

Building tomorrow,
TODAY



NUSS
The Graduate Club

MILESTONES

2010

JULY

- Established a record in the Singapore Book of Records of having the largest convoy of vehicles delivering groceries to needy households simultaneously.
- Launch of NUSS MEM Scholarship Award.

JUNE

- Established NUSS Medal for Outstanding Achievement for NUS graduands.
- Opening of Sports and Recreation facilities at Kent Ridge Guild House by NUS President, Professor Tan Chorh Chuan.

APRIL

- Launch of NUSS Distinguished and Outstanding Member Awards.

2009

JULY

- Official Opening of Bukit Timah Guild House by President S R Nathan.
- President S R Nathan became the Patron of NUSS.

MARCH

- Official Opening of Alumni Complex by Minister Mentor Lee Kuan Yew and NUSS Dialogue with Minister Mentor Lee Kuan Yew.

2008

DECEMBER

- NUSS opened its fourth Guild House at Bukit Timah, marking its historic homecoming to the NUS campus 30 years after moving from Evans Road to Kent Ridge.
- Established the NUSS Advisory Panel.

2005-2010

2007

OCTOBER

- Established NUSS Kent Ridge Fund, in collaboration with NUS.

2006

MAY

- Dr Tony Tan officiated the Groundbreaking Ceremony for the Alumni Complex.

FEBRUARY

- NUS-NUSS Centennial Golf Challenge established a Guinness World Record for the most number of golfers teeing off simultaneously at a one-day event.

JANUARY

- President S R Nathan launched NUSS' 50th Anniversary Commemorative book, *True Passion: 50 Years and On*.

2005

MARCH

- Prime Minister Lee Hsien Loong delivered the NUSS Lecture.

1980 - 2004

- NUSS established a \$200,000 NUSS Bursary fund for NUS High School.

2004

- NUSS celebrated its 50th Anniversary.
- Pledged \$20 million to the Alumni Complex.

MARCH

- Prime Minister Goh Chok Tong officiated the opening of Suntec City Guild House.

2003

DECEMBER

- Closure of Orchard Guild House.

2000

NOVEMBER

- Prime Minister Goh Chok Tong delivered the Millennium NUSS Lecture.

1998

NOVEMBER

- Official Opening of Orchard Guild House.

1997

DECEMBER

- Closure of City Guild House at Amara Hotel.

1995

- Pledged \$1.5 million to the Universities Endowment Fund to establish the NUSS Professorship at NUS.

1994

- Dr Tony Tan launched the commemorative book, *The Heart Is Where It Is, The NUSS Story*.

Bukit Timah Guild House, 2008



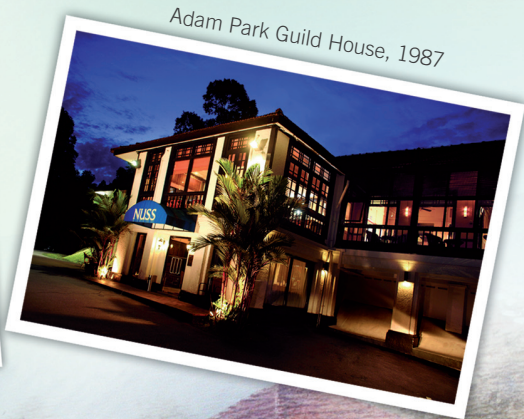
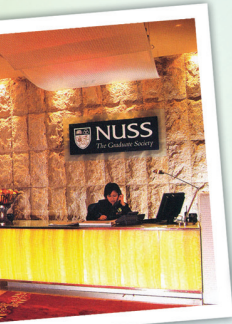
Suntec City Guild House, 2004



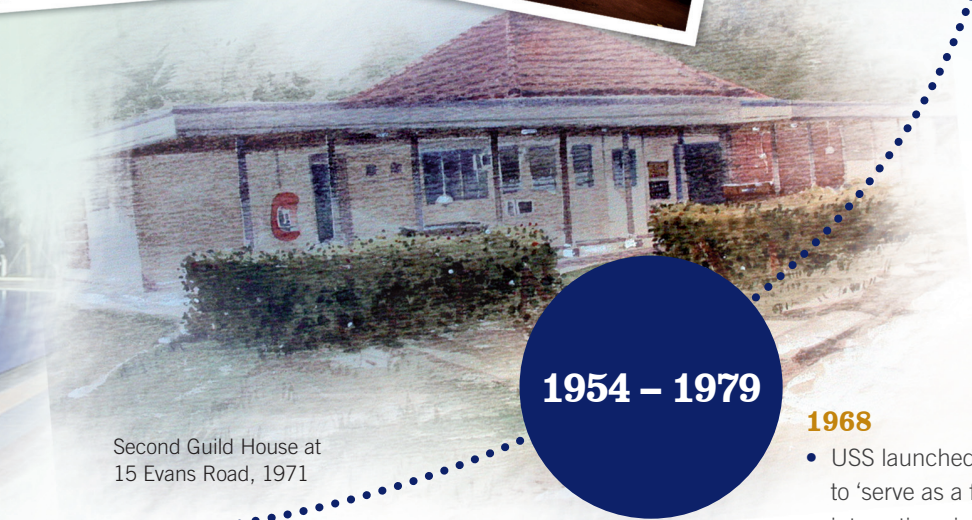
Kent Ridge Guild House, 1984



NUSS Through the Years



Adam Park Guild House, 1987



Second Guild House at 15 Evans Road, 1971

1905 - 1953

1954 - 1979

The Early Years....

1954

JULY

- Inaugural meeting of the University of Malaya Society (UMS) held at Oei Tiong Ham Hall, Bukit Timah Campus, with 44 members present.

1948

- The Carr-Saunders Commission recommended the amalgamation of Raffles College and the College of Medicine to establish the University of Malaya.

1936

- The inaugural meeting of the Stamford Club, Singapore, was held at Victoria School. Membership was 30. Stamford Clubs were also formed in Malaya as well.

1928

- Raffles College opened.

1921

- The King Edward VII Medical School was renamed King Edward VII College of Medicine.

1905

- Straits Settlements and Federal Malay States Government Medical School opened.

1968

- USS launched *Commentary* to 'serve as a forum for interesting views on contemporary issues' and to make up for a 'lack of suitable media'.

1964

- USS moved into 5 Dalvey Estate - the first Guild House.

1962

- University of Malaya split. University of Singapore opened. UMS became the University of Singapore Society (USS).

- *The Graduate* was published.

1960

- UMS operated from ground floor of 7 Cluny Road, premises provided by the University.

MARCH

- Adam Park Guild House was opened.

1984

DECEMBER

- Kent Ridge Guild House was opened.

1981

- USS became The National University of Singapore Society (NUSS).

1980

- University of Singapore and Nanyang University merged to form the National University of Singapore (NUS).

1971

- USS moved to its second Guild House at 15 Evans Road.

1991

JUNE

- The inaugural NUS Lecture was delivered by BG (Res) George Yeo, Acting Minister for Information and the Arts and Senior Minister of State for Foreign Affairs.

- Promoted the establishment of Singapore's first Western opera company, Lyric Theatre (Singapore) Limited.

1989

- NUS pledged \$1.6 million to the NUS Student Loan Fund.

1987

OCTOBER

- City Guild House was opened.

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MISSION STATEMENT

**To foster a lifelong relationship with NUS
and the wider graduate community**



At NUSS, a lifelong relationship with NUS and the wider graduate community is achieved through two mutually reinforcing thrusts:

- promoting the interests of its members and NUS; and
- contributing positively to Singapore's political and intellectual development and helping to cultivate a more gracious social and cultural environment.

As the foremost graduate society, NUSS strives to promote the interests of its stakeholders by providing appropriate platforms for all to socialise, build networks, improve connectivity and exchange ideas through a multitude of recreational, academic, political, social and cultural activities.

NOTICE OF ANNUAL GENERAL MEETING 2011

Notice is hereby given by the Management Committee that the Annual General Meeting of The National University of Singapore Society (NUSS) will be held on Friday, 29 April 2011 at 7.30pm at Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore 119241.

The business to be transacted at the Meeting is as follows:

1. To confirm the Minutes of the last Annual General Meeting held on 27 April 2010.
2. Matters arising from the last Annual General Meeting held on 27 April 2010.
3. To receive and, if approved, to pass the Annual Report of NUSS for the year ending 31 December 2010.
4. To receive and, if approved, to pass the Balance Sheet and Statement of Accounts of NUSS for the year ending 31 December 2010.
5. To elect eight (8) members to the Management Committee.

In accordance with Article 26(1) of the Constitution of NUSS, eight (8) vacancies in the Management Committee will arise. The following members will cease to be members of the Management Committee:

- | | |
|---------------------------------|-------------------------|
| 1. Fong Poh Him (Dr) | 5. Siva S Retnam |
| 2. Rosemary Khoo Ghim Choo (Dr) | 6. Johnny Tan Khoon Hui |
| 3. Lai Kim Seng | 7. Toh Yong Soon |
| 4. Chandra Mohan K Nair | 8. Wong Peng Meng |

The following members will continue to hold office for another one (1) year:

- | | |
|-------------------------|-------------------------|
| 1. Mohan Balagopal | 5. Joshua VM Kuma (Dr) |
| 2. Chong Hoong Sang | 6. Archie Ong Liang-Gay |
| 3. Darryl Chong Yi Wey | 7. Francis Pavri (Dr) |
| 4. David Ho Peng Cheong | 8. Yip Kum Fei |

In accordance with Article 16 of the Constitution of NUSS, Honorary Members, Term Members, Overseas Members, Associate Members and Associate Members who have become Life Members or Senior Members, Corporate Members shall not be qualified to:

- (i) be officers of or members of the Management Committee unless co-opted by the Management Committee;
 - (ii) vote, or to move or second resolutions; or
 - (iii) nominate members for election to the Management Committee.
6. To appoint an auditor for the ensuing year.
 7. To transact any other business in accordance with the Constitution of NUSS.
 - 7.1 In accordance with Article 42(1), 43 & 46 of the Society's Constitution, the Management Committee proposes that this Annual General Meeting consider, and if approved, pass the five (5) resolutions as annexed herein.

NOTICE OF ANNUAL GENERAL MEETING 2011

In accordance with Article 41(3) of the Constitution of NUSS, no resolution shall be proposed at the Annual General Meeting unless the terms thereof have been previously notified to the Honorary Secretary in writing not less than fourteen (14) days before the date of such meeting.

Dated this 3rd day of March 2011.

Yours sincerely

For and on behalf of the Management Committee of NUSS



Lai Kim Seng
Honorary Secretary

PRESIDENT'S MESSAGE



Dear Members

2010 has been a year of progress for NUSS on many fronts, despite the many challenges we faced with the expansion of our facilities and club activities, rising operating costs and strong competition in the local hospitality industry.

Our Finances

Our total income increased 10.7% to \$25.54 million due mainly to the successful recruitment of more than 1,000 new members and strong F&B performance particularly in banquet sales. In spite of the adverse impact from the integrated resorts on fruit machine takings, we were still able to end the year with a net operating surplus of \$0.74 million.

Our Flagship Guild House at Kent Ridge

The Official Opening of the new Sports and Recreation facilities in June by NUS President, Professor Tan Chorh Chuan, marked the completion of the entire redevelopment of Kent Ridge Guild House (KRGH). I would like to record our thanks to Professor Tan for officiating at the opening and for generously spending his precious time to paint and donate the painting to NUSS to commemorate the occasion. My appreciation also goes out to all who have worked tirelessly to help bring this development to fruition and give members an impressive flagship Guild House that we can all be proud of.

Recognising Members' Contributions

The Society held its inaugural annual Appreciation Dinner in April with the launch of the NUSS Distinguished Member Award and the NUSS Outstanding Member Award to recognise and celebrate the accomplishments and contributions of some of its outstanding members.

The Distinguished Member Award was conferred on Mr Herman Ronald Hochstadt while the Outstanding Member Awards went to Mr Tan Siang Chik, Mr David Ho Peng Cheong and Dr Chee Phui Hung (posthumously). The Society's Long Service Awards were also presented to 10 members who have served in Sub-Committees continuously for five or 10 years.

A major highlight of the Appreciation Dinner was the conferment of the Society's Honorary Membership on Dr Tony Tan Keng Yam, a longstanding member of NUSS and former DPM and Vice Chancellor of NUS, in recognition of Dr Tan's many distinguished contributions in public service and to the NUS/NUSS community.

In October, we hosted a Celebratory Dinner to recognise a group of members who received the National Day Awards 2010 and also to welcome members who became Life Members in 2010.

Promoting Intellectual Discourse

We had the privilege of listening to prominent political and business leaders as well as ambassadors speak on wide ranging intellectually stimulating topics throughout the year.

In January, Minister for Education and Second Minister for Defence, Dr Ng Eng Hen spoke on education, Singapore's political landscape and the changing economy. In March, Minister in the Prime Minister's Office, Mr Lim Swee Say, engaged members in a lively post-budget dialogue with a key message on increasing the productivity of Singaporeans. In October, Minister for the Environment and Water Resources, Dr Yaacob Ibrahim, spoke on issues relating to environmental sustainability.

The Meet-the-Ambassador series provides opportunities for bilateral relationships and global developments to be discussed candidly, in closed-door sessions. The diplomats who spoke included Ambassador of Israel, H.E. Amira Arnon; Ambassador-at-Large, H.E. Ong Keng Yong; Australian High Commissioner, H.E. Doug Chester, and Canadian High Commissioner, H.E. David Sevigny. We also had Mr Bilahari Kausikan, Permanent Secretary, Ministry of Foreign Affairs, who shared his thoughts on regional issues with our members.

In November, we hosted a political dialogue in which representatives from major political parties were invited to share their views and debate on the fresh challenges and new political playing field in Singapore. The session was very well received and generated much interest among members.

Sports and Culture

The Society was very privileged to have Senior Minister Goh Chok Tong as Guest-of-Honour at our National Day Golf Tournament in August to celebrate our nation's 45th birthday. Notable participants included Mayor Teo Ho Pin, the High Commissioners of Australia, Canada and India as well as friends from other alumni in Singapore.

2010 also marked a significant milestone in the history of the NUSS-PAUM (Persatuan Alumni Universiti Malaya) Games. We celebrated the Games' Silver Jubilee in July by engaging our counterparts in friendly competition in seven different sports in Malacca. The event's theme, "Bonds of Silver & Gold" captured aptly the essence of the 25 years of friendship between the two alumni – precious, strong and enduring. On this note, I would like to express our appreciation to H.E. T Jasudasan, Singapore's High Commissioner to Malaysia, for joining our Golf Tournament and gracing the 25th Anniversary Dinner.

In the area of cultural pursuit, our Cultural Sub-Committee continued to actively promote visual and performing arts, music and social and ballroom dancing. Regular art workshops and exhibitions were held to spot and nurture talents, and provide members with a platform to showcase their works.

To mark its 12th Anniversary in November, the NUSS Choir presented a concert to a packed audience at the University Cultural Centre with a wonderful rendition of soul-stirring songs. Our NUSS Dancesport is also gaining popularity through its bi-monthly Dance Nights which are well attended.

Reaching Out

- To the Needy ... The Community Care Sub-Committee initiated the NUSS Groceries on Wheels in July in collaboration with the South West Community Development Council. Through generous donations from NUSS members, sponsors and well-wishers, more than 2,000 bags of groceries were purchased and distributed to needy households in the district and St. Luke Hospital by 450 volunteers. Although not our primary aim, the Society set a record in the *Singapore Book of Records* for having the largest convoy of vehicles delivering groceries simultaneously to needy households.
- To the Young ... Our social networking platform (nuss.meetingplace.com.sg) is gaining popularity especially among the younger graduates. Its job-connect portal (nussLINK.com) has helped connect our online members to career opportunities and potential employers at our career networking events. Another significant initiative worth noting is the NYC-NUSS ChangeMakers grant which we manage on behalf of the National Youth Council. The grant offers financial support to projects put up by students and young graduates that promote community development and benefit society in general.
- To our Seniors ... Our S-Connect Sub-Committee continues to organise activities to encourage community engagement, and promote interest in intellectual and cultural issues among our seniors. During the year the Heritage team formed by our seniors helped set up our new Ridge Reading Room at KRGH.

Our lifelong learning programme was re-conceptualised in October as the 'Zest for Life' programme to provide a more comprehensive and expanded range of courses and activities of interest to benefit a broader group of members.

Forging Enduring Partnership with NUS

As part of our mission to foster a lifelong relationship with NUS, we continued to embark on initiatives aimed at forging closer ties with the University by way of financial endowments for educational purpose and synergistic partnership to strengthen bonds between the graduate community and NUS.

In June we launched the NUSS Medal for Outstanding Achievement which aims to encourage undergraduates to go beyond academic excellence and pursue a well-rounded education. It is our hope that such awards would help inspire more undergraduates to engage in campus activities and contribute meaningfully to the university community and the society at large.

We collaborated with the NUS School of Design and Environment to establish the NUSS Master of Science (Environmental Management) Scholarship Award in July. This is also part of our Corporate Society Responsibility to help increase awareness and further the studies of environmental challenges.

In August, NUSS received the Friend of Medsoc Award 2010 from the NUS Medical Society, in recognition of NUSS' support of Medical Society events aimed at enriching the life of medical students. And to promote greater interaction and bonding among our alumni, NUSS partnered with the Office of Alumni Relations to put up the Alumni Float for the annual NUS Rag & Flag Day and participated in the 19th NUS Alumni & Friends Golf Tournament held at the Raffles Country Club in October. Both events were well supported by our graduate community.

Our Secretariat

As of 31 Dec 2010, the Society's staff strength stood at 229, consisting of 22 managers, 67 executives and 140 non executives. Twenty-five employees received Long Service Awards in 2010.

Our Secretariat team is a key pillar of our Society and I would like to take this opportunity to record our appreciation to all our staff for their hard work and dedication during the year.

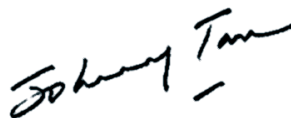
Conclusion

Our progress to-date would not have been possible without the help of many people who have made personal sacrifices to offer their time, skills and service to the Society. To my colleagues on the Management Committee, members serving in the Sub-Committees and Interest Groups – a big THANK YOU!

I would also like to express my gratitude to members of our Advisory Panel for their invaluable advice and guidance over the past year; and to our benefactors for their generous contributions to the NUSS Kent Ridge Fund.

Last but not least, I would like to thank you, my fellow NUSS members for your unwavering support and feedback to help us improve and enhance the overall NUSS experience.

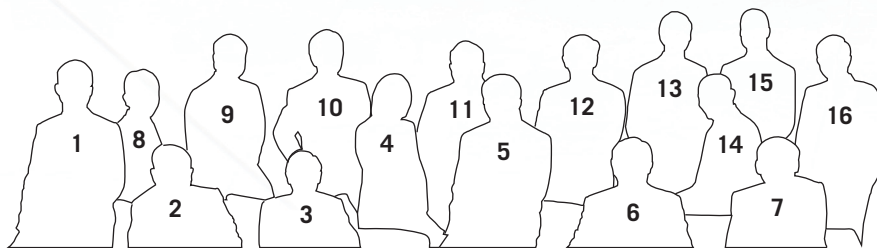
As we move into another new fiscal year, I look forward to your continued support and participation, so that together, we can overcome whatever challenges that lie ahead and take the Society forward, and report yet another year of progress.



Johnny Tan Khoon Hui
President



MANAGEMENT COMMITTEE



1 Darryl Chong Yi Wey
Honorary Assistant Treasurer

2 Wong Peng Meng
Honorary Treasurer
Chairperson, Finance

3 David Ho Peng Cheong
Vice-President
Chairperson, Membership

4 Rosemary Khoo Ghim Choo (Dr)
Chairperson, S-Connect

5 Johnny Tan Khoon Hui
President

6 Yip Kum Fei
Honorary Assistant Secretary
Chairperson, Editorial Panel and
Chairperson, iConnect



7 Lai Kim Seng
Honorary Secretary

8 Toh Yong Soon
Committee Member
Society's Representative, People's
Association and REACH

9 Mohan Balagopal
Committee Member
Society's Representative, Alumni
International Singapore (AIS)

10 Archie Ong Liang-Gay
Chairperson, Community Care

11 Siva S Retnam
Chairperson,
Sports & Recreation

12 Fong Poh Him (Dr)
Chairperson, Cultural

13 Francis Pavri (Dr)
Committee Member

14 Chandra Mohan K Nair
Chairperson, Alumni
Development &
University Relations and
Chairperson, Disciplinary

15 Joshua VM Kuma (Dr)
Chairperson, Intellectual
Pursuit

16 Chong Hoong Sang
Chairperson, House,
Food & Beverage

YEAR IN PICTURES



Appreciation Dinner and welcoming new Honorary Member, Dr Tony Tan

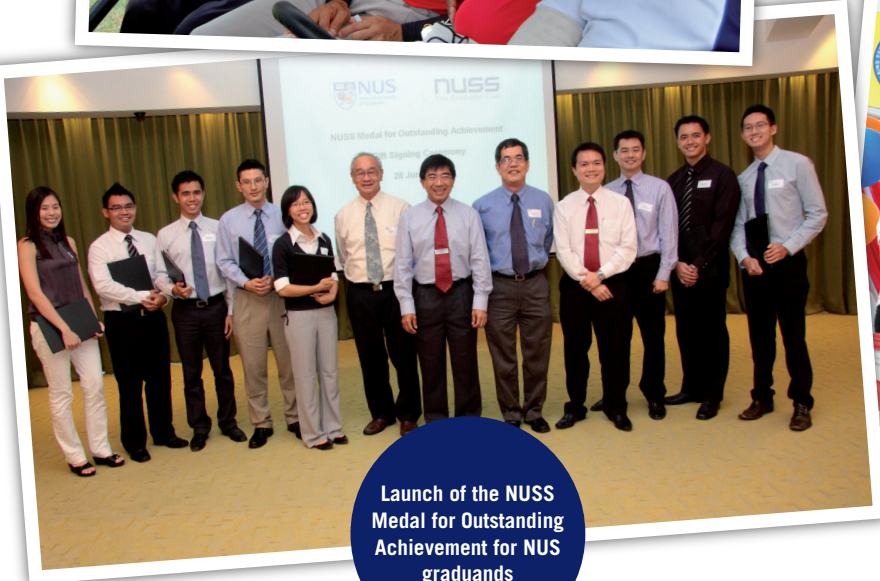


Making new friends at New Alumni Dinner



All smiles at the 25th NUS-PAUM Games

Fostering a Closer with NUS and



Launch of the NUS Medal for Outstanding Achievement for NUS graduands



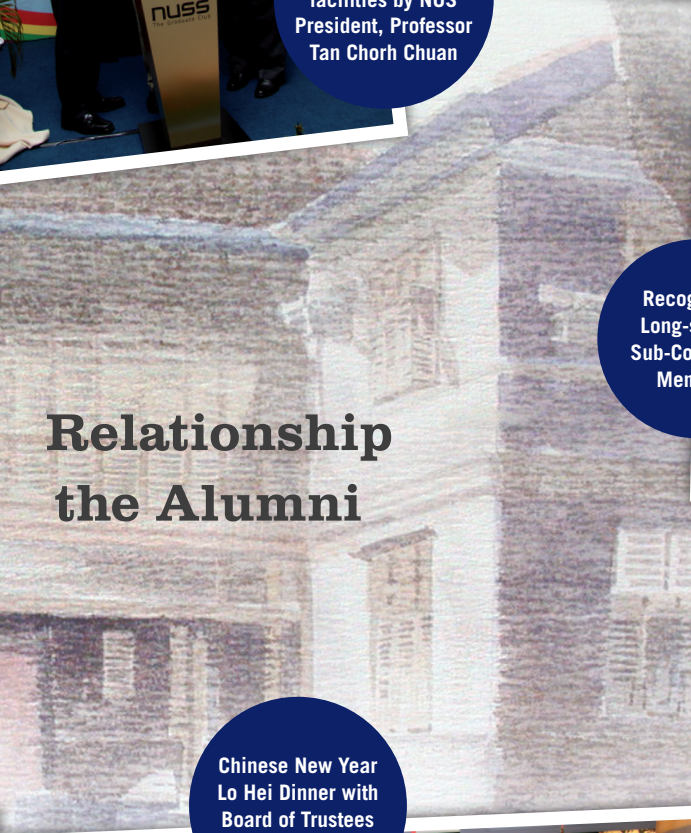
Alumni Float at NUS Rag Day



Opening of Sports and Recreation facilities by NUS President, Professor Tan Chorh Chuan



Congratulations to our Distinguished and Outstanding Members



Relationship the Alumni

Recognising Long-serving Sub-Committee Members



Chinese New Year Lo Hei Dinner with Board of Trustees and Pro-Chancellors



Tossing Yu Sheng for good luck with Past Presidents



Ushering in the Year of the Tiger with NUS Senior Management

Intellectual Pursuit



Meet-The-Ambassador Series: H.E. Ong Keng Yong, Ambassador-At-Large, Ministry of Foreign Affairs



Dialogue with representatives from political parties



Meet-The-Ambassador Series: H.E. Amira Arnon, Ambassador of Israel



Dialogue with Dr Ng Eng Hen



Post Budget 2010 Dialogue with Mr Lim Swee Say



Dialogue with Dr Yaacob Ibrahim

Arts, Sports & Lifelong Learning



NUSS Choir marking their 12th Anniversary with concert - Season of Songs from the Heart



Musical Theatre Showcase: Wonders of Musicals



Swirling away at Social Dinner & Dance



Travel Photography Workshop for shutterbugs



Junior Swimming Meet 2010



National Day Golf Tournament with SM Goh Chok Tong



Participants learning to make sake and amazake at a workshop

Supporting a good cause at Groceries on Wheels



1-Day Durian Feast & Factory Shopping Getaway



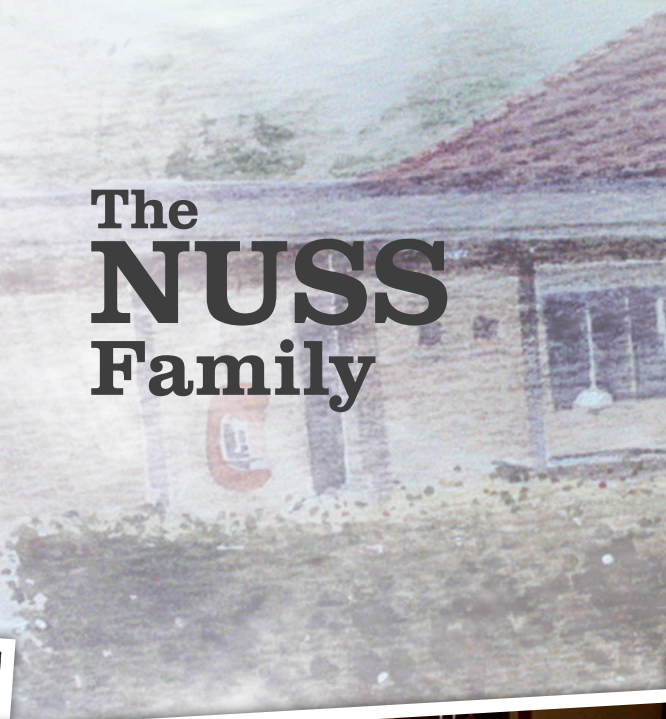
Celebrating Chinese New Year with senior citizens



NUSS Kent Ridge Fund donors



Life Members and National Day Awards recipients at Celebratory Dinner



The NUSS Family

**NUSS
Kids' Club
Anniversary
Bash**



**Adopt a wish
at Christmas
Light-up**



**Fun and laughter
at Opening
of Sports and
Recreation
facilities**



**Having a blast
at Halloween
Howl!**



**Welcoming the
New Year at the
Psychedelic
Hippies Countdown
2011**



**Learning to bake
Teddy Bear-
shaped cookies**

MINUTES OF ANNUAL GENERAL MEETING 2010

Held on 27 April 2010 at 7.30pm at Guild Hall, Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore 119241.

PRESENT	
President:	Johnny Tan Khoon Hui
Vice-President:	Chong Hoong Sang
Honorary Secretary:	Lai Kim Seng
Honorary Treasurer:	Siva S Retnam
Honorary Asst Secretary:	Edward S Tay
Honorary Asst Treasurer:	Wong Peng Meng
Committee Members:	Mohan Balagopal Fong Poh Him (Dr) Rosemary Khoo Ghim Choo (Dr) Joshua VM Kuma (Dr) Lau Kwong Chung Keith Alan Liew (Dr) Ong Pin Sam Toh Yong Soon Yip Kum Fei
Immediate Past President:	Chandra Mohan K Nair
Absent with apologies:	Vincent Rasa Benedict

The meeting was called to order at 7.30pm by the Chairperson, Mr Johnny Tan Khoon Hui (Mr Johnny Tan).

1 ATTENDANCE

1.1 218 Ordinary Members and 33 Associate Members attended the meeting.

2 PRELIMINARIES

2.1 Mr Johnny Tan welcomed all members present and drew the attention of the House to the following preliminaries.

2.1.1 Under Article 43(5) of the Constitution, Honorary, Life, Senior, Ordinary, Associate, Term, Overseas and Corporate Members shall be entitled to attend the meeting. Others present were there as observers.

2.1.2 The Society's legal advisor, Mr Peter Madhavan, from Joseph Tan Jude Benny LLP, was present.

2.1.3 The Society's auditor, Mr Francis Leung and Mr Tan Hock Chon, from Foo Kon Tan Grant Thornton were present and would act as scrutineers of the ballot.

2.1.4 In accordance with Article 26(1) of the Constitution, eight members would be elected to the Management Committee (MC) and they would hold office until the second Annual General Meeting (AGM) following their election.

Fifteen nominations were received this year. Two candidates, Mr Jimmy Ng Peng Hwa (N7196B) and Mr Ivan Ho Mien (HA313V), subsequently withdrew.

2.1.5 Under Article 43(6) of the Constitution, only Ordinary Members and Senior or Life Members who were previously Ordinary Members shall be entitled to vote and each such member shall be entitled to one vote. There shall be no voting by proxy.

2.1.6 Members eligible to vote were reminded to retain their red identification slips for voting purposes.

2.1.7 Members were requested to switch off their mobile phones so as not to disrupt the meeting.

2.1.8 Members wishing to speak should address the Chairperson and identify themselves each time they spoke.

2.1.9 Members speaking should keep to the allotted time of not more than three minutes so as to allow others an equal opportunity to speak. Members would be prompted by a bell after two minutes to remind them of the time, and a double ring would be sounded when time is up. Members should also use the microphones stationed at the seat aisles nearest to them so that their voices could be recorded.

3. TO CONFIRM THE MINUTES OF THE LAST GENERAL MEETING HELD ON 15 JANUARY 2009

3.1 The minutes were confirmed with the following amendment:

On page 18, item 5.9, third paragraph second line – Members’ Discussion on Resolution One “lower monthly subscription fee” was amended to “higher monthly subscription fee”.

3.2 The minutes were passed and adopted as proposed by Mr David Ho Peng Cheong (HA223G) (Mr David Ho) and seconded by Mr Low Siew Aik (L4882A) (Mr Low).

4. TO CONFIRM THE MINUTES OF THE LAST ANNUAL GENERAL MEETING HELD ON 29 APRIL 2009

4.1 The minutes were confirmed with the following amendment:

On page 31, item 5.16.9 - Publications
“Mr Johnny Tan” was amended to “Mr Siva Retnam”.

4.2 The minutes were passed and adopted as proposed by Mr Michael Fernandez (F0195Q) (Mr Fernandez) and seconded by Ms Mary Ng Geok Eng (N3615N) (Ms Mary Ng).

5. MATTERS ARISING FROM THE LAST GENERAL MEETING

There were no matters arising from the last General Meeting.

6. MATTERS ARISING FROM THE LAST ANNUAL GENERAL MEETING

6.1 On page 25, item 5.4.1 - Mr David Ho suggested electing an additional Vice-President. Mr Johnny Tan replied that MC had explored that but decided to maintain status quo.

6.2 Mr David Ho further suggested that members of the MC should not serve for more than three terms. Mr Johnny Tan said that following internal discussions, a decision was taken to allow this to remain unchanged, until the general body decides otherwise.

6.3 On page 25, item 5.5.4 - Addressing Ms Zaibun Siraj’s (S0681P) remarks that the Café on the Ridge was enveloped in too much glass and hence exposed to the sun’s glare, Mr Johnny Tan said that blinds had since been installed to shield diners from the sunlight.

6.4 On page 27, item 5.5.20 - In response to suggestions to allow members to utilise the parking lots reserved for MC during the day when the lots are usually empty, Mr Johnny Tan explained that members working on campus and using these lots might park their cars till late evening, leaving no parking lots for VIPs attending functions and MC members who come to the Guild House in the evening for meetings. However, with the completion of Phase 2, the Committee was looking at ways to set aside parking lots for Sub-Committee members when they come for their meetings.

6.5 On page 27, item 5.6.1 – There were suggestions and concerns on operational issues at Bukit Timah Guild House.

a) Mr Johnny Tan updated members on the relaxed dress code in certain areas.

b) The band at Bukit Timah Guild House had been brought back by popular demand.

c) Quotes for an additional toilet at Bukit Timah Guild House were found to be too costly. The Committee would continue to source for a more cost-effective solution.

-
-
- 6.6 On page 28, item 5.6.3 – Dr Siak Chong Leng (S4810C) asked if an arrangement could be made with the Ministry of Education (MOE) to allow NUSS members to use its swimming pool at the Bukit Timah Campus. Mr Johnny Tan updated that a check with MOE established that the pool was open to the public, and therefore available to NUSS members too.
- 6.7 On page 30, item 5.14.6 – Mr Philip Toh Kee Poon (TA300Z) (Mr Philip Toh) sought clarification on the number of members recruited at a gross entrance fee of \$2,000, \$3,000 and \$4,000, and the respective vouchers given to these people. Mr Johnny Tan said the Chairperson of the Membership Sub-Committee, Mr Edward Tay (TA378R) (Mr Edward Tay), had since emailed a detailed breakdown list of new members to Mr Toh.
- 6.8 On page 30, item 5.15.2 – Ms Mary Ng asked for a more balanced approach towards promoting sporting activities instead of just emphasising on golf. Mr Johnny Tan said that promotion of activities had been increased, e.g. convenors of the various Sports Sections were invited to promote their activities during New Members' Nights.
- 6.9 On page 30, item 5.15.8 – Replying to Ms Esther Wong Fai Seok's (WA093Z) (Ms Esther Wong) suggestion to have massage chairs in the gym for senior members, Mr Johnny Tan shared that OTO had agreed to sponsor and maintain the massage chairs and in return we would allow them to display their advertisements.
- 6.10 On Mr Philip Toh's query about the Planet Fitness passes, Mr Johnny Tan clarified that there was an accrual of \$41,000 made in earlier years, which was used to offset the unreconciled cost of \$17,000, leaving a balance of \$24,000 in 2009.

7. TO RECEIVE AND, IF APPROVED, TO PASS THE ANNUAL REPORT FOR THE YEAR ENDING 31 DECEMBER 2009

7.1 Management Committee

- 7.1.1 Mr Low asked the MC to consider extending the voting period to one week, so that those unable to attend the meeting could drive by and drop off their votes during that period. Mr Chandra Mohan K Nair (C0147D) (Mr Mohan) replied that the Constitution would have to be amended to allow this. The incoming MC would look into this, and if feasible, table a resolution to the House.

7.2 Alumni Development and University Relations

- 7.2.1 Replying to Mr Wilson Loo Kok Wee's (LC045R) (Mr Wilson Loo) query on whether the Society could expand its reciprocal arrangements with more overseas clubs, Mr Johnny Tan said that any reciprocal arrangements should be on an equitable basis and that it was difficult to find clubs with comparable facilities. Mr Mohan said that the Society was exploring establishing relationships with alumni bodies especially in Asean countries.
- 7.2.2 Mr Andrew Teo Neng Wee (TA823C) (Mr Andrew Teo) noted that reciprocal arrangements could be extended beyond facilities to intellectual relationships, where reciprocal alumni members travelling here could be invited to give talks to members, and vice-versa.

7.3 Alumni Complex Project Committee

- 7.3.1 Dr Francis Pavri (P2086A) (Dr Pavri) congratulated the MC for a great job setting up the new facilities for members.
- 7.3.2 Mr Eric Weng Qingzhao (WA138D) (Mr Weng) pointed out that the sensors in the toilets were "overly sensitive" and water was wasted as the flush was automatically activated whenever someone went near it, regardless of whether it was used or not. Mr Johnny Tan thanked Mr Weng and reminded members that such feedback should be given to the Secretariat expeditiously as the Society was mindful of containing costs.

7.4 Finance

- 7.4.1 Dr Pavri queried why some talks were free for members while others required payment. He said some talks were so exorbitantly priced that even interested members were deterred from attending. Mr Johnny Tan explained that as a general guideline, fees for talks with a wide appeal, such as ministerial talks, were subsidised by the Society and free for members. Others were priced on a cost-recovery basis and fees ranged from \$5 to \$10. For talks which included lunch or dinner, the costs would be adjusted accordingly.

7.5 Intellectual Pursuit

- 7.5.1 Dr Pavri expressed disappointment at the talk by the Minister for Education, Dr Ng Eng Hen, which he said turned out to be government policies instead of being about universities, as was publicised. He asked what steps could be taken by the Society to ensure that such miscommunication would not happen again. Mr Johnny Tan said that he received some very good feedback on the talk although it was not entirely on education. Dr Joshua VM Kuma (JA026C) (Dr Joshua) said if he was re-elected, he would ensure that future talks would adhere to the topics publicised.
- 7.5.2 On page 29, item 5.13.5(b), Mr Hua Tye Swee (HA467J) wanted to know what “research” NUSS had been doing. Dr Joshua revealed that during the year, NUSS had participated in Singapore’s economic strategy formulation exercise. After collecting feedback from the 14,000 strong graduate community, the Society submitted a working paper to the Economic Strategies Committee. Two out of more than 20 recommendations were accepted.

7.6 Membership

- 7.6.1 Mr Philip Toh referred to the increased entrance fee of \$10,000 and queried the money spent on newspaper advertisements. Mr Johnny Tan explained that the Society’s aggressive membership drive was to recruit more young members and build up its cash reserves. He said that with the new facilities, the Society’s facilities would be comparable to other social clubs, where membership entrance fees ranged from \$16,000 to \$17,000. The Membership Sub-Committee arrived at the \$10,000 figure based on this and it had been approved by the House.

The Society spent \$250,000 on media publicity in February, and within one month of the drive, some 730 new members were recruited. Another 100 members had joined earlier in January. Deducting the recruitment publicity costs and F&B vouchers for new members, the Society netted \$2.2 million from the membership drive.

7.7 Sports & Recreation

- 7.7.1 Mr Philip Toh expressed his appreciation for the new 7,000 square foot Fitness Centre and asked for an update on gym users’ request to form their own section. Mr Johnny Tan said that the incoming Committee would look into it but cautioned that the Society had to be mindful of forming too many Sub-Committees as each must be supported by Secretariat staff.
- 7.7.2 With regard to Mr Roy Tay’s (C2860G) (Mr Roy Tay) query on why members were not allowed to bring guests to the gym, Mr Johnny Tan said that it was open only to members and their immediate families to prevent overcrowding. To avoid this, Mr Roy Tay suggested allowing guests in the gym only at certain times.
- 7.7.3 Mr Roy Tay also mentioned the importance of having a qualified convenor or manager to run the Fitness Centre so that members would not injure themselves. He said that he did not patronise the gym because there was no convenor, and even if there was one, members did not know who he was. Mr Johnny Tan replied that the information was on the website.
- 7.7.4 Mr Weng wanted the Society to shed its “old men’s club” image and organise more active sports, like Aikido, to attract younger members. Mr Johnny Tan said that members should direct their suggestions for activities to the Society’s CEO. He said that the membership drive had brought in younger members and hopefully, they would initiate and organise more activities.

7.8 Publications

- 7.8.1 Replying to Mr Lim Soo Hwee’s (L2939G) question on why the *Commentary* was no longer published, Mr Johnny Tan shared on the difficulty of finding an editor with the knowledge, experience and time to commit to the publication. Mr Mohan reported that the Society had recently approached Professor Gopinathan, who was prepared to take on the job and hopefully, by the next AGM, the *Commentary* would be back in circulation again.

7.8.2 Ms Esther Wong wanted to know why the Annual Report only showed attendance records of the MC and not the Sub-Committees. Mr Johnny Tan explained that the MC was part of the Constitution, whereas Sub-Committees were formed based on needs. The Sub-Committee Chairperson is responsible for managing the attendance of Sub-Committee members.

7.8.3 The Annual Report was approved and passed as proposed by Mr Kwek Chok Ming (K2073J) and seconded by Dr Francis Pavri (P2086A).

8. TO RECEIVE AND IF APPROVED, TO PASS THE BALANCE SHEET AND STATEMENT OF ACCOUNTS FOR NUSS FOR THE YEAR ENDING 31ST DECEMBER 2009

8.1 Mr Johnny Tan shared that the Society did relatively well in the past year despite the uncertain economic situation. The additional F&B outlets and facilities resulted in F&B revenue increasing by 32 percent. The number of new members was below expectation, with only 511 new members joining, although an improvement was expected in 2010. There was a five to eight per cent dip in the revenue from jackpot machines, and steps would be taken to arrest any further decrease. Excluding a \$490,000 job credit from the Government, there was a surplus of \$1.2 million, which Mr Johnny Tan said, was a decent growth over the previous two years.

8.2 Mr Mano Sabnani (S0679P) (Mr Mano) highlighted that Bukit Timah Guild House was not well patronised, and only mostly by older members who used to study there. He said that it was losing money and suggested taking another look at the overall F&B concept to cater to these patrons. Mr Johnny Tan cited the expense of changing the concept, and said cross promotions were preferred, and they had resulted in a significant rise in patronage there. The promotions included offering meal vouchers to be redeemed at Bukit Timah Guild House, if members spent more than a certain amount at outlets in Kent Ridge or Suntec City.

8.3 Mr Koh Yau Chai (K3175L) (Mr Koh) wanted to know about the Society's internal audit. Mr Siva Retnam (R0612C) said that in the course of the year the Society had conducted an internal audit in three areas – Fruit Machines, Human Resource and Food & Beverage. The auditors pointed out a few areas which needed “tightening” such as in F&B, especially the Purchase Order system. In Human Resource, they made recommendations on record keeping. Their recommendations had been implemented. The auditors had made another check and would be presenting their report soon. The cost of the audit was about \$45,000.

8.4 Mr Low wanted to know why sundry income went up from \$18,000 last year to \$219,000. Mr Johnny Tan explained that this was from the expired F&B credits.

8.5 Mr Philip Toh sought clarification on the improved nett income and asked whether it was because of write-backs of more than \$3 million. Mr Johnny Tan explained that after closing the 2008 accounts, there were still provisions left for bonus payments to staff. Because of the economic crisis, the Society did not pay out the full bonus provided in 2008, and the money set aside was not reversed until early 2009. There were other areas where provisions were made and because of cost-cutting measures, the actual amount spent was less than what was budgeted.

8.6 Ms Esther Wong noted that judging by the nett cash generated from operational activities, it appeared that NUSS was only breaking even. Mr Johnny Tan pointed out that a large part of revenue was from membership fees, booked in full, but paid in instalments. Hence, cash flow from operations alone did not reflect the profit and loss performance.

8.7 Ms Esther Wong referred to the future capital expenditure and commitments which totalled \$10.3 million. She wanted to know what the additional capital expenditure was for Bukit Timah Guild House. Mr Johnny Tan replied that the approved sum for Bukit Timah Guild House was \$2.99 million and that there was still an unused balance of \$80,000. Similarly, there was a project balance of \$1.4 million from Phase 1 of the development of Kent Ridge Guild House; and for Phase 2, the work-in-progress balance was \$5.87 million.

8.8 Mr Philip Toh said the comprehensive incomes for 2009 and 2008 could not be compared because Kent Ridge Guild House was only opened in July 2008. He asked if the coming year's budget could be made available at the AGM, so that members could have an idea of the expected expenditure and income for the following year. Mr Johnny Tan replied that the incoming Committee would look into it.

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- 8.9 Ms Mary Ng said that the new Committee should look into other ways, besides F&B, of increasing patronage at Bukit Timah Guild House. She suggested turning it into a lifestyle place with increased club activities. Mr Johnny Tan asked her to direct suggestions to the Secretariat, and said that the new Committee would look into it.
- 8.10 Referring to bank charges, Mr Martin Pereira (P0958F) wanted to know why there was an increase from \$109,314 to \$151,035. Finance Director, Ms Ong Cheng Lee, said that bank charges were incurred on the NETS payments by members in jackpot rooms and at the F&B outlets.

The Financial Statement was passed and adopted as proposed by Mr David Ho Peng Cheong (HA223G) and seconded by Mr Michael Fernandez (F0195Q).

9. TO ELECT EIGHT MEMBERS TO THE MANAGEMENT COMMITTEE

- 9.1 Mr Johnny Tan announced that 15 nominations were received. However, two candidates, Mr Jimmy Ng Peng Hwa and Mr Ivan Ho Mien, had withdrawn. The remaining 13 standing for election were:

1. Mohan Balagopal
2. Chong Hoong Sang
3. Chong Yi Wey, Darryl
4. Michael Fernandez
5. Ho Peng Cheong, David
6. Khoo Poh Tiong, Jeffrey
7. Joshua VM Kuma (Dr)
8. Lee Hay Keong
9. Lim Hock Seng
10. Ong Liang-Gay, Archie
11. Francis Pavri (Dr)
12. Teo Neng Wee, Andrew
13. Yip Kum Fei

- 9.2 Mr Johnny Tan invited the candidates to introduce themselves.

- 9.3 After the candidates had spoken, Mr Johnny Tan reminded eligible voting members that under Article 26(3) of the Constitution, they should vote for a minimum of five and a maximum of eight candidates.

- 9.4 Upon confirmation of the vote count, Mr Johnny Tan declared the following members elected to the new MC for the term 2010/2011.

1. Mohan Balagopal
2. Chong Hoong Sang
3. Chong Yi Wey, Darryl
4. Ho Peng Cheong, David
5. Joshua VM Kuma (Dr)
6. Ong Liang-Gay, Archie
7. Francis Pavri (Dr)
8. Yip Kum Fei

- 9.5 Mr Johnny Tan congratulated and welcomed the newly elected committee members. He hoped that those who were not elected would continue to come forward and help in whatever ways they could. He acknowledged the contributions from Mr Vincent Rasa Benedict, Dr Keith Alan Liew, Mr Ong Pin Sam and Mr Edward S Tay, all of whom had decided to step down. He also thanked Mr Lau Kwong Chung, who was co-opted to the MC and served as Chairperson of the Bukit Timah Guild House project, for his hard work and commitment to the Society.

10. TO APPOINT AN AUDITOR FOR THE ENSUING YEAR

- 10.1 Although the practice has been to change the auditor every five years or so for good governance, the Finance Sub-Committee together with the Finance Department, recommended that Foo Kon Tan Grant Thornton, who has been with NUSS since 2003, continue for another year. This was to facilitate the audit work covering the completion of the Kent Ridge Guild House project.
- 10.2 The appointment of Foo Kon Tan Grant Thornton was accepted as proposed by Mr Kwek Chok Ming (K2073J) and seconded by Dr Francis Pavri (P2086A).

11. TO TRANSACT ANY OTHER BUSINESS IN ACCORDANCE WITH THE CONSTITUTION OF NUSS

The following three resolutions were tabled for discussion:

11.1 Resolution 1

- 1) That the Constitution of NUSS be amended as follows:

By adding Article 14(6) after Article 14(5) as follows:

Members joining at a concessionary entrance fee, as approved by the general meeting, shall not be permitted to transfer their membership within a specific period of time, to be determined from time to time by the Committee.

- 2) By amending Article 48 (7) as follows:

All complaints shall be made in writing to the Honorary Secretary who, if unable to deal with them, shall submit them to the Committee whose decision shall be final. In no instance shall any employee of the Society be reprimanded by a member, other than by persons so authorised by the Committee.

Proposer – Mr Mohan Balagopal (B7620H) (Mr Balagopal)

Seconder – Mr Edward Tay (TA378R)

- 11.1.1 Mr Balagopal said that Part 1 of the Resolution related to members joining at the concessionary entrance fee of \$2,000. He proposed that the Constitution be amended to disallow these members from transferring their membership for a specific period to be determined by the Committee. He said that with the new entrance fee at \$10,000, the regulatory move was needed to prevent persons from joining and then selling off their membership to make a profit. The primary purpose of NUSS membership was utility, and not for speculation or investment. He added that the proposed amendment would enhance the value of NUSS membership.
- 11.1.2 On Part 2 of the Resolution, which was about complaints to the Honorary Secretary about employees, Mr Balagopal suggested removing the word “servant” because it was antiquated. He said that the roles of Committee and Sub-Committee members should be streamlined to include a clear process for complaints and interactions between staff and members, and that only certain authorised persons be allowed to reprimand the staff. He pointed out that there was a corporate structure with a CEO and managers, and the changes should reflect the empowerment of the Secretariat.
- 11.1.3 Mr Wilson Loo asked what would happen if a member who had joined at \$2,000, was subsequently retrenched and could not afford to continue with the subscription.
- 11.1.4 Mr Edward Tay replied that an entrance fee of \$2,000 was already very low and when spread across instalments, it would come up to \$100 a month. Only in extreme circumstances would anyone be unable to keep up with the instalments. But if that happens, the case can be referred to the MC to determine if it is a genuine case of hardship and not a change of mind. If it was genuine, the member might be allowed to withdraw his/her application or defer payment.

11.1.5 Summing up Part 1 of the Resolution, Mr Edward Tay said that while some people felt that members who paid \$2,000 should be allowed to ‘flip’ their membership soon after, it would bring down the value of the membership for all existing members. He called for members present to make a value judgement.

11.1.6 On Part 2 of the Resolution, Mr Edward Tay said that under the present Constitution, all Committee and Sub-Committee members had blanket approval to reprimand staff, but since the Constitution was drafted, there had been a substantial increase in the number of Committee and Sub-Committee members. What was needed was an institutionalised reprimand procedure, where only certain persons empowered were given the authority to do so.

11.2 Resolution 2

- a) To create a formal system of processing the applications of volunteers for Sub-Committees.
- b) To make available data for the various Sub-Committees such as the names and number of applicants received, the names and number of successful applicants, the names and number of unsuccessful applicants, the reasons for not accepting the applicants and the list of criterion for applicants.
- c) To form an independent selection committee comprising Ordinary and Associate Members who are not on the MC and Sub-Committees.

Proposer – Mr Andrew Teo Neng Wee (TA823C)

Seconder – Mr Michael Fernandez (F0195Q)

11.2.1 Mr Andrew Teo said that there should be a system where names of members who volunteered to serve in Sub-Committees could be published in the Annual Report or on the Society’s website. Those who were successful should be made known and reasons should be given for those who were rejected. He said that members should be allowed to volunteer, but suggested that those who did not turn up for meetings three times be dropped from the Sub-Committees.

11.2.2 Mr Fernandez said that the focus of the resolution was to ensure transparency and it was not good to reject members who wanted to serve in Sub-Committees. The Society should welcome them and then evaluate their performance and attendance.

11.2.3 Mr David Ho said the Society should not turn away members who wanted to volunteer. He said that while the resolution was to ensure transparency, he called for less regulation so as not to embarrass members, and said that while procedures should be put in place; the Society should not impose governance for the sake of governance.

11.2.4 Mr Nari Lulla (L4365P) suggested having a system where members were contacted and told the reasons they were unsuccessful, and if they wanted to, they could re-apply.

11.2.5 Mr Tan Tzann Chang (T6574E) (Mr Tan Tzann Chang) sought clarification on the process of selecting Sub-Committee members. He said that this should clear the air and help the members present to decide whether such a resolution should be passed.

11.2.6 In reply, Mr Johnny Tan said that the majority of members who applied to serve as volunteers had been accepted, and that there was a procedure in place. Every year, together with the Notice of the AGM, members receive a form to volunteer their services in the different Sub-Committees. The Secretariat compiles a list of potential volunteers for each Sub-Committee and the Chairperson of each Sub-Committee makes selections from this list. It was up to the Chairperson to decide whether to meet or call applicants for more information before making his selection, which has to be presented to the MC for endorsement. Once that is done letters are sent to inform applicants.

11.2.7 NUSS CEO, Mr Chao Ye Peng, confirmed that such a procedure was already in place. He added that the MC and the Secretariat were mindful of keeping the size of Sub-Committees at a manageable level. The Chairperson had the discretion to decide on the size of his Sub-Committee according to its needs.

11.2.8 Mr Johnny Tan stressed the importance of keeping the size of Sub-Committees manageable so that meetings could be conducted efficiently. He welcomed feedback and suggestions to improve the process.

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- 11.2.9 Mr Pavri shared his experience of being unsuccessful twice with no explanation given in the letters sent to him. He said passing a resolution on this might be too drastic, but the least the Committee members could do was to call up the members to explain.
- 11.2.10 Ms Maria Boey Yuet Mei (BA046D) said that she too was unsuccessful twice with no reasons given. She said that MC members should not sit on too many Sub-Committees in order to allow other members to come forward and help.
- 11.2.11 Ms Tan Chung Lee (T0735C) said that Sub-Committees should be allowed to work independently. Having been accepted into the Sub-Committees, the MC should trust the volunteers to do a good job and let them get on with it, and not interfere. However, from her experience, the MC, on several occasions, rejected suggestions and advice from Sub-Committee members.
- 11.2.12 Mr Johnny Tan agreed that Sub-Committees should be allowed to operate within their respective terms of reference. However MC and the Secretariat have the responsibility to ensure that the terms of reference are adhered to.
- 11.2.13 Mr Maurice Neo Choon Aik (N0540A) said that in the application forms for volunteers, members merely submitted their names without giving information about their experience and how they could serve in Sub-Committees. So whether they were accepted or rejected was a subjective decision. He suggested putting a system in place where the selection process would be more transparent.
- 11.2.14 Mr Wilfred Kwok Chin Chye (KA094Z) commented that from the photos in the Annual Report, it would appear that the same people were serving on the various Sub-Committees every year. While there was nothing wrong with this, it might give people the wrong impression of cronyism. He said new faces would add vibrancy to the Society.
- 11.2.15 Mr Tan Tzann Chang suggested improving the system of having both Sub-Committee and MC members involved in the selection of volunteers. He also suggested that those who were unsuccessful could be allowed to sit in as observers and contribute.
- 11.2.16 Mr Edward Tay said that Chairpersons of Sub-Committees should have the power to pick volunteers, based on their criteria and needs. Different chairpersons would tap on different aspects of the membership. If there were insufficient volunteers fitting their criteria, they should have the option of looking for people with particular skills to help in their Committees. He said an independent selection Committee selecting volunteers as Sub-Committee members, might pick people without the necessary skills to help on that particular Sub-Committee.
- 11.2.17 Mr Lai Kim Seng (L2353H) pointed out that under the Constitution Article 28(3), the Committee may appoint one or more of its members to form Sub-Committees with powers to co-opt from the general body of members, and delegate to such Sub-Committees part of their powers and duties. He said that if resolution 2c were to be passed, it would contravene the existing Constitution, and as such, this had to be tabled and accepted as a resolution to amend the Constitution.
- 11.2.18 Summing up, Mr Andrew Teo said that since it was difficult to get volunteers, he saw no reason why we could not have more Sub-Committee members. The Chairperson should not limit the number of Sub-Committee members just because too many differing views would make meetings difficult to manage. Instead, the Chairperson should manage his members during meetings. Also, Sub-Committee members should only be allowed to serve for a limited period.
- 11.2.19 Mr Johnny Tan said that the incoming Committee would look into how they could improve on the process of selecting volunteers.

11.3 **Resolution 3**

To amend Article 31 of the Constitution as follows:

- a) Insert the word “either” after the word “posted”.
- b) Insert the words “or via electronic means” after the words “given address”.
- c) Insert the words “or notification by electronic means” after the words “date of posting”.

Proposer – Mr Toh Yong Soon (TB189L) (Mr Toh)
Secunder – Mr Wong Peng Meng (W5019K) (Mr Wong)

- 11.3.1 Mr Toh said that the aim of the proposal was to allow NUSS to communicate with members through electronic means instead of by post. However, members who still wanted hard copies could continue to have them. The resolution was to allow for an alternative method of communication.
- 11.3.2 Mr Wong said that the Society should move with the times and include electronic means of communication with members, which would result in significant savings for the Society.
- 11.3.3 Mr Johnny Tan said that this was an option for members and those who wanted printed copies would continue to receive them.
- 11.3.4 Mr Tan Tzann Chang wanted to know whether electronic means referred to email or Facebook. He also wanted to know the legality of it specifically with regard to demand letters from lawyers to members in arrears.
- 11.3.5 Mr Edward Tay clarified that electronic communications were similar to any other form of notices in writing, and hence they were legal.
- 11.3.6 Mr Toh clarified that by electronic means, he was referring to email and the official website.
- 11.3.7 Mr Johnny Tan thanked the House and closed the discussion. He invited members to proceed to vote and called for a short break for the votes to be counted.

11.4 **Announcement of Voting Results**

- 11.4.1 Mr Johnny Tan announced the results of the voting as follows:
- a) Resolution 1 Part 1 – There was a total of 165 votes cast with 4 spoilt votes, 150 votes for and 11 votes against the resolution. The resolution was carried.
 - b) Resolution 1 Part 2 – There was a total of 164 votes cast with 4 spoilt votes, 151 votes for and 9 votes against the resolution. The resolution was carried.
 - c) Resolution 2 – As this was not a constitutional change, it required a simple majority of the valid votes. There were a total of 164 votes cast with 111 votes for and 53 votes against the resolution. The resolution was carried.
 - d) Resolution 3 - There was a total of 163 votes with 1 spoilt vote, 154 votes for and 8 votes against the resolution. The resolution was carried.
- 11.4.2 On behalf of the MC, Mr Johnny Tan, thanked all the members for their views and suggestions. He expressed his appreciation for the contribution of operations staff and the Secretariat team in the past year. Mr Johnny Tan announced the resignation of NUSS CEO, Mr Chao Ye Peng, who would be leaving NUSS on 1 May 2010 and he introduced the incoming CEO, Mr Tong Hsien-Hui.
- 11.4.3 Mr Johnny Tan thanked his colleagues on the MC for their passion, commitment, contribution and support during his term as President.

There being no other matters, the meeting ended at 12.40am.



Lai Kim Seng
Honorary Secretary

REPORT OF MANAGEMENT COMMITTEE

MANAGEMENT COMMITTEE 2009/2010 (JANUARY TO APRIL 2010)

Johnny Tan Khoon Hui	4/4
Chong Hoong Sang	3/4
Lai Kim Seng	4/4
Siva S Retnam	4/4
Edward S Tay Wek Kok	3/4
Wong Peng Meng	4/4
Chandra Mohan K Nair	4/4
Fong Poh Him (Dr)	3/4
Joshua VM Kuma (Dr)	2/4
Keith Alan Liew (Dr)	3/4
Mohan Balagopal	3/4
Ong Pin Sam	3/4
Rosemary Khoo Ghim Choo (Dr)	3/4
Toh Yong Soon	3/4
Vincent Rasa Benedict	0/4
Yip Kum Fei	3/4
Lau Kwong Chung	3/4

MANAGEMENT COMMITTEE 2010/2011 (MAY TO DECEMBER 2010)

Johnny Tan Khoon Hui	8/8
David Ho Peng Cheong	6/8
Lai Kim Seng	6/8
Wong Peng Meng	8/8
Yip Kum Fei	8/8
Darryl Chong Yi Wey	6/8
Chandra Mohan K Nair	7/8
Chong Hoong Sang	7/8
Archie Ong Liang-Gay	7/8
Fong Poh Him (Dr)	4/8
Francis Pavri (Dr)	7/8
Joshua VM Kuma (Dr)	3/8
Mohan Balagopal	7/8
Siva S Retnam	7/8
Rosemary Khoo Ghim Choo (Dr)	6/8
Toh Yong Soon	7/8

SUB-COMMITTEES

Alumni Development & University Relations

Chandra Mohan K Nair

Community Care

Archie Ong Liang-Gay

Cultural

Fong Poh Him (Dr)

Disciplinary

Chandra Mohan K Nair

Finance

Wong Peng Meng

House, Food & Beverage

Chong Hoong Sang

Intellectual Pursuit

Joshua VM Kumar (Dr)

Membership

David Ho Peng Cheong

S-Connect

Rosemary Khoo Ghim Choo (Dr)

Sports & Recreation

Siva S Retnam

SPECIAL PROJECTS/TASKS

Editorial

Yip Kum Fei

Fundraising

David Ho Peng Cheong

iConnect

Yip Kum Fei

KRGH Phase 2 Opening

Wong Peng Meng

Lifelong Learning

Lai Kim Seng

SOCIETY'S REPRESENTATIVES

Alumni International Singapore (AIS)

Mohan Balagopal

REACH (Feedback Unit)

Toh Yong Soon

People's Association

Toh Yong Soon

KEY DECISIONS TAKEN BY THE MANAGEMENT COMMITTEE DURING THE PERIOD UNDER REVIEW:

7 JANUARY 2010

- Endorsed proposal for amending charges and operating hours of the various facilities at KRGH.
- Agreed to endow a gift of \$105,000, to be paid in three equal annual instalments, for the NUSS Medal for Outstanding Achievement, which would be awarded to the most outstanding all-rounded graduate from each of the 14 faculties in NUS
- Approved a supplementary budget to upgrade the website at a cost not exceeding \$18,000.

4 FEBRUARY 2010

- Endorsed proposal on revisions to the Sub-Committee guidelines.
- Endorsed proposed amendment to increase the age limit of members' children, allowed to accompany their parents to use the swimming pool, from 16 to 21 years.
- Approved budget of \$250,000 for membership recruitment campaign.

REPORT OF MANAGEMENT COMMITTEE

18 FEBRUARY 2010

- Approved the 2009 draft audited financial statements.
- Endorsed two proposed amendments to the NUSS Constitution relating to a lock-in period for members joining at a concessionary entrance fee and streamlining complaints procedure.

4 MARCH 2010

- Approved concept paper for 'NUSS Groceries on Wheels' – a project to deliver groceries to low-income families.
- Approved proposed regulations for the Children's Playroom.

21 APRIL 2010

- Approved the renewal of contract with iMedia, the vendor for nuss.meetingplace.com.sg and iConnect activities.
- Approved the use of the Benefactors Wall at KRGH, Level 2, to acknowledge donors contributing \$3,000 towards the NUSS Kent Ridge Fund.

11 MAY 2010

- Approved a supplementary budget of \$16,000 to screen World Cup matches on big screens at KRGH and SCGH.
- Ratified a supplementary budget of \$5,836 being additional costs incurred due to an increase in the number of members who attended the AGM.
- Approved the insertion of an advertisement of \$1,000 in the 45th Anniversary NUS Business School Alumni Commemorative Magazine.
- Approved proposed revision of booking entitlement for sports facilities per member to two hours per booking, up to a maximum of twice a week.

3 JUNE 2010

- Approved a cover ratification for all Associate Members who had been converted to Ordinary Members and who though qualified, had not been formally tabled for approval by the MC.
- Approved a supplementary budget of \$2,690 for Appreciation Night due to a higher number of invited guests attending.
- Approved a \$1,000 donation to the AIS Charity Film Preview 2010.
- Agreed to support the launch of Lim Kim San's book, *A Builder of Singapore*, by taking a table at \$1,000 at a fundraising dinner officiated by President S R Nathan.
- Approved proposal to a lock-in period of three years before members, who have paid concessionary entrance fee, can sell their memberships.

6 JULY 2010

- Endorsed a supplementary budget of \$83,000 for electronic data archival.
- Approved a supplementary budget of \$840.10 for Karaoke Competition 2010 based on cost-recovery.
- Approved a supplementary budget of \$3,400 for the opening ceremony of 'Groceries on Wheels'.
- Endorsed proposal for 31 December 2010 to be used as the cut-off date rather than the date of graduation for those who graduated within three years and who qualified as potential new members.

5 AUGUST 2010

- Endorsed proposal to extend selected KRGH facilities to SPGG, and not charge their members and immediate family members for use of the swimming pool to reciprocate the free use of the SPGG pool by our members during the KRGH redevelopment period. This would be effective from 15 August 2010 for 24 months or upon completion of their swimming pool renovation, whichever is earlier.

2 SEPTEMBER 2010

- Endorsed proposal to produce *The Graduate* in-house.
- Approved SPGG's request to allow their 40 corporate SingTel term members to use NUSS facilities under the terms of earlier agreement
- Agreed to scrap the Junior Sports Membership Scheme and replace it by a new Junior Membership Scheme.
- Endorsed proposal to charge \$12,000 for every nominee of a corporate membership with a cap of 10 nominees per company with effect from September 2010.
- Agreed to sponsor \$5,000 to support the Singapore Lyric Opera's 20th Anniversary Gala Concert on 26 November 2010.

7 OCTOBER 2010

- Approved a supplementary budget of \$2,000 for the countdown party.
- Approved the entrance fee for Term Members be standardised at \$1,000. For Non-citizens/Non-PRs, the tenure of the Term Membership would be 1 year; for Citizens/PRs (62 years old and above), the tenure would be 10 years.
- Agreed to continue with the NYC-NUSS ChangeMakers Grant for another year.
- Endorsed a supplementary budget of \$5,500 for the printing of *Zest* booklet in support of the Lifelong Learning programme.

11 NOVEMBER 2010

- Approved a supplementary budget of \$203,941 to pay the National Parks Board for the under-billed amount for electricity usage at BTGH.

2 DECEMBER 2010

- Endorsed proposal to appoint KPMG as the new statutory and jackpot auditors.
- Endorsed the award of general insurance to Tokio Marine at \$35,898, and employee-related policies to Marsh (S) Pte Ltd at \$42,180.

EDITORIAL PANEL



Chairperson: Yip Kum Fei
Members: James Boss (Dr)
Lai Kim Seng
Ong Liang-Gay Archie

From left: Mephine Ong (Secretariat), Tong Hsien-Hui (NUSS CEO), Lai Kim Seng, Yip Kum Fei, Ong Liang-Gay Archie, Ann Peters (Secretariat)



The Editorial Panel sets the policy directions and quality standards for the Society's print and new media publications, and establishes guidelines for the content management of the website. It also oversees the editorial direction, standard of reporting and feature article selection for *The Graduate*, as well as the quality of internal written communications.

Commentary

Work on the next volume of the academic journal *Commentary* began in the third quarter of 2010. Themed 'Reflections on Singapore By Overseas Singaporeans', the volume will include reflective essays on this by Singaporeans living overseas. Today many Singaporeans are living, working and raising families overseas. They face many issues, including identity, citizenship and educating children in social and political cultures very different from ours.

Annual Report

As the electronic version of the Annual Report was well received last year, we will continue to offer the report in CD format. The initiative is in line with being environmentally responsible and in keeping with industry trends. Members can still opt-in for a printed copy by writing to the Secretariat at secretariat@nuss.org.sg.

Website

The newly revamped website, launched in August 2010, features a fresh new look with easier navigation, and incorporates exciting new features. Visitors can now see scrolling pictures of NUSS events, view videos, take part in online polls, register online for selected events, make bookings for sports facilities and even be part of the NUSS Facebook group!

The website is a one-stop portal where members are updated on Society, news, upcoming events, food and beverage promotions, and can get information on club facilities. Members can also keep abreast of the latest happenings by subscribing to RSS feeds or download the latest *What's Happening* and *The Graduate* from the website.

ACTIVITIES IN 2010

The Graduate

Produced quarterly, *The Graduate* focuses on topics of interest and updates members on the latest Society happenings.

Some significant events featured in issues during the year include the dialogue session with the Minister for Education and Second Minister for Defence, Dr Ng Eng Hen (April-June 2010 issue); the conferment of Honorary NUSS Membership on Dr Tony Tan (July-September 2010 issue) and the opening of the KRGH Sports and Recreation facilities by NUS President, Professor Tan Chorh Chuan (October-December 2010 issue).



iCONNECT COMMITTEE



Chairperson: Yip Kum Fei
Members: Mohan Balagopal
Chong Yi Wey Darryl
Lai Kim Seng
Tay Wey Kok Edward Stanley
Wang Syan Paul (Dr)
Wong Peng Meng

From left: Chong Yi Wey Darryl, Mohan Balagopal, Lai Kim Seng, Yip Kum Fei, Wang Syan Paul (Dr), SK Tan (NUSS Partner)

ACTIVITIES IN 2010

In 2010 iConnect engaged the wider graduate community beyond NUS and Singapore, through new social media platforms, to bring greater value to the graduate community through interactive web and online channels.

Social Networking Site for Graduates

One of the iConnect's first initiatives, nuss.meetingplace.com.sg, was started in February 2009. Its aim was to create a vibrant social networking community so that the graduate community could meet, network and be connected to career opportunities. At the same time, through this platform, the website was able to promote the NUSS brand to a wider graduate community.

To date, 80% of the online community are non-NUSS members of which more than 75% are 35 years old and below. More than 70 members of this online community have since become NUSS members.

Graduate Job Portal

In January 2010, iConnect started another key initiative, officially launching a graduate job portal dedicated exclusively to graduate professionals, managers, executives and technicians (PMETs).

The graduate job portal, launched through nuss.meetingplace.com.sg, enables graduate jobseekers to provide their resumes online, and upload photos and an introductory video of themselves for employers to view.

Employers have their own dedicated gateway via a special purpose portal (www.nusslink.com) to post job vacancies. A differentiating and unique element of the portal is that it enables hiring employers to filter and rank candidates according to their selected criterion. Employers choose to preview only the closest matched candidates, without having to sift through countless resumes, a problem experienced in other job portals.

To date, the graduate job portal has attracted several prime name employers including HSBC Bank, Citibank, UOB, OCBC, Great Eastern Life, NTUC Income, Media Development Authority, Health Sciences Authority, DSO National Laboratories, Singapore Pools, Resorts World Sentosa, J Walter Thompson and Dow Chemical.



Seizing
Opportunities in a
Growing Market

nuss.
meetingplace.
com.sg homepage



NUSSLink for
graduate job
postings



Staying
Connected in a
Rising Economy

Career Networking Events

In May 2010, nuss.meetingplace.com.sg organised its biggest ever career networking event for the graduate community.

Themed 'Staying Connected in a Rising Economy', the event was held at The Arena at Clarke Quay which included a 45-minute panel discussion featuring senior executives from HSBC Bank, Medtronic International, NTUC Income, Prime Partners and Robert Walters. More than 330 graduates from 40 universities had the opportunity to speak to some 50 representatives from 12 participating companies.

Another similar event for 170 graduate PMETs from 30 universities and working in the engineering, technology and life sciences sectors followed in September. Representatives from Advanced Micro Devices, General Electric, Pratt & Whitney, Xilinx and the Centre for Strategic Infocomm Technologies (which is part of MINDEF) were present to engage the participants. The event included a panel discussion 'Perspectives - Seizing Opportunities in a Growing Market' moderated by iConnect Committee member, Dr Paul Wang, and an 'Up Close & Personal' segment which allowed some participants to talk to prime employers in a more personalised and private setting.

ALUMNI DEVELOPMENT AND UNIVERSITY RELATIONS SUB-COMMITTEE



Chairperson: Chandra Mohan K Nair
Deputy Chairperson: Chong Yi Wey Darryl
Members: Ang Eng Tat (Dr)
Boey Yuet Mei Maria
Chan Kok Keong Alex
Fan Chee Keong Albert
Han Chi Kwang Patrick Daniel
Liew Kok Keong Henry
Peh Guat Eng Cheryl
Wee May Li Stella (Dr)
Yu Yan Chung Philip

From left: Chan Kok Keong Alex, Wee May Li Stella (Dr), Chandra Mohan K Nair, Ang Eng Tat (Dr)

The Alumni Development and University Relations (ADUR) Sub-Committee aims to:

- Develop and cultivate strong bonds between the alumni and NUSS.
- Build and foster a strong relationship with NUS students, the Management and Administration.
- Promote future development with NUS.

ACTIVITIES IN 2010

The focus in 2010 was on developing a strong relationship with NUS students, NUS Management and Administration, as well as promoting future development with NUS.

Promoting Academic and All-round Excellence

The Society established the NUSS Medal for Outstanding Achievement Award to recognise NUS students who excel academically and have a proven track record in student activities and community and voluntary services. In June 2010, the first batch of 10 recipients each received a certificate, a gold medal and an NUSS membership to welcome them into the NUSS family. The award was part of the Society's efforts to deepen its partnership with NUS through financial contributions and joint collaborative projects.

The Society also launched the NUSS MEM Scholarship in support of the NUS Master of Science (Environmental Management) or MEM Programme.



Participants displaying their talents at Chillax on the Green

Engaging Student Bodies

The NUS Medical Society presented NUSS with the Friend of Medsoc Award 2010 at its White Coat Ceremony. The award was to recognise the Society's support of many Medical Society events such as the Sail for Smiles expedition by two medical students who crossed the Pacific in the Clipper Round-The-World Yacht Race, serving as medics onboard a Singapore yacht, to raise funds for charity.

To forge stronger bonds with undergraduates, NUSS played an active role in several NUS events such as providing sponsorship for the QuintFac Bash 2010, an event organised by five healthcare faculties to welcome freshmen, as well as spearheading the NUS Alumni Float in the annual NUS Rag & Flag Day, with support from the NUS Office of Alumni Relations.

Supporting Student-driven Initiatives

Chillax on the Green, held at the Terrace of the Alumni Complex, is an NUSS initiative that allows undergraduates to relax and interact while getting to know the Society better. Events featured included a Xinyao showcase (Chinese song writers' showcase), a Cambodia charity concert to raise funds, as well as a Rag & Flag Day celebration.

NUSS also manages the NYC-NUSS ChangeMakers Grant (formerly known as NYC-NUSS Young ChangeMakers Grant). In the past year, it worked with hall masters and student leaders to promote the grant to undergraduates to fund projects that benefit the community.

The ADUR Sub-Committee will continue to work towards developing a strong and synergistic relationship with NUS.

COMMUNITY CARE SUB-COMMITTEE

Chairperson: Ong Liang-Gay Archie
Deputy Chairperson: Mohan Balagopal
Members: Ang Kok Kay Tommy
Alagiry Alagirisamy
Bala Jonathan Avinash
Balasupramaniam Krishna
Gan Kwa Siew Eng Jenny
Koh Han Wei
Leow Jin Ghee James
Lim Tiong Joo Edmund
Lim Ye-Lin
Sek Kok Chuan Mervyn
Shawn Lourdusamy
Tay Chwee Seng Nicholas
Wong Wee Meng



Standing (from left): Wong Wee Meng, Sek Kok Chuan Mervyn, Lim Tiong Joo Edmund, Ang Kok Kay Tommy, Bala Jonathan Avinash
Sitting (from left): Balasupramaniam Krishna, Mohan Balagopal, Ong Liang-Gay Archie, Lim Ye-Lin, Alagiry Alagirisamy

The Community Care Sub-Committee aims to promote NUSS as a caring society, and as such, organises charitable events for the less fortunate in the community.

ACTIVITIES IN 2010

Chinese New Year Lunch for the Elderly

Every Lunar New Year, the Sub-Committee organises a festive lunch for the elderly. On 29 February 2010, NUSS welcomed more than 80 elderly citizens from the Bukit Batok Home of the Aged and the Henderson Senior Citizens' Home. They were entertained with a lion dance, cultural shows and karaoke sessions, and received gifts of mandarin oranges and red packets.



Chinese New Year Lunch for the Elderly

Groceries on Wheels 2010

This event was organised by NUSS in collaboration with the South West Community Development Council. Some 450 volunteers, sponsors and well wishers turned up on 31 July 2010 to deliver more than 2,000 grocery bags to needy households within the South West district and St Luke's Hospital. Guest-of-Honour, Dr Amy Khor, Mayor of the South West District and Senior Parliamentary Secretary, Ministry of the Environment and Water Resources, joined volunteers to knock on doors and deliver the groceries. The Society established a record in the Singapore Book of Records for having the largest convoy of vehicles, 65 cars, 11 buses and 15 Harley Davidson motorcycles, delivering groceries to households simultaneously.

Visits to Homes

The Sub-Committee organises regular visits to homes of the intellectually infirmed, destitute and elderly such as Sunlove Home and Villa Francis Home For the Aged to bring cheer to residents. During such visits, residents were treated to live music, sing-along sessions and also enjoyed catered meals.

Children's Christmas Bash for the less privileged

In December 2010, more than 100 children from Heartfriends BASC and the Salvation Army joined NUSS members' children for a fun-filled Christmas party. The highlights included high energy games, a magic show, a sumptuous lunch and goodie bags.

Adopt-A-Wish Programme

At the 2010 Christmas light-up, the annual Adopt-A-Wish Programme was met with enthusiastic response. We partnered the Boys' Brigade Singapore to fulfil a total of 150 Christmas wishes under The Boys' Brigade Share-a-Gift programme.



NUSS Groceries on wheels



Visit to Villa Francis Home For the Aged

NUSS Foundation

The Society has plans to set up a Foundation in 2011 with the following objectives:

The objectives of the Foundation were reviewed and the following aims identified:

- To provide support and opportunities for students to pursue higher education.
- To contribute to the well-being of the Society through community engagement and projects organised by Society members.

CULTURAL SUB-COMMITTEE



Chairperson:	Fong Poh Him (Dr)
Deputy Chairperson:	Ong Liang-Gay Archie
Arts Circle Convener:	Quek Mui Gek Evelyn
Choir Convener:	Maurine Tsakok (Dr)
Dancesport Convener:	Wong Kai Kim
Dramaworks Convener:	Ong Chun Tui Daniel
Karaoke Section Convener:	Prof Loh Hong Sai
Music Section Convener:	Kwok Chin Chye Wilfred
Member:	Ang Kok Kay Tommy
	Euan Murugasu (Dr)
	Khoo Teng Lan
	Maurice Neo Choon Aik

Standing (from left): Ong Chun Tui Daniel, Euan Murugasu (Dr), Kwok Chin Chye Wilfred, Ang Kok Kay Tommy
Sitting (from left): Wong Kai Kim, Ong Liang-Gay Archie, Fong Poh Him (Dr), Quek Mui Gek Evelyn, Prof Loh Hong Sai

The Cultural Sub-Committee aims to promote awareness and appreciation of both the performing and visual art among NUSS members.

The Committee oversees six interest groups - the NUSS Arts Circle, Choir, Dancesport, Dramaworks, Karaoke Section and Music Section, each headed by a dedicated Convener.

The cultural interest groups are member-driven and each organises regular cultural events and activities for members. Members, who are dedicated and passionate about culture, are warmly invited to join the groups, where they can meet and network with fellow enthusiasts, as well as help build NUSS' cultural scene.

ACTIVITIES IN 2010

NUSS Arts Circle

The Arts Circle was formed in 2009 to broaden and deepen members' engagement with the visual arts, and make it an integral part of the lives of members. It is hoped that this will contribute to community bonding and the growth of a more gracious society.

During the year it organised regular art classes and workshops at KRGH, as well as talks by experts on caring for artworks and art as an investment. It also held art exhibitions. Between February and November 2010, it showcased four art exhibitions by NUSS members, a move aimed at identifying and recognising talent, and providing members with a platform to display their works.



Art Exhibition at KRGH



NUSS Choir

The 60-member Choir celebrated its 12th Anniversary in 2010. It held concerts all through the year, and also performed overseas. A major event was the concert Season of Songs from the Heart – Celebrating 12 years of NUSS Choir, at the University Cultural Centre on 17 November 2010, where it serenaded the audience with a collection of soul stirring songs. The Choir also went to Penang, Malaysia, on a retreat where it represented NUSS in a performance. Other concerts included the Midsummer Night Fever Concert in collaboration with the Chinese Women’s Association and a performance at the NUSS New Members’ Night.

NUSS Dancesport

NUSS Dancesport was formed in 2004 with a handful of members dedicated to developing a dance scene in NUSS and promoting social dancing as a healthy lifestyle choice.

It has grown in numbers over the years and today, has a large base of followers, many of whom regularly attend the Weekly Dance Nights at KRGH.

CHOIR’S ACTIVITIES IN 2010

20 February

Choir performed at the Chinese New Year Festive Gathering for Senior Citizens

15 April & 13 May

Choir performed at the NUSS New Members’ Night

28 to 30 May

Choir Retreat to Penang, Malaysia

01 July

Midsummer Night Fever Concert in collaboration with the Chinese Women’s Association

17 November

Season of Songs from the Heart – Celebrating 12 Years of NUSS Choir Concert at the University Cultural Centre

20 November

Choir performed at SingHealth-Lee Foundation Nurses Award Ceremony

21 November

Choir performed at the NUSS Christmas Light- Up

05 December

Choir performed at the Christmas Choral Presentation: When Sacred Meets Secular at the Church of the Divine Mercy

During the year, it organised various activities for members, including bi-monthly Social Dinner & Dance events, where members danced to good music and enjoyed sumptuous buffet spreads. The year's highlight was the Christmas Gala Dinner & Dance where members celebrated the festive season with a bang. It also held an introductory workshop on social dancing (waltz and salsa) and there are plans to conduct more of these, to familiarise members with the various types of social dancing available.



Social Dinner & Dance



NUSS Karaoke Section

The Karaoke Section is a newly established interest group for karaoke enthusiasts. The group hopes to identify talented individuals and provide them with opportunities to perform at the Society's functions and events.

The Annual Karaoke Competition held in April 2010 was a success. It gave members a platform to showcase their talent.



Annual Karaoke Competition



DANCESPORT'S ACTIVITIES IN 2010

Every Tuesday

Tuesday Weekly Dance Nights

Bi Monthly

Social Dinner & Dance

26 March

Introductory Workshop to Social Dance: Social Waltz and Salsa

11 December

Christmas Gala Dinner & Dance

NUSS Dramaworks

The NUSS Dramaworks was set up in 2009 to give members a chance to stage shows at Society events, and interact with others who are similarly passionate about promoting the art of acting.

The group aims to showcase all aspects of acting - from musicals to serious theatre works and even comedy. In November and December last year, it held acting classes and music theatre showcases. These activities are part of its plan to expose members to the world of theatre and drama. It has plans to invite renowned and experienced actors to conduct workshops for members.

NUSS Music Section

Previously known as the NUSS Band, the Music Section aims to promote all forms of musical activities by providing an avenue for members to perform at the Society's functions.

During the year it met regularly for jam sessions, and performed at various events and locations, including the opening of KRGH's Sports and Recreation Facilities, the NUS Homecoming, the Annual Golf Dinner, the Alumni Reunion Dinner and at the Sunlove Home.



Music Section Performing at the Annual Golf Dinner

Jam sessions are held in KRGH on Fridays, Saturdays and Sundays. It also conducts regular guitar practices for its section members.

DISCIPLINARY SUB-COMMITTEE

Chairperson: Chandra Mohan K Nair
Deputy Chairperson: Lee C P Eddie
Members: Chan Kok Kiang Lawrence
Fua Cheng Kin
Lee Jim Teck Edward
Liow Wang Wu Joseph
Tan Tzann Chang

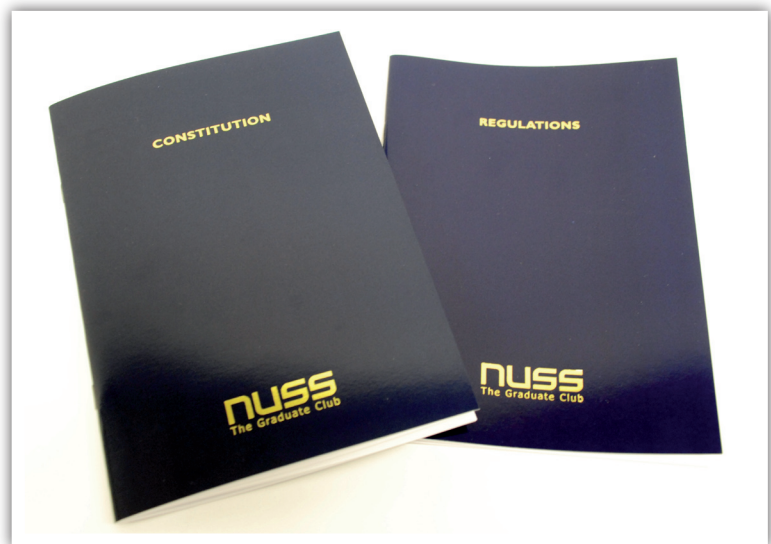


From left: Lee Jim Teck Edward, Liow Wang Wu Joseph, Lee C P Eddie, Chandra Mohan K Nair, Fua Cheng Kin, Tan Tzann Chang

The terms of reference of the Disciplinary Sub-Committee are:

1. To deal with complaints against members in accordance with the disciplinary processes provided in the Society's Constitution.
2. To provide an avenue for mediation, conciliation and amicable settlement of disputes between members.

The Sub-Committee is pleased to report that there were no disciplinary cases during the year and it hopes this trend continues.



FINANCE SUB-COMMITTEE



Chairperson: Wong Peng Meng
Deputy

Chairperson: Chong Yi Wey Darryl

Members: Prof Chan Yoke Kai
Kong Ming Leong Nicholas
Lee Hay Keong
Leng Yew Chee Philip
Lim Boon Kwong
Lee Jim Teck Edward
Lin Wai Man Dennis (resigned on 22 Dec 2010)
Phua Chun Yen Alvin
Siva S Retnam
Sim Koon Boh Charles
Tan Kek Ann
Tan Siang Chik

Standing (from left): Jasmine Nee (Secretariat), Lin Wai Man Dennis, Leng Yew Chee Philip, Lee Hay Keong, Lee Jim Teck Edward, Tan Kek Ann, Tan Sow Chin (Secretariat)

Sitting (from left): Tan Siang Chik, Chong Yi Wey Darryl, Wong Peng Meng, Siva S Retnam, Ong Cheng Lee (Secretariat)

2010 was a challenging year for NUSS, given the competitive economic and operating conditions faced by the hospitality industry.

Total income increased by 11%, reaching \$25.54 million, contributed mainly by the higher entrance fee and F&B sales. During the year, 1,018 new members joined the Society. This increase was driven largely by the impetus from the hike in entrance fee, from \$4,000 to \$10,000, from 20 March 2010. To meet the expectations of an expanded membership base of 15,519, our F&B business focused on offering innovative promotions at all our F&B outlets. We also strengthened our foothold in the banquet segment.

Fruit Machine income declined by 13% to \$2.22 million as the year saw lower patronage of the jackpot rooms due primarily to the impact from the two Integrated Resorts, which started operations in February and April. Various initiatives were put in place to retain members' interest and loyalty. With the benefit of feedback from various stakeholders, we will continue to improve members' overall comfort and experience, with more up-to-date and interesting games for players.

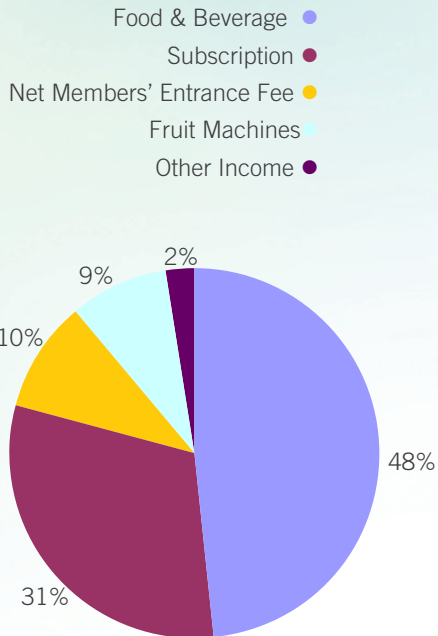
Ongoing cost management and control measures to improve work productivity helped in containing the total cost at \$24.80 million. With the full commissioning of the new KRGH project in April 2010, depreciation cost was \$1.78 million for 2010.

The net operating result (before Jobs Credit, expensed equipment, and property and equipment written off) was \$0.67 million.

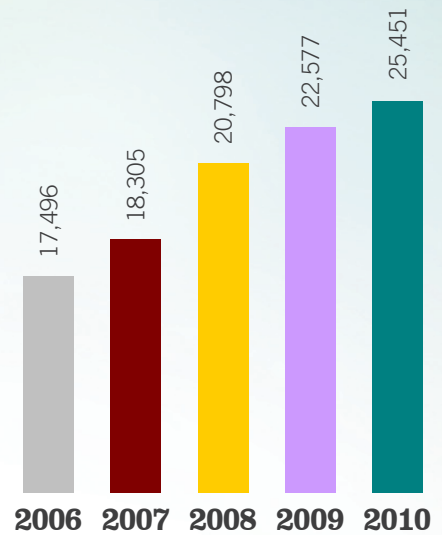
Embracing Corporate Social Responsibility, we embarked on a pilot project to send the monthly statement of accounts (SOA) to members electronically. Within six months of our pilot run, about 850 members opted to receive their SOA electronically. Members who were on the GIRO scheme and DBS-NUSS Platinum Card holders were selected for this project. We urge more members to participate in this project. Besides contributing towards a Green Environment the added advantage is enhanced work productivity.

Apart from operational efficiency, improving work productivity will continue to be the main focus for the coming year.

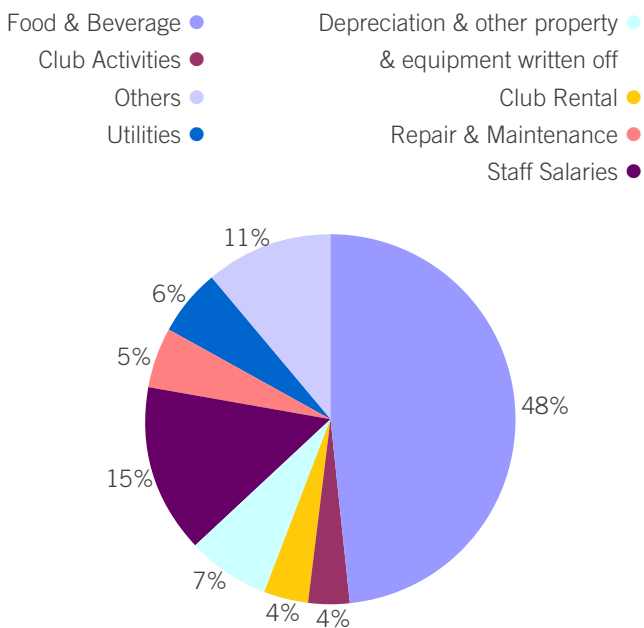
INCOME FOR 2010



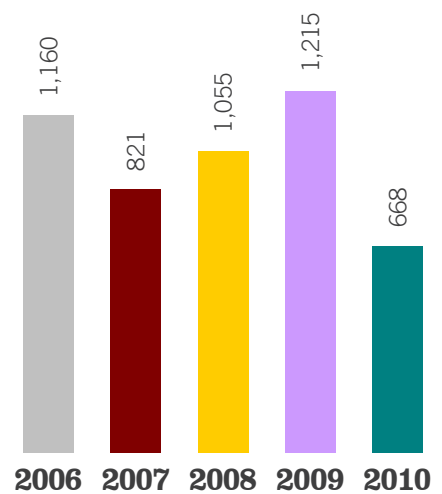
TOTAL INCOME (excluding Jobs Credit) (\$'000)



EXPENDITURE FOR 2010



NET OPERATING RESULTS AFTER TAX (before "Jobs Credit", "Expensed Equipment" and "Property & Equipment written off") (\$'000)



HOUSE, FOOD & BEVERAGE SUB-COMMITTEE



Chairperson: Chong Hoong Sang
Deputy
Chairperson: Toh Yong Soon
Members: Vincent Rasa Benedict
James Boss (Dr)
Chan Kok Kiang Lawrence
Joseph Y Hassan
Kam Huey Jiuan Joanne
Liew Woei Chong Keith (Dr)
Mohan Anthony Nair
Peh Guat Eng Cheryl
Sek Kok Chuan Mervyn
Tan Teng Hoo William

Standing (from left): Tan Teng Hoo William, Sasidharan Pillai (Secretariat), Mike Chan (Secretariat), Desmond Lim (Secretariat), Vincent Rasa Benedict, Liew Woei Chong Keith (Dr), Mohan Anthony Nair, Richard Chitrakar (Secretariat)

Sitting (from left): Peh Guat Eng Cheryl, Lillian Sim (Secretariat), Joseph Y Hassan, Chong Hoong Sang, James Boss (Dr), Chan Kok Kiang Lawrence, Agnes Phua (Secretariat)

The House, Food & Beverage Sub-Committee provides direction and guidance to the Secretariat on the operations of the Guild Houses, with a view to providing a pleasant wining and dining experience through exciting loyalty programmes, excellent service and value-for-money offerings.

Milestones in 2010:

- Opening of the Sports & Recreation facilities at Kent Ridge Guild House on 26 June 2010.
- Complimentary \$20 F&B birthday vouchers for all members from September 2010.
- Countdown party at KRGH on 31 December 2010.
- Year-end celebrations at SCGH on 31 December 2010.

ACTIVITIES IN 2010

F&B Promotions

Kent Ridge Guild House (KRGH): The major promotion in 2010 was the Teochew Porridge promotion from 3 May to 30 September 2010. The BBQ Buffet by the Pool commenced on 1 April 2010 and Café on the Ridge offered 20% off its ala carte menu from 2 August 2010. At The Scholar, diners could purchase a bottle of premium house pour wine at a discount when ordering a set menu.

Suntec City Guild House (SCGH): Members who spent \$150 on food and beverage were offered a \$50 Karaoke Room voucher. Members were also offered a complimentary BBQ dinner or a three-course Western set meal with a minimum spending of \$100. In addition, they could get an \$8.88 nett wine deal when they ordered two full-course set meals.

Bukit Timah Guild House (BTGH): The promotions included house pours at very attractive prices for labels such as, Chivas, Johnnie Walker Black Label, Glenlivet Single Malt Scotch Whisky and 10 year Glenmorangie. Diners who spent \$68 or \$120 on food at KRGH or SCGH received a complimentary three-course set lunch worth \$25 or a five-course Executive set dinner worth \$39.80 at BTGH respectively.

Adam Park Guild House (APGH): The promotions featured Unagi (Japanese eel) dishes in July and Hazuki (which means eighth month of the year) promotion in August which included main courses like US Beef Shabu Shabu or Sukiyaki with Vegetables.



2010 FOOD & BEVERAGE PERFORMANCE

Overall Performance

The combined income for the full year of the three Guild Houses hit a record of \$12.8 million, an increase of 13% over 2009, due mainly to the opening of new and redeveloped facilities at BTGH and KRGH. Related financial details are provided in the Financial Statements on page 57.

Individual Guild Houses

KRGH's F&B Performance

KRGH achieved \$7.39 million in F&B sales. This represented an increase of 16% over 2009's sales of \$6.4 million. The Scholar chalked up \$2.64 million in sales and Café on the Ridge managed to achieve \$1.81 million sales for the year. For 2010, the Banquet sales in KRGH hit a record \$2.12 million, an increase of 16% over the previous year's sales of \$1.82 million.

SCGH's F&B Performance

F&B sales for SCGH was \$3.82 million in 2010, an increase of 6.3% over sales of \$3.59 million in 2009. The lower than expected increase was due to several major events held during the year at the Marina Square vicinity (e.g. Nafa Expo in June, PC Show in July, YOG and NDP in August as well as Comdex and F1 in September 2010).

BTGH's F&B Performance

BTGH achieved a respectable F&B sales of \$1.6 million in 2010. Overall, BTGH incurred a lower operating deficit of \$180,000 in 2010 compared to a deficit of \$345,000 a year ago.

APGH's F&B Performance

At the outsourced Japanese restaurant in APGH, Honjin 7 offered members a range of authentic Japanese cuisine, specially prepared by Chef Mitsuo Ishii. The total amount of rent and profit-sharing on sales from Honjin 7 was \$199,000.

World Chinese Culinary Competition

Steve Yap, Junior Sous Chef from SCGH did us proud by winning the Bronze Medal in the Taiwan World Chinese Culinary Competition.

INTELLECTUAL PURSUIT SUB-COMMITTEE



Chairperson: Joshua VM Kuma (Dr)
Deputy
Chairperson: Mohan Balagopal
Members: James Boss (Dr)
Chen Chin Heng Stanley
Khoo Poh Tiong Jeffrey
Koh Han Wei
Ong Chon Tui Daniel
Sun Wai Hoong
Tan Tzann Chang
Tay Chwee Seng Nicholas

From left: Sun Wai Hoong, Khoo Poh Tiong Jeffrey, Ong Chon Tui Daniel, Mohan Balagopal, Joshua VM Kuma (Dr), Chen Chin Heng Stanley, Tan Tzann Chang, Tay Chwee Seng Nicholas

The Sub-Committee aims to provide opportunities for members to engage in vibrant intellectual discourse on various platforms. Its three main areas of focus are in organising closed-door Dialogue Sessions, conducting its Education Series and facilitating its Enrichment Series.

The Dialogue Sessions allow members to explore national and international issues. It strives to forge good relations between the Society's members, overseas alumni groups and other nations through its regular Meet-The-Ambassador Series, where candid exchanges between speakers and the audience, in moderated closed-door sessions, allow local and foreign perspectives to surface.

The Sub-Committee also does research on issues relating to the development of NUS and Singapore, and is an education and advisory resource for NUSS.

ACTIVITIES IN 2010

New Singapore Economic Frontiers – Submission of Y-Paper to Economic Strategies Committee

The Sub-Committee presented a Y-Paper to the Economic Strategies Committee on 22 January 2010, after obtaining feedback and views from NUSS members on the topic of new drivers for the Singapore economy. The Committee consolidated and compiled the information into the Y-Paper. Representatives from the Sub-Committee were invited to the budget announcement in Parliament.

NUSS Meet-The-Ambassador Series

1) H.E. Amira Arnon, Ambassador of Israel

In March 2010, members were treated to a rare opportunity to indulge in sensitive political topics as they met the Ambassador of Israel, H.E. Amira Arnon. During the spirited session, members and their guests benefited from H.E. Arnon's extensive knowledge, experience and insight into Israel's achievements in science, technology and entrepreneurialism, and the country's amazing economic growth pattern.



H.E. Ong Keng Yong fielding questions from participants

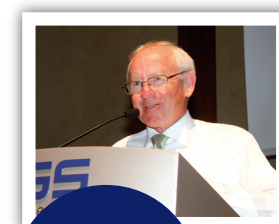
2) H.E. Ong Keng Yong, Singapore Ambassador-at-Large

About 100 registered guests turned up for a closed-door session in July 2010 with Singapore's Ambassador-at-Large and former ASEAN Secretary General, H.E. Ong Keng Yong. The session saw

a lively and candid exchange between the speaker and guests on the topic of ASEAN and Singapore's part in it. Participants were kept engaged as H.E. Ong answered a continuous stream of questions with in-depth replies, peppering them with amusing anecdotes from his years as a diplomat.

3) H.E. Doug Chester, Australian High Commissioner to Singapore

In September 2010, members and guests were invited to meet the Australian High Commissioner to



H.E. Doug Chester speaking on bilateral relationships

Singapore, H.E. Doug Chester. Seventy-five participants attended the closed-door dialogue session which centred on Singapore and Australia's bilateral relationship. Issues touched on included close military cooperation between the two countries since the early 70s' and their commitment to continued protection of regional security interests.

4) H.E. David Sevigny, High Commissioner of Canada

On 28 October 2010, 80 members and guests met the High Commissioner of Canada, H.E. David Sevigny. At the dialogue, Mr Sevigny shared his views on why Canada has shifted her commercial focus to the Asian region and also listed reasons why many Canadian companies have since made plans to use Singapore as a point of entry into Southeast Asia.



H.E. David Sevigny sharing his views

NUSS Dialogue

1) Dialogue with Dr Ng Eng Hen – How Our Universities Need to Change to Cater to the Changing Economy

The Minister for Education and Second Minister for Defence, Dr Ng Eng Hen, was the speaker at the first Dialogue session of 2010 and he kept participants engaged with his witty ripostes. Dr Ng highlighted four “extreme challenges” that Singapore faced over the last decade. They were terrorism, pandemics, a change in political leadership and the global financial crisis. He said Singapore had weathered these and even fared well.



Dr Ng Eng Hen at the first Dialogue session of 2010

2) Dialogue with Mr Lim Swee Say – Post Singapore Budget 2010

In March 2010, NUSS invited the Minister, Prime Minister's Office, Mr Lim Swee Say, to speak on the 2010 Budget. A key issue he touched on was increasing the productivity of Singaporeans. Members found the session extremely informative, as it provided an avenue for them to interact and ask the Minister pertinent questions.



Dialogue with Mr Lim Swee Say

3) Dialogue with Dr Yaacob Ibrahim – Singapore's Approach to Environmental Sustainability

About 150 members and guests had the opportunity to share their views on environmental sustainability with Minister for the Environment and Water Resources & Minister-in-charge of Muslim Affairs, Dr Yaacob Ibrahim, in October 2010. Dr Yaacob noted that our current social ecological model is continuously being fine-tuned to facilitate sustainable development in Singapore. He also outlined steps Singapore had taken to safeguard the environment and protect itself in the event of environmental calamities.

General Group Discussion with Dr Gunter Festel – Founding Angels Concept for Start-ups

Some 30 participants attended the dinner talk targeted at individuals who were keen to diversify their portfolio by investing in start-up businesses. Held at KRGH, Dr Festel imparted his knowledge on what it means to be a founding angel and how this could help entrepreneurship grow. It was an intriguing evening for our members and their guests, who took home valuable information from the discussion.

NUSS TOASTMASTERS CLUB

Established in 2004, the NUSS Toastmasters' Club has grown from strength to strength. It celebrated its 6th Anniversary in 2010. The club believes that public speaking and leadership skills can be honed in an environment that is encouraging, enthusiastic and constructive. Apart from helping members become confident public speakers, the club places equal importance on its collective progress. Over the years, the club has received the following awards:

- Received the President Distinguish Club Award, 2008-2009.
- Conducted a Youth Leadership Programme for Hwa Chong Institute in 2009.
- Select Distinguished Club Award 2007-2008.
- Received the Distinguished Club Award, 2006-2007.
- Received the Founder's Award, 2008-2009, for sponsoring a new club, the UOB Life Toastmasters Club.

Other activities held during the year included the Speech and Table Topics Contest and the Humorous Speech and Speech Evaluation Contest.

MEMBERSHIP SUB-COMMITTEE



Chairperson: Ho Peng Cheong David
Deputy

Chairperson: Toh Yong Soon

Members: Ang Kok Kay Tommy
Dinesh Singh
Kwok Wei Woon Joseph
Lee Wan Kuin Chloe
Lim Shuen Ming Bryan
Sek Kok Chuan Mervyn
Tan Kian Wen Dexter
Tay Wey Kok Edward Stanley
Tham Kai Kong
Wee May Li Stella (Dr)
Yeo Kar Jun Chris

From left: Michael Lee (Secretariat), Ang Kok Kay Tommy, Tay Wey Kok Edward Stanley, Toh Yong Soon, Ho Peng Cheong David, Wee May Li Stella (Dr), Jenny Ng (Secretariat), Kwok Wei Woon Joseph

ACTIVITIES IN 2010

Membership Recruitment Campaign

For the first time, the Society embarked on a nationwide media campaign using The Straits Times, The Sunday Times, Class 95FM, 938 LIVE, AsiaOne and Channel NewsAsia, as part of its marketing campaign to attract new members before the increase in entrance fee from \$4,000 to \$10,000 on 20 March 2010.

The recruitment campaign successfully netted 827 new members and further reinforced NUSS' standing as a leading graduate club in Singapore. As of 31 December 2010, the number of new Ordinary and Associate members recruited for the year totalled at 1,018.

At the Annual General Meeting in April 2010, a resolution was passed which stipulated that new graduates joining at the concessionary rate of \$2,000 (as previously approved by the general body) will not be permitted to transfer their membership within a specified period of time. The Management Committee had set a lock-in period of three years before these new members can transfer their membership. This was to ensure that new members retain their membership for at least three years before they sell it.

Membership Promotions

To woo graduates, the Society launched membership promotions. Graduates from the Class of 2007 were offered \$400 worth of F&B

credits if they signed up on or before 31 December 2010, the last day when they would be able to enjoy the discounted entrance fee (the discounted fee applies only to those who graduated three or less years). If they were recommended by someone, that proposer would receive \$200 worth of F&B credits.

New graduates from the Class of 2010 were offered \$400 worth of F&B credits. However if they signed up with a buddy before 15 July 2010, both would receive \$600 worth of F&B credits each. All of them also stood a chance of winning an Apple iPad in a lucky draw.

Under the Special Reinstatement Promotion, members who had withdrawn their membership but wanted to rejoin, were able to have their membership reinstated at a special promotional reinstatement fee. Fifty members took up the offer to return to the NUSS family.

Membership Transfers

Since membership was made transferable in 2006, members had been able to realise the value of their membership in the transfer market. The number of membership transfers picked up after the entrance fee was increased. Thirty-two transfers were recorded last year, close to half of which were transfers within the immediate family, a further confirmation of the fact that an NUSS membership is a meaningful legacy that can be transferred from generation to generation.



New Member's Night
August 2010



Junior/Undergraduate Membership

The Sub-Committee also streamlined its junior membership by merging the Undergraduate and Junior Membership Schemes to form the new Junior Membership Scheme. By doing this, the Society hopes to strengthen bonds with its junior members, who are potentially its future members. The new scheme offers the following three categories of membership:

- Category A1 : Child (aged 12 to 15) of an NUSS Member
- Category A2 : Child (aged 16 to 21) of an NUSS Member
- Category B : NUS undergraduates/Undergraduates pursuing a graduate coursework programme in NUS

Engaging Young Graduates , Student Leaders and New Members

The New Alumni Dinner, aimed at introducing the 2010 NUS graduating classes to the Society, was held at the Alumni Terrace on 26 August 2010. It was a chance for NUSS to reach out to the new graduates, acquainting them with our new facilities at Kent Ridge Guild House and what the Society can offer them.

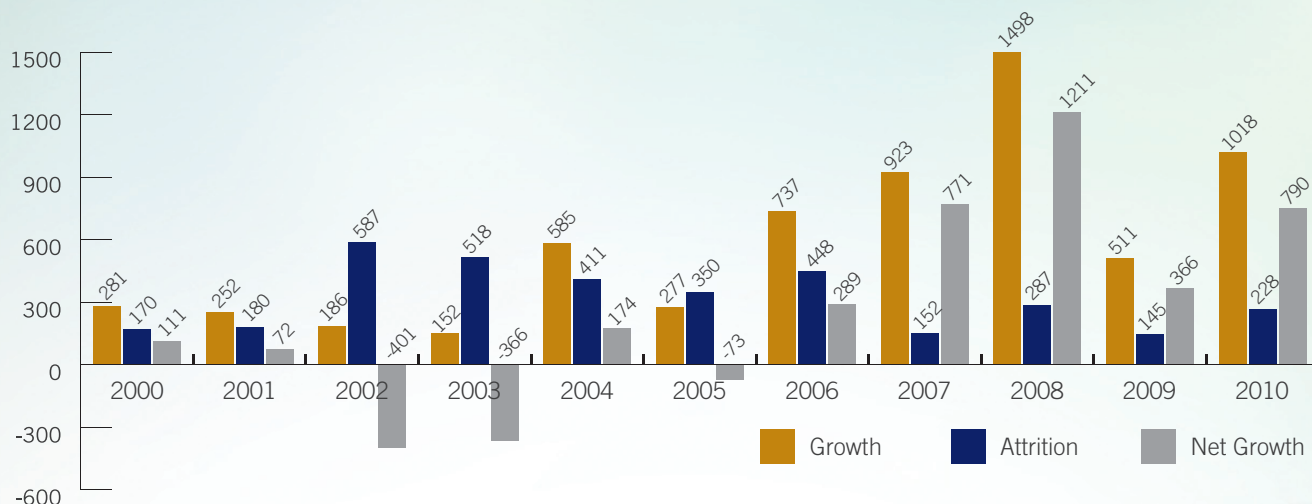
To build on the passion and dreams of our earlier members, the future of the Society lies in the hands of the younger generation, NUS graduates and undergraduates. We will continue to engage NUS student leaders. One way we do this is by extending complimentary membership cards to them during their term of office, to acquaint them with the Society and encourage collaborations between the Society and the student body.

Membership by Gender

Gender	2010	2009
Male	10,582 (68%)	10,006 (68%)
Female	4,937 (32%)	4,618 (32%)
Total	15,519	14,624

Age Group	2010	2009
21-30	1,133 (7%)	922 (6%)
31-40	3,013 (19%)	3,174 (22%)
41-50	5,546 (36%)	5,286 (36%)
51 & above	5,827 (38%)	5,242 (36%)
Total	15,519	14,624

Membership growth in the last 10 years



New members and former members returning to the fold were invited to various New Members' Evenings held throughout the year. These events allowed them a chance to mix, mingle and network as well as familiarise themselves with guild house facilities and the plethora of activities available. Among our distinguished guests at our New Members' Evenings was the Second Permanent Secretary, Ministry of Foreign Affairs, Mr Bilahari Kausikan, who was the Guest-of-Honour at the New Members' Evening on 12 August 2010.

Moving Forward

As we move towards becoming a more inclusive Society, we will continue to reach out to more new graduates and seek to renew our membership base. We are also working towards enhancing the value of membership, particularly with regards to Life Members.

Membership type

Membership Type	2010	2009
Ordinary	10,079	9,720
Life Ordinary	816	689
Associate	4,389	4,021
Life Associate	168	142
Senior	12	13
Honorary	0	6
Corporate	2	0
Term	53	33
Total	15,519	14,624



Membership by faculty/school

Faculty/School	2010	2009
Accountancy	892	974
Architecture (Design & Environment)	192	186
Arts & Social Science	2,989	2,542
Building & Estate Management	43	32
Business Administration	2849	2839
Dental Surgery	179	170
Engineering	2139	2042
Law	882	835
Medicine	649	597
Science	4097	3883
Others	608	524
Total	15,519	14,624

S-CONNECT SUB-COMMITTEE



Chairperson: Khoo Ghim Choo Rosemary (Dr)
 Deputy Chairperson: Francis Pavri (Dr)
 Members: Ang Wai Hoong Catherine (Dr)
 Chiang Hai Ding (Dr)
 Chua Joon Eng
 Fua Cheng Kin
 Lee Jim Teck
 Lim Bee Lum
 Lin Wai Man Dennis
 Ng Geok Eng
 Seah Meng Hwee Jeremy
 Soh Jenny
 Donald Wyatt

Standing (from left): Lee Jim Teck, Lin Wai Man Dennis, Chua Joon Eng, Donald Wyatt, Fua Cheng Kin, Seah Meng Hwee Jeremy
Sitting (from left): Ng Geok Eng, Francis Pavri (Dr), Khoo Ghim Choo Rosemary (Dr), Ang Wai Hoong Catherine (Dr), Soh Jenny

Annual Christmas Gathering



The S-Connect Sub-Committee has evolved from its early days as Senior Circle and celebrated its 14th Anniversary in 2010.

Its initial mission of providing social activities to members aged 50 and above is a small part of what it currently does. There are now four areas of activities under the S-Connect umbrella: Senior Fellowship, Project Heritage, Community Engagement and Enrichment.

ACTIVITIES 2010

Senior Fellowship

The Senior Fellowship team takes charge of the quarterly Fellowship Lunches and weekly S-Connect Tuesday meetings. Such sessions consist of physical and intellectual activities, and act as a medium for bonding and the sharing of stories and past experiences.

Visits to local places of interest and museum tours are also frequently arranged and are well attended. In May, members visited the Centre for Remote Imaging, Sensing and Processing (CRISP).

S-connect is also responsible for the annual and much anticipated S-Connect Christmas gathering. The year's Christmas Lunch drew a crowd of over 80 participants, the biggest turn-out yet.

Regular Fellowship Lunch Gathering



Family Tree Tea Talk



Tea Sessions with VWOs



Project Heritage

The Project Heritage team helped to set up the new Ridge Reading Room at Kent Ridge Guild House by collecting, organising and documenting books and other materials. The team plans to do oral recordings with important NUSS personalities and archive NUSS-related publications and photographs.

Community Engagement

The Community Engagement team seeks to further involve senior members in community service by organising tea sessions with Voluntary Welfare Organisations (VWOs). This year, two sessions were organised where volunteers met representatives from the Young Men's Christian Association, NTUC Eldercare, Ren Ci Hospital, Samaritans of Singapore, Tsao Foundation, RSVP and Caring Fleet. Several members signed up as volunteers after hearing about the organisations' objectives and need for volunteers. Boosted by that encouraging response, the team plans to hold at least one session per year to encourage members to volunteer.

Enrichment

Enrichment represents the intellectual dimension of S-Connect. Its year-long activities provided opportunities for intellectual development, cultural stimulation, personal growth and social interaction.

Some of its activities in 2010 included a talk in January by Deputy Chairperson, Dr Francis Pavri, on Gadgets and Gizmos to help participants gain a better understanding of current trends in new technology. In March, a health talk by doctors for seniors provided insights on health issues faced by the elderly, their prevention and available treatment. In May, a four-session workshop on How To Be A Millionaire in 12 Years was held. In August, the NUSS Book Club was brought back to life, with monthly meetings that stimulate literary discussions and connect book lovers. In October, a talk on the newly enforced Mental Capacity Act was held to educate members.

Mental Capacity Act Talk



Health Talk for Seniors



SPORTS & RECREATION SUB-COMMITTEE



- Chairperson: Siva S Retnam
- Deputy Chairpersons: Chong Hoong Sang
Kwek Chok Ming
- Member: Cheong Yue Thong Steven
- Badminton Convenor: Chua Hock Huat
- Balut Convenor: Chong Woon Chieh Daniel
- Billiards Convenor: Ng Wai Hong
- Bowling Convenor: Lim Shoo Hoe
- Bridge Convenor: Siak Chong Leng
- Darts Convenor: Oon Tik Lee
- Golf Convenor: Lee C P Eddie
- Gym Convenor: Teo Lian Feng Benny
- Running Convenor: Chan Whye Mun
- Soccer Convenor: Yap Ning Jee
- Squash Convenor: Lew Chee Hoong
- Table-tennis Convenor: Wong Hoe Sang
- Tennis Convenor: Mak Kam Lock Robin

Standing (from left): Chan Whye Mun, Chong Woon Chieh Daniel, Oon Tik Lee, Ng Wai Hong, Wong Hoe Sang, Yap Ning Jee, Mak Kam Lock Robin, Chua Hock Huat, Lew Chee Hoong

Sitting (from left): Cheong Yue Thong Steven, Kwek Chok Ming, Siva S Retnam, Chong Hoong Sang, Lee C P Eddie, Richard Chitrakar (Secretariat)

The Sports & Recreation Sub-Committee had a busy but enjoyable year. With the opening of the Sports and Recreation facilities at Kent Ridge Guild House (KRGH), many of the Sections have returned to KRGH for their Section nights and games.

The summary below gives a breakdown of the section membership strength.

Section	Fee Paying / Non-Fee Paying	No of members
Badminton	Fee Paying	57
Balut	Non-Fee Paying	54
Billiards	Fee Paying	18
Bowling	Fee Paying	43
Bridge	Fee Paying	36
Darts	Non-Fee Paying	33
Golf	Fee Paying	890
Running	Non-Fee Paying	20
Soccer	Non-Fee Paying	48
Squash	Fee Paying	39
Table-Tennis	Non-Fee Paying	32
Tennis	Fee Paying	180
Total		1450

ACTIVITIES IN 2010

Activities organised by the various sections included the NUSS-PAUM Games, the Junior Swim Meet, the Soccer Sevens, the Inter-Section Games, the Sports & Recreation Night, In-house tournaments, Section nights, friendly games, overseas games and international tournaments.

25th NUSS-PAUM Games

2010 marked the 25th Anniversary and Silver Jubilee of the NUSS-PAUM Games. The Games were co-hosted in Malacca from 1 to 4 July to commemorate 25 years of close friendship between NUSS and PAUM (Persatuan Alumni University Malaysia).

Participants competed in seven games - Bowling, Badminton, Soccer, Squash, Table-Tennis, Tennis and Golf. Both sides played hard and PAUM eventually emerged the overall winner.

Results of the 25th NUSS-PAUM Games

Games	NUSS Score	PAUM Score	Winner
Bowling	10	1	NUSS
Badminton	4	3	NUSS
Soccer	1	4	PAUM
Squash	0	5	PAUM
Table Tennis	3	4	PAUM
Tennis	4	3	NUSS
Golf	4	5	PAUM
Overall Winner			PAUM

25th NUSS-PAUM Games



NUSS-PAUM Table Tennis



NUSS-PAUM Bowling



Sports & Recreation Night & Inter-Section Games

The annual Sports & Recreation (S&R) Night was held on 10 April 2010. The event marked the successful end to a year of hard work for the S&R Sub-Committee. Held for the second year running at KRGH, it was a celebration for all Section members. The event comprised many activities during the day, which included a bowling competition, a putting competition and balut games and culminating in a gathering at Guild Hall for dinner and entertainment. The Balut Section won the Section-of-the-Year.

	PTS	TIES WON	TIES LOST	RANK	SETS WON	SETS LOST
SSC	8	30	15	1	60	40
MFBP	8	28	17	2	63	41
PBP	6	25	20	3	56	45
CBC	6	22	23	4	52	54
NUSS	2	20	25	5	44	60
WGCC	0	10	35	6	29	72

- SSC** Singapore Swimming Club
- WGCC** Warren Golf & Country Club
- CBC** Changi Beach Club
- MFBP** Mayflower Badminton Party
- PBP** Premier Badminton Party
- NUSS** The National University of Singapore Society



Badminton

The Badminton Section was overjoyed with the new sports facilities and wasted no time in hosting two friendly matches with Warren Golf & Country Club and Premier Badminton Party at the new Multi Purpose Hall. Thrice a week, Section Members trained hard for tournaments which included the annual Inter-Club Masters Badminton League games which NUSS hosted in September, October and November, and the 6th SSC-WOS Inter-Club Masters badminton league tournament.

Balut

The Balut Section moved to KRGH to make use of the new Activity Room. The Section had its first friendly match with the Indian Association on 25 August 2010. The Section also held the fifth round of the interclub Balut games in October.

Twelve Section Members flew to Bangkok, Thailand, for the 30th STC Interport Balut Competition. NUSS did well to come in fifth overall. Member, Teo Chin Tuan, came in second in the overall/single high score with 910 points. The winner was Singapore Indian Association.

Billiards

The Billiard Section hosted the NUSS' Annual Snooker Tournament from 8 to 20 November 2010.

Bowling

The Bowling Section was not deterred by the lack of bowling facilities in KRGH. They met monthly to train and play at the SAFRA Club in Mount Faber. After a year of training they took on their Malaysian counterparts in a contest and won with a



convincing score of 10-1. It was definitely a victory to be proud of. The Section's final monthly medal was held on 12 December with 53 participants competing. The master bowler of the year was Kelvin Koh.

Bridge

The Bridge Section has become so popular that that the games room at BTGH is no longer big enough to accommodate section members. Regular Section Nights every Wednesday proved fruitful as the Section came in second in the National Bridge Handicap. Other tournaments that the Section took part in were the Premier Bridge League 2010, the Matchpoint Teams Championships, the Easter Congress, the National Bridge League 2010, the Premier Bridge League Game and the Pesta Sukan Open.

Darts

With the new Activity Room at KRGH, the Darts Section has one more place to train besides BTGH. Section Nights at KRGH were held every Wednesday, except the last Wednesday of the month, and every last Tuesday, from 8pm to 11pm. At BTGH, Section Nights were held every Monday and Thursday from 8pm to 11pm. KRGH hosted the Darts Triangular in October.



Sports & Recreation Night



Golf Section



Running Section at Mizuno Wave Run 2010

Fitness Centre

The much anticipated 7,000 sq ft Fitness Centre at KRGH opened its doors on 26 June 2010. Members were delighted with the state-of-the art equipment such as the monitor integrated treadmills, max racks, human sport machines, body fat analyser and more. Group exercise classes were held at the Fitness Centre's aerobics room. Plans were also made to organise a programme for members' sons to prepare them for National Service.

Golf

The Golf Section's calendar in 2010 was packed with many exciting events, from monthly medals at various local courses to overseas games in Zhuhai, Guangzhou, Kuala Lumpur and Batam.

The Section was honoured to have Senior Minister Goh Chok Tong as Guest-of-Honour at its National Day Golf Challenge at the Marina Bay Golf Course on 14 August. Other major events such as the President's Trophy in January, the Ang Pow Golf Game in February, the Golf Annual in July and the AGM Golf Game in December received strong support from members.

The Section also resumed its Proficiency Certificate courses and is now offering handicap maintenance for section members at exclusive rates.

Running

Keen runners, led by their fastest runner Chan Whye Mun, are no longer an interest group but have earned their place in the Committee as a Section.

More members are being recruited for their evening runs. In 2010, they represented the Society in several minor and major runs, including the Standard Chartered Marathon, the Singapore SAFRA Bay Run & Army Half Marathon, the Adidas Sundown and the Mizuno Wave Run. Lady runner, Heng Siew Joo finished in the top 20 of the Women's Veteran Category in the Mizuno Wave Run.

Squash

After the opening of the KRGH sports facilities, the Section resumed regular play on Mondays and Thursdays. The Section kick- started the competition season with the Squash Handicap Ladder which was held from June to September 2010.

Soccer
Section



Squash
Section



Tennis
Section



Soccer

In December 2009, Section Members went to Kuala Lumpur to play two friendly games. They performed well, despite a waterlogged pitch and the absence of several key players.

The overall quality of the team was boosted by the presence of some good players in 2010. The team improved tremendously in terms of fitness and tactical discipline, playing an average of two games a month.

The Section organised its 8th Soccer Sevens on 24 Oct 2010. It was a fun filled day where guests and members enjoyed themselves and agreed that this was the best football tournament with fabulous food and entertainment provided by NUSS' in-house band. The results were:

- 1st: NUH All Stars
- 2nd: Old Boys
- 3rd: Combined West Coast Team 2

Table-Tennis

The Table-Tennis Section plays at the Multi-Purpose Hall every Tuesday and Saturday. Section members took part in many friendly matches, including one held at the Singapore Swimming Club on 18 September 2010.

Tennis

The Tennis Section, with its mission to promote the game within the Society, introduced a Tennis Clinic for its growing number of new members who are novice players. The move was to help them acquire skills so that they could integrate and play with other members during Section nights.

The Section took part in and hosted several friendly games and tournaments. The first friendly game was with the Law Society of Singapore, followed by others with NUS undergraduates, the Nanyang Technological University Alumni and the Singapore Swimming Club Invitational. The Tennis Section also competed in the Singapore Tennis Association's Interclub Doubles League from 25 September to 31 October 2010.

Built
TODAY



For TOMORROW

Together with other existing facilities and on-going programmes, NUSS is well positioned to cater to the needs of members and the wider graduate community in generations to come.



FINANCIAL STATEMENTS

The National University of Singapore Society
For the year ended 31 December 2010

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Independent auditor's report to the members of The National University of Singapore Society

We have audited the accompanying financial statements of The National University of Singapore Society, which comprise the statement of financial position as at 31 December 2010, and the statement of comprehensive income, statement of changes in members' funds and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management Committee's Responsibility for the Financial Statements

The Management Committee is responsible for the preparation and fair presentation of these financial statements in accordance with Singapore Financial Reporting Standards and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair profit and loss account and balance sheet and to maintain accountability of assets.

Auditor's Responsibility


Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the Singapore Financial Reporting Standards and so as to give a true and fair view of the state of affairs of the Society as at 31 December 2010 and the results, changes in members' funds and cash flows of the Society for the financial year then ended on that date.



Foo Kon Tan Grant Thornton LLP
Public Accountants and
Certified Public Accountants

Singapore, 22 February 2011

Statement of financial position as at 31 December 2010

	Note	31 December 2010 \$	(Restated) 31 December 2009 \$	(Restated) 1 January 2009 \$
Assets				
Non-Current				
Property and equipment	3	31,588,623	28,801,636	23,141,093
Amounts due from members	5	992,885	824,410	1,416,995
		32,581,508	29,626,046	24,558,088
Current				
Inventories, at cost	4	395,652	376,456	306,856
Amounts due from members	5	3,557,992	3,436,297	3,557,543
Sundry receivables	6	394,252	1,130,141	1,077,592
Cash and cash equivalents	7	9,549,472	10,446,894	18,453,312
		13,897,368	15,389,788	23,395,303
Total assets		46,478,876	45,015,834	47,953,391
Members' Funds				
Accumulated Fund		37,137,960	35,900,280	28,221,712
Development Fund		3,776,113	4,270,975	10,250,784
		40,914,073	40,171,255	38,472,496
Current Liabilities				
Members' deposits		1,722,814	1,626,822	1,589,224
Creditors and accruals	8	3,841,989	3,217,757	7,891,671
		5,564,803	4,844,579	9,480,895
Total members' funds and liabilities		46,478,876	45,015,834	47,953,391



Tan Khoon Hui Johnny
President



Wong Peng Meng
Honorary Treasurer

Dated : 22 February 2011

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of comprehensive income for the financial year ended 31 December 2010

	Note	Year ended 31 December 2010 \$	Year ended 31 December 2009 \$
Income			
Food and beverage income		12,348,273	10,972,276
Subscriptions		7,867,230	7,342,376
Net members' entrance fee		2,433,977	1,132,484
Net revenue from fruit machines		2,219,196	2,558,032
Sundry income	9	562,949	539,864
Jobs credit		91,433	490,328
Interest income		19,314	31,182
		25,542,372	23,066,542
Expenditure			
Food and beverage expenditure		(11,991,254)	(11,121,459)
Club activities	10	(945,595)	(691,345)
Administration and general operating expenditure	10	(11,845,632)	(9,549,140)
Expensed equipment		(17,073)	(5,839)
		(24,799,554)	(21,367,783)
Surplus of income over expenditure before taxation	11	742,818	1,698,759
Taxation	12	-	-
Surplus of income over expenditure after taxation and total comprehensive income for the year transferred to Accumulated Fund		742,818	1,698,759

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of changes in members' funds for the financial year ended 31 December 2010

	Accumulated Fund \$	Development Fund \$	Total \$
Balance at 1 January 2009	28,221,712	10,250,784	38,472,496
Total comprehensive income for the year	1,698,759	–	1,698,759
Transfer from Development Fund (Note 13)	5,979,809	(5,979,809)	–
Balance at 31 December 2009	35,900,280	4,270,975	40,171,255
Total comprehensive income for the year	742,818	–	742,818
Transfer from Development Fund (Note 13)	494,862	(494,862)	–
Balance at 31 December 2010	37,137,960	3,776,113	40,914,073

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of cash flows for the financial year ended 31 December 2010

	Year ended 31 December 2010 \$	Year ended 31 December 2009 \$
Cash Flows from Operating Activities		
Surplus of income over expenditure	742,818	1,698,759
Adjustments for:		
Gain on disposal of property and equipment	(190)	(1,500)
Depreciation of property and equipment	1,783,404	1,987,233
Property and equipment written off	1,121	–
Cost adjustment of property and equipment	75,054	–
Interest income from autosave accounts and fixed deposits	(19,314)	(31,182)
Write back of allowance for doubtful receivables of members' accounts	(435,512)	–
Allowance for doubtful receivables of members' accounts	–	70,655
Operating cash flows before working capital changes	2,147,381	3,723,965
Increase in inventories	(19,196)	(69,600)
Decrease in amounts due from members	145,342	643,176
Decrease/(increase) in sundry receivables	736,449	(52,675)
Increase in members' deposits	95,992	37,598
Increase/(decrease) in creditors and accruals (excluding fixed asset creditors)	636,010	(3,772,436)
Cash generated from operations	3,741,978	510,028
Interest received from autosave accounts and fixed deposits	18,754	31,308
Income tax refunded	–	–
Net cash generated from operating activities	3,760,732	541,336
Cash Flows from Investing Activities		
Proceeds from disposal of property and equipment	1,000	1,500
Purchase of property and equipment (net-off movement of fixed asset creditors)	(4,659,154)	(8,549,254)
Net cash used in investing activities	(4,658,154)	(8,547,754)
Cash Flows from Financing Activity		
Increase in fixed deposits pledged	–	(44,270)
Net cash used in financing activity	–	(44,270)
Net decrease in cash and cash equivalents	(897,422)	(8,050,688)
Cash and cash equivalents at beginning	10,314,394	18,365,082
Cash and cash equivalents at end (Note 7)	9,416,972	10,314,394

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Notes to the financial statements for the financial year ended 31 December 2010

1 General information

The financial statements of The National University of Singapore Society for the year ended 31 December 2010 were authorised for issue in accordance with a resolution of the Management Committee on 22 February 2011.

The Society is registered under the Societies Act and is domiciled in the Republic of Singapore.

The registered office of the Society is located at Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore 119241.

The principal activities of the Society are to provide club facilities and to organise social recreational and intellectual activities for its members.

2(a) Summary of significant accounting policies

Basis of preparation

The financial statements are prepared in accordance with Singapore Financial Reporting Standards (“FRS”) including related Interpretations to FRS (“INT FRS”) promulgated by the Accounting Standards Committee (“ASC”). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

Significant accounting estimates and judgements

The preparation of the financial statements in conformity with FRS requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions, actual results may differ from those estimates.

The critical accounting estimates and assumptions used and areas involving a high degree of judgements are described below:

Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these property, plant and equipment to be within 3 to 36 years. The carrying amount of the Society’s property and equipment as at 31 December 2010 was \$31,588,623 (2009 - \$28,801,636). Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

Income tax

Significant judgement is required in determining the capital allowances and deductibility of certain expenses during the estimation of the provision for income tax.

There are also claims for which the ultimate tax determination is uncertain during the ordinary course of business. The Society recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. When the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

Allowance for bad and doubtful debts

Allowances for bad and doubtful debts are based on an assessment of the recoverability of receivables from members. Allowances are applied to receivables from members where events or changes in circumstances indicate that the balances may not be collectible. The identification of bad and doubtful debts requires the use of judgement and estimates. Where the expected outcome is different from the original estimate, such difference will impact carrying value of receivables from members and doubtful debt expenses in the period in which such estimate has been changed.

2(b) Interpretations and amendments to published standards effective in 2010

On 1 January 2010, the Society adopted the new or revised FRS and INT FRS that are mandatory for application on that date. These include the following FRS and INT FRS, which are relevant to the Society:

Improvements to FRSs 2009

The adoption of these new/revised FRS and INT FRS did not result in substantial changes to the Society's accounting policies nor any significant impact on the financial statements.

Improvements to FRSs issued in 2009

The improvements to FRSs issued in 2009 comprise amendments to the FRS and INT FRS that are effective for annual periods beginning on or after 1 January 2010.

Issued in June 2009

Amendments to FRS 7 Cash Flow Statement

Under the amendment, only expenditures that result in a recognised asset in the statement of financial position can be classified as investing activities in the statement of cash flows. Previously, such expenditure could be classified as investing activities in the statement of cash flows.

2(c) FRS and INT FRS issued but not yet effective

The Society has not applied the following new and revised FRSs and INT FRSs that have been issued but are not yet effective, in these financial statements:

		Effective date (Annual periods beginning on or after)
FRS 24 (Revised)	Related Party Disclosures	1.1.2011
Amendment to FRS 32	Financial Statements: Presentation - Classification of Rights Issues	1.2.2010
Amendments to FRS 101	Limited Exemption from Comparative FRS 107 Disclosure for First-time Adopters	1.7.2010
Amendments to INT FRS 114	Prepayments of a Minimum Funding Requirement	1.1.2011
INT FRS 115	Agreements for the Construction of Real Estate	1.1.2011
INT FRS 119	Extinguishing Financial Liabilities with Equity Instruments	1.7.2010
Improvements to FRSs 2010		7.10.2010

The Management Committee does not anticipate that the adoption of other FRS and INT FRS in future periods will have a material impact on the financial statements of the Society in the period of its initial adoption.

FRS 24 (revised) Related Party Disclosures

The amendment removes the requirement for government-related entities to disclose details of all transactions with the government and other government-related entities. It also clarifies and simplifies the definition of a related party. However, the revised definition of a related party will also mean that some entities will have more related parties and will be required to make additional disclosures.

Amendment to FRS 32 Classification of Right Issues

Amendment to FRS 32 will become effective for the Society's financial statements for the year ending 31 December 2011. It requires that rights, options or warrants to acquire a fixed number of the entity's own equity instrument for a fixed amount of any currency are equity instruments if the entity offers the rights, options or warrants pro rata to all of its existing owners of the same class of its own non-derivative equity instruments.

2(c) Summary of significant accounting policies (cont'd)

Improvements to FRSs 2010

Improvements to FRSs 2010 will become effective for the Society's financial statements for the year ending 31 December 2011. These improvements contain amendments to various accounting standards that result in accounting changes for presentation, recognition or measurement purposes and terminology or editorial amendments. The Society is in the process of assessing the impact of these amendments.

2(d) Summary of significant accounting policies

Functional and presentation currency

Items included in the financial statements of the Society are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to the Society ("the functional currency"). The financial statements of the Society are presented in Singapore Dollar, which is also the functional currency of the Society.

Property and equipment and depreciation

Property and equipment are stated at cost less accumulated depreciation and any impairment losses, with the exception of assets under construction-in-progress which are stated at cost plus other directly related expenses including interest expense. The cost of an asset comprises its purchase price and any directly attributable costs of bringing the asset to working condition for its intended use. Expenditure for additions, improvements and renewals is capitalised and expenditure for maintenance and repairs is charged to profit or loss. When assets are sold or retired, their cost and accumulated depreciation are removed from the financial statements and any gain or loss resulting from their disposal is included in profit or loss.

Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset. Cost may also include transfers from equity of any gains/losses on qualifying cash flow hedges of foreign currency purchases of property and equipment.

Depreciation is calculated on the straight-line method to write off the cost of assets over their estimated useful lives as follows:

Original KRGH - main building & extension	36 years (over extended lease period from Oct 2008)
New KRGH	36 years (over extended lease period from Oct 2008)
Suntec City premises	6 years (over total lease period from Jan 2004)
Bukit Timah Guild House	9 years (over total lease period from Apr 2008)
Furniture, fittings and equipment	3 years
Fruit machines	4 years
Kitchen equipment	5 years
Office equipment	10 years
Computers	3 years
Motor vehicles	5 years
Tools and equipment	5 years
Fitness equipment	3 years

The carrying amounts of property and equipment are reviewed yearly in order to assess whether their carrying amounts need to be written down to recoverable amounts. Recoverable amount is defined as the higher of value in use and net selling price.

For acquisitions and disposals during the financial year, depreciation is provided from the month of acquisition and to the month before disposal respectively. Fully depreciated property, plant and equipment are retained in the books of accounts until they are no longer in use.

2(d) Summary of significant accounting policies (cont'd)

Inventories

Inventories which comprise principally bar and consumable food stocks are stated at cost. Cost is determined on a weighted average basis.

Financial assets

The Society classifies its financial assets, other than hedging instruments, into the following categories: financial assets at fair value through profit or loss, held-to-maturity investments, loans and receivables and available-for-sale financial assets. Financial assets are assigned to the different categories by Management Committee on initial recognition, depending on the purpose for which the financial assets were acquired. The designation of financial assets is re-evaluated and classification may be changed at the reporting date. All financial assets are recognised on their trade date - the date on which the Society commits to purchase or sell the assets. Financial assets are initially recognised at fair value, plus directly attributable transaction costs except for financial assets at fair value through profit or loss, which are recognised at fair value.

Derecognition of financial instruments occurs when the rights to receive cash flows from the investments expire or are transferred and substantially all of the risks and rewards of ownership have been transferred. An assessment for impairment is undertaken at least at end of each reporting period whether or not there is objective evidence that a financial asset or a group of financial assets is impaired.

Non-compounding interest and other cash flows resulting from holding financial assets are recognised in profit or loss when received, regardless of how the related carrying amount of financial assets is measured.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Society provides money, goods or services directly to a debtor with no intention of trading the receivables. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

Loans and receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Any change in their value is recognised in profit or loss. Any reversal shall not result in a carrying amount that exceeds what the amortised cost would have been had any impairment loss not been recognised at the date the impairment is reversed. Any reversal is recognised in profit or loss.

Receivables are provided against when objective evidence is received that the Society will not be able to collect all amounts due to it in accordance with the original terms of the receivables. The amount of the write-down is determined as the difference between the asset's carrying amount and the present value of estimated future cash flows.

Receivables include amounts due from members and sundry receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances on hand and at banks, and fixed deposits. For the purpose of the statement of cash flows, term deposits from Development Fund are excluded as they represent non-current assets as well as fixed deposits that are pledged to financial institutions to secure bankers' guarantees.

Development Fund

The Development Fund is used for the development of the Society including any expenses incurred for any feasibility study on prospective development projects of the Society. Primarily, entrance fee from members and interest income from fixed and term deposits and its related income tax charge are transferred to this fund.

2(d) Summary of significant accounting policies (cont'd)

Financial liabilities

The Society's financial liabilities include trade and other payables.

Financial liabilities are recognised when the Society become a party to the contractual agreements of the instrument. All interest related charges are recognised as an expense in "finance costs" in the income and expenditure account.

Payables, which represent consideration for goods and services to be paid in the future, whether or not billed to the Society, are recognised initially at their fair value and subsequently measured at amortised cost less settlement payments.

Payables include members' deposits and creditors and accruals.

Provisions

Provisions are recognised when the Society has a present obligation (legal or constructive) as a result of a past event, and when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Employee benefits

(i) Defined contribution plan

As required by law, the Society makes contribution to the Central Provident Fund ("CPF"). CPF contribution is recognised as compensation expense in the same period as the employment that gives rise to the contribution.

(ii) Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. Accrual is made for the unconsumed leave as a result of services rendered by employees up to the end of the reporting period.

(iii) Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. Certain heads of departments and managers are considered key management personnel.

Impairment of non-financial assets

The carrying amounts of the non-financial assets subject to impairment are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. Recoverable amount is defined as the higher of value in use and net selling price.

2(d) Summary of significant accounting policies (cont'd)

Income recognition

Income is recognised when the significant risks and rewards of ownership have been transferred to the members and the amount of income and the costs of the transaction can be measured reliably. Income excludes goods and services taxes and is arrived at after deduction of trade discounts. No income is recognised if there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of subscription fees.

Income from subscriptions and interest on fixed and term deposits are accounted for on a time-apportioned basis.

Income earned from fruit machines are recognised when monies are collected.

The entrance fee is recognised in full in the year in which new members are admitted.

Financial instruments

Financial instruments carried on the statement of financial position include cash and cash equivalents, financial assets and financial liabilities. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

Disclosures on the Society's financial risk management objectives and policies are provided in Note 17.

3 Property and equipment

	Original KRGH (main block and extension)	Suntec City premises	Furniture, fittings and equipment	Fruit machines	Kitchen equipment	Office equipment and computers	BTGH	Motor vehicles	Tools and fitness equipment	New KRGH	KRGH in progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost												
At 1 January 2009	8,856,542	3,294,611	2,345,918	909,327	2,447,598	2,013,664	2,145,569	45,167	317,394	15,375,143	577,253	38,328,186
Additions	-	-	116,325	60,000	19,245	71,109	-	-	39,553	228,828	7,112,716	7,647,776
Reclassifications	-	-	(39,684)	-	(373,622)	(70,001)	483,307	-	-	(134)	134	-
Disposals	-	-	(12,781)	-	(1,200)	-	-	-	-	-	-	(13,981)
At 31 December 2009	8,856,542	3,294,611	2,409,778	969,327	2,092,021	2,014,772	2,628,876	45,167	356,947	15,603,837	7,690,103	45,961,981
Additions	-	-	349,762	152,800	178,317	313,388	-	-	128,585	595,049	2,929,475	4,647,376
Reclassifications	-	-	118,918	-	30,165	53,335	(13,180)	-	5,600	10,419,439	(10,614,277)	-
Cost Adjustment	-	-	-	-	-	-	(69,753)	-	-	-	(5,301)	(75,054)
Disposals/Write offs	-	-	(9,669)	(187,981)	(86,070)	-	-	-	(1,892)	-	-	(285,612)
At 31 December 2010	8,856,542	3,294,610	2,868,789	934,146	2,214,433	2,381,495	2,545,943	45,167	489,240	26,618,325	-	50,248,691
Accumulated depreciation												
At 1 January 2009	6,916,934	2,732,422	1,949,344	668,377	1,343,385	1,143,071	21,634	30,870	308,848	72,208	-	15,187,093
Depreciation for the year	53,795	549,427	176,343	111,893	170,043	150,310	294,752	9,033	8,997	462,640	-	1,987,233
Disposals	-	-	(12,781)	-	(1,200)	-	-	-	-	-	-	(13,981)
At 31 December 2009	6,970,729	3,281,849	2,112,906	780,270	1,512,228	1,293,381	316,386	39,903	317,845	534,848	-	17,160,345
Depreciation for the year	53,878	12,762	244,141	92,252	184,027	185,208	320,100	5,264	41,396	644,376	-	1,783,404
Disposals/Write offs	-	-	(9,669)	(186,860)	(85,260)	-	-	-	(1,892)	-	-	(283,681)
At 31 December 2010	7,024,607	3,294,611	2,347,378	685,662	1,610,995	1,478,589	636,486	45,167	357,349	1,179,224	-	18,660,068

Net book value

At 31 December 2010	1,831,935	-	521,411	248,484	603,438	902,906	1,909,457	-	131,891	25,439,101	-	31,588,623
At 31 December 2009	1,885,813	12,762	296,872	189,057	579,793	721,391	2,312,490	5,264	39,102	15,068,989	7,690,103	28,801,636

4 Inventories, at cost

	2010 \$	2009 \$
Consumable food	166,348	128,369
Beverage	226,212	236,079
Miscellaneous	3,092	12,008
	395,652	376,456

5 Amounts due from members

	2010 \$	(Restated) 2009 \$	(Restated) 2008 \$
Billed receivables	2,447,369	2,691,690	2,590,841
Entrance fee on instalment basis not yet due for billing			
- Less than 12 months	1,497,264	1,566,760	1,718,200
- More than 12 months	992,885	824,410	1,416,995
	4,937,518	5,082,860	5,726,036
Allowance for doubtful receivables	(386,641)	(822,153)	(751,498)
	4,550,877	4,260,707	4,974,538
Analysis of impairment for doubtful receivables:			
Balance at beginning	822,153	751,498	672,651
Allowance charge to Statement of Comprehensive Income (Note 10)	-	70,655	78,847
Allowance no longer required (Note 10)	(435,512)	-	-
Balance at end	386,641	822,153	751,498

Billed receivables are due within 30 days. Billed receivables include sales, subscriptions and portion of entrance fee on instalment basis billed as at year end.

The Society does not charge any interest, unless otherwise stated.

The balances are subject to credit risk exposure. The Society does not identify any specific concentrations of credit risk with regards to the receivables as the balances resemble a large number of receivables from a large number of members.

Entrance fee on instalment basis not yet due for billing is unsecured and interest free. Amount more than 12 months is stated in carrying value which does not differ significantly from its fair value.

6 Sundry receivables

	2010 \$	2009 \$
Deposits	210,997	756,339
Prepayments	74,227	134,210
Interest receivable	636	76
Miscellaneous	108,392	239,516
	394,252	1,130,141

7 Cash and cash equivalents

For the purpose of the statement of cash flows, the year-end cash and cash equivalents balances comprise the following:

	2010 \$	2009 \$
Fixed deposits with financial institutions	132,500	234,525
Cash and bank balances	9,416,972	10,212,369
	9,549,472	10,446,894
Fixed deposit pledged	(132,500)	(132,500)
	9,416,972	10,314,394

The fixed deposits earn interest at the rates ranging from 0.330% to 0.480% (2009 - 0.300% to 0.700%) per annum. The effective interest rate is 0.438% (2009 - 0.506%) per annum. The maturity terms of fixed deposits are less than a year.

Fixed deposits are pledged to financial institutions to secure bankers' guarantees for the operation of clubhouses.

8 Creditors and accruals

	2010 \$	2009 \$
Trade creditors	1,204,222	887,730
Fixed asset creditors	8,442	20,220
GST payables	256,723	51,790
Gym sponsorship fund	15,000	15,000
Kent Ridge fund	–	440
Medical fund	102,448	102,101
Accrued operating expenses	2,255,154	2,140,476
	3,841,989	3,217,757

The credit terms granted by suppliers are 15 to 30 days (2009 - 15 to 30 days).

9 Sundry income

	2010 \$	2009 \$
Administration income	60,150	36,396
Concessionaire fee	199,557	159,195
Course fees	19,765	7,182
Guest/section fees	91,002	61,892
Income from card spending	60,000	53,611
Miscellaneous income	133,388	219,569
Net revenue from amusement machines	461	1,590
Net loss from Tombola	(1,719)	(3,540)
Pool/foosball table income	345	3,969
	562,949	539,864

10 Club activities, administration and general operating expenditure

	Note	2010 \$	2009 \$
Club activities			
Community Care		20,055	14,464
Less: Overprovision of community care expenses		–	(17,075)
Intellectual Pursuit		41,457	44,938
Cultural		38,684	26,460
Editorial and IT		226,779	157,565
Alumni Development and University Relations		4,919	1,189
House, Food and Beverage		14,991	15,227
Library		5,843	5,242
Membership		407,818	267,691
S-Connect		–	10,247
Sports and Recreation		184,469	164,197
Youth Outreach		580	1,200
		945,595	691,345
Administration and general operating expenditure			
Advertisement		25,931	14,058
Allowance for doubtful receivables of members' accounts	5	–	70,655
Allowance for doubtful receivables of members' accounts no longer required	5	(435,512)	–
Audit fees		16,500	16,000
Bad debts written off		361,828	–
Bank charges		74,783	151,035
Branding		26,028	11,131
Less: Overprovision of branding expenses		–	(39,866)
Clubhouse rental		924,456	778,249
Computer related services		163,994	101,667
Corporate souvenir items		8,581	10,072
Depreciation of property and equipment	3	1,783,404	1,987,233
Donations		818,199	250,415
Fundraising		9,014	6,647
Legal fees		–	19,040
Gain on disposal of property and equipment		(190)	(1,500)
Insurance premium		86,651	92,886
Overprovision of internal audit fees		–	(4,621)
Laundry		30,582	13,900
Licence fees		50,990	36,570
Meetings and functions		63,643	72,811
Miscellaneous expenses		64,320	65,745
Office maintenance		3,320	956
Overprovision of planet fitness expenses		–	(23,952)
Printing and stationery		107,034	124,642
Professional/consultancy fees		311,798	150,671
Property tax		112,400	67,440
Other property and equipment written off		1,121	25
Postage		114,657	107,104
Relocation expenses		24,690	–
Less: Overprovision of relocation expenses		–	(2,084)
Repairs and maintenance		1,266,967	914,320
Sponsorship		69,569	10,912
Staff salaries, bonus and CPF		3,708,168	3,258,514
Staff welfare and uniform		394,941	358,813
Telecommunication charges		43,355	31,645
Temporary staff salaries		101,491	77,779
Transport and motor expenses		67,031	43,959
Utilities		1,445,888	776,269
		11,845,632	9,549,140

11 Surplus of income over expenditure before taxation

	2010	2009
	\$	\$
Surplus of income over expenditure before taxation is arrived at after charging:		
Staff costs comprise cost relating to:		
- Key management personnel	1,459,900	1,247,034
- Other personnel	7,774,927	7,117,977
	9,234,827	8,365,011
	2010	2009
	\$	\$
Included in staff costs are payments to CPF for:		
- Key management personnel	137,006	131,000
- Other personnel	633,672	646,997
	770,678	777,997

12 Taxation

	2010	2009
	\$	\$
Statement of comprehensive income		
Current taxation	-	-
Overprovision of current taxation in respect of prior years	-	-
	-	-

Under Section 10(1)(d) and (f) of the Income Tax Act, all income of clubs and associations and other similar institutions including management corporations (other than gross receipts on revenue account to which the 50% rule applies), shall be subjected to tax, i.e. other sources of income, such as dividends, interest and rents are to be assessed as separate sources under their respective Sections under the Income Tax Act.

In 2010 and 2009, there was no provision for current tax payable for the financial years as the amounts claimed for donations exceeded the total sum of interest received of \$19,314 (2009 - \$31,182).

13 Development Fund

	2010	2009
	\$	\$
Transfer to Development Fund:		
Net members' entrance fee	(2,433,977)	(1,132,484)
Interest income from fixed and term deposits	(636)	(423)
	(2,434,613)	(1,132,907)
Transfer from Development Fund:		
Kent Ridge Guild House Redevelopment costs	2,929,475	7,112,716
Current taxation	-	-
Transfer to Accumulated Fund	494,862	5,979,809

14 Operating leases

At the end of the reporting period, the Society was committed to making the following lease rental payments for property and office equipment under non-cancellable operating leases as follows:

	2010 \$	2009 \$
Not later than one year	808,678	949,652
Later than one year and not later than five years	2,818,187	2,879,768
Later than five years	-	730,544
	3,626,865	4,559,964

The leases on the property expire in April 2011, September 2011 and December 2015 with monthly rental payable of \$10,300, \$13,800 and \$52,938 respectively. The leases on the office equipment expire in May 2013, November 2013, February 2015 and March 2015 with monthly rental payable of \$488, \$133, \$352 and \$468 respectively.

15 Future capital expenditure and commitments

Capital expenditure not provided for in the financial statements but approved:

	2010 \$	2009 \$
Pledge to NUS in relation to the KRGH Redevelopment (approved in General Meeting on 21 July 2003)	5,000,000	5,000,000
Payment to NUS to-date	(3,055,415)	(2,013,621)
	1,944,585	2,986,379
Capital expenditure for KRGH (#):		
- Phase 1 upgrade of KRGH with new facilities to complement the new KRGH (approved in General Meeting on 21 July 2003)	15,000,000	15,000,000
- A contingency sum for Phase 1 (approved in General Meeting on 9 November 2005)	2,000,000	2,000,000
- Phase 2 expansion of the KRGH Redevelopment of a sum not exceeding (approved in General Meeting on 9 November 2005)	15,000,000	15,000,000
Total approved sum	32,000,000	32,000,000
Capital expenditure to-date	28,931,092	24,691,494
(##)	3,068,908	7,308,506

#: During the construction of the Kent Ridge Guild House Phase 1 & 2 Redevelopment, a portion of the Phase 2 works had to be integrated into Phase 1 for technical reasons. With the completion of the entire project in April 2010, it is more appropriate to report the project costs under a consolidated \$32 million approved budget.

##: amount of \$3,068,908 is subject to Consultant's certification of final account items and variation orders

16 S\$12 million Standby Loan

A standby loan of up to \$12,000,000 was granted by The National University of Singapore to the Society as bridging finance for Phase 2 of the redevelopment of Kent Ridge Guild House. The interest on the principal amount of the loan will be determined on the date of the disbursement of the loan and interest to be fully repaid by latest 31 December 2018, should it be utilised. The standby loan has not been utilised and expired on 31 December 2010.

17 Financial risk management objectives and policies

The main risks arising from the Society's financial instruments are credit risk, cash flow and interest rate risk, foreign currency risk and liquidity risk. The Society does not use derivative and other instruments in its risk management activities. The Society does not hold, use or issue derivative financial instruments for trading purposes. The Management Committee reviews and agrees policies for managing each of these risks and these risks are summarised below:

Credit risk

The carrying amount due from members, other receivables, fixed/term deposits and bank balances represents the Society's maximum exposure to credit risk. The Society has no significant concentrations of credit risk. Cash is held with established and reputable financial institutions.

The ageing analysis of receivables from members past due but not impaired is as follows:

	2010 \$	2009 \$
Past due 0 to 30 days	264,723	240,789
Past due 30 to 60 days	82,094	76,473
Past due over 60 days	-	-
	346,817	317,262

Cash flow and fair value interest rate risk

Cash flow interest rate risk is the risk that future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

The Society's exposure to market risk for changes in interest rates relates primarily to the Society's fixed/ term deposits and bank balances. The Society's policy is to place surplus funds in fixed/term deposits at favourable interest rates with financial institutions in Singapore.

As the fixed deposits amount is not material, the Society's exposure to changes in interest rate is minimal.

Foreign currency risk

The Society's operational activities are carried out in Singapore Dollar, which is the functional currency. All transactions are paid for in local currency. There is no exposure to any risk arising from movements in foreign currencies exchange rates as the Society has no transactions in foreign currency.

Liquidity risk

The Society's liquidity risk is minimal as it maintains sufficient funds to meet its committed liabilities. All the financial liabilities are payable within one year.

18 Financial instruments

Fair value

The carrying amounts of financial assets and financial liabilities with a maturity of less than one year approximate their fair values.

The Society does not anticipate that the carrying amounts recorded at the end of the reporting period for financial assets with a maturity of more than one year to be significantly different from the values that would eventually be received.

19 Management of Society's funds

The Society's objectives when managing the funds are:

- (a) to safeguard the Society's ability to continue as a going concern;
- (b) to support the Society's stability and growth; and
- (c) to provide funds for the purpose of strengthening the Society's risk management capability.

The Society actively and regularly reviews and manages its funds to ensure optimal structure taking into consideration the future fund requirements of the Society, prevailing and projected probability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities.

20 Comparative figures

Certain comparative figures have been reclassified to conform with current year's presentation.

	As restated 2009 \$	As reported 2009 \$	As restated 2008 \$	As reported 2008 \$
<u>Statement of financial position</u>				
<u>Assets</u>				
<u>Non-Current</u>				
Amounts due from members	824,410	–	1,416,995	–
<u>Current</u>				
Amounts due from members	3,436,297	4,260,707	3,557,543	4,974,538

Prior year's financial statements have been restated due to reclassification for amount due from members from current assets to non-current assets.

Five-year financial performance

	2006	2007	2008	2009	2010
	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME					
Food & Beverage	6,424	7,358	8,312	10,972	12,348
Subscriptions	6,097	6,358	6,749	7,343	7,867
Net Members' Entrance Fee	1,092	850	2,436	1,133	2,434
Fruit Machines	2,774	2,834	2,781	2,558	2,219
Other Income	1,109	905	520	571	583
Total Income (excluding Jobs Credit)	17,496	18,305	20,798	22,577	25,451
EXPENDITURE					
Food & Beverage	6,929	7,503	9,048	11,122	11,991
Club Activities	592	696	708	691	946
Club Rental	661	674	781	778	924
Depreciation & Other property and equipment written off	2,245	1,737	1,924	1,986	1,784
Staff Salaries	3,218	3,420	3,778	3,259	3,708
Repairs & Maintenance	438	478	677	914	1,267
Utilities	733	810	889	776	1,446
Others	1,393	2,174	1,942	1,836	2,716
Total Expenditure (excluding Income Tax)	16,209	17,492	19,747	21,362	24,782
Sub Total	1,286	813	1,051	1,215	669
(Less)/ Add Income Tax	(126)	8	4	-	-
Sub Total	1,160	821	1,055	1,215	669
Add: Jobs Credit	-	-	-	490	91
Less : Impairment of clubhouse building	-	(545)	-	-	-
Less : Expensed Equipment	-	-	(357)	(6)	(17)
Less : Property & Equipment written off (pertaining to KRGH)	-	-	(1,463)	-	-
Net Surplus/(Deficit)	1,160	276	(765)	1,699	743

* Including Jobs Credit of \$91k, total income will be \$25,542k as per 2010 Statement of Comprehensive Income.

The National University of Singapore Society

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7 March 2011

Dear Member

EXPLANATORY NOTES TO THE 2010 AUDITED ACCOUNTS

Attached are explanatory notes which give further information on various items which appear as part of the Annual Report 2010. The explanatory notes are not part of the audited accounts. They have been prepared by the Management Committee and circulated to members ahead of the forthcoming AGM on 29 April 2011 to save time being taken up by questions and clarifications on details relating to the accounts.

Notwithstanding this, there may be items not covered in the explanatory notes on which you may want information or clarification to be provided at the AGM. In order to assist the Management Committee to prepare the necessary information, it would be greatly appreciated if you would email or fax your questions to the Honorary Secretary by 20 April 2011.

The fax number is 6778 8095 and the email address is secretariat@nuss.org.sg.

Thank you for your cooperation.

Yours sincerely



Lai Kim Seng
Honorary Secretary

EXPLANATORY NOTES TO THE 2010 AUDITED ACCOUNTS

Page 69 Note 5 : Amounts due from members - Billed receivables - \$2,447,369 \$

The ageing analysis of billed receivables due from members is as follows:-

Current	1,713,912
Overdue:	
30-60 days	264,723
61-90 days	102,617
Above 90 days	366,117
TOTAL	2,447,369

Page 69 Note 5 : Amounts due from members - Allowance for doubtful receivables - \$386,641

The amount is based on 20% of members' outstanding accounts between 61 and 90 days and 100% of members' outstanding accounts above 90 days.

Page 69 Note 6 : Sundry receivables - Deposits - \$210,997 \$

Rental/Lease Agreements (APGH/SCGH/BTGH)	139,076
Utilities	64,030
Water Dispenser & Dishwashing Machines	7,891
TOTAL	210,997

Page 69 Note 6 : Sundry receivables - Prepayments - \$74,227 \$

Advance to Staff	3,150
Fruit Machine Coin Counting Machines & Helpers	2,768
IT, Maintenance & Storage	43,309
Licence Fees & Motor Insurance	14,986
Corporate Pass	5,200
Season Parking	674
Sports & Events Fees	4,140
TOTAL	74,227

Page 69 Note 6 : Sundry receivables - Miscellaneous - \$108,392 \$

Amount Receivables - Others	64,385
Sundry Debtors (Corporate Accts)	117,350
Goods Received Contra	(73,343)
TOTAL	108,392

Page 70 Note 8 : Creditors and accruals - Accrued operating expenses - \$2,255,154 \$

Accruals - Fruit Machines Lottery Duties	432,425
Accruals - Staff Related Expenses	972,527
Accruals - Vouchers/Credits	98,717
Accruals - Others - Uninvoiced Expenses	621,856
Accruals - Deposits Received	32,000
Accruals - Hong Bao	23,718
Accruals - Club Activities Related	42,733
Accruals - Audit	31,178
TOTAL	2,255,154

Page 70 Note 9 : Sundry income - Miscellaneous income - \$133,388 \$

Expired F&B Credits/Vouchers	53,103
Expired Membership Credits/Vouchers	51,742
Term Membership Entrance Fee	13,200
Others (Sales of Corporate Souvenir Items, Penalty Fees)	15,343
TOTAL	133,388

<u>Page 71 Note 10 : Club activities - Community Care - \$20,055</u>	\$
Party/Visits for the Underprivileged	6,047
Festive Gathering for Senior Citizens	5,776
Christmas Party	6,050
Charity Projects	2,182
TOTAL	20,055
<u>Page 71 Note 10 : Club activities - Intellectual Pursuit - \$41,457</u>	\$
Forums, Talks & Workshops	12,800
Children's Activities	(2,708)
Toastmasters	(973)
High Profile Lectures / Dialogues	32,338
TOTAL	41,457
<u>Page 71 Note 10 : Club activities - Cultural - \$38,684</u>	\$
NUSS Chorus	37,217
Art Exhibitions / Excursions	(315)
Music Section	841
Dramaworks	941
TOTAL	38,684
<u>Page 71 Note 10 : Club activities - Editorial and IT - \$226,779</u>	\$
Web Development	17,746
Supplementary Flyers	27,839
Design, Printing, Postage & Lettershop Services for <i>The Graduate</i>	179,614
Media Monitoring	230
Others - Photography	1,350
TOTAL	226,779
<u>Page 71 Note 10 : Club activities - Membership - \$407,818</u>	\$
New Members' Nights	23,480
Commencement Parties	10,300
Membership Forms and Cards	1,245
Membership Drive and Benefits	307,446
Events - Sports Complex Opening	52,423
Events - i-Connect	(2,360)
Events - S-Connect	2,662
Alternative Facilities	10,076
Others	2,546
TOTAL	407,818
<u>Page 71 Note 10 : Club activities - Sports and Recreation - \$184,469</u>	\$
Expenditures by Fee Paying Sections (Badminton / Billiards / Bowling / Bridge / Golf / Squash / Tennis / Weiqi)	114,820
Expenditures by Non-Fee Paying Sections (Balut / Boardgames / Darts / Floorball / Soccer / Table Tennis / Mahjong)	20,661
Expenditure on Tournaments	39,617
S&R Night	7,944
Others	1,427
TOTAL	184,469
<u>Page 71 Note 10 : Administration and general operating expenses: Insurance premium - \$86,651</u>	\$
Association Liability	10,100
Employee Related Insurance	43,444
General Insurance	33,107
TOTAL	86,651

INCOME AND EXPENDITURE ACCOUNT BY DIVISIONS FOR THE FINANCIAL YEAR ENDED 31 DEC 2010

	KRGH \$	SCGH \$	BTGH \$	HQ \$	TOTAL \$
INCOME					
Subscriptions	-	-	-	7,867,230	7,867,230
Net Members' Entrance Fee	-	-	-	2,433,977	2,433,977
Fruit Machines	1,103,983	921,331	193,882	-	2,219,196
Jobs Credit	27,695	13,981	7,880	41,877	91,433
Other Income	714	92	-	581,457	582,262
SUB-TOTAL	1,132,392	935,403	201,762	10,924,542	13,194,099
F&B Sales	6,937,362	3,380,061	1,439,428	-	11,756,851
F&B Other Income	192,980	307,872	90,571	-	591,422
Less F&B Cost of Sales	(2,645,993)	(1,459,408)	(683,603)	-	(4,789,004)
F&B Gross Profit	4,484,348	2,228,526	846,396	-	7,559,270
F&B Staff Expenses	(3,090,734)	(1,566,744)	(767,691)	-	(5,425,169)
F&B Other Expenses	(950,392)	(567,735)	(258,955)	-	(1,777,082)
F&B Net Profit / (Loss)	443,222	94,047	(180,250)	-	357,020
TOTAL INCOME #1	1,575,614	1,029,450	21,513	10,924,542	13,551,119
LESS EXPENDITURE					
Club Activities	1,231	1,033	597	942,735	945,595
A&G Expenses					
Clubhouse Rental	-	635,256	123,600	165,600	924,456
Loss/(gain) on disposal of Property and Equipment	(1,000)	-	-	809	(191)
Depreciation of Property and Equipment	1,161,802	27,921	326,979	266,702	1,783,404
Donations	-	-	-	818,199	818,199
Allowance for Doubtful Receivables of Members' Accounts no longer required	-	-	-	(435,512)	(435,512)
Bad Debts Written Off	-	-	-	361,828	361,828
Insurance / Licence Fees	20,403	17,900	12,687	86,651	137,641
Other Property and Equipment Written Off	-	561	561	-	1,121
Postage	-	-	-	114,657	114,657
Printing and Stationery	-	-	-	107,034	107,034
Property Tax	112,400	-	-	-	112,400
Repairs and Maintenance	865,822	208,876	173,917	18,352	1,266,967
Staff Salaries, Bonus and CPF	349,099	182,355	129,213	3,047,500	3,708,168
Utilities	906,262	258,972	280,654	-	1,445,888
Others	165,061	75,240	29,804	1,229,466	1,499,572
TOTAL EXPENDITURE #2 (Excluding Income Tax)	3,581,079	1,408,114	1,078,013	6,724,021	12,791,228
Sub Total	(2,005,465)	(378,664)	(1,056,501)	4,200,520	759,891
Add: Income Tax	-	-	-	-	-
Sub Total	(2,005,465)	(378,664)	(1,056,501)	4,200,520	759,891
Less: Expensed Equipment	(17,073)	-	-	-	(17,073)
NET SURPLUS / (DEFICIT)	(2,022,538)	(378,664)	(1,056,501)	4,200,520	742,818

#1: Net off F&B direct expenses

#2: Excluding F&B direct expenses