



# ANNUAL REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

**THE SINGAPORE LYRIC OPERA LIMITED**



DOUBLE BILL OPERA  
SALIERI'S *PRIMA LA MUSICA E POI LE PAROLE* & MOZART'S *DER SCHAUSPIELDIREKTOR*  
OPERA PRODUCTION, 2021



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# ABOUT US

## OUR VISION

Singapore Lyric Opera (SLO) strives to contribute to the development of the opera scene in Singapore through our annual programme of full-length operas, semi-staged productions, and concerts that give talents the opportunities to showcase their talent/ability, inspire audiences, connect the diverse communities in various art forms, and strengthen Singapore's reputation as a mecca for the Arts.

We play a key role in identifying, encouraging, developing and nurturing current and future generations of young artists and musical talents. SLO also champions appreciation and professional growth of production and technical personnel, who are an integral yet often unseen part of our productions.

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## OUR MISSION

To build and present a diverse, inclusive and thoughtfully curated repertoire of works that will expand the artistic depth and breadth of the company while immersing the audience in the expanding aesthetics of western theatrical interaction.

To maintain our commitment for continual education about opera as an artform, and continue our quest of nurturing, training and promoting emerging opera talents in Singapore and the broader ASEAN region.

To engage, encourage and embrace supporters of the operatic arts by being inclusive, to remain accessible and affordable, without compromising the artistic integrity and passion rooted in the heart of SLO.



# OVERVIEW OF CHARITY

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 6 June 2022 to 5 June 2023.

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

<b>Unique Entity Number (UEN):</b>	199002445Z
<b>Registered Address:</b>	90 Goodman Road Blk B #01-07 Goodman Arts Centre Singapore 439053
<b>Auditor:</b>	KPMG LLP
<b>Banker:</b>	DBS Bank Ltd
<b>Lawyers:</b>	Low Yeap Toh & Goon



# CHAIRMAN'S MESSAGE

FY2021 was a recovery year and as the leading company for western opera, SLO remains committed to its contribution to the development of the opera scene. The season was packed with diverse programmes that were targeted to build on our tradition of nurturing and training opera and production talents in Singapore, working closely with local communities to make opera more inclusive, accessible and appealing.

Our choruses' concerts were very well received, with an average attendance of 86% for *A Musical Rendezvous*, *Chorus in Concert*, *A Very Merry Christmas to You & Sunshine Through The Rain*, an increase in interest and attendance as compared with our past programmes. This is notably one of the newer initiatives from SLO this year to curate more programmes for stakeholders like our choruses, made up of mainly volunteers as part of our efforts to increase awareness of our choruses and to introduce new audiences to SLO through such programmes.

As we explore bringing opera to the masses, we participated in the *National Arts Council* initiative, *Arts in Your Neighbourhood* programme, which seeks to engage with and provide enriching arts experiences to the neighbourhood right to their doorstep had to be amended due to Safe Management Measures. Thus, instead of performing live, SLO adapted a digital presentation for the project and garnered 70,000 views, a double win as we featured SLO's very own singers from our Artists' Training Programme, presenting excerpts from the *Kampung Spirit*, an opera by local composer, Dr Chen Zhangyi, accompanied by the SLO Chamber Orchestra.

The highlight of the season, Double Bill of Salieri's *Prima la musica e poi le parole* & Mozart's *Der Schauspieldirektor*, was Singapore's premiere of the evergreen battle between singers, composers and period, featuring Soprano Sylvia Lee (Korea) and singers from our Artists' Training Programme - Soprano Joyce Lee Tung, Tenor Jonathan Mark MacPherson, Baritones David Tao and Daniel Fong - and directed by Tang Xinxin and led under the baton of local conductor, Lien Boon Hua. The double bill was accompanied by SLO Chamber Orchestra. Despite the challenges faced while having to fill such a large theatre in such a unique season, we filled an average of 46% of the seating capacity that was allowed for the three performances.

Although we were unable to host fund-raising events, specifically our annual Golf Tournament and Opera Ball in FY2021, we still managed to raise \$146,978.00 through our programme. We are grateful for the generosity of our long-time supporters, Lee Foundation, Hong Leong Foundation, Mdm Ho Ching and Tan Kong Piat (Pte) Ltd, and other sponsors and donors for their unwavering support for SLO over the years.



# CHAIRMAN'S MESSAGE

We would like to thank our immediate past Chairman, Mr Toh Weng Cheong, for his 16 years of unwavering dedicated service and leadership. As one of the co-founders of SLO, Mr Toh steered the company to its current success. We also welcome the addition of new members to the Board, namely, Dato Marco Low, Mr Joseph Kuah, Mr Andrew Mak and Ms Sharon Wong. The reconstituted Board is more active in leading and offering sound advice for the growth of the Singapore Lyric Opera, to meet the aspirations and challenges of current times. The Board has been very supportive of the Management Team, encouraging the latter to be innovative with new projects while at the same time voicing out potential risks involved, creating an assuring environment for the team to continue growing the company during these trying times.

The Board exercises strong governance and independent judgement. Board members have been more hands-on initiating vital processes in the company, such as improving administration and streamlining processes to increase efficiency and accountability. Within the first 6 months of the formation of the new Board, they have reviewed and made recommendations on controls and processes associated with payments, budgeting, programme, and legal contracts with stakeholders. These set the tone and tempo for SLO's functioning and growth.

At the management level, the company has recently hired external consultants to help implement proper processes in departments such as Marketing, Management and Information Technology. The advice in strategic planning and initiatives from these consultants have proven to have progressed the company both internally and externally. With the close relationship between the Board and Management, we firmly believe that it assures a firm core within our company as we progress towards a refreshed vision and long-term goals, achieving a high level of excellence and professionalism in the work that we do.

With the refreshed direction in both artistic and management, The Singapore Lyric Opera continues our mission to build and present a diverse, inclusive and thoughtfully curated repertoire of works, maintaining our commitment to education about opera as an art form, continue building on our quest of nurturing, training and promoting emerging opera talents in Singapore and the broader ASEAN region, while still remaining accessible and affordable, without compromising the artistic integrity and passion rooted in the heart of SLO.

**Arthur Fong**

Chairman

The Singapore Lyric Opera Limited



# LEADERSHIP

SLO is a company limited by guarantee, and our governing board is our Board of Directors.

## OUR BOARD OF DIRECTORS <sup>\*as of 17 October 2022</sup>

<b>Toh Weng Cheong</b>	<i>Chairman since 2005 - ended on 31 December 2021 Director since 26 March 1991 Partner, Low Yeap Toh &amp; Goon LLP</i>
<b>Arthur Fong</b>	<i>Chairman since 1 January 2022 Director since 12 January 2016 CEO, One Heritage Capital Management (SG) Pte Ltd</i>
<b>Lee Suan Hiang</b>	<i>Director since 1 February 2012 Chairman, Anacle Systems Ltd Chairman, Culture Alliance Ltd</i>
<b>Marco Low</b>	<i>Director since 18 November 2021 Managing Director, Low Keng Huat (S) Ltd</i>
<b>Hiroshi Kimura</b>	<i>Director since 6 April 2004 Managing Director, Kimura &amp; Associates Pte. Ltd.</i>
<b>Rolv Stokkmo</b>	<i>Director since 9 November 2017 Shipbroker, Poten &amp; Partners Pte Ltd</i>
<b>Evelyn Sam</b>	<i>Director since 25 July 2017 Director, Essence Instyle</i>
<b>Andrew Mak</b>	<i>Director since 18 November 2021 Consultant, Fortis Law Corporation</i>
<b>Joseph Kuah</b>	<i>Director since 18 November 2021 Head of Strategy and Business Planning, Regional Wealth Management, DBS Bank</i>
<b>Sharon Wong</b>	<i>Director since 17 October 2022 Head of Marketing Communications (Home), StarHub</i>

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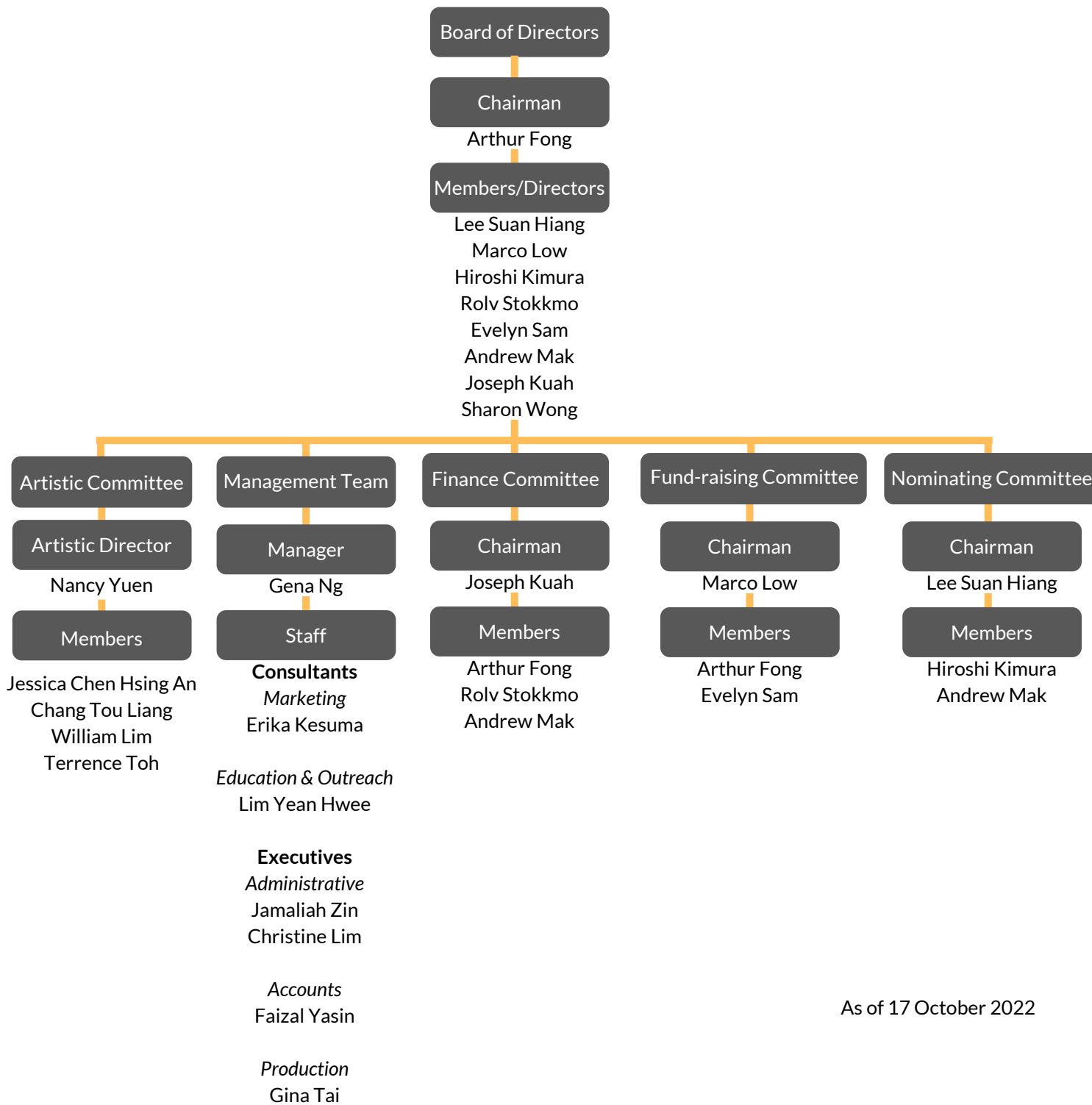
## EXECUTIVE MANAGEMENT TEAM

<b>Gena Ng</b>	<i>Manager, Appointed to the position since 1 March 2021</i>
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# LEADERSHIP

## ORGANIZATIONAL STRUCTURE

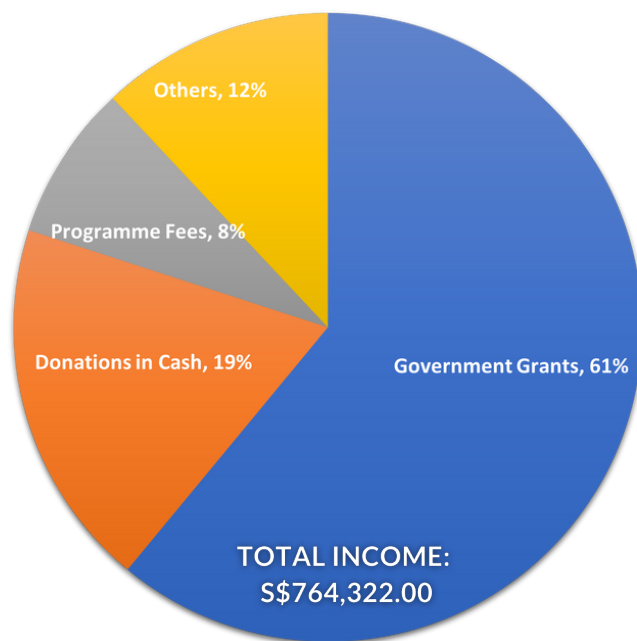


As of 17 October 2022

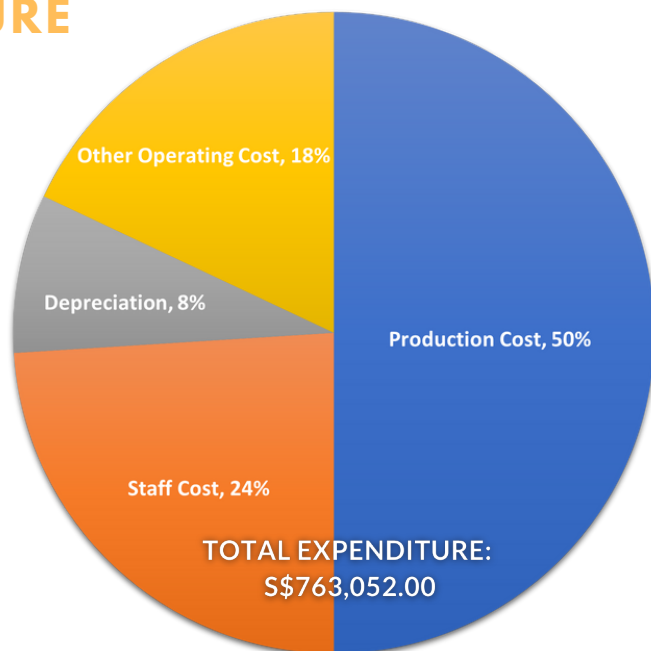


# HIGHLIGHTS OF THE YEAR

## SUMMARY FINANCIAL PERFORMANCE INCOME



## EXPENDITURE



Donations decreased by \$97,722 due to no Fund-Raising Events held during the financial year.



# PROGRAMMES AND ACTIVITIES

## A MUSICAL RENDEZVOUS SLO YOUTH & ADULT CHORUS CONCERT

**8 May 2021**  
**3:00 pm & 8:00 pm**  
**School of the Arts Concert Hall**

*A Musical Rendezvous* took us into a realm of Broadway and West End hits, the concert was presented by the Singapore Lyric Opera Youth Chorus, which was inaugurated in 2019 as part of our Chorus family, together with our ever-loving Adult Chorus. The choruses were grouped into quintets and under the direction of Chorus Master Terrence Toh, accompanied by Dale Huang, they presented a 60-minute repertoire with no intermission.

We targeted to sell 150 tickets for the show and 121 tickets were taken up. However, due to the new Safe Management Measures (SMM) that took effect on 8 May 2021, only 100 audiences were allowed per show without taking the Pre-Event Test. Therefore, we made the decision to open up a second show to accommodate more audiences. We shifted our audiences who had tickets for circle seats to the second show and all affected audiences turned up. Although given short notice to host a second show, our choruses were supportive and understood the need for it. The choruses performed well despite having a long break and it was heartening to see our choruses back on stage despite the slew of challenges. Opportunities like these create and increase awareness of our Choruses, introducing a potential new audience 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.



# PROGRAMMES AND ACTIVITIES

## CHORUS IN CONCERT ADULT CHORUS CONCERT

**5 September 2021**  
**7:30 pm**  
**Esplanade Recital Studio**

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

The Adult Chorus made up of amateur singers, led by Chorus Master Terrence Toh and accompanied by Dale Huang was well presented to an audience made up of friends and families of the Chorus. The well-received concert was sold out within two weeks, with 90% of attendees.

Such platforms not only increase and create more awareness of our Adult Chorus, introducing potential new audiences to Singapore Lyric Opera, but they also present themselves as an opportunity and exposure for our own. Thus, it is crucial that we endeavour into presenting such performances annually.



# PROGRAMMES AND ACTIVITIES

## KAMPUNG SPIRIT NATIONAL ARTS COUNCIL: ARTS IN YOUR NEIGHBOURHOOD

**21 & 28 November 2021**  
**Digital Platform**

The Singapore Lyric Opera presented excerpts from *Kampung Spirit*, an opera set against the backdrop of a local kampung in the 1970s. Written by local composer Dr Chen Zhangyi, the story was inspired by Liu Kang's iconic oil on canvas "*Life by the River*" (1975) at the National Gallery Singapore. The two digital episodes featured our very own singers from the Artists' Training Programme, accompanied by the Singapore Lyric Opera Chamber Orchestra.

The story was presented through magic realism, where a timeless Narrator takes us through the journey of characters that relive the bygone days of simple kampung life. Musically, the "new Nanyang Style" paints the contrast between the urgent rhythms and leisurely charm of these kampung characters and pays homage to the colourful and bold brushstrokes of Liu Kang's painting style.

This project was supported by the National Arts Council under its initiative, *Arts In Your Neighbourhood*. Due to the COVID-19 constraints, we adopted an online presentation instead of physical performance. At the end of each episode, an excerpt from a popular western opera was performed, in effort to introduce western classical opera to the audience watching "*Kampung Spirit*". This was done in effort to align with our vision and mission of making western opera more accessible to the general public. It is crucial that we use platforms like these to actively expand our work with the community at large in promoting the art and joy of singing.



# PROGRAMMES AND ACTIVITIES

## DOUBLE BILL OPERA: SALIERI'S *PRIMA LA MUSICA E POI LE PAROLE* & MOZART'S *DER SCHAUSPIELDIREKTOR* OPERA PRODUCTION

3 - 5 December 2021

8:00 pm & 5:00 pm

Esplanade Theatre

This season, the Singapore Lyric Opera staged its annual opera production with Salieri's *Prima la musica e poi le parole* and Mozart's *Der Schauspieldirektor* at the Esplanade Theatre. This was our first opera production since Bizet's *Carmen* in 2019 due to the COVID-19 pandemic. In view of the COVID-19 restrictions, we had to change the programme from Mozart's *Die Zauberflöte* to a 90-minute double bill in order to stage a full-length, larger-scale opera production while adhering to the COVID-19 Safe Management Measures (SMM) and directives. Despite that, the premiere of the Salieri-Mozart double bill was well received by the audience.

With the dialogue spoken in English, clever insertions of Mozart's music and humorous and witty banter, it is no wonder that the audience left the theatre absolutely entertained. Yet, the clever direction of Stage Director Tang Xinxin still made the audience ponder on the parallel between the competitive sopranos in the double bill, and our competitive modern-day society. The message through the opera was so clear: that self-realisation, rather than comparison, is a more important pursuit. As artists, if we do not innovate the way we present our art form, how are we going to make it relatable to future generations of audiences?

Because of how understandable and relatable the two short comic operas had become for the audience (with jokes on pandemic restrictions, and mentions of modern-day examples) the fresh presentation of opera lowered the barrier to entry for people who are not regular opera-goers while raising the expectation of what's to come for our next production.

Putting up an opera during one of the peaks in COVID-19 cases in Singapore was not easy as many of our usual opera-goers fall in the age category where they would be most vulnerable to the Delta variant. That meant that their usual attendance was missed for this production. Despite the challenges faced while having to fill such a large theatre in such a unique season, we filled an average of 46% of the seating capacity that was allowed for the three performances. As part of our mission to provide opportunities and platforms for us to identify, nurture, and develop local talents for the sustainable development of the Arts in Singapore, we cast Soprano Sylvia Lee (Korea) and singers from our Artists' Training Programme; Soprano Joyce Lee Tung, Tenor Jonathan Mark MacPherson, Baritones David Tao and Daniel Fong. Under the baton of local conductor, Lien Boon Hua, the double bill was accompanied by SLO Chamber Orchestra.



# PROGRAMMES AND ACTIVITIES

## A VERY MERRY CHRISTMAS TO YOU ADULT CHORUS CHRISTMAS CONCERT

**19 December 2021**  
**7:30 pm**  
**Victoria Concert Hall**

The Singapore Lyric Opera Adult Chorus presented a heart-warming evening with a selection of well-known and loved classics, of both traditional and modern carols. Led by Chorus Master Terrence Toh, the concert was accompanied by pianist Dale Huang and percussionist Eugene Toh.

Although it was unfortunate that we were unable to go ahead with the initial intention to include the full SLO Chorus Family (Adult, Youth and Children), we managed to adjust our programme to present the Adult Chorus in ensemble numbers, which was in line with the given COVID-19 SMM constraints. To keep our other Chorus members involved and included, we filmed and produced a Christmas video, “*Deck the Halls*”, as a full Chorus Family and shared it on our social media platforms. This video also acted as a good marketing push for ticket sales for the concert.

We managed to fill 84% of the seating capacity that was allowed and the concert was well-received by audiences and our own chorus members as well. The morale of the team was high and it is crucial for us to continue giving opportunities like this, enriching and growing audiences across the local community.



# PROGRAMMES AND ACTIVITIES

## SUNSHINE THROUGH THE RAIN SLO YOUTH & CHILDREN'S CHORUS

14 & 15 March 2022  
7:30 pm  
Esplanade Annex Studio

After two postponements over the past two years due to the evolving COVID-19 restrictions, the Singapore Lyric Opera Youth and Children's Chorus finally presented a live performance, led by Stage Director and Chorus Instructor, Erika Kesuma and Chorus Master Terrence Toh.

This mix-mode concert consisted of both recorded video playback of our Children's Chorus singing and having them live on stage, acting and dramatising the songs. The arrangement was made to include children as part of the show even if they were not vaccinated then. The vaccinated youths, however, were singing through the performance presenting a mix of solos, duets and chorus songs and these were then tied together by an original script by Erika Kesuma.

We filled up a total of 80% for both shows in the Esplanade Annexe Studio. This was the first time SLO used this space as well as this mode of performance presentation. The performance was well received as it was fresh and interesting to our usual concertgoers. This production gave our youth and children the opportunity to experience what is to be expected in theatre staging, where script and choreography are involved. This concert, it prepared them better to understand what's to expect in the upcoming children's musical. Parents of both the youth and children's chorus were appreciative of the performance opportunity SLO had given to them as live performances are still restricted in schools. Post-concert, there were a total of 13 audition sign-ups for our youth and children's chorus as well. We are confident that the choruses are moving in the right direction in our programme and training and will continue to grow the chorus numbers.



# THE YEAR AHEAD

## FUTURE PLANS

The season begins with a semi-staged opera, Mozart's *Così fan tutte*. This comic opera explores the complexity of love with deceptions and laughter. The show begins with a philosopher's bet with the two soldiers that their fiancées will be fickle and unfaithful and that he can prove his point that very same day. What follows is a host of tricks and disguises. The two sisters then go through a roller coaster of emotions: from being broken-hearted as they bid farewell to their lovers (who are supposedly being summoned by the army) to their hearts fluttering incessantly as they meet two amorous strangers trying to win them over.

This abridged version is 80 minutes with all the musical highlights. SLO had produced abridged operas, sung in the original language with English dialogues since 2019 to great critical delight. By keeping the opera short, it is an easy way for music lovers and first-time opera-goers to have a not-overwhelming experience.

As part of the mission of SLO to nurture and develop local future artists, it also offers opportunities for Singaporean artists to showcase their talents.

Next, SLO Youth and Children Chorus members have introduced a variety of music (including opera works) through in-house training programs led by Chorus Master Terrence Toh and Chorus Mistress Erika Kesuma. The repertoire will be showcased in choral concerts where friends and families are invited. Solos and ensemble singing were incorporated into concert programmes, where singers are empowered to hone their skills in singing to present excellent art. Also, the concert adopts exchange programmes with various school choirs in Singapore.

With the ease of restriction in Season 2022, Singapore Lyric Opera Youth and Children's Chorus presents *A Renaissance* featuring the SLO Youth and Children's Chorus, Temasek Junior College, Temasek Polytechnic, Jurong Secondary School and Zhong Hua Primary School.

Next, SLO presents the annual Gala Concert, *Celebration Gala Concert* which brings bite-sized excerpts from operas and features iconic works from famous opera composers.

This concert features singers from home and abroad such as Martin Ng (Singapore), Anna Koor (Singapore), and Lee Jae Wook (South Korea), and accompanied by the SLO Orchestra, conducted by local conductor, Joshua Tan.

Under the direction of Chorus Master Terrence Toh, SLO Adult Chorus presents *Chorus in Concert*, which showcases the culmination of years of experience. The repertoire consists of opera chorus masterpieces by Verdi, Puccini, Mozart, Rossini, Donizetti, Gounod, Mascagni, and many more.

Bridging the singing training into opera for the young ones, SLO introduced a new showcase for the Youth and Children's Chorus. The musical allows them to experience what is to be expected in a theatre production, where script, staging and choreography are involved.





## THE YEAR AHEAD

This is a great half-step for our young chorus members to discover and develop musical interests. The musical for the season 2022, *Quack Quack Moo!*, is an inspirational story about the virtue of being faithful to the little things in life and staying true to good values and humility. The story will revolve around a pair of siblings (played by our Children's Chorus members) who work on a farm. Through a TV opportunity that was filmed at a farm, the brother had to swallow a hard pill in realising the importance of being faithful to the little things before being entrusted with bigger responsibilities. It will be a show filled with laughter and passionate singing where the audience can expect the story's lighting, staging and characterisation through music. The story will be weaved with a repertoire of solos and chorus music, together with life lessons and values that one should uphold in the increasingly complex digital social life.

The Singapore Lyric Opera returns to the Esplanade Theatre with an exciting new production, J. Strauss's *Die Fledermaus* ("The Bat" or "The Revenge of the Bat"), reuniting the chorus and orchestra.

When was the last time you were embarrassed by someone? How did you react? After being very drunk and clad in a bat costume, Falke became a laughing stock after being abandoned by Eisenstein in the centre of the town. Falke seeks revenge by collaborating with the Prince to invite Eisenstein separately, his wife Rosalinde (unfaithful to each other) and their witty maid Adele to the same party, unbeknownst to each other and all under disguise.

Directing this opera is Tang Xinxin, who also directed our Double Bill Opera, Salieri's *Prima la musica e poi le parole* & Mozart's *Der Schauspieldirektor* in Season 2021/2022, it will be conducted by Joshua Tan, and the Chorus will be led by Chorus Master, Terrence Toh.

Moving forward, The Singapore Lyric Opera continues to stage high-quality opera productions, preserving the traditions of the art form whilst 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.



## THE YEAR AHEAD

### FUND-RAISING PLANS FOR FY2022/23

With the easing of COVID-19 restrictions, SLO intends to host our Fund-raising Golf Tournament in July 2022 and Fund-raising Opera Ball in March 2023. SLO also targets to make direct appeals to corporations, institutions and individuals based on their values and belief, in line with what our respective programmes offer.

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### EXPENDITURE PLANS FOR FY2022/23

Operating Expenditure:	\$ 585,592.00
Production Expenditure:	\$ 796,015.00
<b>TOTAL EXPENDITURE:</b>	<b>\$1,381,607.00</b>

# Governance

## GOVERNANCE

### ROLE OF THE GOVERNING BOARD

SLO is a company limited by guarantee. Pursuant to the Companies Act 1967, our Board of Directors (Board) is our governing board. Besides complying with its legal obligations under company law, the Board also has the role to provide strategic direction and oversight of SLO's programmes and objectives, steering SLO towards fulfilling its vision and mission through good governance and serving as representative of SLO in the community. As part of its role, the following matters require the Board's review and/or approval:

- Approval of budget for the financial year and monitoring of expenditure against budget;
- Review and approval of quarterly financial statements; and
- Regular monitoring of the progress of SLO's programmes.

The Board exercises strong governance and independent judgement. Apart from monthly Board meetings and ad hoc check-ins, Board members are also hands-on in initiating vital processes in the company such as improving administration and streamlining processes to increase efficiency and accountability.

Board meetings always involve open discussions and the directors are open to new ideas initiated by the management team. The Board would recommend strategies and effective ways in achieving the desired results. Board members have also been supportive of the team, encouraging the latter to be innovative with new projects while at the same time voicing out potential risks involved. This creates an assuring environment for the team to continue growing the company during these trying times.

### 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:

- Toh Weng Cheong
- Lee Suan Hiang
- Hiroshi Kimura

#### Reason:

Due to the niche segment which SLO occupies in the non-profit arts sector, it has not been easy for us to invite the right candidates to volunteer their time pro bono as directors on our Board. However, in recent years, the Board has been working on its succession planning. We look for personal attributes, core competencies and commitment in candidates.

As part of the implementation of the succession plan, the Board was refreshed in late 2021. Mr Arthur Fong succeeded Mr Toh Weng Cheong as Chairman of the Board, and three new directors were appointed (namely, Messrs Marco Low, Andrew Mak and Joseph Kuah). In addition, Ms Sharon Wong was appointed as a director subsequent to FY2001, in October 2022. The reconstituted Board is more active in leading and offering sound advice for the growth of SLO.

Mr Toh Weng Cheong stepped down from the Board on 31 December 2021. Currently, Mr Lee Suan Hiang and Mr Hiroshi Kimura are the two directors who have served for more than 10 consecutive years. Both Mr Lee and Mr Kimura are valuable members of the Board, who have been contributing their time, experience and expertise to our cause. They continue to exercise independent judgement in their duties as Board members.

The current Board consists of nine members with expertise in their respective fields that complement what SLO requires. There is diversity in terms of length of service, age, gender and nationality.

The Chairman and the Board are continuing with efforts to consider and invite suitable candidates to join the Board.

# Governance

## GOVERNANCE

### BOARD MEETINGS AND ATTENDANCE

A total of four Board meetings and one AGM were held during the financial year. The following sets out the individual Board member's attendance at the meetings:

Name of Board Members	% of attendance	Remarks
Toh Weng Cheong	50%	End 31 Dec 2021
Arthur Fong	100%	
Lee Suan Hiang	100%	
Marco Low	50%	Start 18 Nov 2021
Hiroshi Kimura	100%	
Rolv Stokkmo	100%	
Evelyn Sam	100%	
Andrew Mak	50%	Start 18 Nov 2021
Joseph Kuah	50%	Start 18 Nov 2021

### 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.

# Governance

## GOVERNANCE

### SUB-COMMITTEES

#### ARTISTIC COMMITTEE

*Nancy Yuen, Artistic Director*

*Chang Tou Liang, 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 SLO'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.

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#### FINANCE COMMITTEE

**(till October 2021)**

*Anthony Tan, Chairman*

*Toh Weng Cheong, Arthur Fong & Lee Suan Hiang*

**(November 2021 - present)**

*Joseph Kuah, Chairman*

*Arthur Fong, Rolv Stokkmo & Andrew Mak*

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.

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#### FUND-RAISING COMMITTEE

**(till October 2021)**

*Arthur Fong, Chairman*

*Toh Weng Cheong, Anthony Tan, Lee Suan Hiang,*

*Hiroshi Kimura, Evelyn Sam & Rolv Stokkmo*

**(November 2021 - present)**

*Marco Low, Chairman*

*Arthur Fong, Evelyn Sam & Rolv Stokkmo*

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.

# Governance

## GOVERNANCE

### 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.

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### 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.

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### 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.



[www.singaporeopera.com.sg](http://www.singaporeopera.com.sg)

AS OF 20 OCTOBER 2022