

# The TENG Company



Annual Report  
FY 20/21



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# Mission

Innovate and collaborate to inspire engagement through our music.

# Vision

Inspiring and impacting by fusing a Chinese musical heritage with our unique Singaporean identity.





# Our Goals

- To develop a Singaporean musical identity through traditional music coupled with contemporary trends, as well as active engagement with professional musicians, amateur musicians and non-musicians.
- To seed and grow audiences for the arts through accessible performances, educational workshops and a proactive online presence, or as advised by continuous audience research.
- To raise awareness for the arts in Singapore by producing work marked by innovation, vision and relevance to contemporary society.
- To groom and nurture promising musicians to become professional musicians through the creation of relevant platforms and mentor schemes.
- To raise awareness within the region for Singaporean musicians by giving priority in project partnerships to them, and actively promoting and positioning them as world class musicians.
- To enrich and empower the underserved communities in Singapore through music.



# Overview of Charity

The Teng Ensemble Ltd ('TENG') was incorporated as a company limited by guarantee on 21 January 2015. TENG was registered as a charity under the Charities Act (Chapter 37) since 9 September 2015, with an effective IPC status from 1 December 2020 to 31 December 2022.

<i>Unique Entity Number:</i>	201502077Z
<i>Registered Address:</i>	1 Straits Boulevard, #11-03E/F, Singapore Chinese Cultural Centre, Singapore 018906
<i>Governing Instrument:</i>	Constitution of The Teng Ensemble Ltd
<i>Bankers:</i>	DBS (for Chinese Music Instrumental Grading Examinations transactions) Maybank (Operational account) OCBC (for Cultural Matching Fund)
<i>External Auditor:</i>	RSM Chio Lim LLP (UEN: T09LL0008J)
<i>Company Secretary:</i>	Coleads Business Consultants Pte Ltd
<i>Accountant:</i>	Coleads Business Consultants Pte Ltd
<i>Legal Advisor:</i>	Dr Daniel Seah



# Company Policies

## Reserves

As of 31 March 2021, the Reserves Policy was set at the 23 September 2019 board meeting, being a minimum of 12 months of the current operating budget.

## Conflict of Interest

All Board Members and staff are required to comply with TENG's conflict of interest policy to ensure transparency and accountability in the company. Board Members are required to declare any potential conflict of interest annually, while staff and contractors and those on retainers are required to declare any potential conflict of interest every 6 months. In addition, Board Members abstain and do not participate in decision-making on matters where they have a conflict of interest.

## Whistleblowing

There was no incident of whistleblowing or/update on Whistleblowing. This Policy was first recommended for implementation by the Audit Committee and written with assistance from Shared Services for Charities is to address concerns about possible wrong-doing or improprieties in financial or other matters within the charity.

## Risk Management

Crafted with the aid of Shared Services for Charities, the policy outlines the procedures and approach which TENG shall adopt to identify and manage the different forms of risks throughout the organisation. The Management Risk Committee (MRC), chaired by the Executive Director, comprises various key executives and heads of departments of TENG, and is under the authority of the Audit Committee to investigate any activity within its terms of reference. The MRC will meet regularly at least two times a year to review the risks, treatment plans and progress of implementation. The Chairman of MRC will report semi-annually to the Audit Committee the updates and findings by the MRC.

## Work From Home

The policy serves as a guideline to both the management and staff on the responsibilities and expectations when working from home, in particular during this current pandemic period where working from home remains the optimal arrangement to minimize contact and transmission of the COVID-19 virus.



# Chairman's Message



It hasn't escaped anyone's attention I'm sure, that 2020 has been an extraordinary year. Stresses to the way we all live and work have mounted with a speed that took all our breaths away.

Along with so many others, The TENG Company has been challenged to find new ways to meet our objectives. Our entire community - students, musicians, technical support, donors, corporate sponsors found overnight that old methods no longer worked. Schools were closed and all lessons cancelled. Performance plans for 2020 were laid bare; livelihoods severely pressured. We faced our first existential challenge since the TENG Ensemble was founded over half a decade ago with little warning or preparation.

Faced with a disheartening popular classification of our work being the top rated non-essential service, we turned our deep disagreement with that position into action. We would show that music and art in our cultural fabric is what keeps our souls nourished. To those who believe artists are non-essential, we say this: try and turn your backs on what artists produce - listen to no music, watch no videos, movies, or dramas, have nothing on your bare walls. Let's discuss then how essential or non-essential art is in our lives!

As live performances were shelved, we pivoted and scaled down video production requirements to record new works in our own offices. This forms the basis of our Studio Series - pared-down recordings showcasing the technical virtuosity of our musicians.

As crisis roiled through our worker dormitories, we produced the Triptych Series remembering our historic immigrant roots and celebrating new immigrants in our community.

Despite being locked down at home during the Circuit Breaker period, we collaborated successfully with Singapore's foremost Tamil language singer Shabir, as well as a cross-section of immigrants in our community.

While nothing can replace the energy of a live performance, we digitised our TENG Gives Back work and found generous sponsors in organisations like SATS to help bring music to our hospices. We replaced our annual concert at the Fullerton Hotel with a digital performance recorded at the Fullerton Hotel, reaching an audience beyond those who would have enjoyed a live performance. Enabling our students to continue with their musical progress, we optimised teaching online and made sure that examinations were digitally accessible.

We, at The TENG Company, believe strongly that by fusing our musical heritage with a unique Singaporean identity, we can inspire and contribute to the strengthening social fabric of our community. It is our shared culture that will focus us on our commonalities.

We continue to be creative - in our work and approach. We will seek out opportunities in the new challenges we face, and face them together. We strive to broaden our reach within the entire community of Singaporeans and residents of Singapore.

We believe that many more will come to agree that music which draws on our shared cultural heritage and reflects the melting pot of influences that Singapore is today, can be enjoyable, inspirational and, essential.

Elaine Teo  
Chairman



## Board of Directors

Elaine Teo	Chairman Board Member
Dr Daniel Seah	Treasurer Board Member
Gerald Teo	Board Member
Dr Lee Kwok Cheong	Board Member
Rachel Teo	Board Member
Dr Samuel Wong	Board Member
Tham Chee Soon	Board Member
Wong Su Yen	Board Member
Yang Ji Wei	Board Member

## Audit Committee

Dr Lee Kwok Cheong	Chairman
Rachel Teo	Committee Member
Tham Chee Soon	Committee Member

## Nominations & Remuneration Committee

Wong Su Yen	Chairman
Dr Daniel Seah	Committee Member
Elaine Teo	Committee Member
Rachel Teo	Committee Member

All information is accurate as at 31 March 2021.

## Management

### Senior Management

Yang Ji Wei	Executive Director
Dr Samuel Wong	Creative Director

### Head of Departments

Lum Yan Sing	Head of Examinations
Joel Nah	Head of Music
Nancy Ong	Head of Outreach
Wang Chenwei	Head of Research & Education
Lim Kwuan Boon	Head of Admin & Finance

### Creative Team

Chow Jun Yi	Composer-in-Residence
Bang Wenfu	Arranger

### Managers & Staff

Pu YuHui	Senior Manager	Examinations & Outreach
Jeremy Wong	Senior Manager	Marketing & Development
Vanessar Yap	Manager	Marketing & Development
Raye Ng	Digital Producer	-
Zoe Lui	Social Media Manager (China)	-
Benedict Quek	Associate Trainee	Marketing & Development
Jacky Ng	Associate Trainee	Examinations & Outreach
Sally Ng	Associate	Admin & Finance



# Leadership

TENG is governed by a Board, which is the governing body responsible for overseeing and managing the charity. Reporting to the Governing Board are Sub-Committees that look into specific areas such as Audit, and Remunerations and Nominations.

TENG is also headed by Executive Director Yang Ji Wei and Creative Director Samuel Wong Shengmiao, who were both appointed on 1 July 2015.



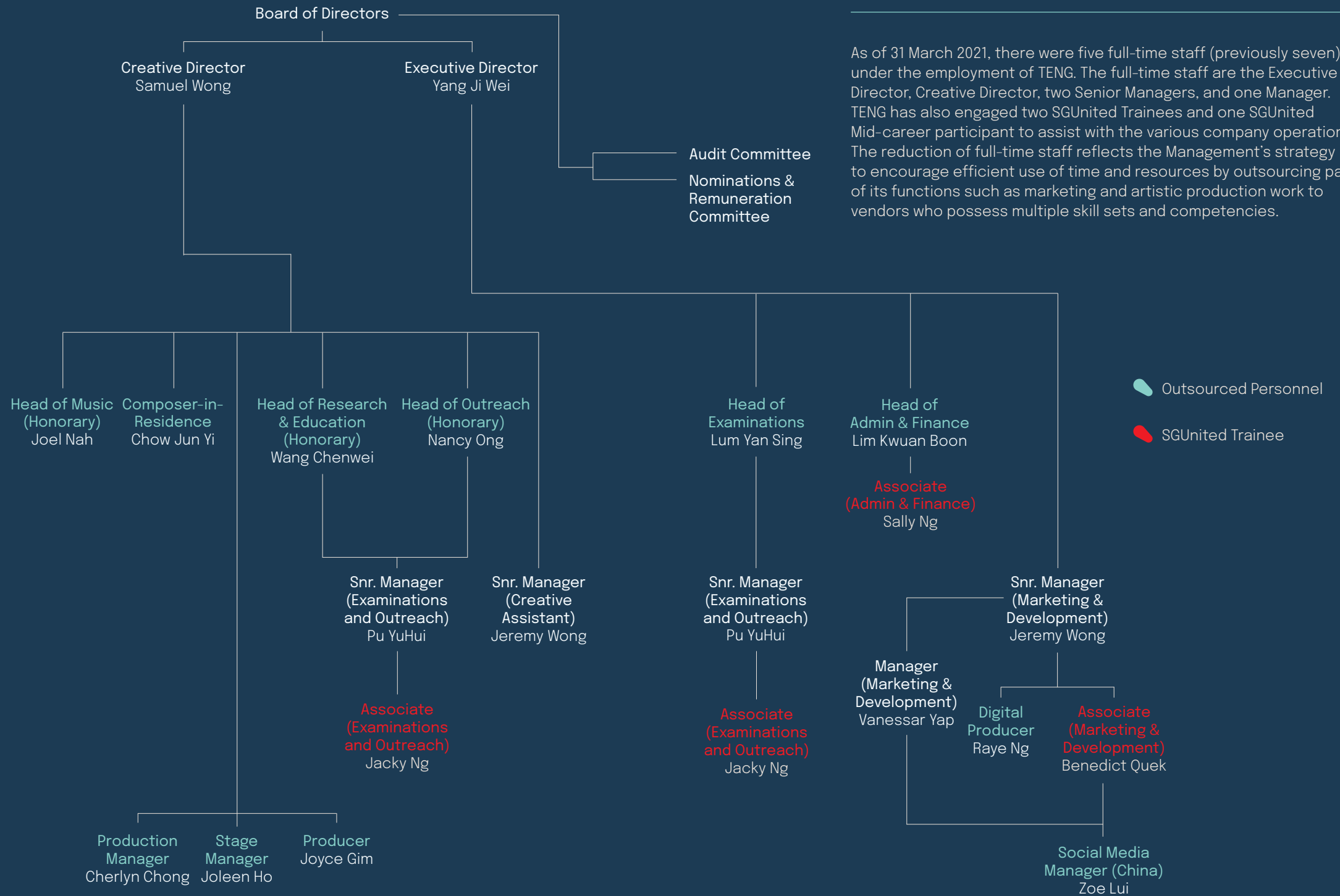
## Governing Board

Name	Current Charity Board Appointment	Occupation	Past Charity Board Appointment
Elaine Teo	Chairman and Board Member (3 April 2017)	Non-executive and Independent Director of Olam International Limited and Mapletree Investments Pte Ltd	N.A.
Dr Daniel Seah	Board Member (1 March 2017)  Treasurer (24 September 2018)	Lecturer, School of Law, Singapore University of Social Sciences	N.A.
Dr Lee Kwok Cheong	Board Member (1 March 2017)	Chief Executive Officer, SIM Global Education (retired 30 June 2019)	N.A.
Dr Samuel Wong	Board Member (21 January 2015)  Creative Director (1 July 2015)	Creative Director, The TENG Ensemble Ltd	N.A.
Tham Chee Soon	Board Member (1 February 2018)	Founder, iCFO Advisors Pte Ltd	N.A.
Rachel Teo	Board Member (1 February 2018)	Director, Tong Eng Group	N.A.
Wong Su Yen	Board Member (19 February 2018)	Founder and CEO, Bronze Phoenix Pte Ltd	N.A.
Yang Ji Wei	Board Member (21 January 2015)  Executive Director (1 July 2015)	Executive Director, The TENG Ensemble Ltd	N.A.
Gerald Teo	Board Member (21 January 2015)	Cellist and Music Educator	Treasurer, (18 July 2017 to 24 September 2018)





## The TENG Company Organisational Chart



## Organisational Structure

As of 31 March 2021, there were five full-time staff (previously seven) under the employment of TENG. The full-time staff are the Executive Director, Creative Director, two Senior Managers, and one Manager. TENG has also engaged two SGUnited Trainees and one SGUnited Mid-career participant to assist with the various company operations. The reduction of full-time staff reflects the Management's strategy to encourage efficient use of time and resources by outsourcing part of its functions such as marketing and artistic production work to vendors who possess multiple skill sets and competencies.



## Governing Board

The Board's role is to provide strategic direction and oversight of TENG's programmes and objectives, and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the duties of the Board include but not limited to the following:

- Approve the budget for the financial year
- Review and approve quarterly financial statements
- Regularly monitor the progress of TENG's programmes
- Provide suggestions and improvements to TENG's procedures and programmes
- Ensure governance policies and practices are in place and adhered to
- Ensure that practices and processes are in place as recommended by recommendations from the Charity Council and MCCY Charities Unit

There was no change to the number of Board Members in the past Financial Year, which remains at 9. Three board members were rotated for retirement and reappointment at the Annual General Meeting (AGM) on 21 September 2020. In accordance with Article 31 of the Memorandum and Articles of Association of The TENG Ensemble Ltd, Mr Tham Chee Soon, Mr Gerald Teo and Ms Rachel Teo were re-elected as Board Members.

As at 31 March 2021, there are no Board Members who have served for more than 10 consecutive years.

## Sub-Committees

In addition to the Board, TENG is advised by two sub-committees – its Audit Committee, and Nominations and Remuneration Committee.

### Audit Committee

The Audit Committee (AC) carried out its functions as outlined in its terms of reference, providing valuable advice on matters relating to the reappointment of external auditors, as well as to review the financial statements of TENG and discuss the findings from the statutory audit for the Financial Year ended 31 March 2021. The AC also reviewed the company's internal controls and processes and made recommendations to the Board.

The AC is chaired by Dr Lee Kwok Cheong, and comprises Ms Rachel Teo and Mr Tham Chee Soon.

### Nominations and Remuneration Committee

The Nominations and Remuneration Committee (NRC) carried out its functions as outlined in its terms of reference, providing feedback and guidance to the management of the company in fine-tuning its Human Resource Policies and Manual, as well as the newly introduced Work From Home Policy.

The NRC also advised and provided guidance on the remuneration and evaluation processes for staff and Board Members.

The NRC is chaired by Ms Wong Su Yen, with members Dr Daniel Seah, Ms Elaine Teo and Ms Rachel Teo.





## Meetings and Attendance

In the Financial Year ended 31 March 2021, a total of four Board Meetings, two Audit Committee Meetings, and two Nominations and Remuneration Committee Meetings were held.

Attendees	Board Meetings	Audit Committee Meetings	Nominations and Remuneration Committee Meetings
Ms Elaine Teo	4/4	-	2/2
Dr Daniel Seah	4/4	-	2/2
Dr Lee Kwok Cheong	4/4	2/2	-
Dr Samuel Wong* Creative Director, TENG	4/4	1/2 (Ex-officio)	1/2 (Ex-officio)
Mr Tham Chee Soon	4/4	2/2	-
Ms Rachel Teo	4/4	2/2	2/2
Ms Wong Su Yen	4/4	-	2/2
Mr Yang Ji Wei* Executive Director, TENG	4/4	2/2 (Ex-officio)	2/2 (Ex-officio)
Mr Gerald Teo	4/4	-	-

\*Founding Member of TENG

## Disclosure of Remuneration and Benefits Received by Board Members

The following Board Members received remuneration in the form of salary for their services as Executive Director and Creative Director, who are founders and members of The TENG Ensemble Ltd. The other Board Members are not remunerated for their services. No governing Board Member is involved in the setting of his own remuneration.

Name	Director's Remuneration and Benefits
Dr Samuel Wong	< S\$100,000
Mr Yang Ji Wei	< S\$100,000

## Disclosure of Remuneration of the Three Highest Paid Staff

None of TENG's staff receive more than S\$100,000 in annual remuneration each.

TENG has no paid staff, who are close members of the family of the Executive Director of Board Members, who each receive a total remuneration of more than S\$50,000 in the Financial Year ended 31 March 2021.





# Concept of the Annual Report

This year, our annual report highlights the diligence, teamwork and innovation of TENG navigating the new norm in a Covid-19 world. The chosen concept focuses on how different individuals come together to create something meaningful - celebrating unity in a time of isolation.

Basic geometrical shapes inspired by Chinese instruments were deconstructed and re-imagined to create the Chinese character for “TENG” (磬). Symbolising how TENG is held together through the strong bonds between staff, partners and donors. These shapes, which sport TENG's brand colours, can be spotted throughout the report as a homage to everyone who has played a role in TENG's journey thus far.



# Introducing The TENG Company

TENG is a leading not-for-profit Singaporean arts company that reimagines the possibilities of Chinese music. Founded in 2004, the company comprises a collective of music educators, scholars and award-winning instrumentalists. TENG is able to spearhead innovation and reimagination of Chinese music through its three principal pillars - *Performance*, *Academy* and *Research*.



## The Three Pillars of TENG – Pivoting in a COVID-19 World

### Academy

The Academy aspires to nurture young musicians to maximise their potential - presenting endless opportunities for them to perform, grow and excel. This year, TENG's annual accreditation programme, the Chinese Music Instrumental Grading Exams were disrupted but The TENG Academy pushed onwards and steered the examinations online. The process was not easy but proved TENG's dedication to the education and safety of our budding musicians. Beyond that, the Academy's social outreach efforts see it take the Mapletree-TENG Academy Scholarship and In-School Programme for Targeted Students under its wing.

### Performance

The TENG Ensemble spearheads the Performance pillar and is perhaps the most recognisable to the public. As a collective of music educators, scholars and award-winning instrumentalists, the ensemble constantly strives to break new ground with familiar yet refreshing music. As live concerts and events were shuttered in the face of the pandemic, TENG had to find alternative ways to bring music back to its fans and beneficiaries. Endeavouring to bring comfort and a sense of togetherness in a time where isolation was the norm, the Performance pillar powered forward with several new initiatives to innovate in a time of crisis.

The first of these projects was the Triptych Series, a series of three music videos that were created with the intention to highlight and celebrate migrant workers in Singapore amidst the maelstrom of confusion brought about by the pandemic. Shortly afterward, TENG conceptualised and created an outlet to deliver quality music videos at a rapid pace that served both popular and original music. Thus, a new digital series entitled Studio Sessions was born. Lastly, the final initiative stemmed from a common theme encountered by the Performance pillar - digitalisation. As more content was produced and released online, concerts were no exception. The TENG Ensemble presented its first-ever live-streamed digital concert with The Fullerton Hotels Singapore entitled Where the River Always Flows V. This was followed by a ticketed donor-only digital concert later in the financial year called The Gift of Music Gala.

### Research

Lastly, the Research pillar embarked on a completely foreign journey this financial year to explore using binaural beats and Chinese instruments. TENG started on this project as a result of the pandemic and aims to help alleviate the mental stresses that many have faced during these trying times. When the project becomes available to the public, it will be groundbreaking for the Chinese music sector to be able to scientifically and involuntarily alleviate anxiety and stress using music. The project is a collaboration with the Singapore Chinese Cultural Centre with psychological research and testing supported by the Singapore Institute of Technology. It should also be noted that although the Research pillar in TENG does not necessarily produce music, it provides the necessary knowledge and expertise required for TENG to produce accurate, innovative and inspiring content.



# A Timeline of TENG

## 2015

- TENG developed as a full-time non-profit arts company and a registered charity
- Awarded the National Arts Council Seed Grant and received patronage from Temasek Holdings

## 2016

- TENG presented a concert at the Esplanade Concert Hall titled “Stories from an Island City” and released its second album of the same name
- Initiation of the Forefathers’ Project to explore dialect music in Singapore
- Commenced the annual “Where the River always Flows” concert series in partnership with The Fullerton Heritage during the Singapore Heritage Festival
- Performed for the Star Awards organised by Mediacorp and was broadcasted on National Television

## 2017

- Launch of The TENG Academy–Confucius Institute, Nanyang Technological University (CI-NTU) Chinese Music Instrumental Grading Examinations
- IPC status was granted to The TENG Company Performed internationally at Penang’s Georgetown Arts Festival
- Performed for Singapore Day in Melbourne The TENG Ensemble also participated at the President’s Star Charity Concert in collaboration with Mediacorp Artiste – Rebecca Lim.

## 2018

- The TENG Company received the CHT International Award
- Commencement of Mapletree TENG Academy Scholarship program and the academy supported four young scholars
- TENG Gives Back series was initiated to give back to the community through intimate performances in homes and hospices
- Launched in-school programmes for targeted students
- Started an outreach concert series “Once Upon a” concert series in Vivocity to bring music to the community, with support from Mapletree Investments.
- The TENG Company was a recipient of the Major Grant Scheme of National Arts Council

## 2019

- The TENG Company presented its first major fundraising concert titled “Mind The Music!” in collaboration with Caregivers Alliance with guest of honor President Halimah Yacob
- The TENG Workshop series held its Beyond the Bamboo experience on 9 June 2019 in partnership with Singapore Chinese Cultural Centre (SCCC) and Dicapella Dizi Ensemble
- The Fullerton Heritage and The TENG Ensemble came together to jointly present the fourth edition of its annual concert series, Where the River Always Flows IV, during The Singapore Heritage Festival.
- TENG revealed The TENG Guide to the Chinese Orchestra on 15 July 2019
- TENG held the Heirlooms concert, the performative highlight of The Forefathers Project which was four years in the making since 2016



# The Year in Review 2020-2021



# Creative Director's Message



COVID-19 dominated all our lives in the year 2020. We are proud to say that TENG's innovation, resilience and hard work as a company has allowed it to pivot, learn and grow despite these trying times.

While much of our work was already digitally available before the pandemic, we started new initiatives, rethought modes of delivery and worked fearlessly to bring our music and projects out to impact as many people as possible.

Our Performance Division created a new Studio Session Series. Filmed entirely in our office, we brought TENG performances online, showcasing familiar oldies, K-pop songs and movie themes, entertaining our audiences virtually and collaborating with many local artists, supporting both our musicians as well the many freelance artists who have been affected severely during the pandemic.

During Singapore's Circuit Breaker, we also launched The Triptych Series, collaborating with famed Singaporean Kollywood musician Shabir. The series of three videos were created to raise awareness for the migrant worker crisis that was plaguing Singapore during the months of April and May. The videos remind us that discrimination against migrant workers is wrong and that these migrant workers are the backbone of Singapore's development. Our videos were shared widely on social media and even gained a special mention and share from our Prime Minister.

In collaboration with The Fullerton Hotel, TENG embarked on its first full digital concert filmed on the hotel's premises. While a steep learning curve for many of us, we saw over 650 people join us live online and our concert went on to garner over 10,000 views within 24 hours!

TENG Gives Back, our performance initiative that brings music to hospitals and homes and those in need of comfort had to be stopped physically.

With the help of SATS who kindly sponsored equipment, we were able to bring digitised versions of our performances to our beneficiaries, creating playlists and entertaining patients with our specially curated music. When restrictions were slightly more relaxed in the latter part of the year, we successfully staged a few outdoor performances during Mid-Autumn and Chinese New Year, playing from an open-air quadrangle, with patients peering and appreciating from the window stills of their rooms on different floors. It was a wonderfully moving experience for both the patients and us.

Our Academy Division saw the bumper awarding of six new scholars as part of our ongoing scholarship with Mapletree Investments. Classes for all our scholars were all moved online and the progress of the students was monitored in regular progress reviews. Our TENG Grading was moved entirely online as well. While a steep learning curve for us, we saw hundreds of candidates take our Grading Examinations which are in collaboration with Confucius Institute, Nanyang Technological University.

Our Research Division also embarked on a new initiative to study music to reduce anxiety and stress. Inspired by the Circuit Breaker and the numerous mental health problems that have surfaced as a result, we have started on a collaboration with the Singapore Chinese Cultural Centre on a project that merges science, tech and art, working on binaural beat technology and music by TENG.

Throughout this incredibly tough year, we realised that it was not only music, but our spirit and values of innovation, resilience and hard work that has allowed TENG to continue impacting Singaporeans through the years. We treasure these values in our DNA and we look forward to the day that we can perform live in front of all of you again.

Keep Safe, Keep Strong and Keep Faith.

**Dr Samuel Wong**  
Creative Director





# Executive Director's Message



FY 20/21 was a year that started full of uncertainty and anxiety. As the year progressed, anxiety was followed by the development of resilience and finally the renewal of our commitment and aspirations to serve our community in this new normal.

When COVID-19 ravaged the world, the arts community was severely impacted and we were not spared. For the best interest and safety of its residents, Singapore responded by announcing the start of the Circuit Breaker period. This development required TENG to pivot digitally to continue providing comfort and joy to our fellow Singaporeans staying at home. Alas, pivoting was not met without challenges as along the way we had to make sacrifices and were forced to step out of our comfort zones in an effort to adjust and adapt. Because of the economic fallout, we took a proactive step to reassess our operating budgets, tighten our belts, and trim as much as we could in our projected expenditure for the year. We were bracing ourselves as we were stepping into the unknown.

In the first six months, the administrative team brought forward projects in the pipeline such as embarking on governance reviews, overhauling our internal processes and making procedural improvements to our operations. We sent our staff for training and upskilling and took on a new donor management system to better streamline our database. All this in hopeful preparation to bounce back stronger once the storm subsides.

In early 2021, we launched our first-ever digital fundraising campaign titled The Gift of Music Gala. This was the first time our fundraising gala was held digitally and it was only made possible with the support of generous donors and partners.

Special mention must be made to online food delivery platform Oddle Eats for coming on board to assist with the ordering and delivering of dinner menus right to the doorsteps of all our donors. I would also like to take the opportunity to acknowledge all our corporate and individual donors. We make this commitment to you: We will make good use of the funds raised and we assure you that every dollar spent will be accounted for and that we will exercise prudence in every expenditure.

By the end of the year, our IPC status was renewed for two more years and we were awarded the National Arts Council's Major Grant for the next three years. We also renewed our lease with the Singapore Chinese Cultural Centre for our office space. On the outreach front, we've crossed new milestones of garnering more than 40,000 followers on Facebook and launching a Spotify playlist campaign in more than 100 bus stops islandwide in partnership with JC Decaux.

As we take a leap of faith, what we know for certain is that our passion for our craft and our dedication towards the community we serve remains strong and it is with deep-seeded commitment that we will continue to strive as a team to build strong and meaningful programmes and foster stronger relationships with all our stakeholders and beneficiaries.

Thank you for being a part of the TENG story. I look forward to writing another chapter with you in the coming year and bringing impact to where it is needed most in our community in this new era for the arts.

Take care and stay safe!

**Yang Ji Wei**  
Executive Director



# Highlights of FY 20/21





# Triptych Series

In response to COVID-19, TENG produced a three-part video series to spotlight and celebrate the critical role of migrants in Singapore through our music. The series aimed to encourage audiences to play their part in building a more inclusive society for the community.

*The dichoru*, the first of the series, saw The TENG Ensemble collaborating with Singaporean Kollywood star Shabir and featured a poem by "Mahakavi" Bharathiyar to inspire and invigorate one from within. The poem, when recited like a mantra, sought to empower those facing mental and emotional turmoil brought about by the pandemic. Keeping with the Circuit Breaker measures, the music video was also entirely filmed from within each of the musicians' homes.



The second work was *Xin Zao Beh*, which was based on Hokkien Nanyin music that resulted from our efforts in The Forefathers Project. *Xin Zao Beh* was filmed in the Thian Hock Keng temple where a mural depicts Singapore's multicultural and multiethnic roots at the back of the monument. The mural is a constant reminder that without the hard work and sacrifice of migrants, Singapore would have never become what it is today.

The final instalment in the series saw another collaboration between Shabir and The TENG Ensemble. This time on *Childhood*, one of The TENG Ensemble's tracks from its Stories from an Island City album. In the music video, interviews of migrant workers and their stories were incorporated into a re-imagining of four popular Asian lullabies. As the Triptych's finale, this piece championed the message of celebrating and highlighting the contributions of Singapore's pivotal migrant workers.



## Studio Sessions

As the pandemic arrived on our shores and threatened Singapore with a crisis not witnessed since the 2003 SARS outbreak, TENG faced the challenge of having its concerts and events cancelled. The growing uncertainty eventually led to the Circuit Breaker and the new norm of social distancing. Wishing to provide its fans with comfort during a time of isolation, TENG embarked on a mission to create music videos that saw live performances of music that ranged from Billboard hits to oldies to TENG originals. Studio Sessions was launched with The TENG Ensemble's fusion cover of Billie Eilish's *Bad Guy* in April 2020.

## TENG Goes Digital

Before the pandemic, The TENG Ensemble's TENG Gives Back (TGB) programme provided music and comfort to over 3,000 individuals across various beneficiaries like Renci Community Hospital and St. Andrew's Nursing Home. COVID-19 halted TENG's activities with its beneficiaries and the TGB programme faced an existential crisis. However, the pandemic halted TENG's activities with its beneficiaries and the TGB programme faced an existential crisis.

TENG Goes Digital was an initiative that was created in response to this situation. The initiative aimed to digitalise its shows for the underprivileged during turbulent times. With the unwavering support of individual and corporate donors, TENG was able to raise enough funds to digitalise the TGB shows and continue to bring music to its partners and beneficiaries. Organisations such as Singapore Airport Terminal Services (SATS) stepped up and donated headphones that were then provided to patients, allowing them to enjoy TENG's music safely. It was both heartwarming and inspiring that the community came together in times of need, allowing The TENG Ensemble to produce 11 digital concerts for its beneficiaries.





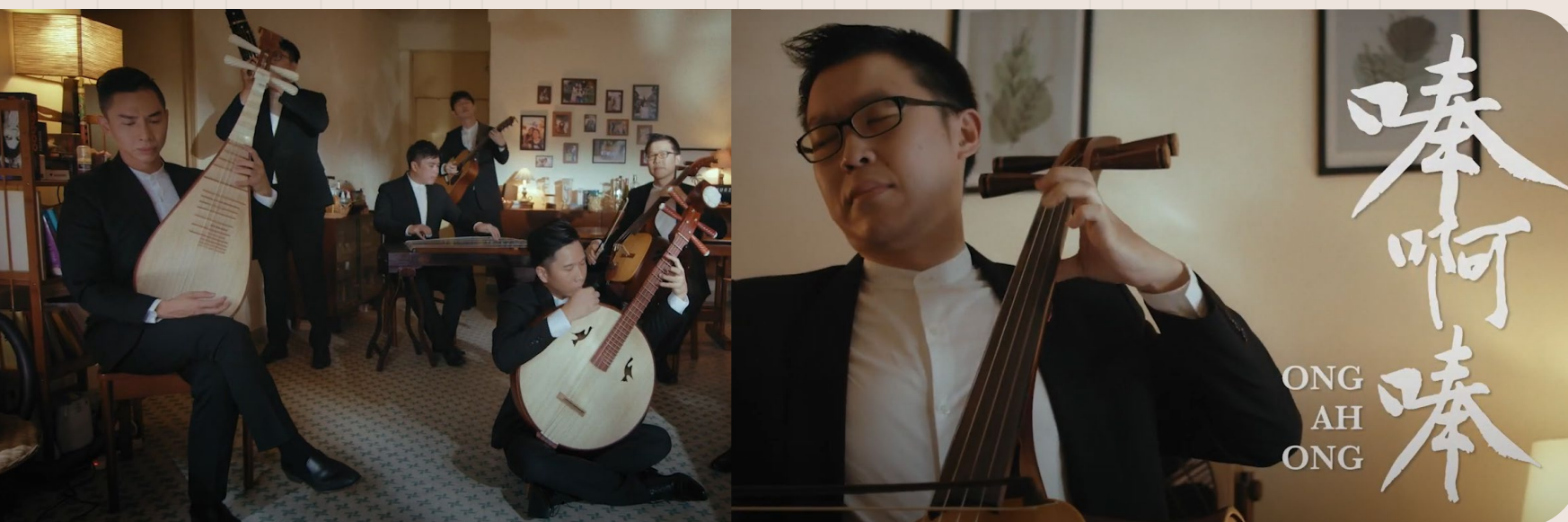
## Where the River Always Flows V

Digitalisation was definitely the hot topic of 2020 and with it, TENG took a leap of faith and took its annual concert series with the Fullerton Hotels online as well. As all live performances and events had to be put on hold, TENG lost a significant stream of income that kept initiatives running and operations alive.

Where the River Always Flows V witnessed great turnout with an average of 600 simultaneous viewers on the live stream at all times - garnering 10,000 views in just 24 hours. There could not have been a better result for TENG's first-ever digital concert and the overwhelming support of the fans and partners was something that TENG would remember for years to come.

## TENG's First Bus-stop Ad Campaign

Advertising firm JC Decaux offered an in-kind donation in the form of an advertisement campaign to TENG this financial year. This provided TENG with its first-ever opportunity to gain publicity through posters displayed at bus stops. Utilising design that was intended to be abstract, modern and eye-catching, the campaign focused on capturing the attention of the younger generation and converting them into new listeners on Spotify. A brand new playlist was created for this campaign, with songs specially curated to appeal to the target demographic such as the *Evolution of Disney Princesses* and *The Themes from Harry Potter & Fantastic Beasts and Where to Find Them*. As a result of the campaign, the playlist gathered over 100 likes and the tracks featured grew steadily in listeners throughout the duration of the campaign.



## Heirlooms & Forefathers First Anniversary

TENG presented its Heirlooms concert in 2019, a performative culmination of The Forefathers Project that was four years in the making since 2016. October 2020 was the concert and project's first anniversary and TENG dedicated the month to share more about the project and its music. It all led up to the release of the song *Ong Ah Ong*, a reimagined take on a timeless Teochew lullaby that sits in the hearts of many.



# The Gift of Music Gala

Embracing the digital movement, The TENG Ensemble presented The Gift of Music Gala as a donor-only fundraising digital concert during the Lunar New Year of 2021. The concert featured TENG's newest works and also collaboration performances with several guests - including donors! Renowned Chinese Calligrapher, Grace Chen Liang also collaborated with the ensemble for the highlight of the concert - a suite of four movements that seamlessly blended music and visual art. These movements were performed to represent Heaven, Earth, Mankind and Unity - a philosophical teaching from Confucianism that ponders Man's profound connection to Heaven and all which is around them.



# The TENG Academy-Confucius Institute, Nanyang Technological University Digital Chinese Music Instrumental Grading Exams

Traditionally, the annual Chinese Music Instrumental Grading Exams were conducted through face-to-face sessions between examiner and student. However, the pandemic situation spurred on TENG's latest digital adaptation which took into consideration what may be the new norm - social distancing. Recognising that these accreditation exercises serve as big milestones in a music student's journey, TENG took the initiative to develop new systems, infrastructure and workflows to cater for a digital exam. This allowed TENG and its partner accrediting body, Confucius Institute, Nanyang Technological University, to provide a safe platform for students to continue their music education even in troubling times.

Confucius Institute  
南洋理工大学孔子学院

CHINESE MUSIC INSTRUMENTAL GRADING EXAMINATIONS  
2020 华乐器乐考级

▶ Video Submission Period 16 Nov - 29 Nov 2020	▶ 视频上传日期 11月16日 - 11月29日
▶ Video Evaluation Period 2 Dec - 12 Dec 2020	▶ 视频评审日期 12月2日 - 12月12日
▶ Closing Date for Registration 2 Oct 2020	▶ 报名截止日期 10月2日

Register 报名: thetengacademy.com/grading  
Enquiries 咨询: +65 4970 0771

# The Mapletree-TENG Academy Scholarship

The Mapletree-TENG Academy Scholarship programme supported six scholars this year - the highest that the programme has seen since its initiation. The programme selected underprivileged youths who have demonstrated passion for the pursuit of Chinese music. Furthermore, scholarship applicants are put through a fair and robust selection process to ensure that everybody gets an equal opportunity to receive the scholarship. Being completely in line with TENG's passion for education, it was a proud moment to be able to provide the opportunity for young musicians to break the boundaries of their circumstances.



# Financial Highlights



# Summary

In the Financial Year that ended on 31 March 2021, TENG had a total surplus of **S\$885,878** - a decrease of **S\$377,224** from the previous year's surplus of **S\$1,263,102**.

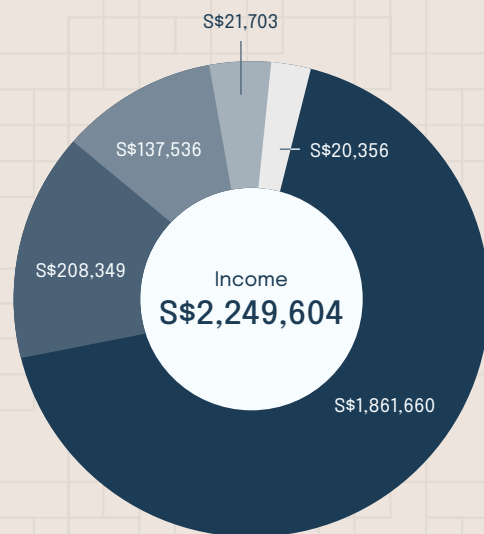
## Income

In the Financial Year ended 31 March 2021, TENG had total revenue of S\$2,249,604. The main sources of income are donations and grants, such as the NAC Major Grant and Cultural Matching Fund, totalling S\$1,861,660.

This decrease of S\$612,111 from the Financial Year ended 31 March 2020, where total income was S\$2,861,715, can be largely attributed to the receipt of S\$665,805 from Cultural Matching Fund's April 2020 window - a drop from S\$1,003,223 from the April 2019 window, as well as a notable decrease in the number of donations received due to heightened financial instability and restrictions of activities stemming from the COVID-19 pandemic.

TENG is in its third year as part of the National Arts Council's Major Company Scheme and a total grant amount of S\$430,000 has been received to date: S\$130,000 in the Financial Year ended 31 March 2019, S\$150,000 in the Financial Year ended 31 March 2020 and S\$150,000 in the Financial Year ended 31 March 2021.

Lastly, in addition to government grants, TENG also secured donations from both private and corporate donors, who have funded initiatives and activities such as the TGB programme and the Mapletree-TENG Academy Scholarships.



Legend:

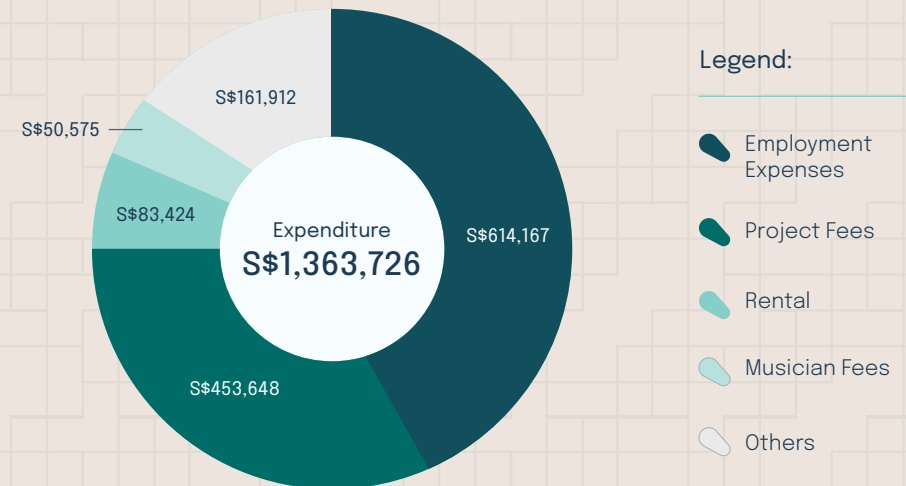
- Examination Fees
- Examination Scores Sales
- Donations and Government Grants
- Commercial Engagements
- Others

# Expenditure

In the Financial Year ended 31 March 2021, TENG had a total expenditure of S\$1,363,726, the majority being attributed to employment expenses which totalled S\$614,167 and project fees\* totalling S\$453,648.

This is a decrease of S\$234,887 from the Financial Year ended 31 March 2020, where total expenditure amounted to S\$1,598,613. The decrease can be largely attributed to the reduction and downscaling of programmes affected by the restrictions imposed due to the COVID-19 pandemic. As a result, project-related costs such as administration and marketing costs have been reduced as well.

TENG does not hold any charitable assets.



Legend:

- Employment Expenses
- Project Fees
- Rental
- Musician Fees
- Others

# Major Financial Transactions

In the Financial Year ended 31 March 2021, TENG had the following major financial transactions:

- |  |   |
|--|---|
| <p><b>Expenditure:</b></p> <ul style="list-style-type: none"> <li>Video Production Fee for Ong Ah Ong Music Video: S\$23,670.00</li> <li>Purchase of Wines for The Gift of Music Gala Fundraiser: S\$16,512.24</li> <li>Video Production Fee for Where The River Always Flows V Digital Concert: S\$15,000.00</li> </ul> | <p><b>Income:</b></p> <ul style="list-style-type: none"> <li>Grant from Cultural Matching Fund: S\$665,805.00</li> <li>Donations raised from The Gift of Music Gala Fundraising Concert: S\$576,123.00</li> <li>Grant from National Arts Council Major Company Scheme: S\$150,000.00</li> </ul> |
|--|---|

\*Project Fees encompasses costs incurred from: commissioning of works, community and outreach programmes, industry development programmes and grading examination.





# Our Sincerest Gratitude to Our Patrons





# Sincerest Gratitude to Our Patrons

## Jade

Donations \$100,000 and above

Capitaland Hope Foundation  
Mapletree Investments Pte Ltd  
Tantallon Capital Advisors Pte Ltd

## Silver

Donations \$50,000 to \$99,999

BinjaiTree  
Ho Bee Foundation  
M.E. Teo  
Ng Teng Fong Charitable Foundation Limited  
The Fullerton Hotel & Resorts

## Brocade

Donations \$20,000 to \$49,999

Direct Funeral Services Pte Ltd  
Dr Mary Ann Wai Sheng Tsao  
Holywell Foundation Limited  
Kuok Oon Kwong  
Tan Keng Keng & Dr Lai Lai Wah

## Rosewood

Donations \$10,000 to \$19,999

Capital Group Inc  
Conrad and Andrea Lim  
Cornerstone Wines  
Karen Fawcett  
Magnus Keith Yu-Jene  
Ong Tze Boon  
Rachel Teo  
Rosslyn Leong  
Stuart James McLelland  
Tate Anzur Pte Ltd  
Tembusu Events and Communications  
Wine Advocate Pte Ltd

## Purple Bamboo

Donations \$1,000 to \$9,999

1880NE  
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Ajumma's Pte Ltd  
Allen & Gledhill  
Alyce Chong Chyi Yi  
Anita Fam Siu Ping  
Bengawan Solo Pte Ltd  
Catherine Tan  
Cellresearch Corporation Pte Ltd  
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Charlotte Yew  
Chen Liang  
Chin Bottinelli  
Choo Oi Yee  
Christina Leong Shau Ling  
Chua Hong Thuan  
Claire M Ngo  
Cynthia Ding  
Daniel Teo  
David Fu Kuo Chen  
David Harris Zemans

## Purple Bamboo

(continued)

Donations \$1,000 to \$9,999

David Yang Eng Guan  
Devika & Sanjiv Misra  
Dilhan Pillay Sandrasegara  
Dr & Mrs Choy Khai Meng  
Elisabeth Clarice Esther Gustava de Rothschild  
Ena Su  
Ernest Kan  
Evy Swanna Siarif  
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Francoise Henriette Maurine Tsakok  
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Gweyn Foo  
He Jihong  
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John William Friedman  
Johnson Chen  
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Kwok Cheong Lee  
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Level Singapore  
Lien Jown Leam  
Lindsay Cooper & Sherry Bilan

Low Sze Chuan  
M-Daq Pte Ltd  
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Margaret-Chin Wolf and Thomas Wolf  
Michael Palmer  
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Michele Lim Hsi Yen  
Monica Low Seok Ling  
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Ms Grace Fu  
Ng Siong Tee  
Nguyen Phuong Lam  
Ong Hwee Suan  
Paul Ma  
Paul Tseng  
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Temasek Trust  
Teo Yi-Ling  
The Community Foundation of Singapore  
Thio Syn Ghee  
Timothy Chia Chee Ming  
Tina Lee Ee Ling  
Toh Yew Sheng  
Tong Eng Group  
Wong Su Yen  
Yang Ji Wei  
Yat Yuen Hong Company Limited  
Yip Hoong Mun  
Yong Hsin Yue

*With the generous support of our patrons, TENG is able to continue to innovate and collaborate to inspire engagement through our music. We would like to extend our heartfelt gratitude to all our supporters - past and present, regardless of the amount given.*

\*Donors credits valid between 1 January 2019 to 31 May 2021



# Closing Thoughts from Our Musicians

We've reached out to our musicians for brief quotes to close off this year's report. Their quotes are as follows:

"Life is Beautiful."

- Darrel, *Erhu*

"The pandemic presents an opportunity for us to understand ourselves, to learn our strengths, and to recover. Get active, pursue your passions, be optimistic and be mindful and grateful for what we still have."

- Gerald, *Cello*

"The COVID-19 pandemic is akin to raising a newborn - everything is a mess, your world gets turned upside down, and your priorities change. And through it all, while the people dearest to us are the most important, let us also not forget the ones who toil night and day just to survive during this troubling time, the ones who bring care to those who have none, and for us to show kindness and empathy to all around us."

- Joachim, *Percussion*

"Each day the world is getting crazier. Under new social norms, it takes guts to tell myself that everything happens for a good reason. Be still and move on."

- Neil, *Ruan*

"We have to move on regardless of how tough life is. If you hang in there till the end, you will definitely smile to see the rainbow after the storm."

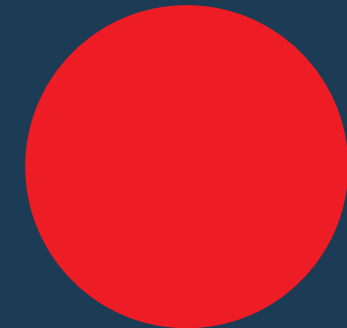
- Johnny, *Guzheng*

"Happiness is a choice."

- Gabriel, *Piano, Keyboard & Electronics*

"2020 and 2021 has shown us that artists need the arts as much as their audiences. Let's hope things improve soon."

- Joel, *Keyboard & Electronics*



"Keep learning new skills and having new goals!"

- Eugene, *Bass & Percussion*

"2020 was a tough year for artists, yet it taught us endurance and not to take anything for granted."

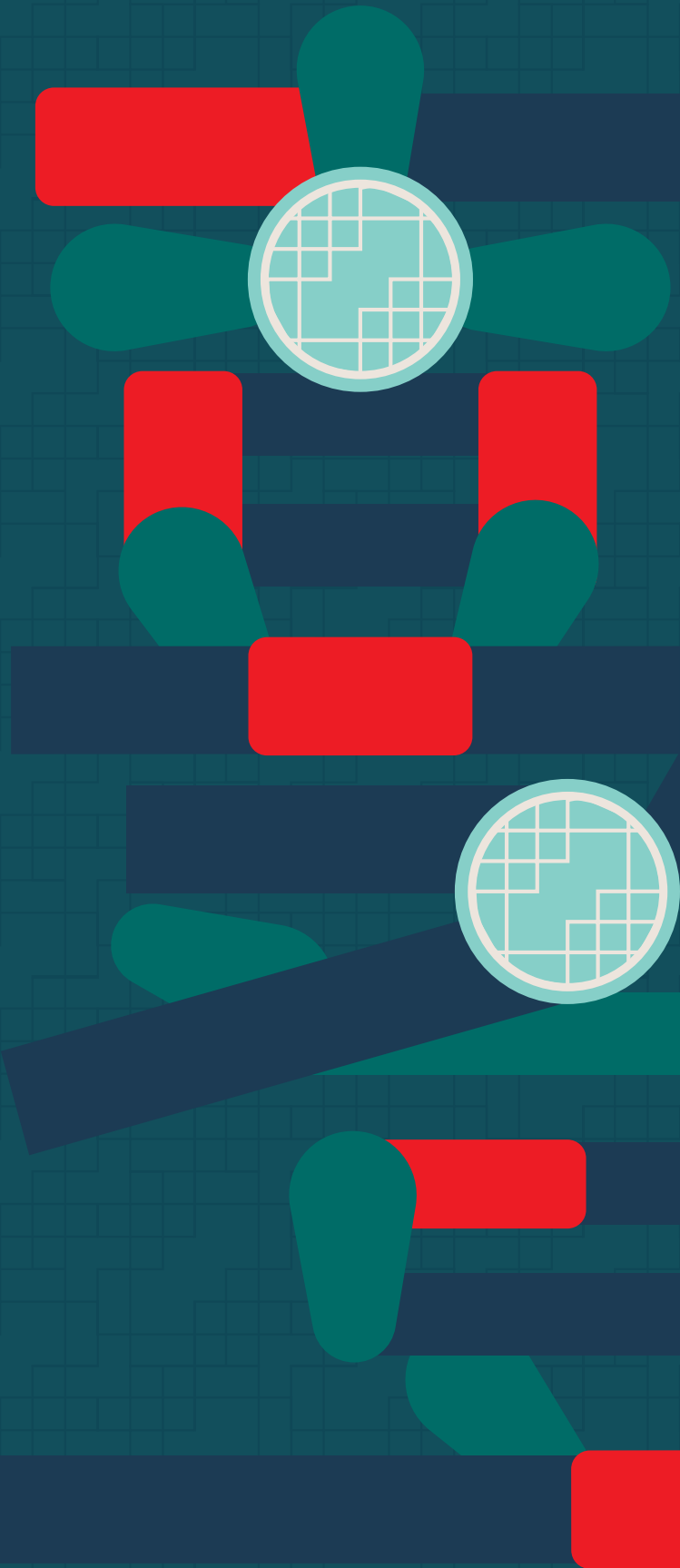
- Leonard, *Guitar*

"In 2020, we were faced with unprecedented challenges but were also given precious opportunities to re-evaluate, experiment and evolve ourselves both professionally and personally. Although COVID-19 has brought upon us much uncertainty, we will emerge from this stronger than ever before."

- Jeremy, *Pipa*








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