

# ANNUAL REPORT

FOR FY ENDED 31 March 2023





# AGENDA

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Puccini's *Turandot*, 2016

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# ABOUT US

A non-profit organisation, The Singapore Lyric Opera (SLO) is the flagship company of western opera in Singapore and we are positioned among the leading opera companies in ASEAN.

As the longest-established in this sector of the arts, we engage renowned international and emerging local performers and musicians under our repertoire. We promote and present Western operas and concerts not frequently performed in Asia-Pacific for communities from all walks of life in Singapore to enjoy.

## MISSION

We carry out our Mission through our programmes as follows:

Diversity in programming, while building strength on our core repertoire. To be innovative and in touch with the wider audience

To continue building on our tradition of nurturing, training and promoting emerging opera talents locally and in the region

Commitment to education about opera as an art form by working closely with local communities to expand the ballast of opera lovers

Engage, Encourage and Embrace supporters of the operatic arts by being inclusive, remaining accessible and affordable



Leoncavallo's Pagliacci & Puccini's Gianni Schicchi, 2015



# OVERVIEW

The Singapore Lyric Opera Limited (hereinafter referred to as Singapore Lyric Opera or SLO) was incorporated as a company limited by guarantee on 22 May 1990.

SLO was registered as a charity under the Charities Act 1994 on 15 December 1999.

SLO has been accorded IPC (Institution of a Public Character) status from 22 June 2023 to 21 March 2024.

SLO has a constitution (ie. memorandum and articles of association) as its governing instrument.

## Unique Entity 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





# CHAIRMAN'S MESSAGE

FY2023 has been a year of resilience, creativity, and artistic excellence, and I am excited to share with you the remarkable achievements and significant moments that have defined the Singapore Lyric Opera (SLO) during this time. As we navigated the challenges posed by the ongoing global pandemic, SLO remained steadfast in its commitment to the development of the opera scene in Singapore and beyond. Our vision and mission, deeply rooted in promoting the appreciation of opera as an art form and nurturing emerging talents, continue to guide our path.

The year 2023 was filled with remarkable performances that showcased the depth of talent within our organisation. From Mozart's timeless masterpiece, "Così fan tutte," to the Renaissance-inspired brilliance of SLO's Youth and Children's Chorus (YCC) in "A Renaissance" each production was a testament to the dedication and artistry of our performers and production teams.

In addition to our traditional performances, we are proud to share that we have partnered with the National Arts Council (NAC) on an exciting journey of outreach through their Arts Education Programme (AEP). This initiative allowed us to bring the magic of opera directly to schools, inspiring young minds with the power of music and storytelling. Two of our programmes, "Laut Singapura - Stories from Our Islands" and "Hansel & Gretel by SLO," were approved by NAC and performed in educational settings, enriching the lives of students and fostering a deeper appreciation for the arts.

We believe that opera should be inclusive and accessible to all, and our commitment to this principle was demonstrated through initiatives such as the SLO Celebration Gala Concert and the SLO Adult Chorus Concert.

Despite the challenges posed by the times, our annual Golf Tournament at Orchid Country Club proved to be a success, raising essential funds for our mission. We extend our heartfelt gratitude to our supporters, sponsors, and donors who continue to stand by us in our mission.

In closing, I want to express my deepest appreciation to our supportive board members, generous sponsors, and passionate supporters. Thanks to your steadfast support, emerging local talents have discovered the essential stages for their growth and have become integral contributors to the vibrant artistic landscape that enhances our community.

Together, we embrace the challenges of the present and the promise of the future, as we maintain our unwavering commitment to our vision: creating and showcasing a diverse, inclusive, and carefully selected range of performances that will continue to inspire and enhance lives through the enchantment of opera.

**Arthur Fong**

Chairman







## Our Board of Directors

**Arthur Fong** *Chairman*

CEO, One Heritage Capital Management (SG) Pte Ltd

**Lee Suan Hiang**

Chairman, Anacle Systems Ltd

Chairman, Culture Alliance Ltd

**Marco Low**

Managing Director, Low Keng Huat (S) Ltd

**Hiroshi Kimura**

Managing Director, Kimura & Associates Pte. Ltd.

**Rolv Stokkmo**

Shipbroker, Poten & Partners Pte Ltd

**Evelyn Sam**

Director, Essence Instyle

**Andrew Mak**

Consultant, Fortis Law Corporation

**Joseph Kuah**

Head of Strategy and Business Planning, Regional Wealth Management, DBS Bank

**Sharon Wong**

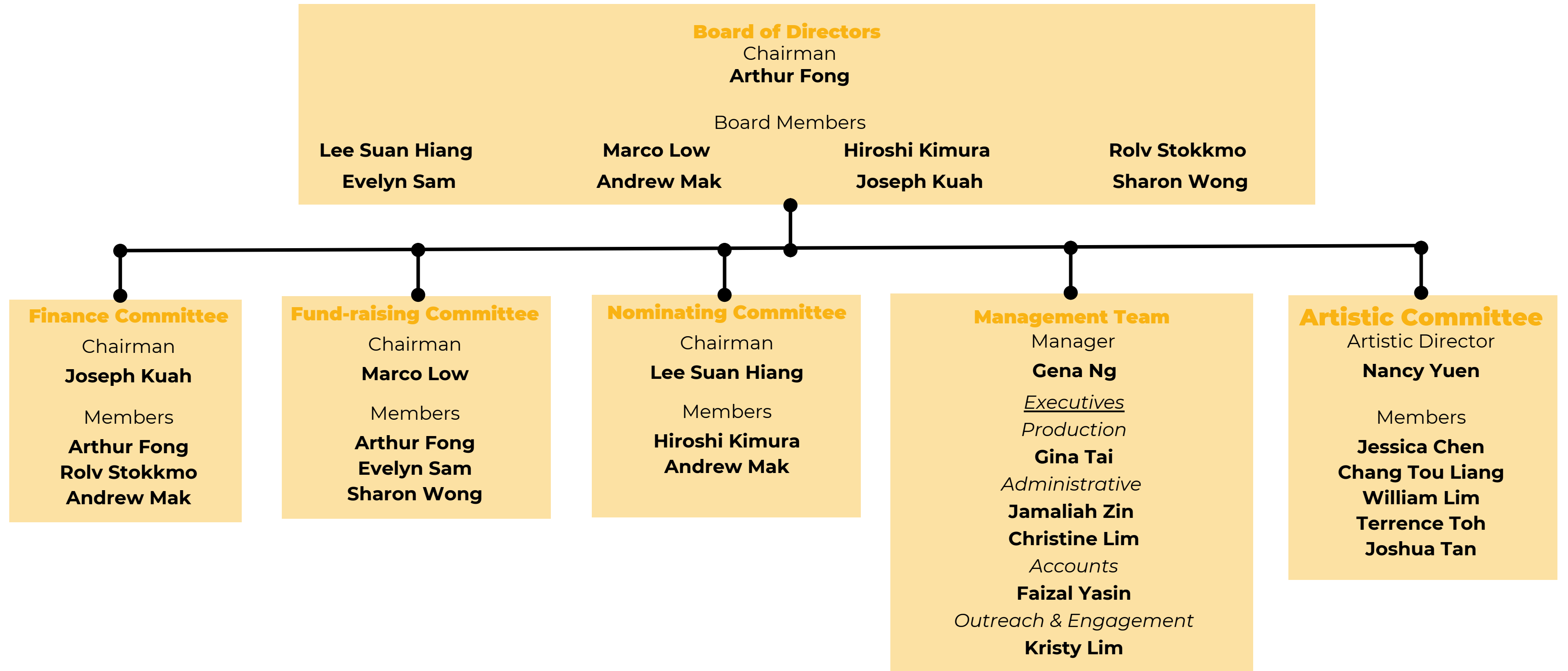
Head of Marketing Communications (Home), Starhub

## Executive Management Team

**Gena Ng**, Manager



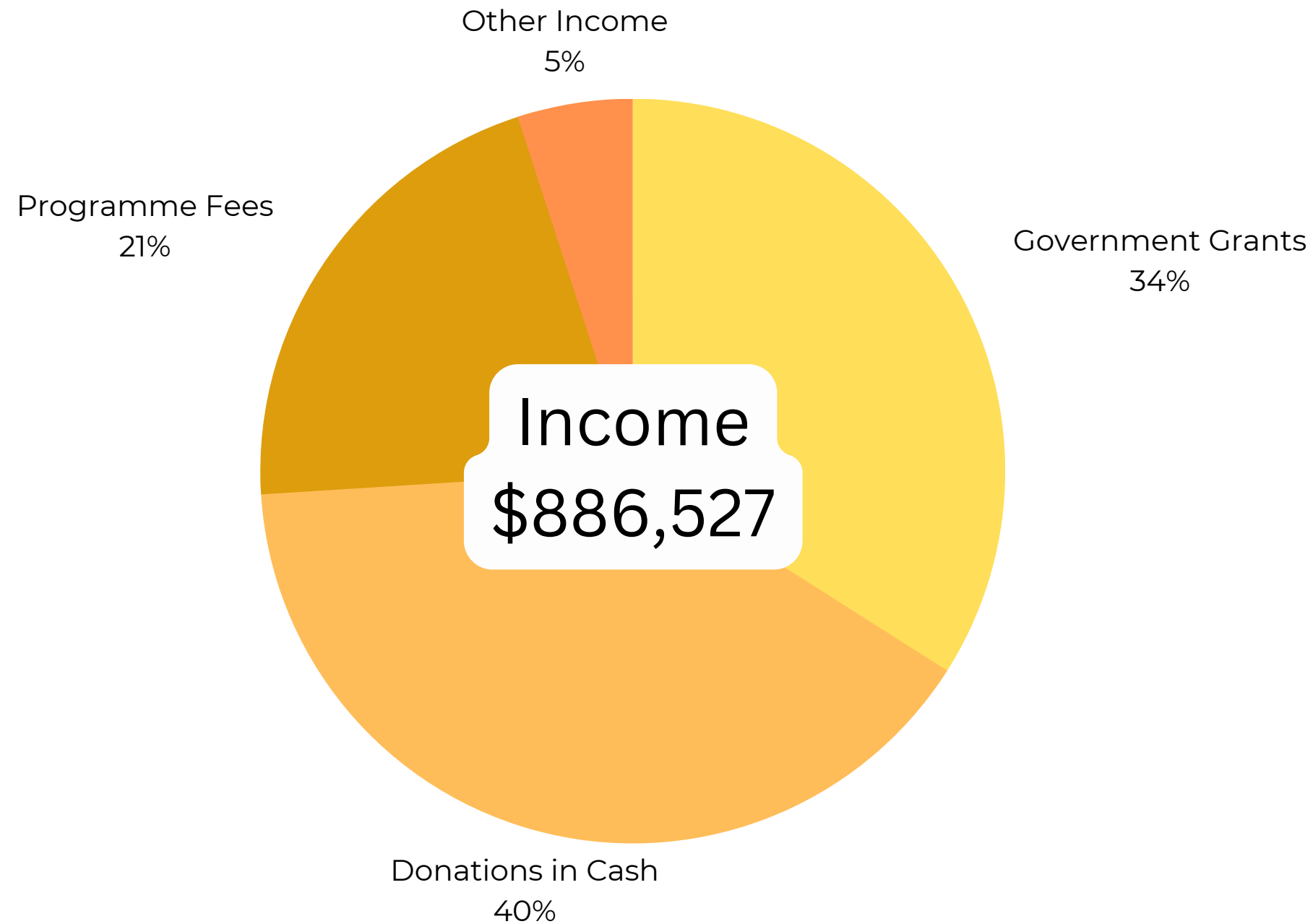
# Organizational Structure



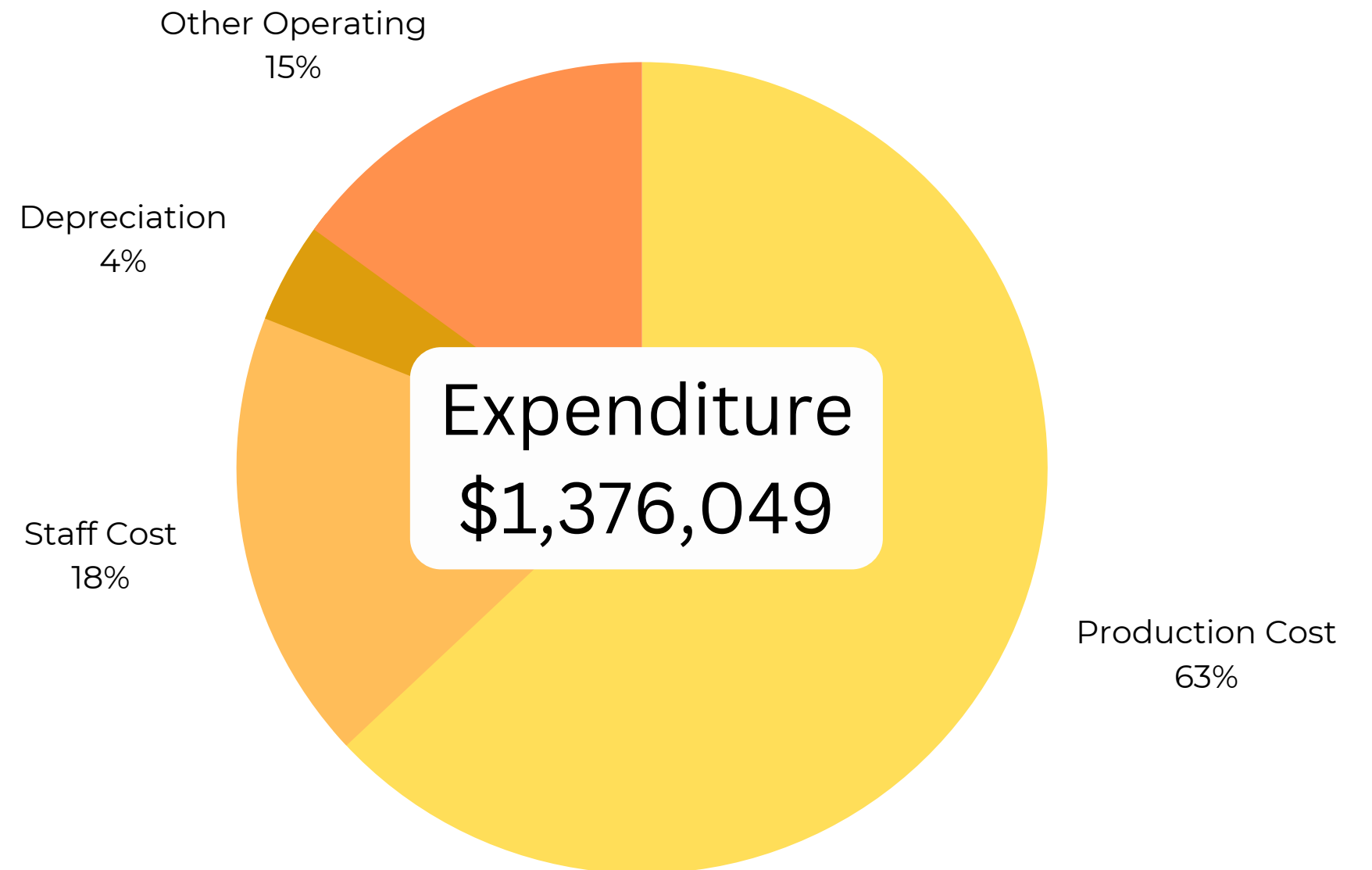


## Summary Financial Performance

### Income



### Expenditure





## Mozart's *Così fan tutte*

### Semi-staged Opera 8 & 9 April 2022, 8.00pm Victoria Theatre

Our semi-staged opera event featuring Mozart's *Così fan tutte* serves as a testament to our mission and commitment to nurturing local opera talents and making this art form accessible to a wider audience. The event unfolded over two memorable evenings, on 8 & 9 April 2022, at the prestigious Victoria Theatre. At its core, the event showcased an 80-minute abridged (semi-staged) performance of Mozart's *Così fan Tutte*, thoughtfully curated to encompass all the musical highlights. Local talents, primarily cast members from our Artists' Training Programme (ATP), brought this production to life, benefiting from comprehensive guidance in language, stagecraft, vocal techniques, and repertoire rehearsals. We ensured language accessibility for the audience by incorporating English and Chinese surtitles.

The event's beneficiaries encompassed both our cast members and the diverse audience it attracted. Emerging artists from our Artists' Training Programme developed their skills and gained valuable stage experience, while the event catered to a broad audience, from seasoned opera enthusiasts to newcomers, providing an accessible entry point to this art form.

Since its inception in 2019, this annual event has consistently aligned with our organization's mission, and its impact on our charity has been profound, reinforcing our dedication to promoting opera and nurturing local artists. In conclusion, our annual opera event featuring Mozart's *Così fan Tutte* continues to fulfil its objectives, supporting local talent and making opera more accessible. It plays a pivotal role in advancing our charity's mission and has garnered commendable feedback from both participants and attendees, reinforcing our commitment to the art form and our communities.



Semi-staged Abridged Opera: Mozart's *Così fan tutte*, 2022

*"The performance is stunning, what I like about it is that it is easy to follow. You don't really need to be an expert in opera to follow throughout the journey. It's got a very nice flow. Definitely will recommend it to my friends."*

**Michael, Event Attendee**

*"Something that was very interesting was the sort of convergence of comedy in relation to that of the opera, even though it was in Italian, it was very smart that they actually included the English as well as the Chinese surtitles. I really like the local incorporation of different contextual background information."*

**Jia Hui, Event Attendee**

## A Renaissance

### **SLO Youth and Children's Chorus Concert** **16 July 2022, 7.30pm** **Victoria Concert Hall**

The SLO Youth & Children's Chorus made a triumphant return to the stage, captivating audiences with a carefully curated selection of choral music that delved into themes of revival, renewal, and restoration. This production, held at the Victoria Concert Hall on 16 July 2022, beautifully showcased the core of our musical discourse.

The program served as a vital platform for showcasing the incredible talents that our Youth & Children's Chorus had been diligently training for. It not only exposed them to a diverse range of music, including opera works but also fostered a spirit of collaboration and unity.

The event featured stunning solos and ensemble performances, highlighting the versatility and dedication of our Youth & Children's Chorus while empowering them to refine their skills and deliver exceptional artistic performances. Furthermore, it facilitated collaborative efforts by bringing together a diverse range of school choirs, including those from Temasek Junior College (IP), Temasek Polytechnic, Jurong Secondary School, and Zhong Hua Primary School.

The collaboration facilitated the exchange of ideas, mutual enrichment, and the strengthening of our presence within the vibrant arts community, all while expanding our potential audience base by discovering emerging talents among the participating students. This event, characterised by its blend of artistic excellence and meaningful collaboration, resolutely reaffirmed our commitment to promoting and nurturing the arts within our community.

The SLO Youth and Children's Chorus' return to the stage was a resounding success, serving as a testament to our dedication to music, collaboration, and community engagement. This event celebrated the spirit of revival, renewal, and restoration through music and laid the foundation for future artistic endeavours.



A Renaissance, 2022



## Celebration Gala Concert

### Gala Concert 19 August 2022, 8.00pm Victoria Concert Hall

The Singapore Lyric Opera's Celebration Gala Concert was a musical extravaganza that resonated with Singaporeans and music enthusiasts alike. This exceptional event, held at the Victoria Concert Hall on 19 August 2022, showcased popular operatic highlights from renowned operas that our company has presented over the years. This celebration marked our triumphant return after a 3-year hiatus due to the pandemic, signifying a positive step forward in presenting grand opera productions once again.

The Gala Concert served as a beacon of positivity, extending an invitation to the broader Singaporean audience to reacquaint themselves with the charm of live performance. It featured outstanding musical performances by our SLO Adult Chorus, led by Chorus Master Terrence Toh, the SLO Orchestra, conducted by Joshua Tan, and our esteemed soloists, including our Artistic Director Nancy Yuen, Martin Ng (Singapore), Anna Koor (Singapore), and Lee Jae Wook (South Korea).

The event provided our audience with the opportunity to rekindle their love for music, offering a glimpse into the enchantment that only live performances can deliver. It allowed them to regain a deeper appreciation for what had been momentarily lost during the challenging pandemic years.

The Gala Concert upheld our tradition of presenting bite-sized excerpts from operas, featuring iconic works by famous opera composers and uniting both local and international talents together on stage to celebrate SLO's more than 30 years of opera excellence.

Furthermore, the concert extended its impact beyond the realm of music and art. We collaborated with the Community Life Services Society, inviting teenagers who had no prior exposure to classical music to attend the concert. This initiative not only enriched the lives of these young individuals but also contributed to the broader community by expanding their cultural horizons.



Celebration Gala Concert, 2022

## Chorus In Concert

### **SLO Adult Chorus Concert 10 September 2022, 7.30pm Esplanade Recital Studio**

The Chorus in Concert series, launched in 2018, has transformed into a vibrant celebration of the SLO Adult Chorus. The SLO Adult Chorus comprises volunteers from diverse backgrounds, including homemakers, doctors, teachers, lawyers, bankers, and executives. This diversity highlights the inclusive nature of our project, welcoming everyone who embraces music and the arts.

This program serves as a unique platform for our passionate members to shine individually and provides them with valuable performance exposure to showcase their singing skills through both solo arias and duets. In line with this tradition, we proudly present another season filled with opera arias, solos, duets, and ensemble works all in alignment with our mission to foster a sense of community and connect people through the captivating beauty of music.

This year's edition of the Chorus in Concert series took place on September 10, 2022, in the Esplanade Recital Studio, featuring our adult chorus. The intimate setting provided a unique experience for our audiences, and the feedback we received indicated noticeable improvements in our singers' abilities compared to previous showcases.

In conclusion, the Chorus in Concert series has become a cornerstone of our organization's commitment to fostering a love for music and opera within our community. It serves as a testament to the dedication and talent of our chorus members and reinforces our mission to make the arts accessible to all. We look forward to continuing this tradition and further enriching our community through the power of music in the years to come.



Chorus in Concert, 2022



## Quack Quack Moo!

### **SLO Youth and Children's Chorus Musical 19 & 20 November 2022, 2.00pm & 5.00pm NLB DramaCentre Black Box**

Quack Quack Moo! is a heartwarming tale that celebrates the virtues of faithfulness to life's simple joys and the importance of nurturing good values and humility. This unique production, held on 19 & 20 November 2022, at the National Library Drama Centre Black Box, served a special purpose within our organization.

This musical was not solely about entertainment but rather a significant milestone in our journey. Under the dedicated guidance of Chorus Master Terrence Toh, Erika Kesuma and Lowell Chen, our Youth and Children's Chorus members received vocal training, developed their performance skills, and experienced the thrill of live theatre at a young age. The musical serves as a platform for them to bridge their singing training into a theatrical experience. Through this production, they gained insights into the intricate world of theatre, involving scripts, staging, choreography, and character portrayal, expanding their intellectual and cultural horizons and paving the way for personal and artistic growth.

Our talented members brought the story to life through their passionate singing and enriched the narrative with a repertoire of solos and choral music. Beyond the artistic elements, the musical delivered valuable life lessons and emphasized the importance of upholding traditional values in today's increasingly complex digital social landscape.

This production was a resounding success, drawing almost a full house, a testament to the appeal and impact of the performance. Notably, the story was crafted by our very own chorus instructor, Erika Kesuma, adding a personal touch and depth to the narrative.

This musical production was a significant endeavour, not only for our chorus members but for our organization as a whole. It exemplified our commitment to nurturing young talent, promoting the arts, and imparting essential life values. It was a stepping stone in our mission to create a chorus of quality and excellence in Singapore and encourage an enduring appreciation of opera.



Quack Quack Moo!, 2022



## J. Strauss's *Die Fledermaus*

### Opera Production 16 & 17 December 2022, 8.00pm Esplanade Theatre

The Singapore Lyric Opera made a triumphant return to the Esplanade Theatre with a thrilling new production of Johann Strauss II's operetta, *Die Fledermaus* ("The Bat" or "The Revenge of the Bat"), held on 16 and 17 December 2022. This production, featuring the SLO chorus and orchestra reuniting on stage after three years, brought the magic of opera to audiences in a modern Singaporean context.

At its core, this opera production serves as the cornerstone of SLO's programming, allowing us to inspire young, aspiring Singaporean artists and industry players to strive for excellence in the arts. Opera, with its diverse art forms encompassing music, arias, dance, set design, and costumes, creates a platform for connecting diverse art communities. It fosters a sense of togetherness in achieving a common vision and producing a masterpiece of great artistic value.

With a total of 138 cast and crew members both on and off the stage, the production featured acclaimed talents such as Jonathan Charles Tay, Joyce Lee Tung, Martin Ng, Evangeline Ng, Renata Hann Sungwon, Shimona Rose and Kee Loi Seng. Notably, this production marked the opera debut of comedian Alaric Tay, who brought a refreshing perspective to the stage.

The addition of an experienced comedian from outside the opera realm injected a unique and delightful flavour into the performance. It served as the perfect year-end treat for our audiences and a means to uplift spirits after a challenging year. Alaric Tay's presence also allowed for a free-spirited exploration of local humour and improvisation, infusing a modern-day Singaporean twist into the 19th-century Viennese classic. Singlish and cultural references struck a chord with local audiences, resulting in a delightful fusion of tradition and contemporary humour. This offered a fresh take on opera and added a unique dimension to the performance.







# FY2023 Programmes and Activities

## J. Strauss's *Die Fledermaus*

**Opera Production  
16 & 17 December 2022, 8.00pm  
Esplanade Theatre**

The impact of this production was evident in the feedback from our audiences. Many expressed their surprise and delight at the fresh take on a classic opera, praising its entertainment value and relatability. The incorporation of stand-up comedy in Act 3 was surprising and delightful twist for many, challenging conventional perceptions of opera. This production succeeded in uniting people through the power of music, performance, and culture, thereby opening doors to a broader audience and fostering increased engagement in the Singapore arts scene. The Singapore Lyric Opera's production of *Die Fledermaus* was a resounding success, reaffirming our commitment to bringing the magic of opera to Singaporean audiences. It showcased the power of music to transcend boundaries, create connections, and inspire a new generation of art enthusiasts.





## *Opera Gala Spectacular*

### **Gala Concert 2 February 2023, 8.00pm Victoria Concert Hall**

Our Opera Gala Spectacular, featuring world-class Asian vocal powerhouses sharing the stage for the first time, reflects our commitment to making opera accessible and celebrating this art form. This event, held on 2 February 2023, at the prestigious Victoria Concert Hall, celebrated iconic works from famous opera composers.

The program aimed to showcase bite-sized excerpts from operas and highlight iconic works from renowned opera composers, offering a captivating experience for both opera aficionados and newcomers. Additionally, it fostered networking opportunities and strengthened international relationships by partnering with esteemed regional artists.

The Opera Gala Spectacular featured four exceptional vocalists. Warren Mok, a preeminent Hong Kong Chinese tenor, and one of China's celebrated "Three Tenors," wowed the audience with his powerful rendition of Recondita armonia from Puccini's Tosca. Hong Kong's young lyric tenor, Samuel Huang, showcased his talent in various pieces, adding a fresh perspective to the performance. International star soprano Wang Bing Bing, recognized as one of the top 10 Soprano Singers in China by CCTV, delivered a dazzling solo performance of Ah! Je ris de me voir from Faust by Gounod, among other stunning solos. The stage was further graced by SLO Artistic Director Nancy Yuen, who captivated the audience with her celebrated soprano voice.

Joshua Tan, one of Singapore's most versatile conductors, directed the SLO Orchestra, providing exceptional accompaniment, and ensuring a polished display of world-class music and vocals. This event served as a perfect introduction to opera's staple classics for new fans.

In conclusion, our Opera Gala Spectacular successfully achieved its objectives of showcasing iconic opera works, collaborating with regional artists, and providing valuable exposure and opportunities for both new audiences and aspiring musicians. The program has garnered a positive impact from our audiences and strengthened our network through collaboration with international artists. It has also enhanced our reputation and reinforced our commitment to the world of opera.



Opera Gala Spectacular, 2023



## Future Plans

### Adult Chorus Concert Chorus In Concert

Our annual season commences with the highly anticipated "Chorus in Concert" series, led by the esteemed Chorus Master Terrence Toh. The SLO Adult Chorus, boasting years of experience, will deliver a captivating repertoire featuring opera chorus masterpieces from Verdi, Puccini, Mozart, Rossini, Donizetti, Gounod, Mascagni, and more.



Chorus in Concert, 2023



Chamber Winds in Concert, 2023

### MASLO Concert Chamber Winds in Concert

Our commitment to nurturing emerging talents extends to the launch of the Music Academy of Singapore Lyric Opera (MASLO). This initiative, undertaken by SLO, introduces "Chamber Winds in Concert," an in-house project dedicated to empowering the next generation of Wind and Brass musicians. This captivating showcase will feature our talented young musicians, aged 13 to 24, delivering an enchanting program of classical chamber music repertoire.

We invite you to seize this unique opportunity to witness the talent and dedication of these budding musicians and immerse yourself in the world of Wind and Brass instruments.



## Future Plans

### Youth and Children's Chorus Concert Kaleidoscope

Following this, the SLO Youth and Children Chorus, guided by Chorus Master Terrence Toh and Chorus Mistress Erika Kesuma and Lowell Chen, will display their musical talents. This includes a diverse repertoire, including opera compositions, developed through rigorous in-house training. These budding talents will showcase their skills in choral concerts, open to friends and families, featuring solos and ensemble performances to enhance their vocal prowess. Additionally, our concerts will promote cultural exchange through collaborations with various school choirs in Singapore.

Encouraged by the positive response to Season 2023, we are thrilled to present "Kaleidoscope," featuring the SLO Youth and Children's Chorus, in collaboration with CHIJ Katong Convent, St. Joseph's Institution, CHIJ (Katong) Primary, and Zhong Hua Primary School.



Kaleidoscope, 2023



## Future Plans

### Semi-staged double bill: Mascagni's *Cavalleria Rusticana* and Leoncavallo's *Pagliacci*

Our season concludes with a captivating semi-staged double bill, featuring Mascagni's "Cavalleria Rusticana" and Leoncavallo's "Pagliacci" (also known as "Cav & Pag"). These operas delve into themes of love, betrayal, infidelity, and revenge set in picturesque Sicily, resonating with contemporary relevance.

Experience the brilliance of Mascagni and Leoncavallo's works, including iconic pieces like "Easter Hymn," "Intermezzo," and "Vesti la giubba." Sung in Italian with English and Chinese surtitles.

Director | Nancy Yuen  
Conductor | Joshua Tan  
Chorus Master | Terrence Toh

#### **Cavalleria Rusticana**

Santuzza | Lisa Algozzini, soprano  
Turiddu | José Heredia, tenor  
Alfio | Martin Ng, baritone  
Lucia | Chieko Sato, mezzo-soprano  
Lola | Li Yang, Soprano

#### **Pagliacci**

Nedda | Lisa Algozzini, soprano  
Canio | José Heredia, tenor  
Tonio | Martin Ng, baritone  
Beppe | Jonathan Charles Tay, tenor  
Silvio | Edward Kim, baritone

SLO Chorus  
Accompanied by SLO Chamber Orchestra



Semi-staged double bill: Mascagni's *Cavalleria Rusticana* and Leoncavallo's *Pagliacci*, 2023

## Future Plans

### Outreach Education Engagement: Arts Education Programme in Schools

The National Arts Council-Arts Education Programme (NAC-AEP) in Singapore, established in 1993, has become a cornerstone of the education system, with 95% of MOE schools participating. The 2023-2025 cycle is dedicated to enhancing arts education through the NAC Arts Education Framework, offering four customizable program types.

The Singapore Lyric Opera presents "Laut Singapura – Stories from Our Islands," a program featuring the talents of award-winning composers Lee Jinjun and Terrence Wong, along with writer Sara Florian. This offering includes "A Tale of Three Friends @ Ubin," which delves into the myth of Pulau Ubin's rock formation. The presentation begins with an insightful behind-the-scenes video on opera production and transitions into a performance involving a narrator, singer, and school-friendly instruments, fostering audience interaction.

Another captivating program showcases selections from Engelbert Humperdinck's "Hansel and Gretel" opera, combining storytelling and quintet music. This timeless tale of two children navigating adversity and confronting an evil witch encourages problem-solving and empowerment. Students are immersed in the world of operatic and chamber music, storytelling, and classical music, making for an engaging and educational experience.



Arts Education Programme - Laut Singapura - Stories of Our Island, 2023



## Fund-raising Plan for FY2024

SLO has strategic plans for its fundraising efforts in the upcoming year. We will organize:

**Opera Ball**  
July 2023

**Golf Tournament**  
March 2024



SLO Opera Ball

Additionally, we aim to approach corporations, institutions, and individuals directly, aligning our appeals with their values and beliefs, in accordance with the unique offerings of our respective programmes.

## Expenditure Plans for FY 2024

Operating Expenditure

Production Expenditure

Programmes & Events Expenditure

Total Expenditure

**\$ 460,186.00**

**\$ 163,593.00**

**\$ 222,050.80**

**\$ 845,829.80**

## Role of the governing board

### Governance Structure

- SLO operates as a company limited by guarantee
- The Board serves as the governing body
- The Board ensures legal compliance and provides strategic direction

### Board responsibilities

- Approving the annual budget and monitoring expenses
- Reviewing and approving quarterly financial statements
- Regularly monitoring the progress of SLO's programmes

### Strong Governance and Engagement

- The Board exercises independent judgement
- Regular meetings and ad hoc check-ins are held
- Board members actively initiate improvements for efficiency
- Open discussions and collaboration with the management team
- Encouragement of innovation and risk assessment
- Creating a supportive environment for growth



## Term limit of Board

To enable succession planning and steady renewal in the spirit of sustainability of SLO, 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.

The following Board members have served more than 10 consecutive years:

Lee Suan Hiang

Hiroshi Kimura

Due to SLO's unique position in the non-profit arts sector, recruiting suitable candidates to volunteer their time pro bono as directors on our Board has been challenging. Presently, Mr. Lee Suan Hiang and Mr. Hiroshi Kimura are distinguished members of the Board, each having dedicated more than a decade to our cause. They continue to make invaluable contributions, exercising independent judgment in their roles as Board members.

The reasons for retaining directors with over a decade of service are as follows:

### **Expertise and Experience**

Mr Lee and Mr Kimura bring a wealth of knowledge and experience that greatly benefits our organization.

### **Deep Understanding**

Their profound understanding of our organization and its historical context is an asset that aids informed decision-making.

### **Stability and Continuity**

Their longstanding commitment provides stability and continuity, ensuring our board is well-prepared to guide us during transitions and challenging times.

### **Strong Institutional Memory**

Their institutional memory provides vital insights into past decisions, strategies, and our company's evolution, helping us learn from history and avoid repeating mistakes.

Our current Board comprises nine members, each with expertise in diverse fields that complement SLO's needs. We prioritize diversity in terms of service length, age, gender, and nationality. The Chairman and the Board remain dedicated to identifying and inviting suitable candidates to join our Board as we continue to strengthen our team.

## Board Meetings and Attendance

<b>Arthur Fong</b>	100%		
<b>Lee Suan Hiang</b>	75%	<b>Marco Low</b>	75%
<b>Hiroshi Kimura</b>	75%	<b>Rolv Stokkmo</b>	100%
<b>Evelyn Sam</b>	100%	<b>Andrew Mak</b>	100%
<b>Joseph Kuah</b>	75%	<b>Sharon Wong</b>	100%



Opera Gala Spectacular, 2023

## Disclosure of Remuneration and Benefits Received by Board Members

None of the Board members is remunerated for his or her Board services in the financial year.



## Roles of Sub-Committees

### Artistic Committee

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

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.

To execute, or guide the manifestation of the programmes

To initiate and guide the potentialities of programmes for the future, in particular, developing archives for research and reperformance.

## Roles of Sub-Committees

### Finance Committee

The Finance Committee is responsible for overseeing our funds, financial performance and the annual budget. The committee met four times during the financial year and reviewed the financial performance and annual budget of SLO. The committee also discussed the Reserve Policy, the level of reserves and disclosure in the Annual Report and Finance Report.

### Fund-raising Committee

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

### Nominating Committee

The Nominating Committee is responsible for ensuring that the board of directors is composed of individuals who can effectively govern the organization, make informed decisions, and represent the interests of stakeholders. It plays a critical role in shaping the board's composition, diversity, and overall effectiveness.

## Disclosure of Remuneration of three highest paid staff

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

SLO has no paid staff, who are close members of the family of Board members or the Manager, who each receives total remuneration of more than \$50,000 during the financial year.



## Conflict of Interest Policy

All Board members and staff are required to comply with SLO'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 interest 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

SLO has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the company.



Puccini's *Turandot*, 2016

**THANK YOU**



**[WWW.SINGAPOREOPERA.COM.SG](http://WWW.SINGAPOREOPERA.COM.SG)**

*AS OF 29 SEPTEMBER 2023*