

ANNUAL REPORT

FY2021/2022



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TENG

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A photograph of a musical ensemble performing on a stage. The musicians are dressed in formal attire. One musician in the foreground is playing a double bass. Another musician is playing a stringed instrument, possibly a violin or viola. A third musician is playing a wind instrument, possibly a saxophone. The stage is lit with warm, focused lights, creating a dramatic atmosphere.

Innovate and collaborate to
inspire engagement through
our music.

M
ission

A photograph of a large audience seated in a concert hall. The audience is diverse in age and appearance. Many people are looking towards the stage, and some are holding up their phones to capture photos or videos. The lighting is dim, with the focus on the audience's faces and the overall atmosphere of a live performance.

V
ision

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 Company 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, and is an IPC from 1 December 2020 to 31 December 2022.

Unique Entity Number: 201502077Z

Registered Address: 1 Straits Boulevard, #11-03E,
Singapore Chinese Cultural Centre,
Singapore 018906

Governing Instrument: Constitution of The TENG Company Ltd

Bankers: DBS (for Chinese Instrumental Music
Grading Examinations transactions)
DBS (Operational account)
OCBC (for Cultural Matching Fund)

External Auditor: RSM Chio Lim LLP (UEN: T09LL0008J)

Company Secretary: Coleads Business Consultants Pte Ltd

Accountant: Coleads Business Consultants Pte Ltd

Legal Advisor: Dr Daniel Seah



Reserves Policy

As of 31 March 2022, 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 Policy

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, 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.

Risk Management Policy

Crafted with the aid of Shared Services for Charities, the policy outlines the procedures and approaches 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.

Whistleblowing Policy

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 to address concerns about possible wrong-doing or improprieties in financial or other matters within the charity.

Personal Data Protection Policy

Applicable to all organisations including TENG, the Personal Data Protection Act (PDPA) requires organisations to comply with the Act by establishing practices and policies to meet the data protection standards. This policy was formalised in January 2022 together with a Data Breach Management Plan. A Data Protection Committee cum Data Breach Management Team, consisting of representatives from various departments, headed by the Executive Director and assisted by an appointed Data Protection Officer (DPO), was established.



Chairman's Message



We must begin first, by thanking all who support us in our music and work, without whom we could not continue. So many of our donors have been unwavering in their generosity and we are so grateful.

We take our duty of care for our donors gravely and have invested in improving our donor engagement. We have a new donor management system (BlackBaud eTapestry) and have ensured all necessary PDPA training is completed so our group is better equipped in managing personal data. To that end, we are reassured by our CMF audit which returned a clean bill of health.

Your support means the world to us. We were delighted how well-received our bold staging of two LIVE concerts in February at VivoCity were, once the safe distancing measures were lifted. This couldn't have happened without the support of Mapletree Investment Pte Ltd. Our corporate sponsors helped us achieve so much while allowing us to stretch our dollar.

In particular, we would like to recognise JCDecaux for their second year sponsoring outdoor advertisements that allowed us to share the important work we do in the community.

The TENG Company will continue to strive to inspire; fusing our Chinese musical heritage with all the other influences of our unique Singaporean cultural identity. We believe that culturally-attuned music motivates and heals our community. We constantly innovate and grow with Singapore, while being open to collaborations across genres, disciplines and industries, so as to make a real difference in our community.

Education remains a core focus at TENG. The TENG Academy continues to expand and enable people from all walks of life through the gift of music.

We also put effort into reimagining our musical heritage, made possible by the generous support of our Forefathers instrument adopters.

This year our research into music has broken new ground. We merged art and science through our Binaural Beats Project, harnessing the healing power of music.

In collaboration with the Singapore Institute of Technology, our research affirms the positive effect of TENG's music in relieving stress and anxiety, when delivered with binaural beats. This new tool comes at a crucial time, where stress levels and mental health issues have been exacerbated by the pandemic.

In a small and young nation, it is too easy to overlook the role of music and culture. A shared culture is the glue that binds communities. For our music to speak to a wider audience, TENG's work must also be able to serve a pluralistic society like ours. It is in this spirit that The TENG Company continues to nurture, collaborate and inspire.

**Elaine Teo,
Chairman**

Board of Directors

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

Grading Examinations Sub-Committee

Dr Samuel Wong	Committee Member
Dr Neo Peng Fu	Committee Member
Quek Ling Kiong	Committee Member

Programme Sub-Committee

Gerald Teo	Chairman
Dr Benny Lim	Committee Member
Carol Lee	Committee Member
Evelyn Lee	Committee Member
Mengtong Guan	Committee Member



The People Behind TENG

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 and Finance

Creative Team

Chow Jun Yi	Composer-in-Residence
Bang Wenfu	Arranger

The People Behind TENG

Managers & Staff

Pu YuHui	Senior Manager	Examinations & Outreach
Jeremy Wong	Senior Manager	Marketing & Development
Vanessar Yap	Manager	Marketing & Development
Benedict Quek	Assistant Manager	Marketing & Development
Jacky Ng	Assistant Manager	Examinations & Outreach
Dylan Ng	Assistant Manager	Admin & Finance
Samantha Tham	Assistant Manager	Production
Brandon Goh	Intern	Marketing & Development
Mikael Chew	Intern	Marketing & Development
Zoe Lui	Social Media (China)	Marketing & Development

*All information is accurate as at 31 March 2022.



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, Nominations and Remunerations and Programme.

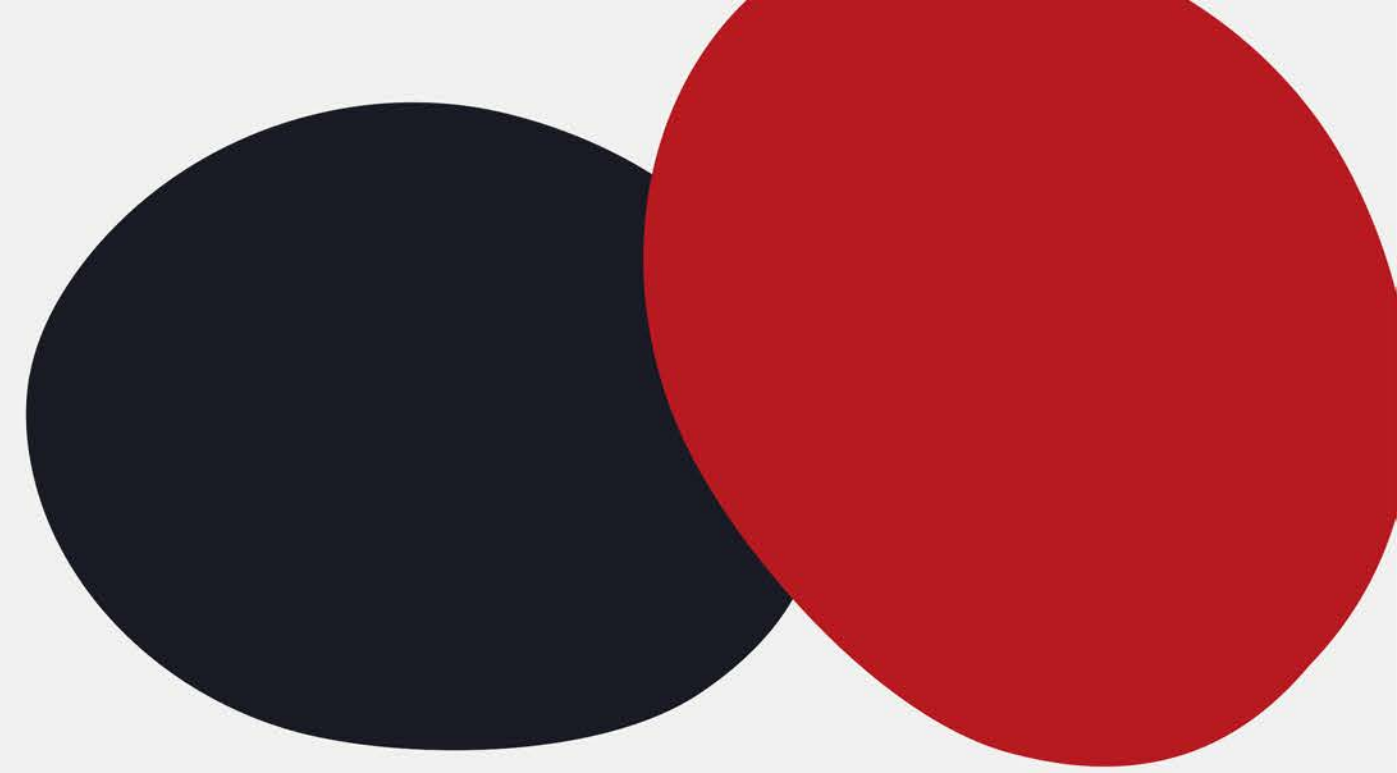
TENG is also headed by Executive Director Yang Ji Wei and Creative Director Dr Samuel Wong, who were both appointed on 1 July 2015.



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)	Assistant Professor of Law (Education), College of Integrative Studies, Yong Pung How School of Law, Singapore Management University	N.A.
Dr Lee Kwok Cheong	Board Member (1 March 2017)	Non-Executive and Independent Director of Singapore Pools (Private) Limited and Singapore Association for Mental Health	N.A.
Dr Samuel Wong	Board Member (21 January 2015) Creative Director (1 July 2015)	Creative Director, The TENG Company 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 Chairperson of Singapore Institute of Directors	N.A.
Yang Ji Wei	Board Member (21 January 2015) Executive Director (1 July 2015)	Executive Director, The TENG Company Ltd	N.A.
Gerald Teo	Board Member (21 January 2015)	Cellist and Music Educator	Treasurer (18 July 2017 to 24 September 2018)

CONCEPT OF THE ANNUAL REPORT



The theme of this year's Annual Report is "Thriving in Adversity". The design elements are rounded and of asymmetrical shapes, reflecting TENG's belief in being original and organic in all that we do.

The colours used are consistent with TENG's branding. With each element overlapping each other, we wish to symbolically highlight the bonds between our people; as well as our firm belief that no man is an island.

Introducing The TENG Company

The TENG Company 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.

TENG's Three Pillars

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.

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 Instrumental Music Grading Examinations 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 Programmes for Targeted Students under its wing.

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 stress 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.



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 Instrumental Music Grading Examinations (Formerly named "Chinese Music Instrumental Music 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 programme 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-Honour 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 held the "Heirlooms" concert, the performative highlight of The Forefathers Project which was four years in the making since 2016

2020

- A collaboration with Shabir, a renowned Indian musician, leading to the release of the "Triptych Series" in response to the COVID-19 situation in Singapore
- "TENG Goes Digital" campaign was initiated
- The TENG Ensemble performed for its first ever digital concert supported by The Fullerton Heritage

2021

- Gift of Music Gala was held as a fundraising digital concert for TENG's social outreach initiatives
- Launched brand new digital series "TENG Insider" – the series has the Executive and Creative Directors of TENG hosting various personalities from the local arts scene to share their insights and personal stories from the industry
- Launched digital series "TENG Backstage" as an ongoing collection of jovial educational and entertainment content
- Where The River Always Flows VI digital concert was presented alongside Fullerton Hotels and Resorts
- Release of Heaven, Earth, Mankind and Unity EP



THE YEAR
IN REVIEW:
FY2021-2022



Creative Director's Message

Every year the team at TENG pushes itself to go faster, better and stronger. We do so because we truly feel a deep passion to the cause of music for good and the development of a Singaporean musical identity.

Despite the pandemic, TENG has constantly innovated and grown together with our programmes and I am proud to share the various breakthroughs we have undertaken throughout the year:

The Performance pillar of TENG held its sixth edition of "Where The River Always Flows" in collaboration with The Fullerton Hotel in August 2021. We also held two sold out physical shows (our first physical show since the pandemic began) at VivoCity in February 2022. It has been great being able to play on stage once again!

Our TENG Gives Back programme gave performances in a hybrid digital and physical fashion, reaching over 500 patients and bringing comfort through music to various beneficiaries across Singapore such as All Saint's Home, St. Luke's Hospital and Saint Andrew's Nursing Home.

We also worked on a new original music series that was created with mental health and wellness in mind, collaborating closely with licensed music therapists to help listeners deal with anxiety and stress. We look forward to developing the series with more works.

We also welcomed five new Gen-Z members into the folds of The TENG Ensemble. We do so to grow a new generation of Singaporean musicians by providing them with a platform to grow and showcase their talents.



The Academy pillar welcomed another four new scholars from underprivileged backgrounds into the Mapletree-TENG Academy Scholarship, with generous support from Mapletree Investments. Some of our scholars have entered international music competitions and received prizes. We are proud to be able to give one of our scholars, Ryan Lim, the opportunity to join The TENG Ensemble (as mentioned above).

For the safety of our team, candidates and examiners, our Grading Examinations department successfully managed an online grading examination – Chinese Instrumental Music Grading Examinations, in December 2021.

As we transit to an endemic state, we look forward to conducting our Examinations physically in 2022. Never resting on our laurels, we are meanwhile looking to revise the Grading Examinations syllabus to ensure relevance to our diverse pool of candidates.

The Research pillar boasts an amazing breakthrough that took two years of considerable effort. In 2020, TENG collaborated with the Singapore Institute of Technology's Health and Social Sciences Department, working on a series of music that features binaural beats – an emerging form of sound-wave therapy with reported psychological benefits.

We are happy to share that the two-year research trial with over 150 participants has come back positive and we have proof of concept that TENG's music with binaural beats can alleviate anxiety and stress levels. Our findings allow us to herald a new generation of works from TENG that have therapeutic effects.

TENG is determined to scale to greater heights, and to constantly push the boundaries of tradition, art, technology and heritage with our work. We can't wait to share with you all the new initiatives that we have lined up in the years ahead!

**Dr Samuel Wong,
Creative Director**





**HIGHLIGHTS
OF FY 21/22**

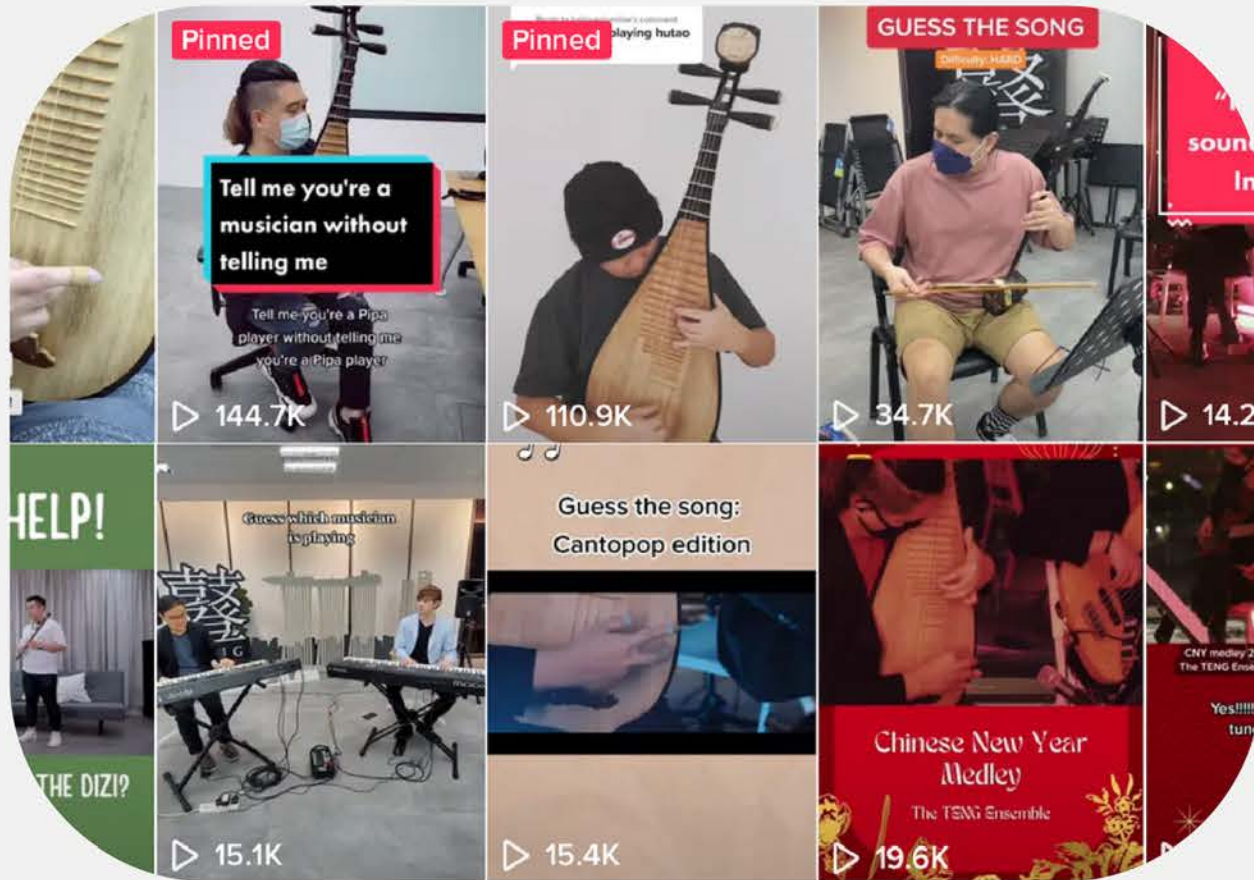
TENG Backstage

TENG Backstage is a digital video series produced to create high-quality edutainment content, both educational and entertaining, localised for our community. The series aims to take audiences beyond our performances with a closer look at our music, our instruments and personalities. The series also features collaborations with other stakeholders and partners. To date, TENG's marketing team has produced the highest number of videos since the launch of the series in comparison to the previous year, with over eleven episodes produced in the past financial year.



TENG Insider

Moving towards a digital normal, TENG rode on the digital wave to produce TENG Insider, an in-depth talk show featuring co-founders of our company, Samuel and Ji Wei as hosts. The series offers hyperlocal content featuring local musicians and professionals - discussing complex issues, industry insights, sharing personal anecdotes and even giving a live performance. This series packs a fun and casual tone, highlighting real struggles, life stories, and witty banter between the hosts and the guests. TENG Insider is an ongoing series.



TENG on TikTok

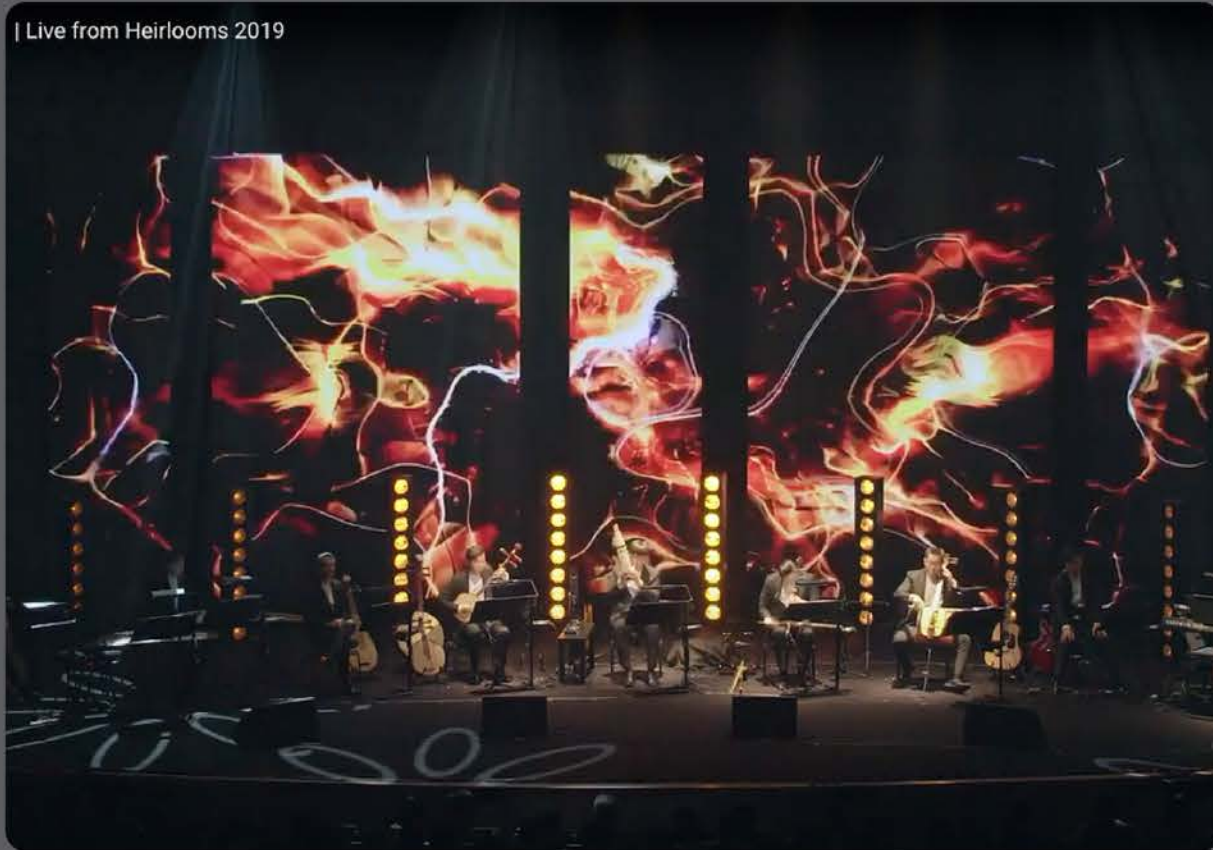
In our ongoing efforts to reach younger audiences, TENG ventured onto TikTok in April 2021. We created casual bite-sized content to educate and entertain. With the aim to raise awareness of our brand and the local music heritage, our content pillars centre around trendy music alongside fun challenges that foster engagement with viewers. Making full use of the platform's functions, TENG's musicians also hosted TikTok live and interacted with their younger fans. One of which was to promote our first live show (since the pandemic) – Once Upon a Time 2022, to ensure a smoother and more seamless experience. Our TikTok has garnered over 10,000 followers over the year and we look forward to the channel growing!

Studio Sessions

TENG continued to release numerous music videos that were recorded and shot LIVE in a single take, during the peak of the pandemic. Ranging from video game music to oldies and TENG originals, the videos feature the electrifying fusion of Chinese and Western instruments. The project allowed TENG to support our musicians and staff during this tough time. A total of seven Studio Sessions were released on our digital platforms this year. The most popular video, *Genshin Impact: Jade Moon Upon a Sea of Clouds Medley*, garnered over 210,000 views on Facebook alone and managed to attract new audiences due to the popularity of the game. The other videos from Studio Sessions were also consistently well-received. The overwhelming support from our audiences strengthens TENG's endeavours to reach a wider community.



| Live from Heirlooms 2019



Live Concert Footage: Heirlooms

As part of Forefathers month in October, TENG commemorated the second anniversary of Heirlooms by sharing videos from the concert. *Xin Zao Beh*, *Hang Gai*, *Memoir* and *Remembering* are some modern reinterpretations of our diverse dialect music traditions that were released on our social media platforms.

Once Upon a Time 2022

Thanks to the easing of safe distancing measures, TENG proudly held its first live in-person concert with the third edition of “Once Upon a Time” after two long years. Supported by Mapletree Investments, the concert took place at VivoCity’s Amphitheatre on 10 and 11 February 2022. Despite being away from the stage for a long time, the concert witnessed a great turnout of over 900 audiences across two days, with the second show being fully sold out.

The concert featured The TENG Ensemble along with two of our Mapletree-TENG Academy scholars, Ee Anzhi and Kee Teng Hwee, providing a platform to perform following the pandemic to showcase talents nurtured by the Mapletree-TENG Academy Scholarship Programme. We look forward to more exciting live performances in the coming year.



TENG X JCDecaux: “Putting The ART In HEART” Campaign

For the second time, advertising firm JCDecaux generously offered an in-kind donation through an outdoor media advertising campaign. Across six months, TENG ran islandwide bus-stop advertisements promoting our social impact initiatives. It featured touching photos that speaks to our commitment to lift the community through our music – rooted by our mission to innovate and collaborate to inspire engagement through our music.

PUTTING THE ART IN HEART

SUPPORTED BY **JCDecaux**

藝 TENG

The TENG Company is a leading not-for-profit Singaporean arts company that comprises a collective of music educators, scholars, and award-winning instrumentalists. Founded in 2004, TENG have always been committed to lifting the community through music.

NURTURE, COLLABORATE, INSPIRE.

GIVING BACK TO THE ELDERLY AND UNDERSERVED

TENG Gives Back is TENG's way of paying forward the goodwill of the company's donors and supporters. TENG takes pride in bringing comfort and joy to over 5000 beneficiaries at elderly homes, dialysis centres and hospitals across Singapore.

EMPOWERING STUDENTS WITH SPECIAL NEEDS AND AT-RISK YOUTH

TENG Academy In-School Programmes are tailor-made collaborative Chinese music programmes that encourage self-discovery and develop musical potential.

NURTURING THE YOUNG FROM UNDERPRIVILEGED BACKGROUNDS

The MapleTree-TENG Academy Scholarship is a holistic programme that aims to nurture future generations of young Chinese musicians. It was established in 2018.

CELEBRATING AND REIMAGINING OUR CULTURE AND HERITAGE

The Forefathers Project is an ongoing research and documentary project that celebrates the musics of Singapore's early Chinese migrants and reimagines their sounds through various platforms.

Scan the QR codes above to learn more about each initiative.

THE TENG ENSEMBLE

HEAVEN, EARTH, MANKIND AND UNITY

FEATURING CALLIGRAPHER GRACE CHEN LIANG

天 地 人 合

天 HEAVEN
地 EARTH
人 MANKIND
合 UNITY

FEATURING CALLIGRAPHER GRACE CHEN LIANG

天地人合 (Heaven, Earth, Mankind and Unity) EP Release

TENG released our very first EP - 天地人合 (Heaven, Earth, Mankind and Unity) in September 2021. The EP is a suite of four collaborative works by The TENG Ensemble performed with esteemed Chinese calligrapher, Grace Chen Liang, where Chinese calligraphy is united with fusion music. The release also included four music videos that were sequentially released, presented as a part of the Singapore Chinese Music Festival 2021.

The EP's cover art reflected the delicate balance achieved – portraying a surrealistic playground with stylized steps and passageways coiling around a monolithic structure – a symbol of roots and tradition. The visual representation depicts achieving equilibrium between our traditional and contemporary influences, the East and the West.

Where The River Always Flows VI

The TENG Ensemble gathered for the sixth edition of Where The River Always Flows, filmed at The Fullerton Hotels Singapore. TENG celebrated the rich cultural heritage and multi-faceted diversity of modern Singapore to commemorate National Day with a programme that reflects the same.

Where The River Always Flows VI was live-streamed on TENG's Facebook and YouTube pages, as well as The Fullerton Hotel Singapore and The Fullerton Bay Hotel Singapore's Facebook pages. Community partners Our Tampines Hub and PAssionArts were also on board to stream the concert on their respective Facebook pages, with aims to reach out to a wider audience. The concert captured over 22,000 views.



TENG Gives Back: Sessions During The Pandemic

TENG Gives Back is our way of paying forward the goodwill of the company's donors and supporters, and giving back to society. The programme pivoted to a hybrid presentation where we could continue reaching out to our beneficiaries during the pandemic.

This year, we hosted a total of 19 live hosting sessions and two live performances for 836 patients across various hospices and nursing homes around Singapore. In view of the pandemic, the live performances were held with safe distancing measurements in place.



The TENG Academy-Confucius Institute Nanyang Technological University Chinese Instrumental Music Grading Examinations



This year, the Grading Examinations have been renamed 'Chinese Instrumental Music Grading Examinations' to forge a stronger branding image. Traditionally, the annual Chinese Instrumental Music Grading Examinations were conducted through face-to-face sessions between examiner and student. To ensure the safety of all examiners, staff and candidates, TENG continued to hold our Grading Examinations virtually. Candidates were assessed through video recordings which had to adhere to strict regulations. Recognising that this accreditation exercise serves as a big milestone in a musician's journey, TENG took the initiative to develop new systems, infrastructure and workflows to cater for the digital examination. The Examinations are accredited by Confucius Institute, Nanyang Technological University.

The Mapletree-TENG Academy Scholarship

The Mapletree-TENG Academy Scholarship programme supported four scholars this year. The programme selected youths who have demonstrated passion for the pursuit of Chinese music but required assistance to support their musical education. The scholarship is only open to Singaporean youths aged 21 and below, with Per Capita Income (PCI) of below S\$2000.

In line with TENG's vision to inspire and impact the next generation, TENG is honoured to provide opportunities for aspiring young musicians, regardless of their circumstances.

This year's scholars are: (from left to right) Jadelynn Soh (Guzheng), Ang De Jin (Ruan), Ryan Lim (Erhu) and Teresa Teo (Erhu).





GOVERNANCE

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 20 September 2021. In accordance with Article 31 of the Constitution of The TENG Company Ltd, Yang Ji Wei, Dr Samuel Wong and Wong Su Yen were re-elected as Board Members.

As at 31 March 2022, there are no Board Members who have served for more than 10 consecutive years.

Sub-Committees

Audit Committee (AC)

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 2022. The AC also reviews the company's internal controls and processes and makes recommendations to the Board.

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

Nominations and Remuneration Committee (NRC)

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, and the Work From Home Policy. The NRC also advises and provides guidance on the remuneration and evaluation processes for staff and Board Members.

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

Sub-Committees

Grading Examinations Sub-Committee (GESC)

The Grading Examinations Sub-Committee (GESC) carried out its functions as outlined in its terms of reference, providing insights and advice to help the Chinese Instrumental Music Grading Examinations achieve its objectives and to ensure the high standards and rigour of the Grading Examinations. The GESC also reviews the Grading Examinations' structure and processes to identify rooms for improvement, and is involved in the appointment of the Grading Examinations' Chief Examiner.

The GESC consists of 3 members: Dr Samuel Wong representing TENG, Dr Neo Peng Fu representing Confucius Institute, Nanyang Technological University (CI-NTU), and Quek Ling Kiong, an independent body not affiliated to TENG and/or CI-NTU.

Programme Sub-Committee (PSC)

The Programme Sub-Committee (PSC) shall carry out its functions as outlined in its terms of reference, providing support to TENG's overall creative and programming efforts through the initiation and facilitation of programmes that fulfils TENG's mission and vision, as well as mobilising networks and resources to ensure the successful delivery of programmes. The PSC was officially formed in March 2022 and will be holding its first meeting in April 2022.

The PSC is chaired by Gerald Teo, with members Dr Benny Lim, Carol Lee, Evelyn Lee and Mengtong Guan.



Meetings and Attendance

In the Financial Year ended 31 March 2022, a total of four Board Meetings, three AC Meetings, one NRC Meeting and two GESc Meetings were held. The first PSC Meeting will be held in April 2022.

Attendees	Board Meetings	AC Meetings	NRC Meetings	GESc Meetings	PSC Meetings
Elaine Teo	4/4	-	1/1	-	-
Dr Daniel Seah	3/4	-	1/1	-	-
Dr Lee Kwok Cheong	4/4	3/3	-	-	-
Dr Samuel Wong Creative Director, TENG	4/4	-	-	2/2	0/0 (Ex-officio)
Tham Chee Soon	4/4	3/3	-	-	-
Rachel Teo	3/4	3/3	-	-	-
Wong Su Yen	4/4	-	1/1	-	-
Yang Ji Wei, Executive Director, TENG	4/4	3/3 (Ex-officio)	1/1 (Ex-officio)	-	-
Gerald Teo	4/4	-	-	-	0/0
Dr Neo Peng Fu	-	-	-	2/2	-

Attendees	Board Meetings	AC Meetings	NRC Meetings	GESc Meetings	PSC Meetings
Quek Ling Kiong	-	-	-	2/2	-
Dr Benny Lim	-	-	-	-	0/0
Carol Lee	-	-	-	-	0/0
Evelyn Lee	-	-	-	-	0/0
Mengtong Guan	-	-	-	-	0/0



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 Company 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\$100,001 - S\$150,000
Yang Ji Wei	S\$100,001 - S\$150,000

Disclosure of Remuneration of the Three Highest Paid Staff

Two 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 or Board Members, who each receive a total remuneration of more than S\$50,000 in the Financial Year ended 31 March 2022.



FUTURE PLANS & COMMITMENTS

Programmes

ACADEMY

With the gradual easing of restrictions on physical gatherings and interactions, the Chinese Music Instrumental Grading Examinations will resume its face-to-face examinations format.

PERFORMANCE

In the coming Financial Year, TENG will be having the following programmes.

17 & 18 June 2022	The Forefathers Project – A Lecture-Concert by The TENG Ensemble
23 July 2022	Where The River Always Flows VII
9 & 10 September 2022	Once Upon a Full Moon 2022

Subject to existing safe distancing measures, TENG will also be gradually resuming live TENG Gives Back performances in various homes, hospitals and hospices of its beneficiaries.

RESEARCH

In collaboration with Singapore Institute of Technology and supported by Singapore Chinese Cultural Centre, TENG completed its first phase of the Binaural Beats Project, with research results concluding that TENG's music, coupled with the Binaural Beats, led to positive responses and effects. TENG will continue to explore the various different aspects of Binaural Beats and produce more music in its next phase of research work.

Governance

TENG completed its two-years long comprehensive review on Risk Management and Internal Controls conducted by Shared Services for Charities Ltd. The company will next embark on another review to update and refine the different manuals and policies used in its operations. This will likely happen in the second half of 2022.

Fundraising

The company is constantly looking out for various ways to appeal to different donors, both private and corporate, and has engaged a fundraising consultancy to explore different and better means of appealing to donors and garnering their support. A donor sharing session is tentatively scheduled to happen in the middle of June 2022, and TENG is also considering organizing a fundraising soiree in the later half of 2022.

Expenditure

TENG is looking at diversifying away from the heavily saturated digital space which resulted from COVID-19 and is looking at resuming live performances. TENG is expecting to incur a more significant portion of its programme expenditure on funding live performances moving forward.





FINANCIAL HIGHLIGHTS

Summary

In the Financial Year ended 31 March 2022, there was a total surplus of S\$601,625, a decrease of S\$284,253 from the previous year's surplus of S\$885,878.

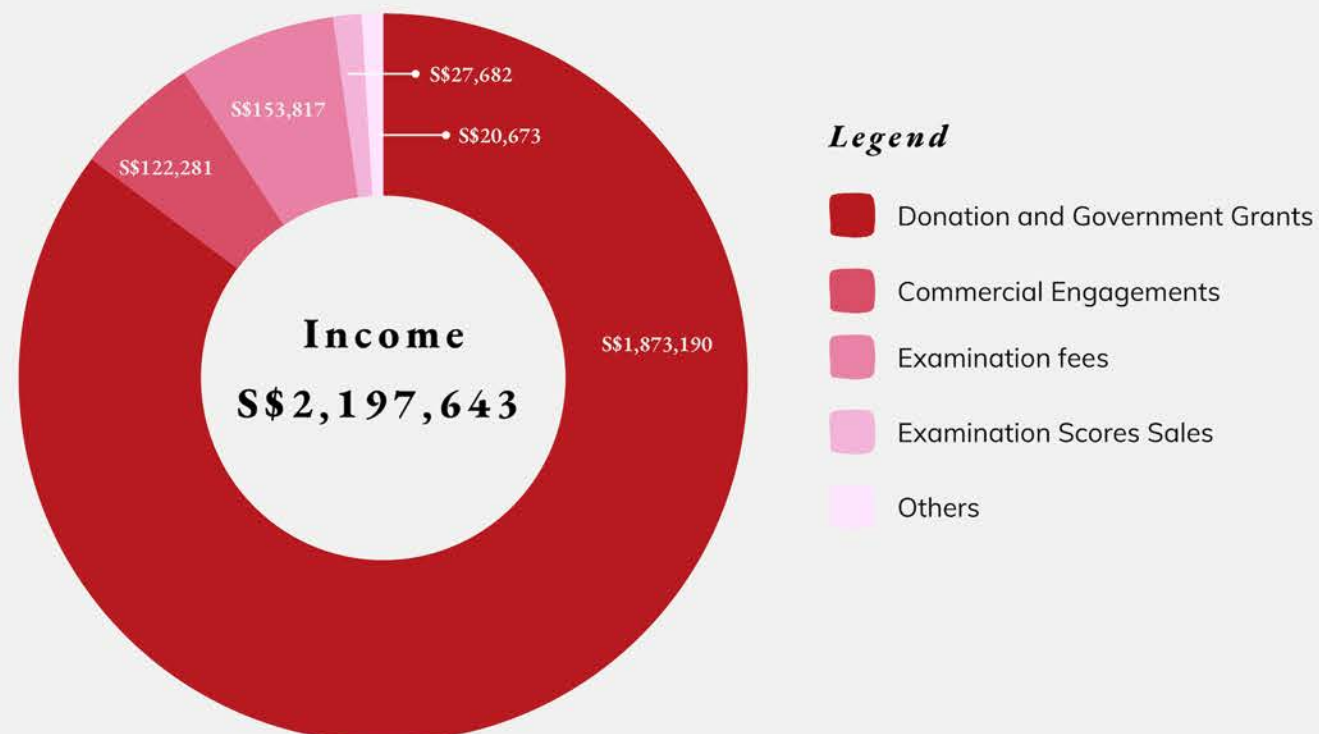
Income

In the Financial Year ended 31 March 2022, TENG had total revenue of S\$2,197,643. The main sources of income are donations and grants, such as the National Arts Council Major Grant and Cultural Matching Fund, totalling S\$1,873,190.

The slight decrease of S\$51,961 from the Financial Year ended 31 March 2021, where total income was S\$2,249,604, can be mainly attributed to the reduction in COVID-19 related grants and fundings.

TENG is in its fourth year as a company under the National Arts Council's Major Company Scheme, and a total grant amount of S\$650,000 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, S\$150,000 in the Financial Year ended 31 March 2021 and S\$220,000 in the Financial Year ended 31 March 2022.

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 TENG Gives Back Programme and the Mapletree-TENG Academy Scholarship Programme.



Expenditure

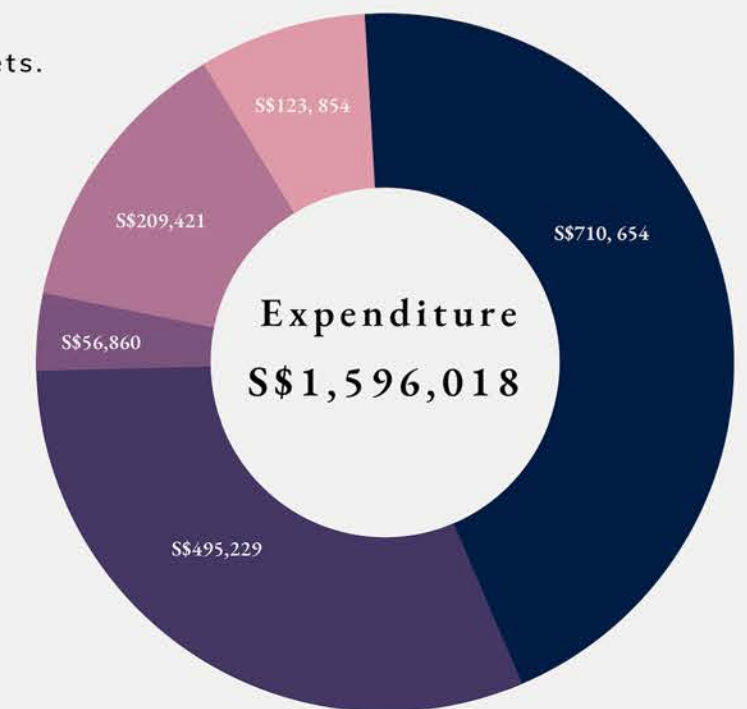
In the Financial Year ended 31 March 2022, TENG had a total expenditure of S\$1,596,018, the majority being attributed to employment expenses totalling S\$710,654, project fees* totalling S\$495,229 and marketing expenses totalling S\$209,421.

This is an increase of S\$232,292 from the Financial Year ended 31 March 2021, where total expenditure amounted to S\$1,363,726. The increase can be largely attributed to higher employment expenses due to the conversion of SGUnited Trainees to full-time staff and hiring of new full-time staff, as well as an increase in marketing efforts and projects to strengthen TENG's physical and digital presence.

TENG does not hold charitable assets.

Legend

- Employment Expenses
- Project Fees
- Rental
- Marketing Expenses
- Others



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

Major Financial Transactions

Expenditure

- Production Fee for Once Upon A Time 2022: S\$40,130.40
- Research Fee for Binaural Beats Project: S\$39,600.00
- Production Fee for Where The River Always Flows VI: S\$23,000.00

Income

- Grant from Cultural Matching Fund: S\$932,851.00
- Grant from National Arts Council Major Company Scheme: S\$220,000.00
- Donations from Mapletree Investments Pte Ltd: S\$125,000.00



OUR
SINCEREST
GRATITUDE
TO OUR **DONORS**

Sincerest Gratitude to Our Patrons

Jade

Donations S\$100,000 and above

Dews of Joy Foundation
Goh Swee Chen
Mapletree Investments Pte Ltd

Brocade

Donations of S\$20,000-S\$49,999

BinjaiTree
Ho Bee Foundation
Holywell Foundation Ltd
M.E Teo
Ng Teng Fong Charitable Foundation Limited
The Fullerton Hotels and Resorts
Tantallon Capital Advisors Pte Ltd

Rosewood

Donations of S\$10,000-S\$19,999

Conrad and Andrea Lim
CornerStoneWines
Karen Fawcett
Magnus Keith Yu-Jene
Rachel Teo
Stuart James McLelland
The Community Foundation of Singapore

Purple Bamboo

Donations of S\$1,000-S\$9,999

Catherine Tan
Chen Liang
Cheng Ting Kuang
Chew Kwee San
Chinese Instrumental Music School
Daniel Teo Tong How
David Harris Zemans
Ding Xin Yan
Eason Music
Ena Su
Eight Tones LLP
Grace Fu
Guzheng Association (Singapore)
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Kwa Chong Seng
Lee Kwok Cheong
Lee Kwok Kie @Patrick Lee
Lim Kwuan Boon
Margaret-Chin Wolf and Thomas Wolf
Mr and Mrs Choy Khai Meng
Ong Hwee Suan
Rebecca Woo
Samantha Tham
Saxone Woon
Siok Han Tjoa
Soh Jun Hao
Timothy C M Chia

Purple Bamboo (continued)

Donations S\$1,000-S\$9,999

Tan Chin Tuan Foundation	Wong Su Yen
Tan Keng Keng & Dr Lai-Wah Lai	Yang Ji Wei
Tania Pemberton	Yap Su-Yin
Teo Yi-Ling	
Toh Yew Sheng	

The Forefathers Project Instrument Adoption



Gehu

Adopted by Ms Tan
Keng Keng in memory
of Dr Lai-Wah Lai



Yueqin

Adopted by Mr and
Mrs Teo Choo Kiat



Nanpa

Adopted by Conrad
and Andrea Lim

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

Donor credits valid as of January 2021 to 31 March 2022.



A closing message from our Executive Director

We stepped into FY21/22 with a renewed commitment to serve our community in this new normal. Music has the ability to calm minds and bring comfort to those in need. Our work is never ending but the smiles on the faces of our beneficiaries makes it all worthwhile.

Putting our plans into action this year wasn't easy and smooth sailing due to many uncertainties surrounding the emergence of new COVID-19 variants. The team had to remain nimble, agile and ready to make sudden pivots or adapt quickly to changes.

The work put into each and every programme was significantly increased to plan and prepare for multiple scenarios and possibilities. Despite these difficulties, this year has been yet another exceptional year for TENG – I would like to thank my entire team for their sacrifices and dedication to maintaining TENG's high standards.



In our previous Annual Report, I highlighted the importance of being prudent; one example being the reduction of our office space in our bid to lower operating overheads. We also focused on building our reserves which gives us confidence when planning for programmes on a longer runway.

I am also pleased to share that we've continued tapping on government grants and initiatives, while upgrading ourselves whenever possible – attending courses to upskill our entire team. We were also able to take on a few SGUnited trainees and later offered full-time positions to them, providing employment for young and passionate managers who believe in the arts. We hope to see more young professionals entering the arts industry.

As such, we pledged to take in more interns from tertiary institutions who are passionate and to give them the opportunity to experience working in the arts. TENG was also invited by DDB to be on the list of their Braintree Advisors, sharing and inspiring young individuals through their initiative called "Campfire". Succession planning is crucial to the longevity and sustainability of TENG and hence we committed ourselves to starting early.

In this new norm, we created new opportunities to engage the younger demographic on the digital sphere and introduced new programmes such as TENG Backstage and TENG Insider. Both programmes were released on our social media platforms, giving exposure to fellow local arts practitioners in light hearted settings. Through these programmes, we aim to create more awareness for Chinese music and give insights to various music topics. In early 2021, we started our TikTok account with the aim to reach out to younger audiences. Within this past year, our TikTok have grown to more than 10, 000 followers, with over 3.9 million views on the platform itself. I would like to give a shoutout to our marketing team for this achievement!

In the coming year, the TENG team will move forward with a flexible working arrangement consisting of a hybrid of working from home and office, in recognition of the importance of in-person interaction to keep the camaraderie strong within the team.

The well-being of our staff, both physical and mental, is important and must be looked at frequently. I am also proud to share that we implemented a well-deserved company break last December and will continue to plan more in the near future. Our belief in mental wellness extends beyond the office and I am pleased to share that TENG will soon be announcing a groundbreaking project fusing music, technology and wellness!

Lastly, I want to thank all our dearest donors for your trust and generosity during what would have otherwise been a very difficult two years. We wouldn't be here without your ongoing support.

Stay safe and take care!

Yang Ji Wei,
Executive Director





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