



ANNUAL REPORT

FOR FINANCIAL YEAR ENDED 31 MARCH 2021

THE SINGAPORE LYRIC OPERA LIMITED



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ABOUT US

The Singapore Lyric Opera (SLO) is the flagship company of western opera in Singapore. As of the longest established in this sector of the Arts, we engage renowned international and local performers and musicians under our repertoire. We aim to promote and present western operas and concerts not frequently performed in Asia-Pacific for communities from all walks of life in Singapore.

1991 marked our inaugural performance of Mozart's *Die Zauberflöte*, and since then, we have staged high-quality opera productions, preserving the traditions of the art form whilst still remaining relevant.

OUR OBJECTIVES

To build and present a repertoire of works that will expand the length and breadth of the company artistically but also for the audience, without compromising artistic integrity and growth of SLO; and

To build a repertoire that will balance the exciting mix of evergreen classics and lesser known gems, catering to and developing further the taste and appetite of a wide range of interest for both new opera enthusiasts and opera fans.

OUR VISION

As the flagship opera company in Singapore, SLO continues to upgrade our quality of musical and artistic content.

SLO strives to contribute to the development of the opera scene in Singapore by playing a key role in identifying, encouraging, developing and nurturing current and future generations of young artists and other musical talents. SLO also champions the professional growth of production and technical personnel, by which a performance's foundation is rooted.

With all of SLO's efforts, we aim to dispel misconceptions that opera music is irrelevant and difficult to decipher. We actively seek to join the ranks of like-minded causes and other companies in Singapore with the intent of collaboration and exchange and to expand our work with the community at large in promoting the art and joy of singing.

OUR MISSION

To present world-class operas and concert performances that showcase international and local talents, establishing opera as an integral part of Singapore's cultural landscape.

Play an active role in enriching and growing audiences across local and regional communities.

Build and present a repertoire of works that will expand the length and breadth of the company artistically, yet immerse the audience in the expanding aesthetics of western theatrical interaction, without compromising the artistic integrity and passion rooted in the heart of SLO.

Curate programmes that will balance the exciting medley of evergreen classics and lesser-known gems, catering to and developing further the taste and appetite of both new opera enthusiasts and opera fans.

Organize outreach programmes to connect to schools, colleges, and children's centres engaged in music and drama interests.

Engage Singaporeans through the appreciation and presentation of opera through nurturing and promoting the joyful art of singing.

OVERVIEW OF CHARITY

The Singapore Lyric Opera Limited (SLO) was registered as a company limited by guaranteed in 20 May 1990.

The Singapore Lyric Opera Limited (SLO) is an exempt charity.

SLO was registered as a charity under the Charities Act (Chapter 37) since 15 December 1999.

SLO has been accorded IPC (Institution of a Public Character) status from 2 October 2020 to 1 April 2022.

SLO have constitution or Trust deed or M&AA or Rules and Regulations as its governing instrument.

Unique Registration Number (UEN):

199002445Z

Registered Address:

90 Goodman Road, Blk B #01-07, Goodman Arts Centre, Singapore 439053

Auditor:

KPMG LLP

Banker:

DBS Bank Ltd

Lawyers:

Low Yeap Toh & Goon

LEADERSHIP

OUR GOVERNING BOARD MEMBERS

Council Term

Name	Current Board Appointment	Charity	Occupation
Toh Weng Cheong	Chairman 2005 Member 26 March 1991		Partner, Low Yeap Toh & Goon LLP
Anthony Tan	Member 30 October 1999		General Manager, The Singapore Lyric Opera Limited
Hiroshi Kimura	Member 6 April 2004		Managing director, Kimura & Associates Pte. Ltd.
Lee Suan Hiang	Member 1 February 2012		Chairman, Anacle Systems Ltd Chairman, Global Culture Alliance Ltd
Arthur Fong	Member 12 January 2016		Banker. Schroders & Co (Asia) Ltd
Evelyn Sam Yeen Peng	Member 25 July 2017		Director, Essence Instyle
Rolv Stokkmo	Member 9 November 2017		Shipbroker, Poten & Partners Pte Ltd

EXECUTIVE MANAGEMENT TEAM:

Anthony Tan

General Manager

Appointed to position since June 2016

Retired on 28 February 2021

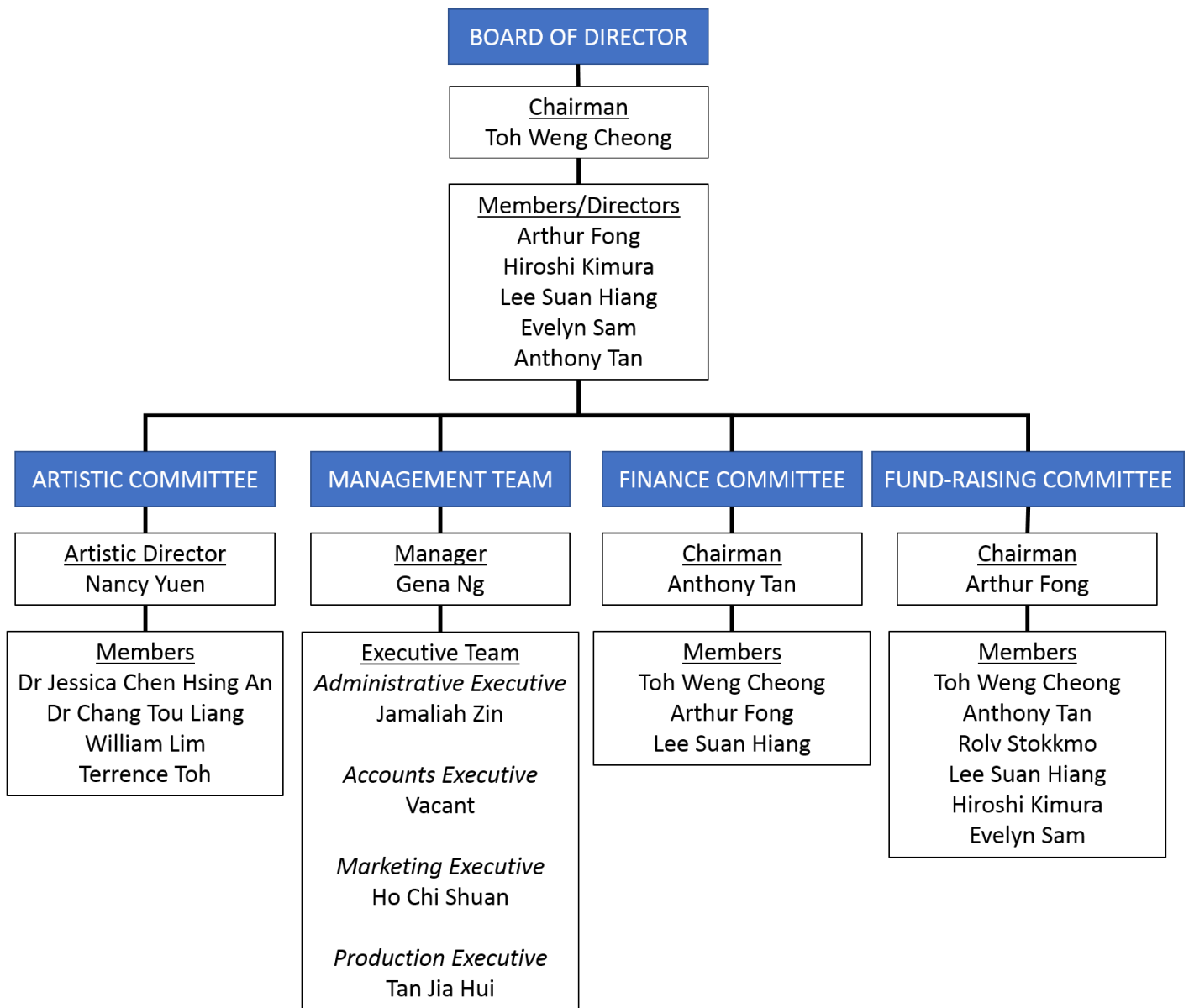
Gena Ng

Manager

Appointed to position on 1 March 2021

Note: There is a Succession plan in place to ensure that the works of SLO will be continued efficiently and effectively in the next 3 years.

ORGANIZATIONAL STRUCTURE

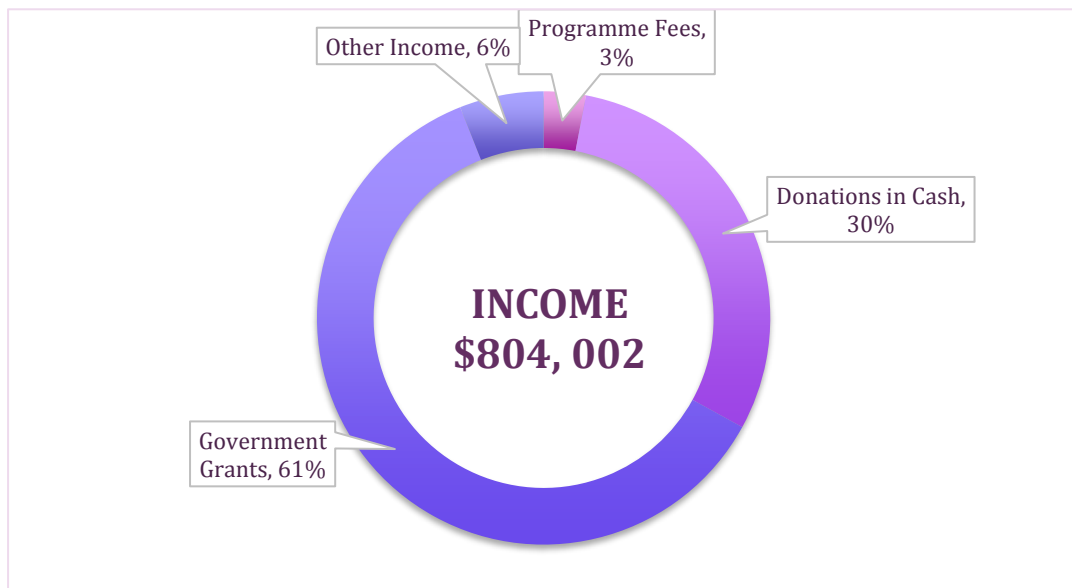


HIGHLIGHTS OF THE YEAR

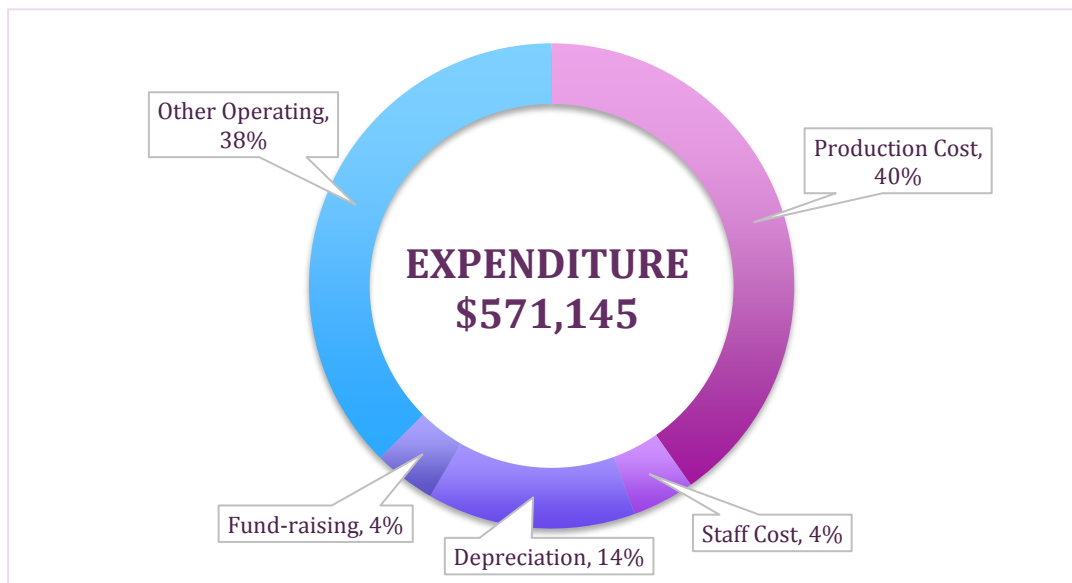
SUMMARY FINANCIAL PERFORMANCE

- Total Income: S\$ 804,002.00
- Total Expenditure: S\$ 571,145.00
- Donations/expenses increased/decreased by S\$82,740.00 in the financial year, due to Opera Ball (Fund Raising Events) was postponed to FY2020.

SUMMARY FINANCIAL PERFORMANCE - INCOME



SUMMARY FINANCIAL PERFORMANCE - EXPENDITURE



Christmas Concert
Voices of Joy
SLO Choruses
20 December 2020, 5.00pm
Our Tampines Hub, Festive Arts Theatre

As COVID-19 strikes, Singapore was forced to reduce live performances, much less with singing involved. As the directives ease up to allow the resumption of indoor live performances, SLO took the opportunity to celebrate the festive season with live singing albeit in chamber format.

The choruses have been performing in big groups ever since its establishment, however, with the introduction of a new structure that was adjusted to fit the advisories, we presented this chorus concert in the form of smaller ensembles. This is a challenging attempt for our choruses as they are very used to singing in big numbers, but this however, was an opportunity that presented itself at the right moment. Our Chorus Master and Chorus Mistress were able to work on the choruses and focus on the abilities of each member, correcting and refining their craft - something that we do not have the luxury to do in the past with a bigger group. This was also a refreshing performance given that vocal performances were called off for almost a full year.

This project is rather special as it involves all three choruses in the Singapore Lyric Opera family, namely the Adult, Youth & Children's Chorus - a concert presented by all ages, for all ages, as we target to promote and share the joyful art of singing in this challenging year.



Christmas Concert – Voices of Joy

Gala Concert
Baroque Operatic Delights
15 January 2021, 8.00pm
Victoria Concert Hall

This year, the Singapore Lyric Opera presented our very first full Baroque concert. The repertoire was carefully selected to preserve the quality of music that was suitable for the SLO Chamber Orchestra, without having to compromise to a smaller orchestration.

A full Baroque operatic concert is something that the Singapore Lyric Opera has not done in the past and exploring this niche broadens our understanding and knowledge in the Baroque Operatic repertoire. This was also one of the rare moments where we had an actual harpsichord in our Gala Concert. It is unfortunate that we were not able to invite international artists like we do all the time, but we took this opportunity to feature Singapore's very own, soprano Joyce Lee Tung, baritone Alvin Tan, who were both singers from our Artists' Training Programme and conductor Joshua Kangming Tan, accompanied by the SLO Chamber Orchestra. This concert marks our first orchestra and vocal concert since COVID-19 hit our shores.



Gala Concert – Baroque Operatic Delights

Semi-staged Opera
Mozart's Don Giovanni
12 & 13 March 2021, 8.00pm
Victoria Concert Hall

The Singapore Lyric Opera ends this season with an abridged version of Mozart's Don Giovanni. The semi-staged opera featured singers from our Artists' Training Programme and the ensemble was accompanied by répétiteur Aloysius Fong and directed by Tang Xinxin. The well received performance was staged carefully to ensure that safety measurements were in place and to comply with the directives.

The abridged version of opera production started in 2019, where we select excerpts from an opera to perform in a smaller scale setup. This is a platform for us to identify, nurture and develop local talents for sustainable development of the Arts in Singapore, providing opportunities for up and coming local talents to gain stage experiences. Abridged version of opera production also acts as a form of introduction and exposure to a full-length opera especially to our new audiences.



Semi-staged Opera – Mozart's Don Giovanni

Digital Projects

Digital Series Programme
SLOChillOut!
10 August to 12 October 2020

In 2020, we launched our first digital project, titled "SLOChillOut!", a programme where we invite guests who have worked closely with SLO to share more about opera. The programme consists of three series, "What's in your opera amenity kit?", "Opera is All Around YOU: and "Let's Go Deep Diving!".

Our programme is laid in a progressive structure, building up our audiences' knowledge in opera through discussions on what opera is, an introduction to opera, providing recommendations on how and where to start with opera. Followed by the next series, where we aim to close the gap between opera and our lifestyle, how opera adds values to life and how it is not as intimidating as we think it is. And lastly, the final series where our guests share their experience in different roles, from composing to singing, to directing and to conducting an opera.

Launching on the digital platform is a challenging process but this will allow us to reach out to more potential new audiences as well as making our work more accessible to the general public, to the community. This programme was completed in October 2020.

SLO aims to promote and present Western operas that are not frequently performed in Asia-Pacific for communities from all walks of life in Singapore, as we continue to upgrade our quality of musical and artistic content through our planned season. With all of SLO's efforts, we aim to dispel misconceptions that opera music is irrelevant and difficult to decipher, play an active role to enrich and growing audiences across local and regional communities, organize outreach programmes to connect with our community and of course, engage Singaporeans through the appreciation and presentation of opera through nurturing and promoting the joyful art of singing.

Through targeted advertisements via our social media platforms, we were able to reach out to the younger audience groups. We gathered questions from the public to find out what are some of the misconceptions or understanding they have about opera, and crafted relevant questions for our interviewees to answer and dispel these misconceptions, bringing SLO closer to the general public, creating awareness and generating new audiences.



Digital Series Programme – SLOChillOut! Season 2 Episode 3

Virtual Chorus Presentation
The Bell Chorus & SING!
2 & 19 October 2021

The Virtual Chorus Presentation (VCP) is a showcase of our SLO Choruses coming together to perform virtually. The showcases will be in the form of pre-recorded compiled videos of the choruses singing together.

The aim of this presentation is to provide a platform for our choruses to perform, to stay in touch with their craft and a new approach/media where we share their training efforts.



Virtual Chorus Presentation – The Bell Chorus



Virtual Chorus Presentation – SING!

Virtual Outreach Programme
The Virtual Project
25 October to 6 December 2020

In the final instalment of our digital project for the year, we have The Virtual Project, an outreach initiative where we held ZOOM workshops for the two songs that we worked on “One Day More” from Les Misérables and “Va pensiero” from Nabucco, teaching members of the public how to sing these pieces and then a final presentation of the public singing with our choruses. We aim to grow new audiences and engage our audiences with the art form that we promote - making opera accessible for all.

In this project, we were able to reach out to individuals who are fans of musicals and singing but may not be part of an opera production or exposure to our previous events. We then organized the workshop in a way that was accessible for all, making it easy for those with or without music/singing background to join us in our SLO chorus to sing a number from the musical. Subsequently, through the expertise of our Chorus Master, Terrence Toh, we guided the participants to sing these numbers and to learn the similarities between musicals and operas.

Through this workshop and programme, we explored and engaged new audiences to get “hands-on” and be part of our project. SLO hopes that through methods and strategies as such, we will eventually be able to grow a larger pool of new audiences and to also promote opera, in its original artform.



Virtual Outreach Programme – The Virtual Project

We kick-off the season with a refreshing concert presents **A Musical Rendezvous** by the Singapore Lyric Opera Youth Chorus, inaugurated in 2019 as part of our Chorus family, together with our ever-loving Adult Chorus. Adapting to the new directives, the choruses are grouped into quintets, taking us into the realm of Broadway and West End hits, under the direction of Chorus Master Terrence Toh, accompanied by Dale Huang. Opportunities like these create and increase awareness of our Choruses, introducing potential new audiences to Singapore Lyric Opera and the active community we have in our family. It is crucial to have platforms like these to push with recruitment and to reach out to the community, bridging and bringing people closer to what we do in Singapore Lyric Opera.

Despite the constraints COVID-19 had imposed upon us rendering our chorus unable to perform as a full chorus, the Singapore Lyric Opera offers a heart-warming evening, **Chorus in Concert**, for family and friends with a celebration of the unique and irreplaceable role the chorus plays in operas. The chorus will present renditions of their favorite duets, arias and ensembles from a selection of operas as they continue to bring music to people, and people to music.

As part of the Singapore Lyric Opera mission and effort to reach out to the community and to dispel misconceptions that opera is irrelevant and difficult to decipher, we took part in the **National Arts Council** initiative, **Arts in Your Neighbourhood** programme that targets to engage and provide enriching arts experiences to the neighbourhood right to their doorstep. Excerpts from the **Kampung Spirit**, an opera by local composer, Dr. Chen Zhangyi, featuring singers from our **Artists' Training Programme** will be presented together with famous arias from different operas - bringing people back to how opera was one of the only few types of entertainment, part of people's daily life. With the main storyline set against the backdrop of a local kampung in the 1970s, the omniscient narrator of the River/fisherman tells stories of the different characters in a kampung and how they reacted to a letter, announcing the news that they have to move out. Reflecting on the contrasting rhythms of life and the inevitability of change, we see how "kampung spirit" still survives in modern Singapore. Even though what is left of the village is only a tree stump, the community face new adversities with a strong sense of camaraderie, showing that people will never forget their roots.

The highlight of the season, Double Bill of **Salieri's Prima la musica e poi le parole & Mozart's Der Schauspieldirektor** will be held in Esplanade Theatre - one of the busiest arts centres in the world, right in the middle of the central arts and cultural district. The double bill of **Salieri's Prima la musica e poi le parole** (First the Music, then the Words) and **Mozart's Der Schauspieldirektor** (The Impresario) were self-referential/meta-dramatic one-act satires on prima donnas and opera companies, and it will be a Singapore premiere of the evergreen battle between singers, composers and period. Directing this production is Tang Xinxin, who also directed our semi-staged opera, **Mozart's Don Giovanni** in Season 2020/2021, it will be conducted by Lien Boon Hua and accompanied by The Singapore Lyric Opera Chamber Orchestra, adhering to the safe management measures. As the flagship company of western opera in Singapore, staging world-class opera production is our core and it is our mission to present these gems, showcasing international and local talents and most importantly, establishing opera as an integral part of Singapore's cultural landscape. Even with the current pandemic, we continue to push and place this core as our priority, producing quality productions to nurture, enrich and grow audiences in Singapore.

Celebrate the festive season with **A Very Merry Christmas to You** by the Singapore Lyric Opera Adult Chorus, with well-known and loved classics such as Deck The Halls and Joy to The World, to a stunning arrangement of The Twelve Days of Christmas, and a groovy African Noel - for an enchanting night of music, sharing the wondrous gift of music and love in the spirit of giving with selection of both traditional and modern carols.

Closing the season with **Sunshine Through the Rain**, and as we negotiate through the restrictions imposed upon unvaccinated singers under the age of 13, the regular Youth & Children's Chorus Concert will be transformed from the traditional choral singing format, to a semi-staged musical, infused with elements of theatre, choreography and visual technology. To circumvent the inability of the children chorus to sing and rehearse as a group in-person for this period, we will produce audio and video recordings of each child, individually performing the music they have been working on, through the online lessons over the season. With the aim to add value to the children's learning experience and growth as a performer, they will undergo movement, drama and staging rehearsal and training, where they will be designated roles and characters to play as part of the story boarding of the concert.

Moving forward, The Singapore Lyric Opera continues to stage high-quality opera productions, preserving the traditions of the art form whilst still remaining relevant, championing the professional growth of production and technical personnel, by which a performance's foundation is rooted, promoting the art and joy of singing.

IPC'S FUND-RAISING PLANS FOR THE FOLLOWING YEAR

In view of the Safe Management Measures and taking into considerations of diners concerns of attending gala dinners, we are unable to host our Annual Opera Ball. However, the team is still in exploration of a possible alternative and channel for fund-raising.

IPC'S EXPENDITURE PLANS FOR THE FOLLOWING YEAR

- Operating Expenditure: \$ 600,918.00
- Production Expenditure: \$ 481,470.00
-
- Total: \$1,082,388.00

GOVERNANCE

ROLE OF THE GOVERNING BOARD

The Board's role is to provide strategic direction and oversight of SLO's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Board's approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve quarterly financial statements;
- Regularly monitor the progress of the charity's programmes.

TERM LIMIT OF BOARD

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of ten years. In particular, the Treasurer or Financial Committee Chairman (or equivalent) has a term limit of four years.

Board member who have served more than 10 consecutive years:

- Name: Toh Weng Cheong

Reason: As mentioned above, it is not easy to invite the right candidates to sit on the board of SLO. However, in recent years, the Board has been working on the succession plan, implementation will take effect when the occasion arises.

BOARD MEETINGS AND ATTENDANCE

Names of Board Members	% of attendance
Toh Weng Cheong	100%
Anthony Tan	75%
Hiroshi Kimura	75%
Lee Suan Hiang	25%
Arthur Fong	100%
Evelyn Sam	75%
Rolv Stokkmo	100%

DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY BOARD MEMBERS

No Board members are remunerated for their Board services in the final year.

SUB-COMMITTEES

ARTISTIC COMMITTEE

Artistic Director

Nancy Yuen

Members

Dr. Chang Tou Liang

Dr. Jessica Chen Hsing An

William Lim

Terrence Toh

The Artistic Committee is chaired by Nancy Yuen who is familiar with the approaches and operations of the organization's programmes or services. Depending on its make-up and programmes, this committee's most common responsibilities are:

- a. To oversee new programme development, and monitor existing programmes, so that all programmes are in line with the vision, mission, and objectives of the organization.
- b. To execute, or guide the manifestation of the programmes.
- c. To initiate and guide the potentialities of programmes for the future, in particular developing archives for research and reperformance.

FINANCE COMMITTEE

Chairman

Anthony Tan

Members

Toh Weng Cheong

Arthur Fong

Lee Suan Hiang

The Finance Committee is responsible for overseeing the fund, the charity's financial performance and annual budget. The committee met four times during the financial year and reviewed the financial performance and annual budget of the organization. The Finance Committee also discussed on the Reserve Policy, the level of reserves and disclosure in Annual Report and finance report.

FUND-RAISING COMMITTEE

Chairman

Arthur Fong

Members

Toh Weng Cheong

Anthony Tan

Lee Suan Hiang

Hiroshi Kimura

Evelyn Sam

Rolv Stokkmo

The Fund-raising Committee has oversight of all the charity's fund-raising activities, budget, income and expenses during the financial year. The Committee met four times during the year to discuss on fund-raising plans for the next three years.

DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF

None of the charity's staff receives more than \$100,000 in annual remuneration.

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

CONFLICT OF INTEREST POLICY

All Board members and staff are required to comply with the charity's conflict of interest policy.

The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to-basis.

Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

WHISTLE-BLOWING POLICY

Our charity has in place, a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial or other matters within the charity.