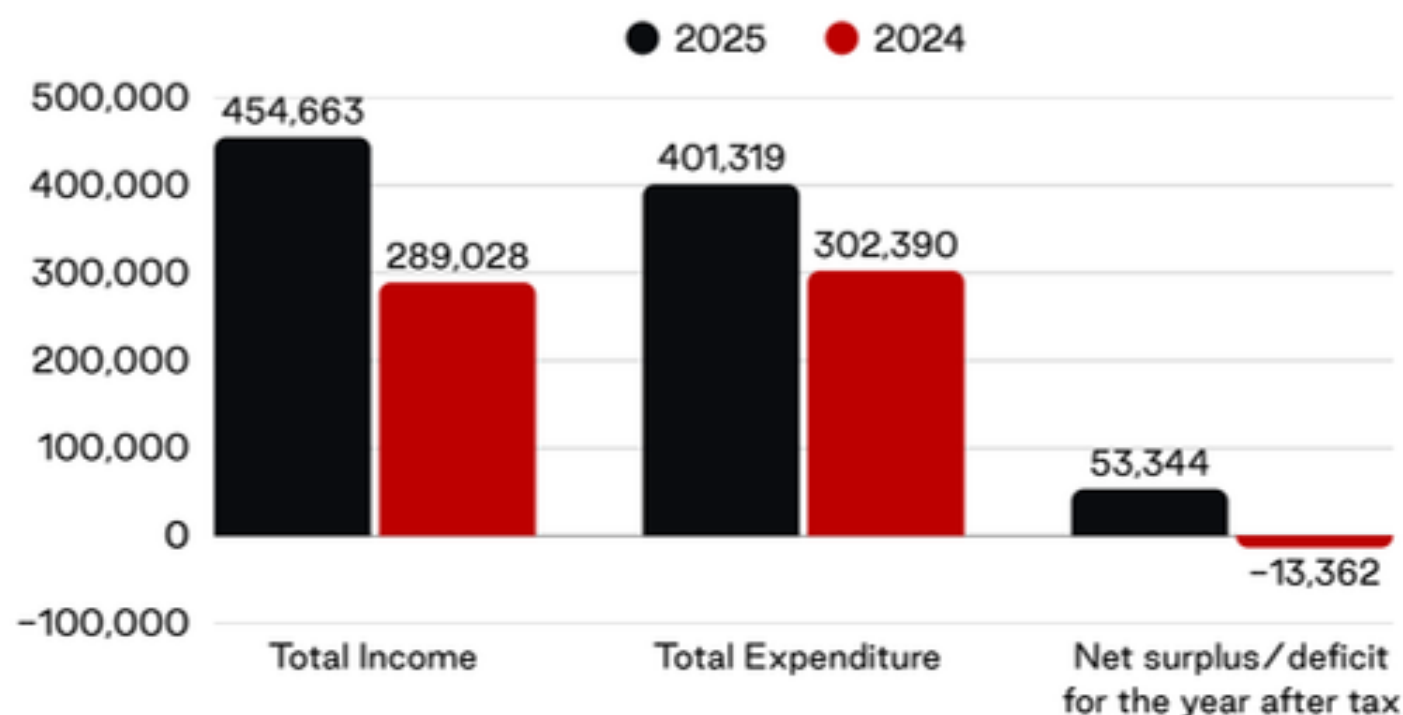
Expenditure

Total expenditure for the year amounted to S\$401,319. The majority of costs were attributed to programme, artists/crew & production costs (S\$231,295), and payroll (S\$129,277), reflecting the organisation's continued investment in programme delivery and team development.

Financial Report

(Audited Summary)

Period covered: 1 April 2024 – 31 March 2025





Fundraising & Donor Recognition

Donor generosity continues to be the driving force behind our work. In FY2024/25, contributions reached S\$123,035. These resources allowed us not only to sustain our programmes but also created meaningful impact across our initiatives.

Impact Highlights:

- Cash donations underwrote at least 25% of Age of Revelation production costs, directly enabling fair artist remuneration.
- Corporate in-kind partners reduced event overheads by S\$4,000, maximising net proceeds.

To every supporter who stood with us, we extend our heartfelt gratitude.



Future Plans & Objectives (FY 2025 and beyond)

Our Next Chapter (FY 2025 – FY 2026)

At SAtheCollective, we continue to evolve as a home for intergenerational, interdisciplinary, and intercultural practice. Anchored in Singapore yet resonating globally, our upcoming year will deepen artistic innovation, broaden community impact, and strengthen organisational resilience. With a clear long-range vision, we are investing in projects that expand reach while sustaining financial health. In the year ahead, we will focus on:

Artistic Growth

- Develop and premiere the Wayfarer series. A series of work with the topic of care in mind. "First Rites", the first of the series is planned for March 2026.

Community Engagement Plan

- Fringe activities to support major production projects (i.e., Wayfarer) such as panel discussion, workshops and interactive exhibitions to be held in partnership with relevant agencies and companies.
- Engaging SAtheCollective's targetted communities such as Mothers/Parents and Babies, Youths, Children through sponsored programming by donors, patrons or foundations, such as Cradle of Songs.

Governance & Capacity

- Transition to new Board leadership (Tan Siok Sun & Wang Renyi) and onboard General Manager Elaine Yeoh, while implementing new PMS and CRM systems by December 2025 to strengthen operational efficiency.
- Re-appointing Dr. Natalie Alexandra Tse as the Director of Young Audience, Community Engagement, Education & Research

Financial Sustainability

- Maintain ≥50% cost-recovery through diversified revenue streams (ticketing, merchandise, grants, donations) and stage one annual fundraising gala alongside two donor salons, with the goal of raising at least S\$70,000 in cash donations.



Future Plans & Objectives (FY 2025 and beyond)

Long-Range Vision (FY 2026 – FY 2028)



Establish an Asia-Pacific touring network for sonic-theatre works.

Develop new works revolving around Care and Humanism



Secure a permanent creation & education space, integrating community engagement with audience development.

Appendices

With this, we bring the Annual Report for April 2024 to March 2025 to a close. Our heartfelt thanks go to our dedicated team, valued partners, generous supporters, and engaged audiences. Your belief in our work makes every step possible. As we enter a new chapter, we look forward with excitement to the opportunities and collaborations that await.

With gratitude,
SAtheCollective

1. **Audited Financial Statements FY 2024** – MSA & Partners PAC (available upon request).
2. **Programme Photo-Gallery** – selected images of all eight FY 2024 projects.
3. **Audience KPI Dashboard** – detailed attendance, demographics, and satisfaction data.
4. **Policies & Codes** – Conflict-of-Interest Policy.

For access to any appendix, please contact the General Manager at contact@sathecollective.org



THE COLLECTIVE