



 NLB | National Library Board  
Singapore

# MAKING LASTING CONNECTIONS

ANNUAL REPORT 2013/2014

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Donors Who Enriched  
Our Collections

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Partners Who Brought Our  
Books to the Less Privileged  
at Home and Abroad

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Sponsors of Libraries

## Our Libraries, Our Spaces

Families bond

Friends meet

Knowledge gained

Passions pursued

Careers made

Ideas sparked

Minds enriched

History revisited

### Vision

Readers for Life,  
Learning Communities,  
Knowledgeable Nation

### Mission

Through our libraries, we  
make knowledge come  
alive, spark imagination  
and create possibilities

## MESSAGE FROM CHAIRMAN & CEO

It was an eventful year for the National Library Board (NLB).

We made an indelible mark in the global library community by hosting two international conferences. We paid tribute to our pioneer generation through our exhibitions and services. We also created an early literacy library for children below six and their parents.

library@chinatown and “My Tree House,” our first two community-supported libraries launched last year, have been well received by visitors.

We also tapped on the opportunities created by the digital momentum and social media to engage the community, developed new services, and spearheaded a special programme to help Singaporeans navigate the avalanche of information in today’s digital world.

### CONNECTING TO THE WORLD

In August 2013, NLB and the Library Association of Singapore, supported by several government agencies, organised the 79th International Federation of Library Associations and Institutions (IFLA) World Library and Information Congress (WLIC). More than 3,700 delegates from all over the world discussed the infinite possibilities for libraries in the future.

We were very heartened by the support from volunteers and the business community. 337 volunteers from different walks of life came forward to assist us with the logistics, hospitality and operations, and contributed significantly to the success of the conference. Businesses were generous in providing door gifts to delegates. We received numerous compliments from delegates who were touched by Singapore’s warmth and impressed by our efficiency.



Prior to the conference, we also had the rare honour to be the second city to host the International Summit of the Book after its inauguration at Washington D.C. in 2012. Prominent intellectuals, academicians and publishers exchanged views on the importance of libraries and evolution of books.

### CONNECTING TO PEOPLE

Our experiment with a volunteer-driven model to operate library@chinatown (sponsored by CP1 Pte. Ltd. and Kwan Im Thong Hood Cho Temple) has been promising. It has shown us that the community can be more involved in the running of libraries. We will step up our engagement efforts with our volunteers and create more opportunities for them to contribute their valuable time and expertise. “My Tree House,” our green library for kids (sponsored

by City Developments Limited), has been awarded the Platinum BCA Green Mark Award for an Interior Project. Both libraries have been widely recognised as examples of how the private, public and people sectors can work together to serve the community.

This year, we created a welcoming space in the Jurong Regional Library for a very special group in our community: the very young ones. The Early Literacy Library caters to children of ages six and below, and is a place for children to discover that reading is fun and to cultivate a love for reading. We offer a range of programmes to help parents nurture their children’s learning and development. The library also serves as a resource centre for early childhood educators.

### CONNECTING TO KNOWLEDGE

We continued with efforts to bridge the digital divide in our community. With generous support from

sponsors, we expanded the eDevice loan service to six libraries. We also assisted and encouraged our senior citizens to make good use of the Silver Infocomm Hotspots, where they get to enjoy an hour of free internet access daily at the libraries.

As our users move towards a mobile and digital lifestyle, we are increasing our online services. Next year, we will introduce a user-friendly e-book portal and a more powerful search engine to access content across our libraries and the National Archives of Singapore (NAS).

The proliferation of online sites and social media has churned out a vast amount of information. NLB launched S.U.R.E. (which refers to Source, Understand, Research and Evaluate) to promote information literacy in our community. This is to equip Singaporeans with the skills to distinguish between fact, fiction and opinion. We also worked closely with the Ministry of Education to introduce S.U.R.E. to students.

### CONNECTING TO NATION

We continued to work with the community to collect memories for the Singapore Memory Project (SMP). Our users can now experience this treasure trove of memories at SMP's home at Jurong Regional Library. The homely setting of this space reflects the heart and soul of the personal stories contributed by individuals, partners, and organisations. Some 1,500 memories about Singapore are presented in different formats, bringing visitors through a multi-sensory journey of what Singapore is all about.

We also paid special tribute to the pioneer generation, who occupy a unique place in our community. Many had migrated from other lands and experienced challenging times in the early years of nation-building while working together to shape the Singapore of today. Their diverse and rich memories give us

insights into Singapore's past and remind us of our own memories. We captured and presented some of their stories through two exhibitions: *Hands: Gifts of a Generation*, and *Roots: Tracing Family Histories*.

NLB is working in partnership with the Tamil Digital Heritage (TDH) Group and other government agencies to digitise Singapore's Tamil literary heritage. This initiative will enable 50 years of Tamil creative writing to be preserved for future generations. The Indian community will be presenting this as a gift to the nation during the 2015 Jubilee celebrations.

History enthusiasts can also look forward to digital versions of Malay manuscripts from the 17th to 19th century and rare materials such as the early maps of Singapore and archival material relating to Sir Thomas Stamford Raffles on our website. With support from a donor, these materials will be digitised and made available on NLB's portal.

Over the next two years, NAS will be uploading more than 3,000 oral history interviews to a new portal. This will enable more users to discover interesting and intimate accounts of Singapore's past through personal stories. This portal will feature enhanced search options such as voice-to-text technology, keyword scanning and time-stamping.

We were touched by the strong support from the local film community as we welcomed the Asian Film Archive (AFA) to our NLB family this year. With a rich collection of more than 1,600 films including classic Malay films from the Cathay-Keris Studios and productions by local filmmakers, we will expand our programme offerings to include film screenings and workshops on the cinematic gems of Singapore and the region. Local filmmakers will also benefit from the NAS's conservation

expertise and state-of-the-art facilities to professionally restore, preserve and catalogue their films for future generations.

Together with Cengage Learning Asia, NAS published 《新加坡选择了李光耀》 (Singapore Chose Lee Kuan Yew), a nine-volume compilation of Mr Lee Kuan Yew's illustrious career of over 60 years. Each volume is based on a different theme and presents different aspects of his political career and personal life. This is the third in a series of publications and provides the reader with an insightful record of Mr Lee's beliefs and contributions to the country.

### CONNECTING TO THE FUTURE

We are looking forward to another exciting year with new libraries, programmes, and digital initiatives.

The upcoming year will see the opening of library@orchard and the reopening of Sembawang Public Library. Both libraries will be equipped with special digital self-service features. We will also be celebrating the 10th anniversaries of two major reading programmes that have touched thousands of Singaporeans: Read!Singapore and kidsREAD.

In addition, we will roll out two new mobile libraries (MOLLYs), sponsored by the Kwan Im Thong Hood Cho Temple. We will also bring our digital collection nearer to the people by developing virtual bookshelves at public spaces like bus stops and schools where users can scan and download e-books on the go.

NLB is proud to be a service excellence leader and we will continue to put delighting library users at the heart of all our connections. All these are possible only with support from our library users, volunteers, donors and partners, and the commitment of our board members and staff.



**MS YEOH CHEE YAN**  
Chairman



**MRS ELAINE NG**  
Chief Executive Officer



## BOARD MEMBERS

**1** **MS YEOH CHEE YAN**  
Chairman, National Library Board  
Permanent Secretary  
Ministry of Culture, Community and Youth  
🕒 1 September 2009

**2** **MR TIMOTHY TEO LAI WAH**  
Director  
St Luke's Eldercare Ltd  
🕒 1 September 2009

**3** **MS NEO GIM HUAY**  
Director, Investment  
Temasek International Pte Ltd  
🕒 1 September 2013

**4** **MR ARTHUR FONG**  
Managing Director  
Greater China Market Head  
Bank of Singapore  
🕒 1 September 2011

**5** **MS RAHAYU BTE MAHZAM**  
Deputy Registrar  
Syariah Court  
🕒 1 October 2011

**6** **MR MICHAEL KOH**  
Director of Design  
SC Global Developments Ltd  
🕒 1 September 2013

### NOT IN PICTURE

**MR KWA CHONG GUAN**  
Senior Fellow  
S. Rajaratnam School of  
International Studies,  
Nanyang Technological  
University  
🕒 1 September 2009

**MR JOHN KOH**  
Independent Director  
NSL Limited  
🕒 1 September 2011

**MS ANN LAVIN**  
Head (Policy and  
Government Affairs)  
Google Asia Pacific Pte Ltd  
🕒 1 September 2011

**DR LEE SHIANG LONG**  
Executive Director, Institute  
for Infocomm Research  
Agency for Science,  
Technology  
and Research (A\*STAR)  
🕒 1 September 2013



**7** **MR DHIRENDRA SHANTIL**  
Board Director & Head  
Asia Pacific  
Fircroft Pte Ltd  
🕒 1 September 2009

**8** **MS GOH ANN NEE**  
Chief Financial Officer  
City Developments Limited  
🕒 1 September 2009

**9** **MR KOK PING SOON**  
Deputy Secretary  
(Development)  
Ministry of Manpower  
🕒 1 September 2011

**10** **MS HOO SHEAU PENG**  
Deputy Chief Counsel (Advisory  
and Administration), Civil Division  
Attorney-General's Chambers  
🕒 1 September 2013

**11** **MR DERRICK GOH**  
Managing Director and Head  
POSB  
DBS Bank Ltd  
🕒 1 September 2013

**12** **MRS TENG SOON LANG**  
Executive Vice President,  
Head (Group Quality &  
Service Excellence) OCBC Bank  
🕒 1 September 2011

**13** **MDM ZURAIDAH  
BINTE ABDULLAH**  
Commander Training  
Command concurrent  
Deputy Chief Executive  
(Administration)  
Home Team Academy  
🕒 1 September 2013

**14** **MRS CHUA-LIM YEN CHING**  
Executive Director  
Academy of Singapore Teachers  
Ministry of Education  
🕒 1 September 2011

 **Date of Appointment**



## SENIOR MANAGEMENT

**1** **MR LEE KEE SIANG**  
Director  
Technology & Innovation;  
Chief Information Officer

**2** **MR ERIC CHIN**  
Director  
National Archives  
of Singapore

**3** **MR WILLIAM TAN**  
Director  
Finance & Administration

**4** **MRS JUDY NG**  
Director  
Resource Discovery  
& Management

**5** **MS TAY AI CHENG**  
Assistant Chief Executive;  
Chief Librarian  
Public Libraries





**6** **MRS ELAINE NG**  
Chief Executive Officer

*Appointed on 15 April 2011*

**7** **MS AMARJEET KAUR GILL**  
Director  
Public Library Services

**8** **MR SUNDRARAJ THAVASIKKANNU**  
Director  
Communications & Development

**9** **MR KELVIN KOH**  
Director  
People Management & Development  
and Strategic Development

**10** **MR GENE TAN**  
Director  
National Library

**NOT IN  
PICTURE**

**MS NGIAN LEK CHOH**  
Deputy Chief Officer  
National Library, Archives & Collections

**MR ANG BOON YEE**  
Director  
Properties & Facilities Management



A child is sitting on a pink chair, reading a book. The background shows a library with wooden bookshelves filled with books. The scene is brightly lit with warm colors.

# Connecting People to **PEOPLE**

Through inclusive programmes and services,  
we cultivate the bonds and strengthen the ties  
between families and communities

# Our First Library for the Little Ones

Now, children six years old and below, their parents and teachers have a special library to call their own. Even infants will find something exciting among the carefully selected books at Singapore's first Early Literacy Library. Housed within Jurong Regional Library, it offers a series of workshops for parents to get their children interested in reading from an early age. Young visitors can also look forward to fun reading activities such as craft workshops, games and skits.



**60,000**

books that cater to two age groups

**UNDER 3 YEARS & 4 TO 6 YEARS**



*The books at the ELL are big and have more pictures and interesting storylines. My girls like the puzzles because they engage them in meaningful and interactive play. It's important for children to be exposed to language and reading when they're young.*

*- Rebecca Ng Choo Win, 34  
Mother of three girls aged 5, 2 and 10 months*



# Giving Needy Children a Head Start

Reading is recognised as a vital skill for children to excel in their studies. Over the last nine years, our kidsREAD volunteers have been nurturing the reading habit among children from low-income families. More than 20,000 kids at 789 kidsREAD clubs have benefited from this programme. The programme for children aged four to eight is run by volunteers from all walks of life, ranging from senior citizens to young professionals and students.

MORE THAN  
**1,400**  
VOLUNTEERS



**789**  
kidsREAD  
CLUBS



*There is a great sense of satisfaction in teaching children to read. Particularly from helping those who were not able to before. I remember this boy who showed remarkable improvement after joining us. The friends he made also gave his self-confidence a much-needed boost.*

*- Nabilah Isa, 21  
kidsREAD volunteer*



# A Library Run by Volunteers

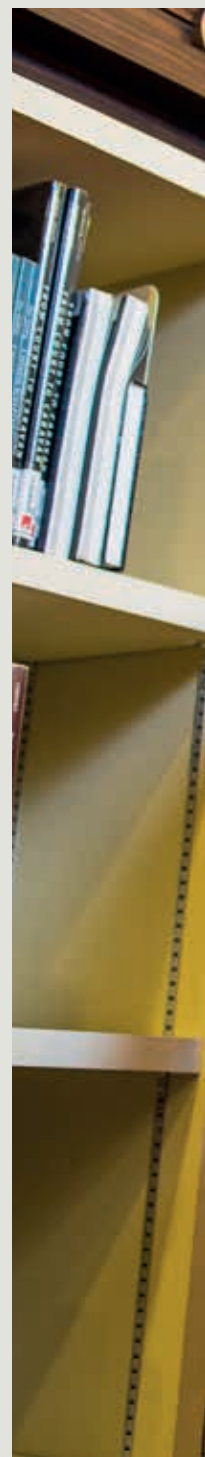
Dedicated volunteers, from students to members of our pioneer generation, help to run library@chinatown, our first community-supported library. Operating on a self-service model, the library offers a unique collection of books and audio-visual materials, and programmes on Chinese arts and culture. In November 2013, the library bagged the Silver Award in the Most Innovative Project/Policy Category at the PS 21 ExCEL Awards, a prestigious annual public service convention.

In March 2014, President Tony Tan visited the library and met our volunteers.

library@chinatown is generously sponsored by CP1 Pte. Ltd. and Kwan Im Thong Hood Cho Temple.



MORE  
THAN  
40  
VOLUNTEERS







*Volunteering at a library is something new for me. I assist mainly with the shelving of books; sometimes I help visitors locate the books they want. Being a volunteer requires dedication and commitment; it's a chance for older people to contribute to society.*

*- Sharon Au Seok Cheng, 57  
library@chinatown volunteer*

# Making Our Mark in the Global Library Arena

Two back-to-back International Conferences in August 2013

## International Federation of Library Associations and Institutions World Library and Information Congress (IFLA WLIC)

NLB and the Library Association of Singapore, supported by several government agencies, organised the 79th IFLA WLIC themed, “Future Libraries: Infinite Possibilities”. More than 3,700 delegates from 120 countries attended the one-week congress. 337 volunteers came forward to assist us with the logistics, hospitality and operations. Numerous compliments were received from delegates who were touched by Singapore’s warmth and impressed by our efficiency.





## International Summit of the Book

NLB hosted the second International Summit of the Book, which brought together thought leaders, eminent authors and publishers of both traditional and new media. Themed “A Book By Any Other Name”, the event focused on the importance and future of libraries and books in the preservation of cultural identities, from both Asian and global perspectives.







# Connecting People to **KNOWLEDGE**

We enable and encourage lifelong reading  
and learning by providing equal access  
to knowledge in our community

# Nurturing a Green Generation

“My Tree House” is the world’s first green library for children. Young visitors can discover and learn about the environment through a collection of books, programmes and interactive installations on plants, animals and climate change.

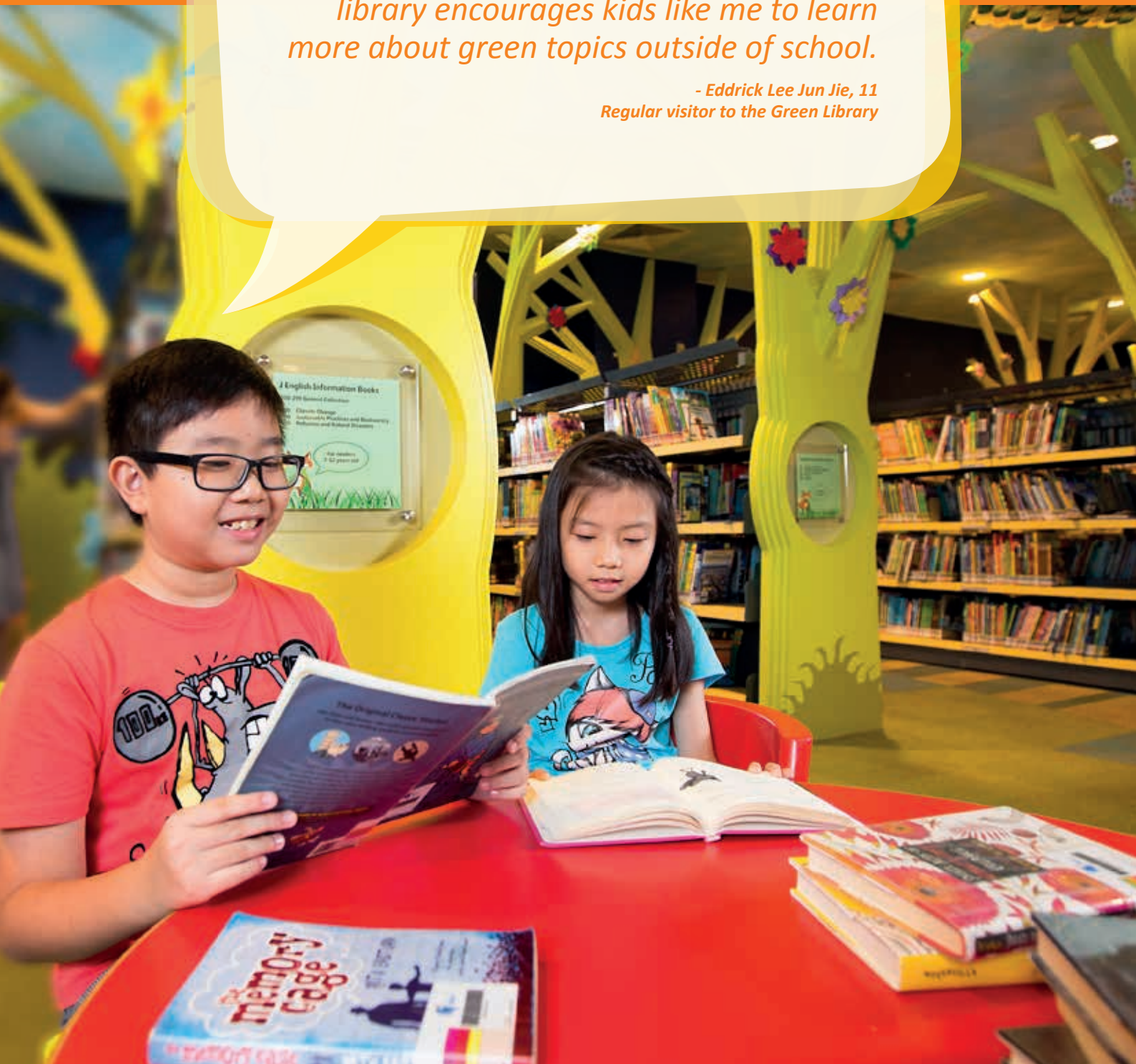
Dr Jill Biden, wife of US Vice-President Joe Biden, read to children at “My Tree House” during her tour of NLB in July 2013.

“My Tree House” was developed in collaboration with City Developments Limited and its partners.



*I visit the Green Library because of the wide variety of books. There are books on recycling that I can refer to for tips. The library encourages kids like me to learn more about green topics outside of school.*

*- Eddrick Lee Jun Jie, 11  
Regular visitor to the Green Library*



# Skills to Sieve Facts from Fiction and Opinion

S.U.R.E. promotes four simple steps to equip our community with the skills to deal with the avalanche of information churned out by various channels in the modern world. Together with the Ministry of Education, the NLB runs S.U.R.E. clubs, an enrichment programme for secondary school students in 24 schools.

## S.U.R.E. MESSAGES



CLUBS  
AT  
**24**  
SCHOOLS

The S.U.R.E. method includes four steps:

1. **SOURCE** – When reading information, check if it comes from a reliable source
2. **UNDERSTAND** – Understand the context of the information, e.g. whether it is fact or opinion
3. **RESEARCH** – Cross-check with other reliable sources before arriving at a conclusion and
4. **EVALUATE** – Look at different angles; there are at least two sides to every story





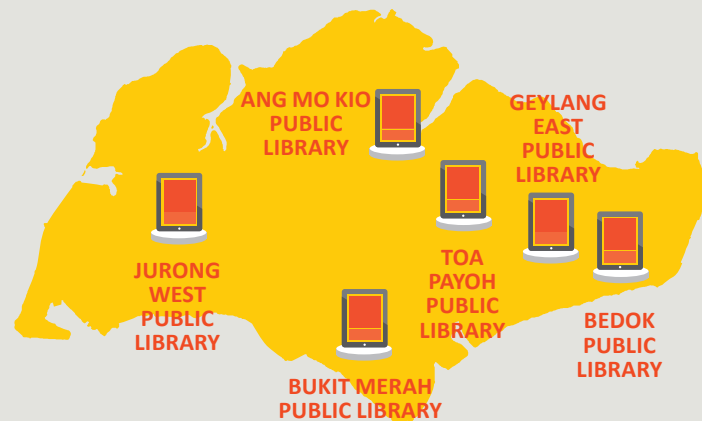
*We used to just copy and paste information from the Internet for school assignments. Through S.U.R.E., we've learned that it's important to verify our sources instead of simply lifting information from websites. Our grades have actually improved. Doing research is now much more fun and interesting; it's a bit like doing investigative work.*

*- Haran Nadarajan and his schoolmates Ryan Ho, Muhammad Nile, Das Arpit, 15 S.U.R.E. club members from St. Patrick's Secondary School*





Our eDevices are available at:



## Another Step to Bridge the Digital Divide

The number of our libraries offering the eDevice loan service has now increased from two to six. This was made possible with the generous donation of 400 eReaders by the The United States Embassy in Singapore. Users can access millions of eBooks and a wide array of digital content through our online databases.



# Picked By Youth For Youth

The newly formed Read! Singapore Youth Book Selection Committee chose 24 titles in the four official languages for this year's READ! Singapore. This was the first time that the committee of 25 students, aged 15 and above, recommended titles that would appeal to their peers. This year's theme, "Under One Sky", emphasised the bonds between people of different cultures, societies and generations.



# Bringing Books Nearer to Home

NLB worked with the People's Association, Community Development Councils and Thye Hua Kwan Moral Society to set up 22 library corners at community clubs and Senior Activity Centres. NLB helped to select books, organise activities and create a conducive environment for reading.



## 50plus EXPO 2013

In order to reach out to more seniors, we participated in 50plus EXPO 2013, organised to promote active ageing. Visitors to the NLB booth tried out our eDevices and learnt more about our programmes for seniors.



*The elderly should be encouraged to pick up IT skills even though some of us are afraid to learn new things. The library is keen to help by offering courses for senior citizens. More importantly, the instructors are inspiring and they provide good guidance.*

*- Mr Chua Heng Chin, 63  
Retiree*

## Silver InfoComm

Seniors aged 50 and above enjoy an hour of free Internet access at our libraries every day. We also offer them specially designed IT courses to enable them to use online resources and services.

Singapore  
Memory  
Project

REGIONAL LIBRARY

SURROUND YOURSELF  
WITH MEMORIES OF  
SINGAPORE IN THIS  
COSY CORNER

SINGAPORE is a space for you to linger  
myriad  
tes,





# Connecting People to **NATION**

The Singapore spirit is shaped by our history, achievements and collective experiences. NLB collects, preserves and shares our nation's literary heritage, memories and records

# Singapore Memories

The Singapore Memory Project (SMP) captures memories precious to Singaporeans. More than 1,500 treasured memories are creatively showcased in a special living room setting at the Jurong Regional Library.

The irememberSG Fund aims to encourage organisations and individuals to create projects like films, digital games and photo exhibitions that will collect and showcase Singapore memories leading up to 2015, when Singapore celebrates its 50th anniversary.



## Other SMP initiatives

- irememberBookstores (in collaboration with Chou Sing Chu Foundation)
- irememberParks (in collaboration with NParks)
- AWESOME MRT Diaries Book 1 and 2
- Memory Makers videos
- SMP Memory Kit





*We want to create awareness that Singapore is not just a single island; there are other islands and communities that we've forgotten along the way. Our project is a concerted effort to record the living history of what we have left before it's gone, and to get people thinking about the nation's future. Many of the islanders are quite old. It's a pity if all this heritage and history is lost.*

*- Edwin Koo, 35 with his team, Zakaria Zainal, 28, and Juliana Tan, 25  
Recipients of the iRememberSG fund, who are working  
on a memory project on the Southern Islands*



# Hands: Gift of a Generation

We honoured our pioneer generation through a special exhibition, Hands: Gift of a Generation. Singaporeans were touched by the stories of several pioneers told through photographs of their hands.





## ROOTS: Tracing Family Histories

The exhibition showcased how Singaporean families discovered their family histories. Visitors were taken on a journey to the families' past through archived documents, photographs, personal artefacts, and precious heirlooms. They also learned about resources that are available for them to trace their own ancestry.



# Malay Manuscripts

Historians and researchers can soon view Malay manuscripts, early maps of Singapore and archival information on Sir Stamford Raffles online. We are working with the British library to digitise this collection.

This project was made possible by the kind donation of William and Judith Bollinger.

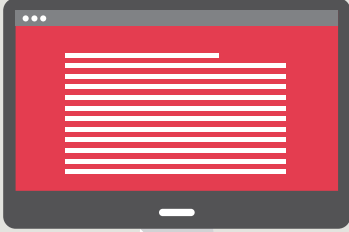




## Khoo Seok Wan: Poet and Reformist

As part of our literary pioneer series, we featured rare works, poems and letters by Khoo Seok Wan, a prolific poet and a key advocate of China's reformist movement of 1898 in Singapore.





## Tamil Digital Heritage

A community-initiated drive was launched to digitise local Tamil literary works from 1965 to 2015. This effort is supported by NLB. We will host the collection online after it is presented by the Indian Community in 2015 as a gift to Singapore for its 50th anniversary celebrations.

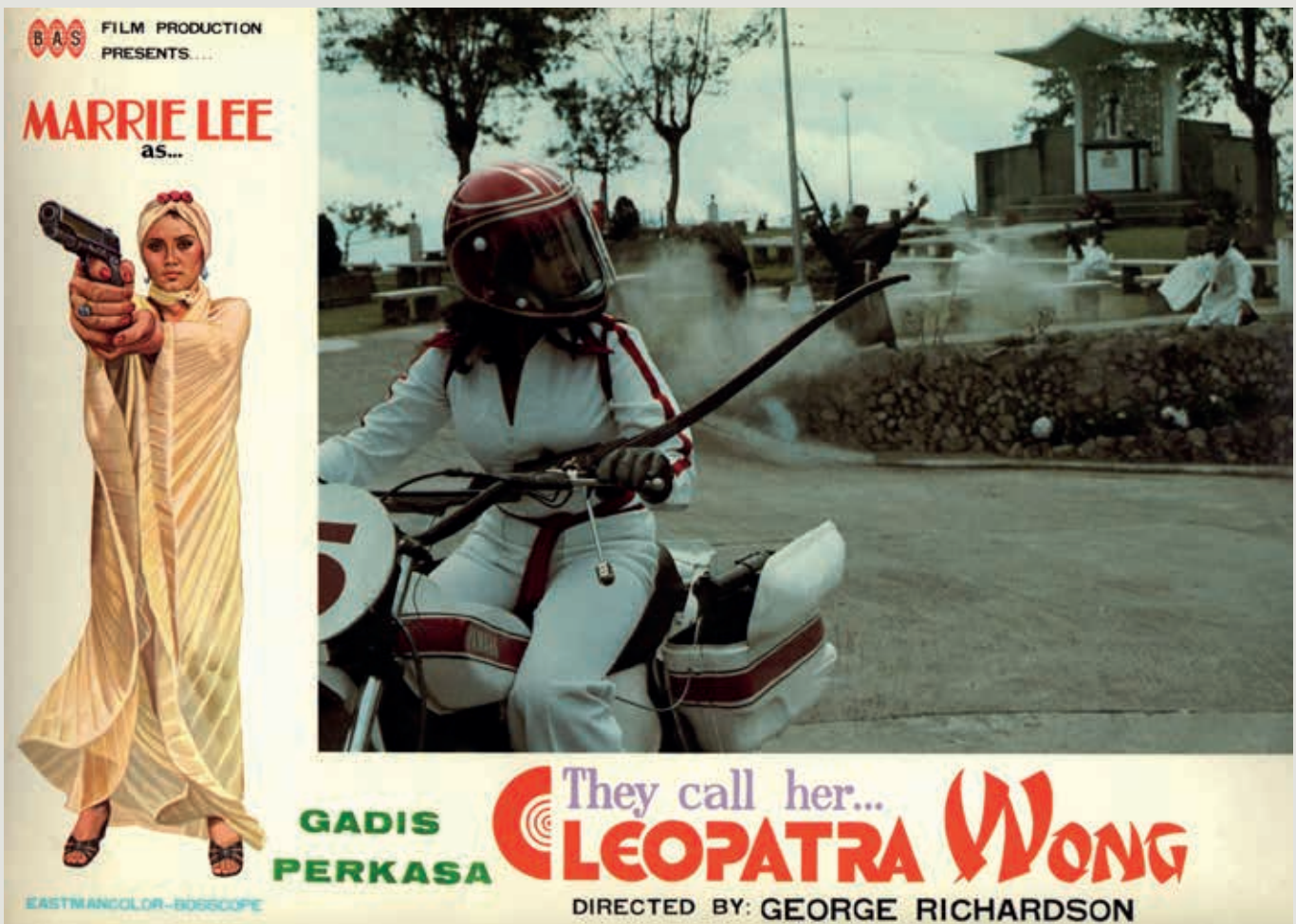




# Asian Film Archive Joins the NLB Family

In January 2014, the Asian Film Archive (AFA), which preserves and promotes local and regional films, became a subsidiary of NLB. With its collection of more than 1,600 films, AFA complements our efforts to safeguard Singapore's cultural heritage for future generations. It plans to host film screenings, talks and other engaging programmes at our libraries.

Still from "Moon Over Malaya". Courtesy of family of Ho Kian-ngiap and the Hong Kong Film Archive - Leisure and Cultural Services Department



Still from "They Call Her...Cleopatra Wong". Courtesy of Cleopatra Wong Int'l Pte Ltd

# National Archives

Preserving our Past for Future Generations

## Archives Online

The Archives Online search portal allows users to view a wide range of archival records. It has been revamped to allow researchers to obtain more specific search results. Users interested in local oral history are now also able to stream full-length oral history interviews of selected interviewees.



Singapore celebrated its 41st birthday at the old National Stadium in 2006. MICA Collection, Courtesy of NAS



Vinyl Cover of *The Band of The Singapore Infantry Regiment* album, undated. Courtesy of NAS



View of the old national library building in 1967. MITA Collection, Courtesy of NAS





Survey Map of The Straits of Singapore, 1846, with additions in 1855. URA Collection, Courtesy of NAS

## Launch of “Singapore Chose Lee Kuan Yew”

Singapore Chose Lee Kuan Yew was launched by the National Archives of Singapore and Cengage Learning Asia. This nine-volume series in Chinese depicts Mr Lee’s illustrious career from different perspectives, such as nation-building, diplomacy, family and friendship, and personal health.



Courtesy of the Lee Kuan Yew School of Public Policy



Courtesy of NAS

## History Programmes for Children

Children learnt about the Japanese Occupation in Singapore through participation in re-enacted scenes at the Memories of Old Ford Factory. These educational programmes, “History Through Drama” and “Tales of Resilience” were based on historical records and memories of people who experienced World War II.



## Arts and Culture for Everyone

We made arts and culture accessible to more Singaporeans through a wide range of programmes in our libraries. We organised workshops and performances covering performing arts, visual arts, applied arts and Singapore heritage.





## CORPORATE GOVERNANCE

The National Library Board (NLB) is established under the National Library Board Act (Chapter 197) and is governed by the statutory functions and constitution set out in the NLB Act. A Board comprising the Chairman and 17 non-executive members from sectors such as academia, the finance and social sectors, and public institutions guides NLB in the performance of its functions to the public. With their diverse backgrounds and experience, members of the Board are well placed to provide NLB with strategic leadership as well as to put in place effective controls to meet the highest standards of governance. There is also one observer from the Ministry of Communications and Information.

The Board reviews and oversees NLB's plans, performance and policies; ensures accountability in its operations; and develops mechanisms for gathering and responding to stakeholders' feedback. Board members helm seven committees. These are: the Audit Committee (formed in September 2013), the Establishment Committee, the Finance Committee, the National Library Advisory Committee, the Public Library Advisory Committee, the Innovation & Technology Advisory Committee and the National Archives Advisory Committee.

An Internal Audit Unit further strengthens NLB's corporate governance. Reporting directly to the Chairman of the Audit Committee and administratively to the Chief Executive Officer, the Internal Audit Unit determines that NLB's risk management, control and governance processes are adequate and effective. This includes evaluating policies, procedures and systems to ensure the integrity of financial and operating information, compliance with laws and regulations, and economical and efficient use of resources.

All NLB staff also uphold public trust by complying with a Code of Ethics and Conduct. NLB staff are empowered to report potential ethical breaches confidentially through an Ethics hotline. The Board's Establishment Committee investigates every report.

As a charity, NLB adheres to the recommended guidelines set out in the Code of Governance for Charities and Institutions of Public Character proposed by the Charity Council (the Code). NLB openly discloses its corporate governance practices covering board governance, conflict of interest policy and other relevant governance practices and controls on an annual basis. Any deviations from the Code are also explained as part of this annual submission. NLB continually seeks to improve governance to maintain the trust and confidence of our stakeholders.

### ALLOWANCE FOR BOARD MEMBERS SALARY

The members of the Board are paid allowances based on a tiered structure, which takes into consideration the different workload and responsibilities held by the various members.

ANNUAL ALLOWANCE	BOARD MEMBERS
\$10,000 - \$25,000	14
\$5,000 - \$10,000	4

### SALARY BANDS FOR TOP EXECUTIVES

The following table shows the annual remuneration\* banding of our three highest paid executives for the year

ANNUAL REMUNERATION	EXECUTIVES
\$310,000 - \$500,000	3

\* Annual remuneration includes salary, bonus, benefits and employers' CPF

## RESERVE POLICY

NLB proactively manages its capital structure to achieve efficiency in its cost of capital. Our reserves level was maintained at no more than 1 year to take into account working capital needs and long-term commitments for pension payments, development projects and capital replacements.

As at 31 Mar 2014, NLB's reserves for unrestricted funds stood at about 7 months, same as previous year. The following table shows the breakdown of the reserves.

	CURRENT YEAR (\$'M)	PREVIOUS YEAR (\$'M)	INCREASE/ (DECREASE) %
<b>Unrestricted Fund (Reserves) [A]</b>	\$171m	\$144m	19%
<b>Restricted Fund [B]</b>			
i) Heritage reserves	\$8m	\$8m	0%
ii) Restricted Fund	\$26m	\$27m	(3%)
iii) Endowment Fund	\$39m	\$39m	0%
subtotal	\$73m	\$74m	
<b>Total Funds [C = A+ B]</b>	\$244m	\$218m	12%
<b>Ratio of Reserves [A] to Annual Operating Expenditure (no of months)</b>	7 months	7 months	

Our Board regularly reviews our financial results and position via quarterly management reports. The quantum of reserves is reviewed and approved annually by the Finance Committee of the Board.

# DONORS

## WHO ENRICHED OUR COLLECTIONS

- Mr Arun Mahizhnan
- Mr and Mrs Bill Bollinger
- Mr Chen Po Seng
- Mr Chen Tian Di
- Mr Chin Kah Chong
- Mr Edward Stokes
- Family of the Late Hon Sui Sen
- Family of the late Lau Liat Meng
- Family of the late Dr Lee Yong Kiat
- Family of the late Wu Lien-Teh
- Mr and Mrs George Hicks
- Professor Huang Chih-Lien
- Encik Iskandar Ismail
- Mr Keng Tiang Tee
- Mr Kua Bak Lim
- Mr Koh Seow Chuan
- Associate Professor Lee Chee Hiang
- Mrs Lee Kip Lin
- Mr Lin Cheah
- Mr Lin Qiong
- Mr Patheral Elamaran
- Mr Peter Soh Wai Hong
- Singapore Broadway Play-House
- Singapore Children's Playhouse
- Siong Leng Musical Association
- Mr Soon Dit Woo
- Swedish Ambassador H.E. Ambassador Ingemar Dolfe
- Mr Tan Swie Hian
- Teochew Poit IP Huay Kuan
- The Popular Holdings and Chou Sing Chu Foundation
- The Youth Book Company
- Venezuelan Ambassador H.E. Ambassador Toro Hardy
- Mr Yeo Oi Sang
- Ying Fo Fui Kun

# PARTNERS

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