



LASTING CONNECTIONS

THE NATIONAL UNIVERSITY OF SINGAPORE SOCIETY
ANNUAL REPORT 2015

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Lasting Connections

The movie reel concept which is used throughout the Annual Report, where one frame of photo memories is connected to another, brings across the message of lasting connections forged through the National University of Singapore Society (NUSS).

The cover artwork is anchored by pictures highlighting an eventful 2015 where NUSS envisions the past in the light of the present. The gold and deep blue corporate colours subtly draw the link to the club while the flowing movie reel imagery in the dividers expresses the vibrancy and diverse energy of an NUSS connection through the various cultural, intellectual and social activities in the Society.



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 fostered in two ways:

- 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 promotes the interests of all stakeholders by providing platforms for all to exchange ideas through cultural, intellectual and social activities.

MILESTONES

2015

FEBRUARY - DECEMBER

- To mark the SG50 year, the Society raised a total sum of \$2,873,500 of which \$2,773,500 came in support of the NUS Alumni Bursary Campaign:

NUS Alumni Bursary Campaign

- \$250,000 annual contribution from NUSS
- \$523,500 from the NUSS SG50 National Day Charity Golf
- \$2,000,000 gift from NUSS Life member, Mr Kwa Chong Guan and his sister, Ms Kwa Kim Hwa

Local Charities

- \$100,000 for local children charities through the Lee Foundation's sponsorship of NUSS Singathon event

AUGUST

- Collaborated with media partner, Inconvenient Questions to host the 2015 pre-General Election Political Dialogue which was webcasted for the first time and widely covered by both online and mainstream media

JUNE

- In partnership with district Community Development Councils, the "Groceries on Wheels" project distributed 2,000 grocery bags to the underprivileged and elderly households island wide

2014

NOVEMBER

- President Tony Tan Keng Yam launched the 'Old Wine, New Spirits' commemorative book at the 60th Anniversary Gala Dinner
- Conferred Honorary Memberships on Mr Wong Ngit Liong, Chairman of NUS Board of Trustees and Professor Wang Gungwu, Chairman of the East Asian Institute

OCTOBER

- Prime Minister Lee Hsien Loong delivered the NUSS 60th Anniversary Lecture
- Raised \$404,618 for the NUS Alumni Bursary Fund through the NUSS 'Old Wine, New Spirits' Fundraising Concert

JUNE

- Organised NUSS' fifth and largest 'Groceries with Love on Wheels' and distributed over 3,000 grocery bags island-wide to the underprivileged

MARCH

- Minister for Education Heng Swee Keat officially opened the new Suntec City Guild House at Suntec City Tower 5
- Pledged a sum of up to \$250,000 per annum to the NUS Alumni Bursary Fund to help needy NUS students

2013

DECEMBER

- Opened the new Suntec City Guild House

AUGUST

- Pledged a sum of up to \$250,000 per annum to the NUS Alumni Bursary Fund to help needy NUS students

2012

NOVEMBER

- Closed Suntec City Guild House

APRIL

- Conferred NUSS Honorary Membership on Mr S R Nathan

FEBRUARY

- President Tony Tan became the Patron of NUSS

2011

SEPTEMBER

- Established and raised funds for NUSS Choir Research Fund for Dementia

JULY

- Conferred NUSS Honorary Membership on Mr Lee Kuan Yew
- Established a record in the Singapore Book of Records for having the largest grocery distribution social service
- Renamed Kent Ridge Guild Hall to Della & Seng Gee Guild Hall
- Established and raised more than \$1 million for the NUSS Endowment Fund for UTown Student Advancement

2010

JULY

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

JUNE

- Established the NUSS Medal for Outstanding Achievement for NUS graduands
- NUS President, Professor Tan Chorh Chuan opened the Sports and Recreation Facilities at Kent Ridge Guild House

APRIL

- Launched the NUSS Distinguished and Outstanding Member Awards

2009

JULY

- President S R Nathan officially opened Bukit Timah Guild House
- President S R Nathan became the Patron of NUSS

MARCH

- Minister Mentor Lee Kuan Yew officially opened the Alumni Complex and delivered the NUSS Dialogue

2008

DECEMBER

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

2007

OCTOBER

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

2006

MAY

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

FEBRUARY

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

JANUARY

- President S R Nathan launched the 50th Anniversary Commemorative Book, *True Passion: NUSS Fifty Years and On*

2005 MARCH <ul style="list-style-type: none"> Prime Minister Lee Hsien Loong delivered the NUSS Lecture Established a \$200,000 NUSS Bursary Fund for NUS High School 	1991 JUNE <ul style="list-style-type: none"> BG (Res) George Yeo, Acting Minister for Information and the Arts and Senior Minister of State for Foreign Affairs, delivered the inaugural NUSS Lecture Promoted the establishment of Singapore's first Western opera company, Lyric Theatre (Singapore) Limited 	1962 <ul style="list-style-type: none"> University of Malaya split; University of Singapore opened. UMS became the University of Singapore Society (USS) The Graduate was published
2004 <ul style="list-style-type: none"> Celebrated its 50th Anniversary Pledged \$20 million to the Alumni Complex MARCH <ul style="list-style-type: none"> Prime Minister Goh Chok Tong officially opened Suntec City Guild House 	1989 <ul style="list-style-type: none"> Pledged \$1.6 million to the NUS Student Loan Fund 	1960 <ul style="list-style-type: none"> UMS operated from ground floor of 7 Cluny Road, premises provided by the University
2003 DECEMBER <ul style="list-style-type: none"> Closed Orchard Guild House 	1987 OCTOBER <ul style="list-style-type: none"> Opened City Guild House at Amara Hotel MARCH <ul style="list-style-type: none"> Opened Adam Park Guild House 	1954 <ul style="list-style-type: none"> Inaugural meeting of the University of Malaya Society (UMS) held at Oei Tiong Ham Hall, Bukit Timah Campus, with 44 members present
2000 NOVEMBER <ul style="list-style-type: none"> Prime Minister Goh Chok Tong delivered the Millennium NUSS Lecture 	1984 DECEMBER <ul style="list-style-type: none"> Closed Orchard Guild House 	1948 <ul style="list-style-type: none"> The Carr-Saunders Commission recommended the amalgamation of Raffles College and the College of Medicine to establish the University of Malaya
1998 NOVEMBER <ul style="list-style-type: none"> Professor Lim Pin officially opened Orchard Guild House 	1981 <ul style="list-style-type: none"> USS became The National University of Singapore Society (NUSS) 	1936 <ul style="list-style-type: none"> Inaugural meeting of the Stamford Club, Singapore, held at Victoria School. Membership was 30-strong. Stamford Clubs were formed in Malaya as well
1997 DECEMBER <ul style="list-style-type: none"> Closed City Guild House at Amara Hotel 	1980 <ul style="list-style-type: none"> University of Singapore and Nanyang University merged to form the National University of Singapore (NUS) 	1928 <ul style="list-style-type: none"> Raffles College opened
1996 <ul style="list-style-type: none"> Pledged \$1.5 million to the Universities Endowment Fund to establish the NUSS Professorship at NUS 	1971 <ul style="list-style-type: none"> USS moved to its second Guild House at 15 Evans Road 	1921 <ul style="list-style-type: none"> The King Edward VII Medical School was renamed King Edward VII College of Medicine
1994 <ul style="list-style-type: none"> Dr Tony Tan launched the commemorative book, <i>The Heart Is Where It Is, The NUSS Story</i> 	1968 <ul style="list-style-type: none"> USS launched Commentary to 'serve as a forum for interesting views on contemporary issues' and to make up for a 'lack of suitable media' 	1905 <ul style="list-style-type: none"> Straits Settlements and Federal Malay States Government Medical School opened

NOTICE OF ANNUAL GENERAL MEETING 2016

Notice is hereby given by the Management Committee (the Committee) that the Annual General Meeting of The National University of Singapore Society (NUSS) will be held on Thursday, 28 April 2016 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 23 April 2015.
2. Matters arising from last Annual General Meeting held on 23 April 2015.
3. To receive and, if approved, pass the Annual Report of NUSS for the year ending 31 December 2015.
4. To receive and, if approved, pass the Balance Sheet and Statement of Accounts of NUSS for the year ending 31 December 2015.
5. To elect eight (8) members to the Committee.

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

- | | |
|----------------------------|-------------------------------|
| 1. Mohan Balagopal | 5. Archie Ong Liang Gay |
| 2. David Ho Peng Cheong | 6. Francis Pavri (Dr) |
| 3. Lau Geok Theng (A/Prof) | 7. Edward Stanley Tay Wey Kok |
| 4. Lim Wie Ming (Dr) | 8. Yip Kum Fei |

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

- | | |
|---------------------------|--------------------------|
| 1. Jeremy Ee Jian Wen | 5. Catherina Tan Bee Hwa |
| 2. Jeffrey Khoo Poh Tiong | 6. Johnny Tan Khoon Hui |
| 3. Lai Kim Seng | 7. Eugene Tan Zhi Zhong |
| 4. Eddie Lee Choy Peng | 8. Paul Wang Syan (Dr) |



In accordance with Article 16 of the Constitution of NUSS, no member other than Ordinary Members and Ordinary Members who have become Life Members or Senior Members shall be qualified to:

- (i) be officers of or members of the Committee unless co-opted by the Committee;
- (ii) vote, or to move or second resolutions; or
- (iii) nominate members for election to the Committee.

6. To appoint an auditor for the ensuing year.

7. To transact any other business in accordance with the Constitution of NUSS.

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 thirty (30) days before the date of the Meeting.

Dated this 4th day of March 2016.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Yip Kum Fei', with a large, stylized flourish at the end.

For and on behalf of the Management Committee of NUSS
Yip Kum Fei
Honorary Secretary

PRESIDENT'S MESSAGE



DEAR FELLOW MEMBERS

2015 has been a most anticipated and significant year as we celebrated our Nation's golden jubilee with pride and joy. We rolled out many new initiatives and activities in celebration of SG50, with the ultimate goal of reaching out to the underprivileged in our nation, strengthening our relationships with NUS and building a stronger bond with our members and the graduate community.

Fostering Lifelong Connections and Meaningful Engagements

Reaching out to the Community

As a Society, reaching out to the underprivileged in the community remains one of the pillars of our mission statement. This is achieved through our annual contributions, milestone events as well as through gifts from our members.

Alumni Bursary Campaign: Supporting Needy Students in NUS

This year, we are happy to have raised more than \$2,773,500 in support of the Alumni Bursary Campaign for needy students in NUS.

In addition to the Society's annual contribution of \$250,000, more than \$500,000 was raised towards the Campaign through the SG50 National Day Charity Golf organised by the Golf Section. This is the Golf Section's third consecutive year raising funds to support the Campaign.

In December, we were delighted to receive a generous \$2 million gift from NUSS Life Member, Mr Kwa Chong Guan and his sister, Ms Kwa Kim Hwa. The gift will establish the Mabel and Soon Siew Kwa Scholarship Endowed Fund, which will go towards the Campaign as well. In appreciation of this gift, Mabel and Soon Siew Kwa Swimming Complex at Kent Ridge Guild House was named in honour of their parents.

Community Care and Outreach Programmes: Supporting the Under-Privileged in the Community

The Community Care Sub-Committee began the SG50 celebrations with major events that allowed us to serve and give back to the underprivileged in the community.

Through the annual NUSS Groceries on Wheels (GOW) and in partnership with North East and South East Community Development Councils, our members gave out a total of 2,000 bags of groceries to needy residents and elderly, island wide. To date, the GOW programme has successfully reached out to more than 12,000 beneficiaries since it first started in 2010.

In November, the NUSS Choir also supported a young generation of budding singers through the NUSS Singathon, a choral outreach programme that aimed to expose primary and tertiary school choirs to national standards of choral singing. Through Lee Foundation's sponsorship, the event raised a total of \$100,000 for local children charities.

Both GOW and the Charity Golf were positively covered in our local newspapers, 'Lian He Zao Bao' and 'The Straits Times'. NUSS is proud to be contributing to this national effort of building a compassionate graduate community that is willing to give back to both our alma mater and serve the general public.

Engaging our Members

As a Society that strongly encourages intellectual development, we continued to organise various talks and lectures on current topics. We held a Meet-the-Ambassador Series with Indonesia Ambassador to Singapore, H.E. Dr. Andri Hadi, a Ministerial Dialogue with former Minister for Education and present Minister for Finance, Mr Heng Swee Keat, a Pre-General Election Dialogue and four Professorship Lectures delivered by Professors Li Chia-Wei, Dan Dhaliwal, Brian Massumi and Supriyo Datta respectively.

The Pre-General Election Dialogue set the stage for an active discussion between the representatives of all political parties in Singapore. For the first time, NUSS partnered with 'Inconvenient Questions Singapore', a sociopolitical site that encourages deep engagement and discussion on important issues in Singapore. The webcast

of the dialogue went viral on social media and the dialogue garnered widespread coverage on a total of 11 online and mainstream media platforms. Both our members and the public were able to gain deeper insights on hotly contested topics prior to the General Election.

Moving onto the sporting arena, our golf games remained as popular highlights for 2015. NUSS continued to build closer ties and camaraderie with university alumni clubs in the region through games such as the 30th NUSS-PAUM Games and 4th CUAA-NUSS-PAUM Golf Classic. To encourage more members to participate in sports activities, the Golf Section also introduced free golf clinics and extended its golfing privileges.

Our Cultural Sections were equally active, with two major productions under their belt that were well attended. The NUSS Choir continued to charm with their musical talent in their annual concert, 'The Music's Always There With You' to a crowd of more than 400 attendees. The NUSS DramaWorks gave a stellar performance in their drama production, 'Crazy Little Thing Called Love' to a full house crowd on both days of the show as well.

Building Relations with NUS and the Graduate Community

Keeping our mission in mind, the Society continued to foster and strengthen bonds with our alma mater through collaborations and partnerships with NUS. NUSS members were given the opportunity to provide guidance and support to NUS students through the NUSS-Residential Colleges Mentorship Programme. In its fourth year running, the programme saw a total of 84 mentors and 81 mentees on board.

We continued our partnership with the NUS Institute of Engineering Leadership for the second year of 'Venture N.E.T.', an event held in support of local engineering start-ups by students. To engage the wider alumni community, we launched the first series of '21: Endless Connections', an exclusive networking event jointly organised with the Distinguished Universities Alumni League (DUAL). The event was a success with more than 50 NUSS and DUAL member participants. The yearly NUSSU Council Networking Dinner was a fun night with new friendships forged between the Management Committee members and student leaders.

Financial Performance

NUSS Management continued to manage cost and improve members' patronage at all our Food and Beverage (F&B) outlets. The marginal drop in Subscription Income in 2015 was due to attrition in the membership base, which continued to pose a challenge to the Society. However, this was mitigated by the revenue boost from F&B and Membership promotions as well as new fleet of Fruit

Machines. Overall, the performance was within our approved budget.

Creating Strategic Milestones amidst Challenges

To keep NUSS ahead of the rapid changes in the business environment, the Committee has had to constantly review and develop new strategies to help us strengthen our performance amidst operational changes.

Increased Engagement with Members

The Sub-Committees are important pillars of the Society and we have increased our engagement with the Sub-Committee members to ensure that they are updated on the latest initiatives and in tune with the Society's missions and objectives. In addition, we have been strengthening member engagement to ensure that our members are well-informed on the Society's latest happenings and updates. One such example was the briefing conducted regarding the revision of Life Membership subscription fees.

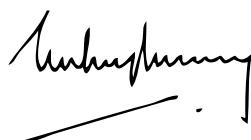
Developing a Good Business Model

In the near future, further reviews of membership fees will be conducted to keep our membership prices competitive. The Committee is also reviewing alternate options for Guild Houses and will endeavour to improve our current facilities such as F&B outlets and IT infrastructure at Kent Ridge and Suntec City Guild Houses as well so as to continue delivering high standards of customer service to our members. Going forward, the Committee will strive towards value-adding to the Society while going light on assets so as to better control costs.

Conclusion

I would like to thank my colleagues on the Management Committee, members of the Sub-Committees and Task Forces as well as the Secretariat staff for their dedication and relentless passion to ensure a progressing Society and a year well run. I am also grateful to you, my fellow members for your kind support and encouragement towards the Society throughout the past years.

Thank you for standing with us in this journey and believing in our mission. I wish the Society a thriving 2016 and continued success in the years ahead.



David Ho Peng Cheong
President

MANAGEMENT COMMITTEE

2015/2016



David Ho Peng Cheong
President



Eddie Lee Choy Peng
Vice President
Chairperson
• Finance



Yip Kum Fei
Honorary Secretary
Chairperson
• Editorial
Society's Representative
• Alumni International
Singapore (AIS)



Lau Geok Theng (A/Prof)
Honorary Treasurer



Jeremy Ee Jian Wen
Chairperson
• Alumni Development
and University Relations



Jeffrey Khoo Poh Tiong
Chairperson
• Intellectual Pursuit
Society's Representative
• Feedback Unit (REACH) and
• People's Association (PA)



Lai Kim Seng
Chairperson
• Special Projects (Facilities)



Archie Ong Liang-Gay
Chairperson
• Community Care



Lim Wie Ming (Dr)
 Honorary Assistant Secretary
 Chairperson
 • Cultural



Catherina Tan Bee Hwa
 Honorary
 Assistant Treasurer



Johnny Tan Khoon Hui
 Chairperson
 • Student Advancement
 & Support



Mohan Balagopal
 Chairperson
 • Sports & Recreation
 Society's Representative
 • Alumni International
 Singapore (AIS)



Francis Pavri (Dr)
 Chairperson
 S-Connect



Edward Stanley Tay Wey Kok
 Chairperson
 • Food & Beverage



Paul Wang Syan (Dr)
 Chairperson
 • Membership



Eugene Tan Zhi Zhong
 Committee Member

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ENGAGING MEMBERS

1. Annual General Meeting 2015
2. NUS Professorship Lecture with Professor Manfred Scharl
3. Crazy Little Thing Called Love!
4. Pre-General Election Political Dialogue @ NUS
5. The Music's Always There with You
6. Meet-the-Ambassador Series with His Excellency Dr Andri Hadi

2





YEAR IN PICTURES



GIVING BACK TO THE COMMUNITY

1. Visit to Sunlove Home
2. & 4. Groceries on Wheels
3. & 6. Visit to Swami Home
5. St Joseph's Home Visit



4



5



6

YEAR IN PICTURES





DEEPENING TIES WITH NUS AND THE WIDER GRADUATE COMMUNITY

1. NUSS SG50 National Day Charity Golf
2. & 3. 21: Endless Connections
4. Beyond the Score - Dancing Through Time
5. NUSS Lo-Hei Dinner with NUS
6. Venture N.E.T.

MINUTES OF ANNUAL GENERAL MEETING 2015

Held on Thursday, 23 April 2015 at Della & Seng Gee Guild Hall, Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore 119241.

Present

President

David Ho Peng Cheong

Vice President

Eddie Lee Choy Peng

Honorary Secretary

Yip Kum Fei

Honorary Treasurer

Edward Stanley Tay Wey Kok

Honorary Asst Secretary

Paul Wang Syan (Dr)

Honorary Asst Treasurer

Lau Geok Theng (A/Prof)

Immediate Past President

Johnny Tan Khoon Hui

Committee Members

Mohan Balagopal
Jeremy Ee Jian Wen
Jeffrey Khoo Poh Tiong
Lai Kim Seng
Lim Wie Ming (Dr)
Archie Ong Liang-Gay
Francis Pavri (Dr)

Absent

Chandra Mohan K Nair

The Meeting was called to order at 7.30pm by Chairperson, Mr David Ho Peng Cheong (HA223G) (Mr David Ho).

1. ATTENDANCE

1.1 139 Ordinary Members and 12 Associate Members attended the Meeting.

2. PRELIMINARIES

2.1 Mr David Ho 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, Senior, Life, Ordinary, Associate, Term, Overseas and Corporate Members were entitled to attend the Meeting. Others present were there as observers.
- 2.1.2 The Society's legal advisor, Mr Peter Madhavan (Mr Madhavan) from Joseph Tan Jude Benny LLP was present.
- 2.1.3 The Society's auditors, KPMG LLP (KPMG) were represented by Mr Jeya Poh Wan Suppiah and his team. They also served as scrutineers of the ballot.
- 2.1.4 In accordance with Article 26(1) of the Constitution, 8 members would be elected to the Management Committee (MC) and they would hold office until the second Annual General Meeting (AGM) following their election. 9 nominations were received this year. However, after serving the Society for 33 years, Mr Chandra Mohan K Nair (C0147D) (Mr Chandra Mohan) withdrew his candidacy so that new blood could be introduced to the Society.

- 2.1.5 Under Article 43(6) of the Constitution, only Ordinary Members and Senior or Life Members who have previously been Ordinary Members and were present at the Meeting were entitled to vote. There shall be no voting by proxy.
- 2.1.6 Members were reminded to switch off their mobile phones so as not to disrupt the Meeting.
- 2.1.7 Members wishing to speak should address the Chairperson and introduce themselves. They were allowed no more than 3 minutes in order to let others have an opportunity to speak and should use the microphones so that the proceedings could be recorded.

3. **TO CONFIRM THE MINUTES OF THE ANNUAL GENERAL MEETING HELD ON 24 APRIL 2014**

- 3.1 The minutes were passed and adopted as proposed by Mr Tong Hsien-Hui (TB127V) and seconded by Mr Siva Retnam (R0612C).

4. **MATTERS ARISING FROM THE LAST ANNUAL GENERAL MEETING HELD ON 24 APRIL 2014**

- 4.1 Mr Wong Hoe Sang (W2004Q) (Mr Wong) said that as the monthly subscription fees for undergraduate members would probably be paid for by their parents, he suggested then that the parents be given a supplementary card to access the Society's facilities and the card be made transferrable to their children's spouses.
 - 4.1.1 Mr David Ho said that the Membership Sub-Committee reviewed this and felt that the current supplementary membership types were adequate.
- 4.2 Ms Lim Boon Hong Kemmy (LA291J) suggested then that the Society could organise regular youth events or convert The Chill-Lab into a discotheque to attract younger people.
 - 4.2.1 Mr David Ho said that the Society had organised a number of events targeted at undergraduates and junior members last year at The Chill-Lab. He added that the Society would continue to find suitable events for young people to make use of The Chill-Lab.
- 4.3 Mr Choo Jun Quan (CB843Z) (Mr Choo) complimented the Membership Sub-Committee for organising activities for the undergraduates. However, he said that it was also important to involve the other Sub-Committees.
 - 4.3.1 Mr David Ho replied that the various Sub-Committees were also cognizant of the need to engage youths and had organised activities for them.
- 4.4 Mr Tan Peng Yew Edmund (TA178R) (Mr Edmund Tan) pointed out that all members would in time qualify to be Life Members and that the Society might wish to consider imposing regulations such as minimum spending or a period of service in the MC or Sub-Committees in order for members to enjoy free subscription as Life Members.
 - 4.4.1 Mr David Ho said that the MC had reviewed this and formed a task force to look into this matter to recommend solutions.



MINUTES OF ANNUAL GENERAL MEETING 2015

5. TO RECEIVE AND, IF APPROVED, PASS THE ANNUAL REPORT OF NUSS FOR THE YEAR ENDING 31 DECEMBER 2014

5.1 President's Message

There was no comment.

5.2 Management Committee 2014/ 2015

There was no comment.

5.3 Editorial Panel

5.3.1 Mr David Ho gave a vote of thanks to Associate Professor Victor Savage for a job well done for the Commentary.

5.4 Alumni Development and University Relations Sub-Committee

5.4.1 Mr Choo thanked Membership Director, Mr Dinesh Singh and his team for facilitating collaborations with the Institute for Engineering Leadership as well as the Yong Siew Toh Conservatory of Music, which attracted a good mix of members, both young and old. He also suggested allowing NUS Students' Union members to hold their events at NUSS at subsidised rates in order to encourage usage of facilities at the Guild Houses.

5.5 Community Care Sub-Committee

There was no comment.

5.6 Cultural Sub-Committee

5.6.1 Mr Jeffrey Khoo Poh Tiong (KA168D) (Mr Jeffrey Khoo) said that with the 60th Anniversary last year, the Cultural Sub-Committee was particularly active. The NUSS 60th Anniversary Fundraising Concert raised a substantial amount of money for the NUS Alumni Bursary Fund. He said that there would be more fundraising events this year and looked forward to everyone's support.

5.7 Disciplinary Sub-Committee

5.7.1 Mr David Ho remarked that the Sub-Committee was getting bigger with more senior members.

5.8 Facilities Sub-Committee

There was no comment.

5.9 Finance Sub-Committee

There was no comment.

5.10 Food & Beverage Sub-Committee

There was no comment.

5.11 Intellectual Pursuit Sub-Committee

- 5.11.1 Mr Choo commented that most of the talks organised were usually on politics or economics and suggested that the MC considered other topics which are more thought-provoking or even controversial.

Mr David Ho said that the MC would look into enhancing Intellectual Pursuit programmes for its members.

5.12 Membership Sub-Committee

- 5.12.1 Mr Charlie Soh Poh Peng (S8384H) (Mr Soh) commented that there should be a renewal process in NUSS so as to recruit young members from each cohort of the university to make the Society more vibrant.

Mr David Ho replied that the recruitment of members has been a top priority for the MC each year and no effort was spared in coming up with various ways to recruit them. He cited the resolution as an example, which would be explained in greater detail later.

- 5.12.2 Mr Han Ngiap Juan (H7839P) (Mr Han) pointed out that the members on the MC seemed to be over 50 years old. He mentioned the importance of having younger members on the MC in order to bring in new ideas and revitalise the Society before it became an ageing club. He suggested that the Society could allocate a percentage of seats on the MC to varying age groups and perhaps 5 seats for female members as well.

Mr David Ho said that this was a challenge. The MC had approached younger people with little success. He commented that younger members were busy with their careers and had other priorities. As serving on the MC was time-consuming and demanding, they could not afford the time required. As for having female members on the MC, Mr David Ho said that he was glad that there would be 1 female member joining the incoming MC and this was a good starting point.

Mr David Ho also shared that he did not favour making it compulsory for the MC to allocate a certain number of seats by age groups and setting some aside specifically for female members. He shared that it was important to have a level playing field so as to allow members who were genuinely interested to come on board. Such enforcements might result in a situation where individuals served on the MC despite having neither the passion nor the capacity to do so.

- 5.12.3 Mr Nakoorsa Bin Abdul Kadir (NA502M) (Mr Nakoorsa) questioned the amount spent on advertisements last year to recruit new members. He also sought clarification on why there was negative membership growth despite substantial spending on advertising.

Mr David Ho replied that it was because the number of new members joining the Society was less than the aggregate number of members who had passed on, became Life Members or resigned from the Society.

Mr Dinesh Singh shared that the Society spent \$150,000 on advertisements for membership drive last year during which 170 members were recruited. The revenue from this was \$340,000 with a return-on-investment (ROI) of 139%. However, the number of members who had resigned was more than the new members recruited. On top of that, there were those who bought their membership from the resale market. He added that although the membership growth was thus recorded as -5 which was a turning point compared to what it was 2 years ago, he was confident that going forward the Society's membership would be net positive.



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5.12.4 Mr Choo highlighted that young members felt excluded from the Society because most of the activities were catered to those with families and the older members. He suggested for NUSS to consider partnering with other organisations such as NUS groups to co-organise activities so as to attract young members. Mr David Ho acknowledged the comments and said that the Membership Sub-Committee would look into it.

5.12.5 Mr Lee Shih-hua Alan (LB130Y) (Mr Alan Lee) suggested that perhaps the MC should consider having a quota of 3 ladies on it, and work towards not giving the impression that the MC was male-dominated.

Mr David Ho said that the MC had been encouraging female members to come on board. Some who expressed interest in the past were encouraged to join any of the Sub-Committees and, if they enjoyed it, step forward for MC election. It would not be ideal for them to join the MC only to find out later that they were not geared for the kind of work it entailed.

5.12.6 Mr Han pointed out that though women made up 31% of the membership in NUSS, there was no female member on the MC. He also noted that while 31% of members were between 41 and 50 years old, this was not reflected proportionately in the profile of those serving in the MC. He suggested that the Society might want to contemplate some constitutional amendments to tackle this problem.

5.12.7 Professor Anne Wee (W5980J) brought the House to the attention of the use of the word 'ladies'. She suggested that 'women' be used instead.

5.12.8 Mr Lim Song Hai (LB080M) (Mr Lim) said that one of the things he kept hearing from the younger members was that Kent Ridge Guild House (KRGH) was too far. He asked if the Society would consider having satellite club facilities in other parts of Singapore (where it did not yet have presence).

5.12.9 Mr David Ho informed the House that NUSS was the birthplace of Association of Women for Action and Research (AWARE). It was started by a group of women who championed women's rights. Mr David Ho said that some things just could not be forced. They had to be allowed to evolve over time but the Society would provide support by creating the platform for them to develop. He reiterated that the Society is welcoming towards young people and women and it would work towards increasing their numbers.

5.12.10 Referring to the use of 'ladies' and 'gentlemen', Mr Alan Lee suggested that members used a gender-neutral term within the Guild House.

5.13 S-Connect Sub-Committee

There was no comment.

5.14 Sports & Recreation Sub-Committee

5.14.1 Mr Choo mentioned that most sports activities at NUSS catered to older members. Younger members mostly just used the gym. He asked if the Society could offer a value proposition that spoke to the young. He suggested introducing sports like wakeboarding and martial arts that might appeal more to the younger members. NUSS could also partner with NUS Sports Club to co-organise events as well.

5.14.2 Mr Low Siew Sie Bob (L6878H) (Mr Bob Low) was concerned that the Society's budget was dwindling with net income decreasing yearly. He asked if the MC should focus its attention on improving the budget of the Society rather than attracting younger members. He felt the Society could not force younger members to join or contribute in any way, if they were not willing to.

Mr David Ho replied that the Society must strike a balance between limited resources and unlimited needs. It would not be viable to introduce an activity that would cater only to a small group of people. The MC was not against creating avenues or introducing new games for young people; but they had to be sustainable, scalable and self-contained. The Society is open to new ideas provided that there are sufficient resources and facilities for execution of these ideas.

- 5.14.3 Mr Choo suggested crowdsourcing and crowdfunding to secure more resources as well as partnering with other organisations such as the National Youth Council and NUS to organise such activities.

Mr David Ho pointed out that the Society already had a lot of activities like ballroom dancing, children's activities and swimming.

Mr Choo clarified his point on partnerships and highlighted that by engaging external parties, it would give NUSS the opportunity to expand its reach and this could help the Society in its membership drive.

Mr David Ho noted Mr Choo's comments.

- 5.15 The Annual Report for the year ending 31 December 2014 was approved and passed as proposed by Mr Low Siew Sie Bob (L6878H) and seconded by Mr Charlie Soh Poh Peng (S8384H).

6. TO RECEIVE AND, IF APPROVED, PASS THE BALANCE SHEET AND STATEMENT OF ACCOUNTS OF NUSS FOR THE YEAR ENDING 31 DECEMBER 2014

- 6.1 Mr Edward Stanley Tay Wey Kok (TA378R) (Mr Edward Tay) informed the House of the new reporting format for the Statement of Comprehensive Income which segregated the different operating drivers - Food and Beverage Income versus Income from Members' Entrance Fees and Transfer Fees to provide clarity. On the expense side, there were the day-to-day expenses which were segregated from other costs such as capital expenditures. The operating profit and loss comprised Food and Beverage Income, Subscription Income, Fruit Machine Income and Expenses whilst the Other Operating Profit and Loss comprised equity income and capital-related expenditures including Membership Sales Direct Costs and Entrance and Transfer Fee Income. Mr Edward Tay said that the deficit of income over expenditure reflected the overall performance of the Society for the year as a whole.

Referring to the Statement of Comprehensive Income, Mr Edward Tay told the House that there was an increase of \$2.73 million in Food and Beverage Income over last year which was due largely to the opening of Suntec City Guild House (SCGH) in December 2013. However, it also resulted in the 'cannibalisation' of the existing food and beverage business at the other two Guild Houses. In spite of that, there was still a net increase of \$2.73 million.

Going on to the Subscription Income, Mr Edward Tay said that there was an increase of \$2.17 million which, he pointed out, might be overstated because of the accounting treatment of the \$15 Subscription Special Credits in the year 2013. If these \$15 Subscription Special Credits were to be added back, there was still an increase in Subscription Income of about 5.6%. The Subscription Special Credits would have been higher if not for the net losses in Subscription Income from the growing attrition of membership as well as from members who have become Life Members but have not transferred their Life Membership.

The Fruit Machine Income increased by \$592,000 or 48% mainly due to the opening of the SCGH. Overall, there was an increase of \$5.5 million in Operating Income last year, which equated to an increase of 28%.



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Mr Edward Tay said that on the expense side, there was an increase of \$948,000 or 10.3% in Administrative and General Operating Expenses. This was mainly due to \$1.2 million paid for the rental of SCGH. There was also an increase in club activities due to the 60th Anniversary celebrations.

The Food and Beverage Expenditure rose by \$2.5 million, which was in tandem with the increase in the Food and Beverage Income of \$2.73 million. These expenses comprised the food and beverage staff costs and other direct costs. In all, there was a positive net operating result of \$1.5 million which compared favourably to a deficit of \$239,000 in 2013. Even if the \$15 Subscription Special Credits were not factored into last year's income, there was still an increase of \$830,000.

On the Other Operating Income level, there was an increase of \$181,000 in entrance fees and transfer fees. Mr Edward Tay said this was the result of marketing campaigns and advertisements.

The increase in Depreciation, on the other hand, was due to the opening of SCGH. He mentioned that as a result of the Society's successful appeal to Inland Revenue Authority of Singapore (IRAS), the sum of \$545,000 which was set aside for IRAS was added back to the income.

Mr Edward Tay said that there was an increase in Membership Sales Direct Costs of \$149,000 which was for the marketing campaign, resulting in the increase in the Members' Entrance Fees Income. Although there was a deficit of \$740,000 comparing income against expenditure, it was an improvement compared to the loss incurred in 2013. Similarly, if the \$15 Subscription Special Credits were not factored in, the net deficit for 2014 would be \$933,000 compared to \$1.7 million in 2013.

Moving on to the Statement of Financial Position, Mr Edward Tay highlighted that Cash and Cash Equivalents fell by \$529,000 or 6.6% due largely to the investment activities, for example, the payment for the SCGH assets. Cash reserves stood at \$7.5 million at the end of 2014. This was projected to fall over the years due to the deficit at the net level even though the Society was expected to operate positively at the operating level. The deficit from the other operating level was expected to be higher than this surplus. Mr Edward Tay said that overall, a net deficit was expected.

Looking at the Earnings Before Interest and Taxation, Mr Edward Tay said that it was \$1.7 million last year compared to \$1.2 million in 2013. The Food and Beverage Costs of Sales percentage dropped from 41.5% cent in 2013 to 38.6% last year. The percentage of income from Ordinary Members (versus Associate Members) increased from 54% in 2013 to 55% in 2014. He explained that this was significant because if this figure dropped below 50%, the Society would be subject to tax and this was something to be avoided. The ratio of the receivables due from members in 2014 against the total revenue fell from 11% to 8.8%.

- 6.2 Looking at the income and expenditure for Bukit Timah Guild House (BTGH), Mr Manohar P Sabnani (S0679P) (Mr Sabnani) pointed out that the Food and Beverage Income was \$1.26 million and the cost of sales was \$568,000, which was about 50% of the sales. He said that this was very high compared to Kent Ridge Guild House (KRGH) where the sales were \$8 million against \$3 million in cost of sales.

Mr Edward Tay highlighted that the cost of food and beverage sales versus sales in the 3 Guild Houses was, respectively, 38.4% in KRGH, 36.6% in SCGH, 45.1% in BTGH; and overall, 38.6%. He agreed that the figure in BTGH was high compared to the other 2 Guild Houses.

- 6.3 Mr Sabnani acknowledged that there were various challenges and difficulties in reaching out to younger members as people had more options to choose from nowadays. He suggested that the Society consider remodelling the Guild Houses to meet different needs and age groups: KRGH could be positioned for the universal crowd; BTGH for the older members; and SCGH for younger members.

He added that the monthly subscription fee could also be a factor that was deterring younger members from joining NUSS, as having to pay \$60 a month would be a strain on their budget. Thus, increasing subscription fees would not be a viable option.

- 6.4 Referring to the figures in the Five-Year Financial Performance, Mr Han pointed out that despite the increased income from jackpot machines in 2013 and 2014, the Society still incurred a deficit of \$445,000 in 2014. He concluded that increasing subscription or entrance fees would not be good options. Mr Han also gave the example of Temasek Club, which had stopped charging entrance fees but only a nominal fee of \$10 per month instead. However, the club was still operating well. Mr Han stressed that the Society would have to think of other ways to increase revenue.

Mr Edward Tay clarified that the net increase in subscription fees was actually only about \$2.2 million. The \$15 Subscription Special Credits for 2013 were actually deducted from the Subscription Income of \$9.572 million compared to \$10.012 million in 2014. He pointed out that the net increase was actually lesser although there was still an increase.

As for the Income from Fruit Machines, Mr Edward Tay informed that most of it came from SCGH. However, 2 cost elements were incurred in the opening of the new Guild House: 1) a net increase in rental of \$1.1 million a year and 2) the increase in depreciation of about \$250,000 a year. The surplus from the Fruit Machine and Food and Beverage Income was used to pay for the expenses incurred for the opening of SCGH. He clarified further that additional expenses were required to drive the increase of income. For example, in order to increase Food and Beverage Income, food and beverage direct as well as indirect expenses would have to go up as well.

- 6.5 Mr David Ho commented that Mr Sabnani brought up a good point about identifying 1 Guild House for young people. The Society experimented with The Chill-Lab for young members and was still tweaking it to make it even more vibrant for the young. In response to the younger people being unwilling to spend \$60 each month on subscription, he responded that NUSS was not just a place for socialising, but for supporting its alma mater and paying forward by helping needy students. He also remarked that NUSS' present relationship with NUS has never been better than at any time in the history of the Society.

Mr David Ho went on to explain that while membership promotion offers were created to entice the younger members, their spending was not significant and they were not the main group that was contributing to the Society's income. On the other hand, complaints of overcrowding in the gym and swimming pool had arisen. Members who spent at NUSS were those in their mid-40s who wanted to network and would bring their families for meals and celebrations. He added that while the Society hoped to recruit young people, it should not go overboard as there should be a balance in catering to both groups.

- 6.6 Mr Johnny Tan Khoon Hui (T4401K) (Mr Johnny Tan) agreed with Mr David Ho's view and added that the issue of recruiting younger members was not new and had been contemplated many times. While he was not against the idea of recruiting young people, it would be detrimental to channel most of the Society's reserves only to recruit a few young members. He felt that members should still feel proud about being part of the Society, even if the majority were made up of people in their 40s. These members were usually more established and ready to socialise and enjoy the Club's facilities.

- 6.7 Mr Koh Mui Piak Dennis (K8404E) (Mr Koh) agreed with Mr Johnny Tan's comment as well. Referring to the Five-Year Financial Performance, he noticed the increase in Administrative and General Operating Expenditure, which went up from \$8.2 million in 2013 to \$10.1 million in 2014 and cautioned the MC to take note of the rise in such expenses.

Mr Edward Tay explained that the \$1.1 million in rental for SCGH contributed to the increase in the Administrative and General Operating Expenditure. He assured that efforts were made to reduce the Administrative and General Operating Expenditure on other fronts.



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Mr Koh said that he was not questioning the increase but rather reminding the Society to be mindful and monitor the expenses in these areas.

Mr David Ho said that the MC monitored the Club's expenditure closely and was constantly on the lookout for means of managing the Society's costs on headcount, increasing productivity and relooking job scopes.

Mr Alan Lee said that apart from being cognizant of increasing labour costs, the Society should also be mindful of worksite safety and health.

- 6.8 The Balance Sheet and Statement of Accounts for the year ending 31 December 2014 was approved and passed as proposed by Mr Lim Hock Seng Jimmy (LB983V) (Mr Jimmy Lim) and seconded by Mr Tan Gim Hian (T6430E).

7. **TO APPOINT AN AUDITOR FOR THE ENSUING YEAR**

Mr Edward Stanley Tay Wey Kok (TA378R) proposed and Mr Manohar P Sabnani (S0679P) seconded the reappointment of KPMG LLP as auditor for another year.

8. **ANNOUNCEMENT OF DULY ELECTED MANAGEMENT COMMITTEE**

Mr David Ho thanked Mr Chandra Mohan for his contributions and dedication to the Society over the years. With Mr Chandra Mohan's withdrawal, the following candidates were duly elected as members of the MC 2015/2016:

1. Jeremy Ee Jian Wen
2. Jeffrey Khoo Poh Tiong
3. Lai Kim Seng
4. Eddie Lee Choy Peng
5. Catherina Tan Bee Hwa
6. Johnny Tan Khoon Hui
7. Eugene Tan Zhi Zhong
8. Paul Wang Syan (Dr)

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

1. Mohan Balagopal
2. David Ho Peng Cheong
3. Lau Geok Theng (A/Prof)
4. Lim Wie Ming (Dr)
5. Archie Ong Liang-Gay
6. Francis Pavri (Dr)
7. Edward Stanley Tay Wey Kok
8. Yip Kum Fei

9. RESOLUTION

- 9.1 On behalf of the MC, Dr Paul Wang Syan (WA143J) (Dr Wang) proposed the resolution as described - “That the Committee be empowered to charge a membership fee of \$50.00 for new applications under the SG50 Membership Promotion, subject to the following conditions:
- a. The new application is received during such period of 50 days as the Committee shall determine;
 - b. The number of new members joining under this reduced entrance fee shall be limited to 3,000;
 - c. The new member shall commit to paying at least 3 years’ subscriptions and shall not be entitled to transfer the membership for a period of 7 years;
 - d. The Committee may impose other restrictions or make changes to the Terms and Conditions at anytime of the promotion.

This is in accordance with Articles 33(1), 40(3) and 41(3) of the Constitution.”

The objective of this resolution was to facilitate a membership marketing promotion, in line with SG50, with the intention of creating a potential record high in new membership sign ups.

- 9.2 Mr Jeremy Ee Jian Wen (EA047Q) seconded the resolution.

- 9.3 Dr Wang explained that under the SG50 membership promotion, an SG50 membership category would be created and members in good standing with the Society and elected into the Register of Members before 23 April 2015 would be offered an SG50 membership certificate. The SG50 membership certificate would entitle them to introduce 1 family member, friend or associate each to join NUSS at the discounted entrance fee of \$50. Members from the following classes: Ordinary Members, Associate Members, Senior Members, Life Members, Life Members (Transferred) and Absent Members would qualify for the SG50 membership certificate.

The promotion would be from 18 June 2015 to 6 August 2015 and the target number of applicants was 3,000, up to 20% of which might be allocated to NUS Graduating Class of 2015. The new members would commit to pay the subscription for at least 3 years and not be entitled to transfer their membership for a period of 7 years. New members would pay the prevailing monthly subscription fee.

Dr Wang brought the House through membership statistics, projecting that the number of Life Members would increase; and subscription revenue would decrease. Referring to the demographics of the Society, he shared that this was a good opportunity to turn the situation around and increase the number of members in the younger age group. The 20% cap intended for the NUS Graduating Class of 2015 would see about 500 new graduates joining the Society. He urged current members to do their part and work together with the MC to present the SG50 memberships certificate as a gift to their friends, families or associates.

- 9.4 Ms Qiu Zhongyao (QA121H) (Ms Qiu) thought that this was a good idea to bring in more members but did not agree with certain conditions as stated. She felt that members who signed up under the SG50 membership promotion should not be allowed to transfer their memberships since they paid only \$50 for them.
- 9.5 Dr Leung Wing Hung (LA144V) (Dr Leung) was supportive of the resolution but questioned the budget allocated for the promotion and how the team planned to advertise as well as execute the promotion.

Mr David Ho replied that there was no budget allocated for this as there was no plan to advertise. The MC believed that once the promotion was launched, people would come in and it was optimistic that 3,000 was an achievable target. The promotion was on a first-come-first-served basis.



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9.6 Addressing Ms Qiu's concern on the transfer of membership, Dr Wang clarified that members under the SG50 membership category would not be able to transfer their membership within the first 7 years. Furthermore, they would have to pay subscription fees for the first 3 years, after which they were free to resign from the Society should they wish to.

9.7 Mr Sabnani felt that the SG50 membership scheme was flawed as it devalued the existing membership. He commented that the first-come-first-served basis of allocating the membership certificate was not right and there should not be a cap on the number of members who were entitled to the SG50 membership certificate. He added that, to be fair, every member should be entitled to the certificate so that they were each allowed to bring in a new member.

Mr Sabnani also felt that the rationale and arguments used to support the resolution were flawed. The MC would not be able to ascertain the number of younger members who would come in through the scheme since there was no age limit on whom existing members could give their SG50 membership certificate to. He added that the scheme should be more targeted to recruit members from the correct age group. He also highlighted that the reason for introducing this scheme seemed to attribute more to the number of Life Members increasing and thus the need to pull in 3,000 people to cover for the potential subscription income loss. Mr Sabnani believed the resolution did not adhere to the Constitution and was out of order. In addition, he felt it would essentially dilute the value of current membership.

9.8 Mr David Ho said that it was important to ascertain whether the resolution was constitutional or otherwise and consulted the Society's in-house lawyer, Mr Madhavan.

9.9 Mr Madhavan referred the House to Article 5(3) - "The Committee may from time to time create such other class of members, and impose such fees as may be prescribed from time to time, and, subject to Article 16, accord such privileges and impose such restrictions on members within such class, as it deems appropriate." He said that this Article would empower the MC to create a class of membership which as in this case was known as the SG50 class, with such terms and conditions that were different from those relating to other classes of membership. His opinion was that, under this Article, the MC had the power to create the said new class.

9.10 Mr Neronjon Kumar Hazra (H0882K) said that there was no mention of special class in the resolution and therefore, the resolution was defective.

Mr Edward Tay pointed out that Article 33(1) gave the House the power to impose a different entrance fee. The MC was seeking the approval of the House to impose a different entrance fee during the SG50 period and that it would revert to the \$10,000 entrance fee after the promotion ended.

9.11 Mr Tan Peng Yeow Leonard (TB953G) (Mr Leonard Tan) suggested that there should be no limit to the number of applicants for the SG50 scheme. The Society could thereafter select the 3,000 youngest applicants to be eligible for the scheme. He also queried if members who previously sold their membership would be able to join the Society again under the new scheme.

9.12 Mr Nakoorsha disagreed with Mr Edward Tay's interpretation of Article 33(1), which gave the House the power to impose any entrance fee. He opined that the resolution did not propose a special SG50 membership class; neither did it indicate a change in entrance fees such that everyone was eligible to join NUSS at \$50 during the promotion period. He requested the MC to clarify the terms.

- 9.13 Mr David Ho sought a ruling from Mr Madhavan on whether the resolution was constitutional.

Mr Madhavan said constitutionally he was not empowered to make a ruling and could only advise. In his opinion, the resolution seemed more in line with creating a new special class because of the different conditions attached to the membership. He disagreed with Mr Edward Tay that these concerned only the entrance fee as the new membership class carried different conditions like being committed to a lock-in period of 3 years. He advised the MC to consider deciding in the first instance whether it was planning to create a new class or merely impose an adjustment of entrance fees. He also advised the MC to defer to the House to determine whether the resolution was to be withdrawn.

- 9.14 Mr Alan Lee pointed out that the terms and conditions as stated in the resolution might be amended and thus, subscription fees might increase during the 3 years lock-in period. He also suggested the MC should screen members under the SG50 promotion to assess if they were financially stable since it would be difficult for NUSS to collect fees from members who were in debt.

- 9.15 Mr Liu Soon Leong (L2608K) queried on the level of risk assessment that was carried out for the resolution. He highlighted that with the influx of 3,000 more members, the Club's facilities would risk being overcrowded.

- 9.16 Mr Sun Wai Hoong (SA513G) expressed similar concerns and said that new facilities would be required to accommodate the influx of new members.

- 9.17 Mr Cheong Yue Thong Steven (C4537B) (Mr Cheong) supported the resolution and felt that the team had come up with a great idea. He felt that the terms could be ironed out eventually but was concerned with the offering of 3,000 SG50 membership certificates. He shared Mr Sabnani's sentiment that it should be offered to all members.

- 9.18 Dr Wang replied that the MC had put in much thought to deliberate the different scenarios and possibilities that might result from the SG50 scheme. While the MC did consider offering the scheme to all members, that would put a strain on the facilities and cause overcrowding. The MC had looked at the figures and found that the Society would be able to comfortably accommodate 18,000 members. Thus with the current 15,000 members, the MC decided that an additional 3,000 was manageable. With regard to the issue of demographics, he emphasised that if members collectively wanted to bring in younger members, the resolution - if passed - would provide the ideal platform. That being said, the MC also wanted to allow members a choice as to whom they would like to induct into the Society and thus, did not want to be too restrictive on the requirements.

- 9.19 Dr Leung was concerned about the fairness of the first-come-first-served allocation of the 3,000 SG50 memberships. He said that if the Society was targeting younger people, they might not have the means to take up a membership immediately and might need some time to work out their finances. Those who could afford it could seize the offer immediately and those who needed time would lose out.

Dr Wang said that the 20% quota reserved for the NUS graduating class of 2015 was to address that concern.

- 9.20 Dr Leung felt that it might not be fair to those who graduated a few years before as they were also considered young graduates.

Mr David Ho informed the House that the Society would continue to offer memberships for undergraduates at subsidised fees. He explained that if NUSS was not able to attract 3,000 new members, it would have to find other ways to increase the surplus. With the subscription income generated from these 3,000 members, some of the funds could be placed under operating reserves. Mr David Ho also commented that the depreciating value or dilution of the membership through this was only notional as a straw poll conducted showed many members indicating that they had no intention of selling their memberships. He urged the House to think collectively beyond their individual positions on how the Society could move forward into the future.



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9.21 Mr Low Hai Lee Ronald (L2852R) said that the MC should make a decision as recommended by the Society's legal advisor on whether the resolution was constitutional. He felt that if the MC was unsure and changes were required, the resolution should be withdrawn.

9.22 Mr Wong Teng Kay (WA726H) said that members who had paid \$1,500 or \$2,000 for their memberships had hopes that the membership value would rise. However, having these 3,000 new members who would be able to sell their memberships in 7 years' time would cause current membership value to depreciate, and this was deemed inequitable. He suggested that the Society create another class of non-transferable membership instead, which would also generate subscription revenue.

Mr David Ho replied that some people joined golf clubs at \$120,000 and 10 years later, the value dropped to \$38,000 as well.

9.23 Mr Sabnani said that he was looking at the big picture and wanted the Society to do well. However, the proposed resolution was flawed in that it did not propose for the creation of a special class of membership as suggested earlier. He further pointed out 3 flaws in the proposed resolution. The first was if new members were allowed to join at a steep discount through the SG50 promotion and yet later shared the same rights as current members, then the value of the Ordinary membership would be diluted. Secondly, he felt that the promotion was not targeted and thus it might not necessarily bring in more young people. Lastly, the concept of first-come-first-served meant that it was not equitable to existing members. He suggested it would be more equitable to offer the 3,000 SG50 memberships to younger people and target the public in a more straightforward manner.

9.24 Mr Cheong asked whether changes could be made to the resolution after it had been passed.

Mr David Ho replied that minor amendments could be made but not substantive changes. Mr Edward Tay said that amendments to impose other conditions could be made if they were in accordance with the Constitution.

9.25 Mr Leonard Tan reiterated his earlier suggestion of not setting an age limit but rather to take in the 3,000 youngest applicants, according to their birth dates. The other suggestion, he highlighted, was to take away voting rights from these new members.

9.26 Mr Lim said that there were many flaws in the resolution and the MC should take it back to the drawing board before presenting on another day at a separate General Meeting.

Mr David Ho said that a decision had to be taken on whether the House could decide on the resolution and if it was in compliance with the Constitution.

9.27 Mr Alan Lee said that he would like to have an assurance that the resolution was subject only to minor amendments so that the House had some certainty of what was going on. Secondly, he suggested adopting a balloting system rather than a first-come-first-served rush which was not befitting of the image of the Society. Thirdly, he felt that to set age limits for SG50 members would be discriminatory. He also suggested that the MC vet through the potential wealth of the applicants for the SG50 membership as it would determine their spending power.

9.28 Mr Tan Kok Vui (TA129D) felt that there was no hurry to rush this resolution through and the MC should spend more time contemplating it.

Mr David Ho said that the House was the ultimate deciding body and from the comments gathered thus far, the MC was inclined to withdraw the resolution and redraft it. He also assured the House that the MC had put in much hard work and effort in brainstorming and all this was done in the interest of the Society's future.

- 9.29 Mr Jimmy Lim shared that there could be quite a number of silent supporters who were present as well and recommended for the resolution to be put through a vote.
- 9.30 Mr Sim Yong Chan (S3314P) said that with the number of uncertainties still unresolved, it would be wise for the MC to withdraw the resolution.
- 9.31 Dr Wang proposed to withdraw the resolution.
- 9.32 Mr David Ho confirmed the withdrawal of the resolution.
- 9.33 Mr David Ho expressed his appreciation to the legal advisor, auditors and scrutineers for their support. He also thanked the Secretariat staff as well as his colleagues on the MC for their support, hard work and contribution to NUSS.

There being no other business, the Meeting ended at 10.30pm.



Yip Kum Fei
Honorary Secretary



REPORT OF MANAGEMENT COMMITTEE

MANAGEMENT COMMITTEE 2014/15 (JANUARY TO APRIL 2015)

David Ho Peng Cheong	4/4
Eddie Lee Choy Peng	3/4
Yip Kum Fei	3/4
Edward Stanley Tay Wey Kok	4/4
Paul Wang Syan (Dr)	3/4
Lau Geok Theng (A/Prof)	2/4
Johnny Tan Khoon Hui	4/4
Mohan Balagopal	4/4
Jeremy Ee Jian Wen	4/4
Jeffrey Khoo Poh Tiong	2/4
Lai Kim Seng	4/4
Edgar Liao Bolun (Resigned on 1 October 2014)	-
Lim Wie Ming (Dr)	4/4
Chandra Mohan K Nair	4/4
Archie Ong Liang-Gay	3/4
Francis Pavri (Dr)	4/4

MANAGEMENT COMMITTEE 2015/16 (MAY TO DECEMBER 2015)

David Ho Peng Cheong	6/6
Eddie Lee Choy Peng	6/6
Yip Kum Fei	6/6
Lau Geok Theng (A/Prof)	4/6
Lim Wie Ming (Dr)	5/6
Catherina Tan Bee Hwa	6/6
Johnny Tan Khoon Hui	6/6
Mohan Balagopal	4/6
Jeremy Ee Jian Wen	5/6
Jeffrey Khoo Poh Tiong	3/6
Lai Kim Seng	6/6
Archie Ong Liang-Gay	5/6
Francis Pavri (Dr)	5/6
Eugene Tan Zhi Zhong	5/6
Edward Stanley Tay Wey Kok	5/6
Paul Wang Syan (Dr)	5/6

SUB-COMMITTEES

Alumni Development and University Relations

Jeremy Ee Jian Wen

Community Care

Archie Ong Liang-Gay

Cultural

Lim Wie Ming (Dr)

Disciplinary

Chandra Mohan K Nair

Finance

Eddie Lee Choy Peng

Food & Beverage

Edward Stanley Tay Wey Kok

Intellectual Pursuit

Jeffrey Khoo Poh Tiong

Membership

Paul Wang Syan (Dr)

S-Connect

Francis Pavri (Dr)

Special Projects (Facilities)

Lai Kim Seng

Sports & Recreation

Mohan Balagopal

SPECIAL TASK FORCE / PANEL

Editorial

Yip Kum Fei

Student Advancement & Support

Johnny Tan Khoon Hui

SOCIETY'S REPRESENTATIVES

Alumni International Singapore (AIS)

Mohan Balagopal

Yip Kum Fei

People's Association

Jeffrey Khoo Poh Tiong

Feedback Unit (REACH)

Jeffrey Khoo Poh Tiong

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

14 January 2015

- Approved a budget of \$5,411 for the Lo Hei Dinner with NUS Pro-Chancellors, Board of Trustees and Senior Management.
- Approved a budget of \$11,710 for the Annual General Meeting.

5 February 2015

- Supported the NUSS-DUAL Alumni Networking Night proposal.
- Approved the Sports and Recreation Convenors and Cultural Convenors for 2015.

4 March 2015

- Approved proposal to increase the cheque-signing limit for Chief Executive Officer and Finance Director to \$5,000.

6 April 2015

- Approved payment of \$29,020 to the National University of Singapore for stamp duty fees for the lease of the Kent Ridge Guild House.
- Approved to discontinue the Society's reciprocal arrangement with Singapore Polytechnic Graduates' Guild.

12 May 2015

- Set up a Membership Task Force to review the SG50 Resolution which was withdrawn by the Management Committee at the Annual General Meeting.

21 May 2015

- Approved the request from National University of Singapore's School of Design and Environment, which oversees the Master of Science Environmental Management (MEM) Programme, to increase the quantum of each scholarship to \$10,000 and to allow the school to continue using the balance of \$30,000 in the scholarship account to offer scholarships to at least 2 Singaporeans and 1 non-Singaporean.
- Approved sponsorship of \$2,000 worth of dining vouchers in support of Bukit Timah Homecoming 2015 organised by NUS Office of Alumni Relations.

2 July 2015

- Approved sponsorship of \$1,000 cash in support of the Office of Alumni Relations' Alumni and Friends Golf Tournament 2015.
- Approved National University of Singapore's recommendation to allow students who were enrolled into the Concurrent Degree Programme to be eligible for the NUSS Medal.
- Approved to award contract to Studio Leng for design services and the renewal contract to Times Printers for the printing of The Graduate.
- Approved to carry-forward a supplementary budget of \$10,700.45 for Golf, Badminton, Squash and Billiards sections.
- Approved introduction of reduced subscription fees for Life Members.

- Approved the extension of the Junior Membership Category B Trial Card's validity period from 30 days to 90 days.
- Approved the acceptance of the Land Surveyor certification for the purpose of Associate Membership application.
- Approved applications for mentors for the NUSS-Residential Colleges Mentorship Programme.

14 August 2015

- Approved the waiver of subscription fees for Life Members who joined the Society before 1977 or were currently absent Life Members.

7 September 2015

- Approved the appointment of audit firm, BDO LLP, to carry out the Society's Statutory Audit and Fruit Machine Certification for FY2016.
- Approved to award contract to Cre8 Pte Ltd to design and produce the Annual Report 2015.
- Approved the launch of the Members-Get-Members marketing campaign.
- Approved the launch of the Junior Membership marketing campaign.
- Approved the recommendation to grant subsidies only to fee-paying sections.
- Approved the recommendation to grant Nanyang Technological University Alumni members temporary access to all F&B outlets at the Society's Guild Houses and use of the swimming facility, at the prevailing guest fee for each visit, during the period of their Club's renovation.

5 November 2015

- Approved the Budget for 2016.
- Approved a write-off of \$11,403.39 as bad debts in 2015.
- Approved the NTUC Income and Allied World General Insurance policies for 2016.
- Appointed Professor Christopher Chia as the co-chairperson of the IT Project Steering Committee.
- Approved the admission of Patrick Paran and Chew Jian Dee as Sports Members.
- Approved request from Temasek Hall and National University of Singapore varsity teams to use the Society's squash courts and swimming pool during non-peak periods.
- Approved the revision of members' booking rates for the use of tennis courts, badminton courts, table tennis courts, squash courts and billiard room.
- Approved the sponsorship of \$700 worth of dining vouchers and \$300 worth of corporate merchandise in support of the School of Computing's 40th Anniversary fundraising dinner.



ALUMNI DEVELOPMENT AND UNIVERSITY RELATIONS SUB-COMMITTEE



Standing From Left: Mok Weng Yeong, Soh Yi Da, Parveen Kumar Gandhi, Rasanathan s/o Sothynathan
Sitting From Left: Rengarajoo B, Eugene Tan Zhi Zhong, Jeremy Ee Jian Wen, Tong Hsien-Hui

Chairperson	Jeremy Ee Jian Wen
Deputy Chairperson	Eugene Tan Zhi Zhong
Members	Maria Boey Yuet Mei Parveen Kumar Gandhi Geoffrey Khoa Weilong Kwok Wei Woon Mok Weng Yeong Rengarajoo B Soh Yi Da Rasanathan s/o Sothynathan Tong Hsien-Hui

The Alumni Development and University Relations (ADUR) Sub-Committee seeks to develop and cultivate strong bonds between the alumni community and NUSS, foster a strong relationship with NUS students, the management and administration and promote future development with NUS.

Activities In 2015

Strengthening Ties with NUS and the Larger Alumni Communities

Venture N.E.T. (2) (25 March 2015)

The event was the second of the series in collaboration with the Institute for Engineering Leadership (IEL), aiming to provide attendees with the opportunity to be part of the growth of potential start-up teams nurtured by the Enterprise Development Lab (EDL), a unit of IEL.

The event attracted close to 40 members and guests, with returning participants.

21: Endless Connections (21 July 2015)

The inaugural networking event was organised in collaboration with the Distinguished Universities Alumni League (DUAL) to provide both NUSS and DUAL members the exclusive opportunity to connect and network with one another.

The first session attracted more than 50 NUSS and DUAL members.

Beyond the Score: Dancing through Time (28 October 2015)

The event was the second of the NUSS-YSTCM Music Appreciation Series delivered in collaboration with the Yong Siew Toh Conservatory of Music (YSTCM), focusing in-depth on the most famous dance music pieces in history, the development of dance from the ultra wealthy to the poverty stricken, and its integration into the masses.

The series aim to provide members with an insight to music appreciation and an avenue for intellectual discourse through an intimate food and music pairing session.

The event was once again fully subscribed with more than 70 attendees.



Establishing new reciprocal arrangements

The Society actively seeks reciprocal tie-ups and is currently in discussion with other Graduate Societies to engage with alumni communities overseas.

Giving Back to Alma Mater

NUSS-Residential Colleges Mentorship Programme

A Mid-Year Gathering was held on 3 March 2015 at Tembusu College, University Town for all the mentors and mentees, including past programme participants, to meet and network.

An Appreciation Dinner was held on 20 August 2015 at the Della and Seng Gee Guild Hall for the mentors and mentees of AY2014/2015 in appreciation of their participation in the programme.

A Welcome Dinner was held on 10 September 2015 at Tembusu College, University Town for the new batch of mentors and mentees. The programme is in its fourth year with 58 mentors and 78 mentees participating for AY2015/2016.



Engaging and Recognising NUS Students

Engagements with the 37th NUSSU Council

In recognition of their contributions to the student community, NUS student leaders were awarded with a complimentary 1-year Junior Membership with NUSS.

The Society will host the student leaders and their guests to a dinner in early 2016, where they will have the chance to interact with NUSS Management Committee and Sub-Committee members. Past NUSSU presidents will also be invited. These student leaders include key leadership appointment holders from the 14 NUSSU Constituent Club Management Committees and the 8 NUSSU Associate bodies, comprising 6 Junior Common Room Committees and 2 Residential College Student Committees.



COMMUNITY CARE SUB-COMMITTEE



Standing From Left: Andrew Leo Tong Seng, Mervyn Sek Kok Chuan, Shawn Lourdusamy, Hii King Ching, Ting Yong Ming, Edmund Lim Tiong Joo, Alagiry Alagirisamy

Sitting From Left: Janice Goh, Lawrence Lim Jeu Kin, Archie Ong Liang-Gay, Mohan Balagopal, Jenny Gan-Kwa Siew Eng

Chairman

Archie Ong Liang-Gay

Deputy Chairperson

Mohan Balagopal

Members

Alagiry Alagirisamy
Jenny Gan-Kwa Siew Eng
Janice Goh
Hii King Ching
Andrew Leo Tong Seng
Lawrence Lim Jeu Kin
Edmund Lim Tiong Joo
Shawn Lourdusamy
Mervyn Sek Kok Chuan
Ting Yong Ming

The Community Care Sub-Committee aims to promote NUSS as a caring society of graduates. It actively organises outreach events and activities to benefit the less fortunate elderly and young in the larger community. As part of its internal outreach programme, the Sub-Committee also organises in-house training courses for homecare of the elderly, fall prevention, dementia etc. to benefit our members who need to take care of their needy elderly parents at home.

Chinese New Year Festive Lunch for the Elderly

To celebrate the Lunar New Year festivities, the Sub-Committee organised an annual festive luncheon for senior citizens from various homes. This year, NUSS hosted 192 elderly from Care Community Services Society, Chai Chee SunLove Neighborhood Link, Lions Befrienders and Marsiling SunLove Neighborhood Link on 28 February 2015. The elderly were treated to a sumptuous festive lunch as well as a lion dance performance and karaoke session. In line with Chinese customs, they were also presented with mandarin oranges and red packets.

Groceries on Wheels (GOW) 2015

The Sub-Committee initiated NUSS Groceries on Wheels in 2010 with the objective of delivering basic necessities to the disadvantaged and low-income housebound residents. Organised by the Sub-Committee, NUSS members and volunteers have worked tirelessly since 2010, to reach out to more than 12,000 beneficiaries at the following Community Development Councils (CDCs) over the years:

- 2010: Delivered more than 2,200 grocery bags to households in South West District and St Luke's Hospital.
- 2011: Delivered more than 2,300 grocery bags to households in North West and MacPherson District.
- 2012: Delivered more than 2,300 grocery bags to households in North East District.
- 2013: Delivered more than 2,300 grocery bags to households in South East CDC district and the MacPherson area.
- 2014: Delivered 3,000 grocery bags to households around Singapore.

In 2015, the Sub-Committee, in collaboration with the North East and South East Districts, reached out to residents in Singapore through GOW, delivering a total of 1,320 grocery bags. On top of that, 80 GOW bags were given out to Project Paint and Create Study Atmosphere 2015, which was organised by Teck Ghee Youth Executive Committee group to reach out to mobility-impaired elderly staying in one bedroom flats in Ang Mo Kio and Chai Chee. Furthermore, 300 GOW bags were also distributed to needy residents registered under the Sunlove Home Neighbourhood Links and living in one-room rental flats in Marsiling and Chai Chee.

As an extension to GOW, the Sub-Committee also celebrated Iftar (Breaking Fast) with residents in the MacPherson District and distributed 300 bags to needy Muslim and non-Muslim families.

In total, we distributed 2,000 GOW bags in 2015.

Visits to Homes

The Sub-Committee organised regular visits to homes for the intellectually infirmed, destitute, and elderly, such as SWAMI Home, Sunlove Home and St Joseph Home as part of its outreach programmes. The activities included live band performances, sing-along sessions and catered vegetarian food and beverages served to the residents by NUSS members.



Children's Christmas Bash

The Sub-Committee organised a Children's Carnival on 5 December 2015. These less fortunate children from Singapore Salvation Army, Sunlove Home Chai Chee, Sunlove Home Marsiling, Sikh Welfare Council, Singapore Indian Development Association (SINDA), Movement for the Intellectually Disabled of Singapore (MINDS) and Nee Soon Community Development Centre were invited to NUSS Kent Ridge Guild House for fun and games. They were entertained through various activities, game booths, stage shows and food stalls.

Adopt-A-Wish Programme

To spread the joy of giving this year, the Sub-Committee worked with the Boys' Brigade to fulfill 187 wishes from St Theresa's Home - these wishes were adopted by NUSS members and members of the public.

Community Care Corner

In order to propagate the Sub-Committee's vision of promoting NUSS as a caring society of graduates, the Community Care Corner was set up at the NUSS Kent Ridge Guild House's lobby. The Community Care Corner features publicity materials for the Sub-Committee's upcoming events and activities, photos of past programmes; and serves as a collection point for events' sign-up forms from members.



CULTURAL SUB-COMMITTEE



From Left: Fong Poh Him (Dr), Catherina Tan Bee Hwa, Lim Wie Ming (Dr), Alicia Nu-Yen Altorfer-Ong (Dr), Lim Shoo Hoe

Chairperson

Lim Wie Ming (Dr)

Deputy Chairperson

Catherina Tan Bee Hwa

Arts Connections Convenor

Juliana Patricia Lim

Choir Convenor

Fong Poh Him (Dr)

DanceSport Convenor

Lim Shoo Hoe

DramaWorks Convenor

Alicia Nu-Yen Altorfer-Ong (Dr)

Music Section Convenor

Daniel Ong Chon Tui

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

The Sub-Committee oversees 5 interest groups namely Arts Connections, Choir, DanceSport, DramaWorks and Music Section. Each interest group, headed by its dedicated Convenor and with support from a team of committed section members, organises regular events and activities for NUSS members.

NUSS Choir

The NUSS Choir promotes choral singing among members of NUSS. The members meet on Thursday evenings at the Activity Room for their shared passion. This is supported by a professional music conductor as well as a pianist.

In October 2015, NUSS Choir performed its annual concert, “The Music’s Always There With You” at the School of the Arts (SOTA) and received rave reviews.

The Choir has plans to combine travel with singing as part of its outreach programme so as to further collaboration opportunities with overseas music groups and build up NUSS’ reputation overseas.



1. NUSS Choir with Emeritus Senior Minister, Mr Goh Chok Tong

NUSS Choir Activities in 2015	
January	<ul style="list-style-type: none"> Open call invitation to perform Beethoven's 9th Symphony Concert with Braddell Heights Symphony Orchestra at Esplanade Concert Hall
February	<ul style="list-style-type: none"> NUSS Choir's Chinese New Year celebrations at Kent Ridge Guild House
March	<ul style="list-style-type: none"> Performance at NUS Arts Festival 2015: Pre-Opening Show at University Cultural Centre
June	<ul style="list-style-type: none"> Performance at Senior Alumni SG50 Celebrations at Shangri-la Hotel
July	<ul style="list-style-type: none"> Performance of Mahler 8 with Vocal Associates Festival Chorus (Open invitation to NUSS Choir) at Esplanade Concert Hall Durian Day Trip to Johor Bahru
August	<ul style="list-style-type: none"> Performance at Esplanade's Open House, as part of National Day Celebrations at Esplanade Concert Hall
September	<ul style="list-style-type: none"> NUSS Choir Retreat at Kent Ridge Guild House
October	<ul style="list-style-type: none"> Performance of NUSS Annual Choir Concert - The Music's Always With You with guest choir, The Graduate Singers, at School Of The Arts
November	<ul style="list-style-type: none"> Choir Singathon with performances and bonding activities with choirs from various primary, secondary and tertiary schools in Singapore Performance at Ritz Carlton Residences
December	<ul style="list-style-type: none"> Christmas Carolling for Annual Ball by NUSS DanceSport at Kent Ridge Guild House Christmas Light Up 2015 Performance for SG50 Christmas S-Connect Lunch at Kent Ridge Guild House

NUSS DanceSport

The NUSS DanceSport Section brings together members who share the passion for dances by organising various dance events and courses throughout the year. It aims to promote a healthier lifestyle by providing opportunities for members to enjoy dancing as a hobby and to strengthen or form new friendship with fellow dance enthusiasts. Collectively, the group also supports other functions and activities organised by the Society and other Sections.

2015 was a packed year for DanceSport Section and it looks forward to the continued support from its members and the Management Committee for an even more enjoyable 2016.

NUSS DanceSport's Activities in 2015	
January - December	<ul style="list-style-type: none"> Various dance courses were held throughout the year Tuesday Dance Nights Line Dance Sharing Sessions
March	<ul style="list-style-type: none"> Performance at NUS Arts Festival 2015: Pre-Opening Show at University Cultural Centre Romancing The Night Dinner & Dance
May	<ul style="list-style-type: none"> Serengeti Encounter Dinner & Dance
July	<ul style="list-style-type: none"> 3rd NUSS Line Dance Jam
August	<ul style="list-style-type: none"> Rock & Roll and Disco Dance Workshop SG50 Party Dinner & Dance
October	<ul style="list-style-type: none"> Salsa Dance Workshop
December	<ul style="list-style-type: none"> Christmas Ball Viennese Waltz Dance Workshop



CULTURAL SUB-COMMITTEE

NUSS DramaWorks

NUSS DramaWorks (DW) is a vibrant performing arts group which comprises NUSS members and friends. DW members are passionate about drama and musical theatre, and enjoy creating original works for the stage.

Past performances at NUSS and at public events included full-length musicals, larval mask skits, flash mobs and Christmas carolling. DW members explore and develop their artistic skills through regular workshops and master classes conducted by professional trainers.

NUSS DramaWorks' Activities in 2015

January	<ul style="list-style-type: none"> Performed at NUSS Membership Night
February - March	<ul style="list-style-type: none"> Scriptwriting: Members developed their ideas into scripts for the October show
April - May	<ul style="list-style-type: none"> Script readings and feedback sessions: Members presented their works-in-progress and responded to suggestions
May	<ul style="list-style-type: none"> Casting: Actors and dancers
June - September	<ul style="list-style-type: none"> Weekly rehearsals
October	<ul style="list-style-type: none"> Performed <i>Crazy Little Thing Called Love</i> at The Substation Theatre
November - December	<ul style="list-style-type: none"> Post production debriefing session Performed for elderly guests at the Dinner and Lights event organised by the Lions Club of Singapore (Ladyhill) at Kim Seng Community Club



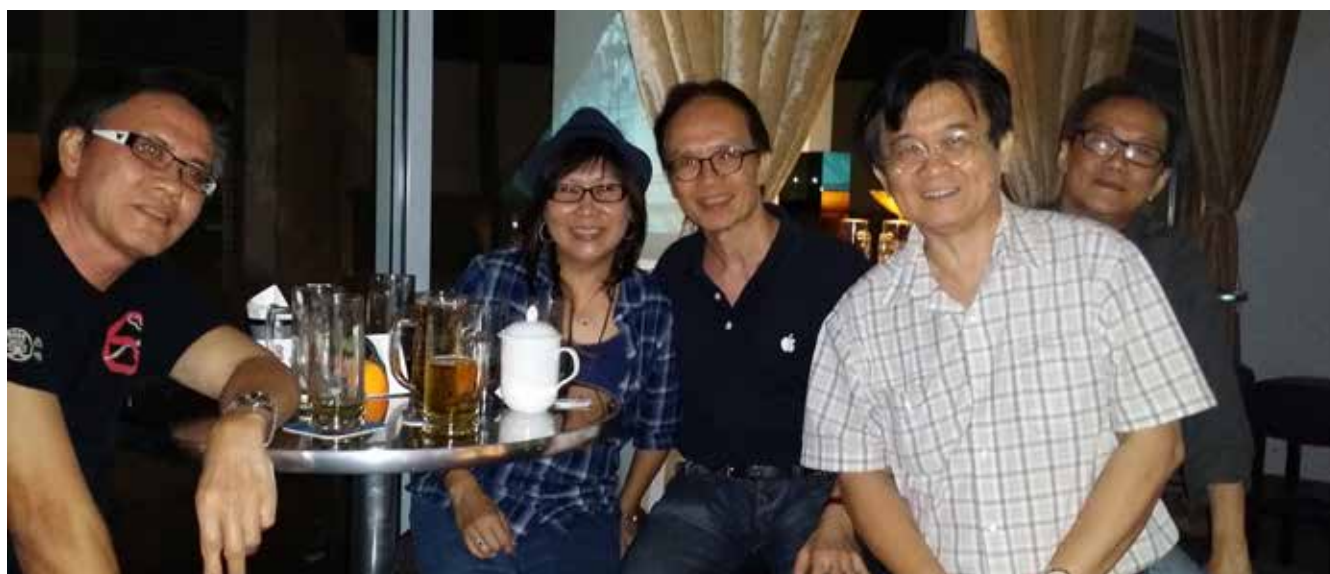
2: DramaWorks' "Crazy Little Thing Called Love" Performance

NUSS Music Section

The NUSS Music Section aims to promote music by providing avenues and activities for members to jam as well as perform at functions organised by the Society; or at external events.

The Music Section Night took place regularly on Tuesdays at the Kent Ridge Activity Room, where Section members jammed informally and rehearsed for events. More formal Grad Jam Nights were also organised monthly for members to perform live on stage at The Chill-Lab. The quarterly Genre Night engaged an anchor band to back-up singers and musicians who aspired to perform with live bands. The Music Section also teamed up with NUSS Community Care Sub-Committee in its visits to the voluntary welfare organisations (VWOs). The Section's resident band, The Silverstones, played English, Mandarin, Hokkien and songs of other languages to the residents in these VWOs.

NUSS Music Section's Activities in 2015	
January	<ul style="list-style-type: none">• Grad Jam Night• Music Section collaborated with Membership Sub-Committee to perform songs from the 60s to 90s for New Members' Night on 15 January 2015
February	<ul style="list-style-type: none">• The Silverstones performed at NUSS and Golf Section Chinese New Year Dinner• Genre Night - 60s Night
March	<ul style="list-style-type: none">• Visit to Sunlove Home - The Silverstones• Grad Jam Night
April	<ul style="list-style-type: none">• Grad Jam Night
May	<ul style="list-style-type: none">• Grad Jam Night
June	<ul style="list-style-type: none">• Grad Jam Night
July	<ul style="list-style-type: none">• Genre Night - 60/90s Night
August	<ul style="list-style-type: none">• Visit to SWAMI - The Silverstones Sings for the Elderly• Grad Jam Night
October	<ul style="list-style-type: none">• Visit to Sunlove Home - The Silverstones• Grad Jam Night
November	<ul style="list-style-type: none">• Genre Night - Latino Night



3: Music Section at Grad Jam Night





4: Arts Connections' Guided Tour for "Home is Where" Exhibition

NUSS Arts Connections

NUSS Arts Connections spearheaded two projects in close consultation with NUSS management.

NUSS Legacy Wall: Paint-a-Portrait Project (PPP)

Arts Connections was tasked by NUSS Management Committee to create an NUSS Legacy Wall comprising portraits of 19 Past Presidents. Annually for the past 3 years, invitations have been extended to young artists from art colleges to apply for these commissions. 5 Past Presidents were painted in the 2013 cycle by 3 artists while another 8 other portraits were painted by 5 artists in 2014. In 2015, 4 artists have been picked for the remaining 6 portraits which will be unveiled in early 2016.

NUSS Art Exhibitions

Over the last 3 years, the members' lounge at Kent Ridge Guild House has been transformed into an art gallery, showcasing bi-monthly exhibitions from a host of artists ranging from budding artists to Cultural Medallion award recipients like Chng Seok Tin. Art talks were held in conjunction with these exhibitions in order to promote dialogue between artists and NUSS members and an appreciation of quality art.

Arts Connections has been supported by a panel of external art specialists appointed by the President of NUSS. With the impending completion of the Legacy Wall and the dissolution of the panel, we would like to record our sincere thanks to Dr Kenson Kwok, Dr Victor Savage, Mr Low Sze Wee and Ms Hong Sek Chern for their expert advice and mentorship of our young artists.

Arts Connections Convenor Juliana Lim will step down in February 2016 with the completion of the Legacy Wall and the exhibition by Goh Beng Kwan. This is to enable her to focus on her other voluntary commitments and in keeping with her principle to encourage organisational renewal. Ms Lim will be ably succeeded by Ms Rohaya Mustapha who was her understudy for the last 6 months.

NUSS Arts Connections' Activities in 2015

30 January - 25 March	• <i>Unpredictable Volume: A Painter's Vision</i> by Laura Vuorio & Lin Yu Hao
26 March - 29 May	• <i>Revelations: Behind the Canvas</i> by NAFA Graduating Class
21 May	• Art Talk: <i>Behind Canvas</i> by Yoko & Cheryl
29 May - 31 July	• <i>The Degree of Separation</i> by Amanda Lim & Germaine Chong
3 August - 30 September	• <i>Home Is Where</i> curated by Dr Tan Ngiap Heng and featuring Jia Liang, Geraldine Kang, Noor Iskander
25 August	• Art Talk: <i>Photographing Home: Different Approaches to a Very Personal Subject</i>
14 October - 14 December	• <i>Light and Line</i> by Tan Sock Fong & Sunar Sugiyono
December - January 2016	• <i>By Nature</i> by Goh Beng Kwan

DISCIPLINARY SUB-COMMITTEE



Standing From Left: Lee Liat Yeang, Clarence Lim Soo Hwee, Sim Yong Chan, Tong Hsien-Hui
Sitting From Left: Anwarul Haque, Chandra Mohan K Nair, Lai Kim Seng, Tan Siang Chik

Chairperson	Chandra Mohan K Nair
Deputy Chairperson	Lai Kim Seng
Members	Lee Liat Yeang Tan Siang Chik Tong Hsien-Hui
Panel of Mediators	Anwarul Haque Herman Hochstadt Clarence Lim Soo Hwee Sim Yong Chan Toh Weng Cheong

Some appropriate matters were referred to mediators to be mediated upon.

It is hoped that members would observe the rules laid down in the Society's Constitution and Regulations, and that members shall use the Society's premises and facilities in such manner so as not to interfere with the reasonable comfort of, or be a nuisance to other members of the Society.

Terms of Reference

The Disciplinary Sub-Committee deals with complaints against members in accordance with the disciplinary processes provided in the Society's Constitution. The Sub-Committee also provides an avenue for mediation, conciliation and resolution of disputes between members.

Disciplinary Matters in 2015

The Sub-Committee would like to report that it had received a total of 4 complaints from members and staff during the year. All cases were referred to the Disciplinary Sub-Committee to be dealt with in accordance with the disciplinary process set out in the NUS's Constitution and Regulations.



1: Regulations and Constitution Booklets



EDITORIAL PANEL



Sitting From Left: Basskaran Nair, Lai Kim Seng, Yip Kum Fei, Prof (Dr) James N Boss

Chairperson

Yip Kum Fei

Members

Prof James N Boss (Dr)

Jeffrey Khoo Poh Tiong

Lai Kim Seng

Basskaran Nair

Chandra Mohan K Nair

Paul Wang Syan (Dr)

The Editorial Panel establishes guidelines for the management and content of all of the Society's print and new media publications, including *The Graduate* and *Commentary*. It ensures that the Secretariat's written communication with members and third parties meet minimum acceptable standards and quality. It also explores and develops new strategies for the production and circulation of existing publications and oversees the production of any commemorative issues, as may be directed by the Management Committee from time to time.



1: Annual Report

Activities In 2015

The Graduate

The Graduate is published quarterly and focuses on topics of interest and relevance to members as well as provides updates on the activities organised by the Society.



2: Quarterly Publication - The Graduate

3. Commentary

Key Highlights in the Graduate 2015 Issues

January - March	<ul style="list-style-type: none"> • NUSS 60th Anniversary Fundraising Concert • NUSS 60th Anniversary Gala Dinner
April-June	<ul style="list-style-type: none"> • NUSS Appreciation Dinner • New Members' Night • NUSS Professorship Lecture with Professor Manfred Scharlt • NUSS Lo-Hei Dinner
July-September	<ul style="list-style-type: none"> • Groceries on Wheels • NUSS Professorship Lecture with Professor Supriyo Datta • NUSS Annual General Meeting
October-December	<ul style="list-style-type: none"> • NUSS Ministerial Dialogue Series with Mr Heng Swee Keat • Meet-the-Ambassador Dialogue with H.E. Dr Andri Hadi • Pre-General Election Political Dialogue @ NUSS

Commentary

Following last year's special edition on *Singapore@50: Reflections and Observations* edited by renowned academic, Associate Professor Victor Savage, preparatory work for the next volume of the academic journal *Commentary* began in the second half of 2015 led by Dr Gillian Koh, Senior Research Fellow of Institute of Policy Studies.

The issue sought to shift the focus from celebration of the nation's achievements in the past 50 years to what ordinary citizens and community leaders are doing to address societal needs and issues they are confronted with. Titled *Singapore: A Democracy of Deeds and Problem-Solving*, the next volume of *Commentary* would give a better insight of not just ground issues but also how ordinary people can bring about changes for the "common good" of the nation.

Social Media

Besides continuing to update members on Society's news, upcoming events and activities, promotions and other pertinent information through the Society's website, the Society had strengthened its presence on both Facebook and Instagram to further engage members. NUSS' Facebook and Instagram are regularly updated to keep members abreast of the latest activities as well as to showcase the Society's facilities and activities to attract new members. Members as well as public could also take part in frequent online competitions, give feedback about their experiences with NUSS and stand a chance to win some prizes.



FINANCE SUB-COMMITTEE



Standing From Left: Alvin Phua Chun Yen, Tan Kek Ann

Sitting From Left: Siva Retnam, Catherina Tan Bee Hwa, Eddie Lee Choy Peng, Sean Kuan Thye, Tan Siang Chik

Chairperson

Eddie Lee Choy Peng

Deputy Chairperson

Catherina Tan Bee Hwa

Members

Michael Chan K H

Gan Chir Seng

Lee Hay Keong

Alvin Phua Chun Yen

Sean Kuan Thye

Siva Retnam

Tan Kek Ann

Tan Siang Chik

Edward Stanley Tay Wey Kok

The Finance Sub-Committee oversees the efficient accounting and management of the Society's funds to safeguard its assets and interests.

In 2015, NUSS implemented a number of measures to manage the rising costs and at the same time ramped up existing revenue streams. Coin-operated Fruit Machines were gradually phased out and new games were introduced throughout the year. This generated much interest among the jackpot players, which had positive financial impact on the Society. There were also multiple promotions in the Food & Beverage (F&B) outlets alongside a Membership drive to boost revenue.

With the operation of 13 F&B outlets and 3 Jackpot Rooms across 3 Guild Houses, we achieved the following in 2015:

- **Operating Income**

There was an increase of \$0.1 million from \$25.6 million in 2014 to \$25.7 million in 2015. This was contributed by the increase in income from Food & Beverage (F&B) and Fruit Machines. However, the increase was offset by the lower Subscription Income due to attrition in the membership base.

- **Operating Expenses**

Compared to 2014, there were savings of \$1.0 million in Operating Expenses in 2015 following the various cost-control measures. Operating Expenses was \$23.1 million in 2015.

- **Operating Results**

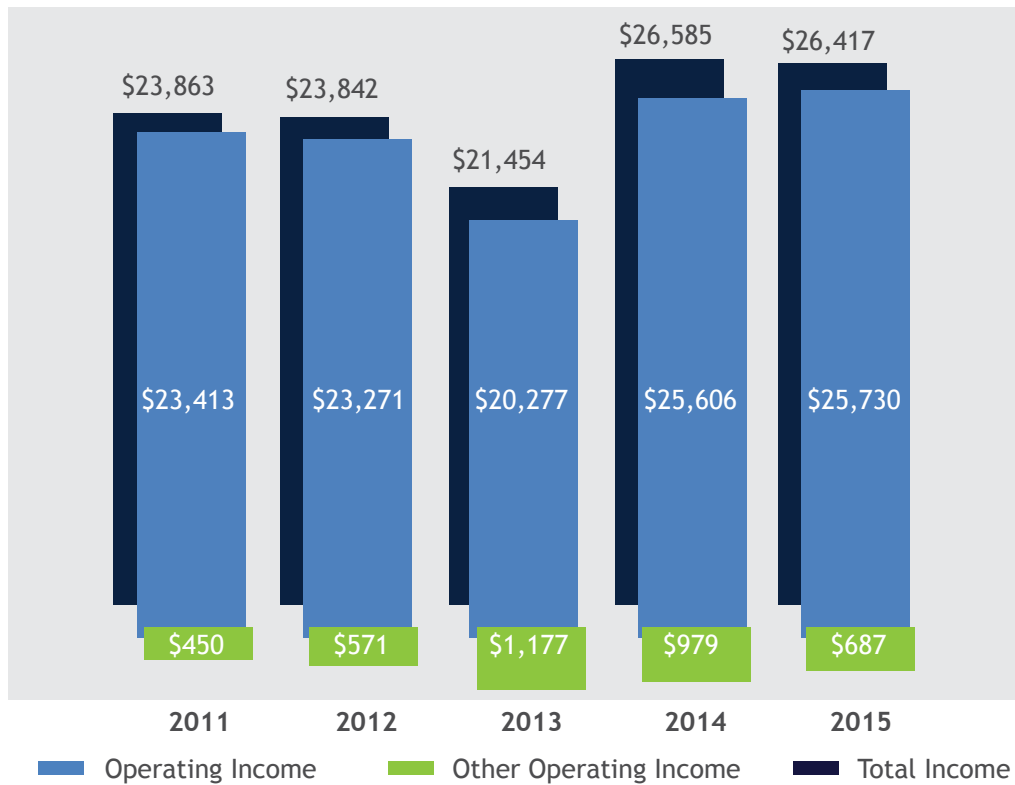
Operating Results improved by \$1.1 million in 2015, ending with a surplus of \$2.7 million.

- **Net Results**

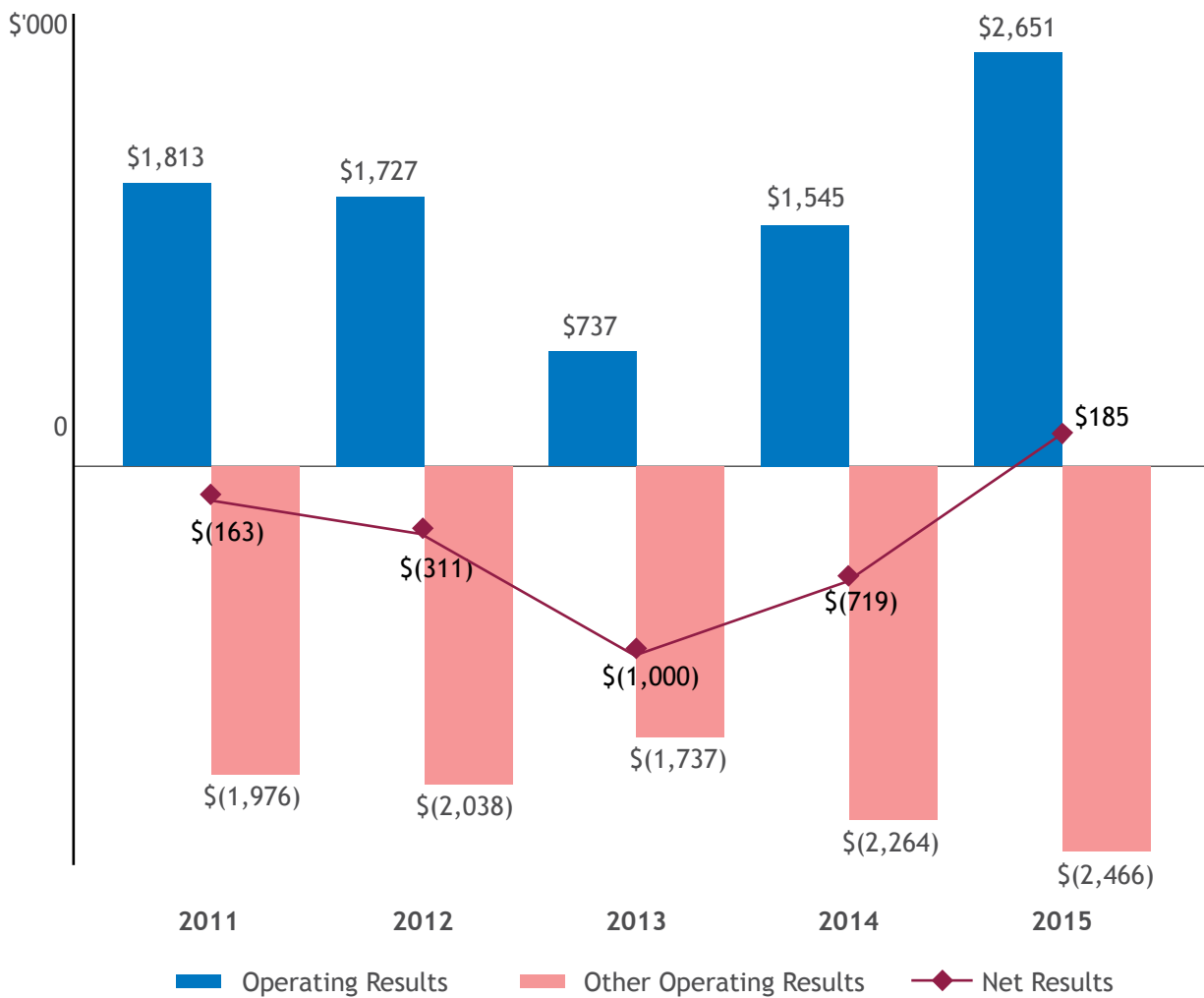
Overall, Net Results recorded an improvement from a deficit of \$0.7 million in 2014 to a \$0.2 million surplus in 2015.

Moving forward, the Sub-Committee will continue to exercise further cost control measures to combat the increasing operating costs especially in the F&B segment.

Total Income - 5-Year Trend



Operating Results, Other Operating Results, Net Results - 5-Year Trend



FOOD & BEVERAGE SUB-COMMITTEE



Standing From Left: Vincent Rasa Benedict, Stanley Chen Chin Heng, Nakoorsa B Abdul Kadir, Teh Kim Chan
Sitting From Left: Joseph Y Hassan, Edward Stanley Tay Wey Kok, Archie Ong Liang-Gay, Prof (Dr) James N Boss

Chairperson

Edward Stanley Tay Wey Kok

Deputy Chairperson

Archie Ong Liang-Gay

Members

Vincent Rasa Benedict
 Prof James N Boss (Dr)
 Stanley Chen Chin Heng
 Joseph Y Hassan
 Eric Low Chin-Parn
 Nakoorsa B Abdul Kadir
 Teh Kim Chan

The Food & Beverage (F&B) Sub-Committee provides guidance on strategy, quality of service and the F&B offered at the various Guild Houses. It also organises activities for members at various F&B outlets.

At the strategy level, the F&B Sub-Committee is steered by the Society's goal to break-even disregarding rent. The Sub-Committee therefore focused on the key parameters driving the bottom line, namely price, cost of sales and number of covers; remaining mindful, that as a members' club, prices need to be attractive. The strategies therefore focused on lowering the cost of sales and increasing number of covers as an improvement of these parameters would be preferred by the members over an increase in prices. One of the strategies had

been to boost patronage during non-peak periods achieving the two-fold aim of increasing revenue and offering lower prices to the members during such periods.

In the coming year, the F&B Sub-Committee will continue to lean in favour of working on the cost of sales and increasing the number of covers rather than increasing prices. Promotions identified to be high volume such as those promotions on popular whiskies and buffets would be continued or repeated.

ACTIVITIES IN 2015

- New Year Countdown parties held at Kent Ridge Guild House (KRGH) and Suntec City Guild House (SCGH).
- St Patrick's Day celebration held at The Bar at SCGH over two nights.
- Easter Buffet Lunch held at Cafe on the Ridge at KRGH, with fun and games for the children.
- Japanese Sake Pairing Dinner held at The Dunearn at Bukit Timah Guild House (BTGH).
- The Balvenie Whisky Pairing Dinner held at SCGH.
- Celestial Bay, Margaret River, Wine Pairing Dinner - "Where East meets West" held at The Scholar Chinese Restaurant at KRGH.

- An evening with Chivas and Aberlour Whisky held at The Upper Quad at BTGH.
- Mid-Autumn Festival Steamboat Family Reunion Dinner held at Cafe on the Ridge at KRGH with lantern-making and parade for the children.
- OktoberFest held at Cafe on the Ridge at KRGH.

F&B Promotions:

- SEA Games 2015 food and drink packages at The Chill-Lab at KRGH.
- Celebration SG50 treats at all Guild Houses.
- Fast & Furious F1 treats at SCGH.
- “High 5” at SCGH - \$5 on all House Pour drinks every Sunday.
- Fantastic 5 - \$5 on all House Pour drinks at The Upper Quad at BTGH every Monday.
- Launch of Weekend Brunch at SCGH and BTGH.
- Noodles and rice dishes introduced at The Upper Quad at BTGH.
- Barclay’s Premier League “Predict-the-Score Challenge” at The Upper Quad at BTGH every weekend.
- “Dine and be Rewarded” Programme for The Dunearn at BTGH.
- Grain-fed Roast Prime Rib of Beef promotion on Friday and Saturday nights at SCGH.
- Bring-your-own-Wine at The Dunearn at BTGH from Sunday to Wednesday.



1. New Year Countdown Party at KRGH



2. St Patrick's Day celebration at The Bar at SCGH



3. Easter Buffet Brunch at Cafe on the Ridge at KRGH



4. OktoberFest at Cafe on the Ridge at KRGH



5. Whisky, Sake and Wine Pairing Dinners



6. Mid-Autumn Steamboat Family Reunion Dinner and Lantern-Making at Cafe on the Ridge at KRGH

2015 FOOD & BEVERAGE PERFORMANCE

Overall Performance

The combined income of KRGH, SCGH and BTGH was \$13 million with the individual Guild House F&B income breakdown as follows:

Guild House	Total F&B Income
Kent Ridge	\$8.3 million
Suntec City	\$3.4 million
Bukit Timah	\$1.3 million

Related financial details are provided in the Financial Statements from page 72 to 91.

INTELLECTUAL PURSUIT SUB-COMMITTEE



Standing From Left: Ng Teck Wee, See Toh Hon Chew, Soh Yi Da, Tan Tzann Chang

Sitting From Left: Stella Wee May Li (Dr), Eugene Tan Zhi Zhong, Jeffrey Khoo Poh Tiong, Stanley Chen Chin Heng

Chairperson

Jeffrey Khoo Poh Tiong

Deputy Chairperson

Eugene Tan Zhi Zhong

Members

S Anand
Stanley Chen Chin Heng
Ng Teck Wee
Daniel Ong Chon Tui
See Toh Hon Chew
Soh Yi Da
Tan Tzann Chang
Stella Wee May Li (Dr)

The Intellectual Pursuit Sub-Committee aims to organise activities to promote a vibrant intellectual Graduate Society that engages itself with national and international issues. It conducts research on issues relating to the development of NUS and Singapore, and is an education and advisory resource for NUSS.

ACTIVITIES IN 2015

In 2015, the Sub-Committee continued to organise talks and dialogue sessions to allow members to explore national and international issues.

NUSS Meet-The-Young-Entrepreneurs Series



The NUSS Meet-The-Young-Entrepreneurs Series held on 13 May 2015 drew a crowd of over 150 participants with 3 technology driven entrepreneurs representing various phases of a start-up - One representing an early stage of entrepreneurship; another a growth stage and one who has already made an exit from entrepreneurship. The event enlightened many young participants on what motivated entrepreneurs to persevere through their journey.

NUSS Professorship Lecture

NUSS established the NUSS Professorship in 1996 with an endowment of \$1.5 million to fund visiting professors at NUS. This Professorship is part of NUSS' effort to contribute to the development of a meaningful partnership with its alma mater through academic pursuits. It enables eminent professors from different disciplines to share their knowledge with the NUS community and the general public.

NUSS Professorship Lecture by Professor Manfred Scharl



The basis of cancer: How small fish can help to understand human disease

On 10 March 2015, 135 members of NUSS as well as the public joined the talk by Professor Scharl, who described cancer as one of the most devastating diseases with continually increasing incidences. He also discussed how to achieve better prevention measures, find the most sensitive diagnostic tools for early detection of developing diseases; and how to help obtain a better understanding of one's own body.

NUSS Professorship Lecture by Professor Supriyo Datta



Lessons from Nanoelectronics

Held on 23 June 2015, the Lecture was attended by more than 150 individuals, comprising NUSS members, their guests and members of the public. The Lecture touched on how modern smartphones were made possible by a billion-plus nanotransistors, each having an active region that is barely a few hundred atoms long. Professor Supriyo Datta argued that this new understanding led naturally to a new viewpoint, one that changed even some basic concepts we had learnt in freshman physics. This unique viewpoint not only clarified many old questions but also provided a powerful approach to new questions at the frontier of modern nanoelectronics, such as how devices could be built to control the spin of electrons.



INTELLECTUAL PURSUIT SUB-COMMITTEE

NUSS Meet-The-Ambassador Series by H.E. Dr Andri Hadi



Foreign Policy under the Joko Widodo Government

On 3 August 2015, 134 members engaged His Excellency Dr Andri Hadi, Indonesia Ambassador who - prior to an active dialogue session - offered an insight into President Joko Widodo's vision and mission consisting of the realisation of the Trisakti (or the Three Power Principles). These Principles sought to make Indonesia sovereign in its politics, independent in its economy and distinct in its cultural character. H.E. Dr Andri Hadi also explained how the Trisakti impacted Indonesia's active and independent foreign policies.

Political Dialogue @ NUSS: Pre-General Election 2015

On 18 August 2015, NUSS held a Pre-General Election Political Dialogue. The event was well-received and attended by more than 400 NUSS members. In partnership with 'Inconvenient Questions Singapore', a sociopolitical site that encourages deep engagement and discussion on important issues in Singapore, the dialogue was also webcasted and garnered widespread coverage on a total of 11 online and mainstream media, gathering over 130,000 views on social media channels such as Youtube.

All 10 parties which were then active in Singapore politics made representation at the pre-election dialogue. The parties' representatives were: Mr Benjamin Pwee, Democratic Progressive Party (DPP); Mr Steven Chia, National Solidarity Party (NSP); Ms Sim Ann, People's Action Party (PAP); Mr Goh Meng Seng, People's Power Party (PPP); Mr Kenneth Jeyaretnam, Reform Party (RP); Mr Harminder Pal Singh, Singapore Democratic Alliance (SDA); Dr Paul Tambyah, Singapore Democratic Party (SDP); Mr Tan Jee Say, Singaporeans First (SingFirst); Mrs Jeannette Chong-Aruldoss, Singapore People's Party (SPP); and Mr Gerald Giam, Workers' Party (WP).

In looking forward to the next 50 years for Singapore, speakers at the dialogue emphasised the importance of strong leadership for the country. And while the PAP would suggest that a continuation of its unbroken rule hitherto would be the best for Singapore, the other parties stressed the need for a more diverse Parliament, with a view that diversity would yield better political decisions for the people.



NUSS Ministerial Dialogue with former Minister for Education Mr Heng Swee Keat

On 21 August 2015, Mr Heng Swee Keat, former Minister for Education, emphasised at the Dialogue the importance of meritocracy and creating equal opportunities for all, maintaining racial and religious harmony and preserving integrity and incorruptibility - the core elements of Singapore's Character.

Minister Heng also added that a University was not just a place to absorb knowledge or discover knowledge, for knowledge's sake. A University has to have a different sense of purpose. This applied to all our education institutions, be it ITEs, polytechnics or schools - these should be places for us to continually rejuvenate our thinking, discover and create; and rekindle our passion for learning.



NUSS Toastmasters Club

NUSS Toastmasters Club was formed in 2004 with an aim to provide a platform to groom effective communicators and develop competent leaders in public communications within a friendly and mutually supportive environment.

NUSS Toastmasters Club has a membership strength of more than 50 Toastmasters and has been very active throughout the year. In February 2015, it successfully organised an International Speech and Table Topics Contest to allow members to showcase their public speaking skills. NUSS Toastmasters also organised a Speechcraft Workshop in April 2015 to reach out to members who were keen to hone their communication skills. The Speechcraft Workshop was well received and attracted new members to begin their Toastmaster journey with the Club.

In August 2015, NUSS Toastmasters planned and executed a successful Humorous Speech and Evaluation Contest with participation from other Toastmasters Clubs in Singapore. Beyond the confines of their Club, NUSS Toastmasters also supported NUSS' activities by providing hosts and emcees for key events such as Ministerial Dialogues and the Distinguished Professorship Lecture Series.

On 17 December 2015, NUSS Toastmasters Club celebrated its 11th Anniversary with NUSS President Mr David Ho and other invited guests. The highlight of the event was a speech by a much sought-after keynote speaker Mr Manoj Vasudevan, an

experienced and highly competent Toastmaster from Singapore who was recently crowned world number 3 at the World Championship of Public Speaking held at Las Vegas in August 2015.



NUSS Toastmasters Club Activities in 2015

January	NUSS Toastmasters Club Executive Committee Training
February	International Speech Contest
April	Speechcraft Workshop
August	Humorous Speech and Evaluation Contest
December	NUSS Toastmasters Club Anniversary and Christmas Party



MEMBERSHIP SUB-COMMITTEE



Standing From Left: Tommy Ang Kok Tay, Rengarajoo B, Chow Mun Fai, Linus Choo Hon Ngan

Sitting From Left: Steven Ng Cheong Lian, See Sing Kok,, Paul Wang Syan (Dr), Jeremy Ee Jian Wen, Linda D. Neo Ling Ling

Chairperson:

Paul Wang Syan (Dr)

Deputy Chairperson:

Jeremy Ee Jian Wen

Members:

Tommy Ang Kok Tay
Linus Choo Hon Ngan
Chow Mun Fai
Dorai Raja s/o Krishnan
Linda D. Neo Ling Ling
Steven Ng Cheong Lian
Rengarajoo B
See Sing Kok

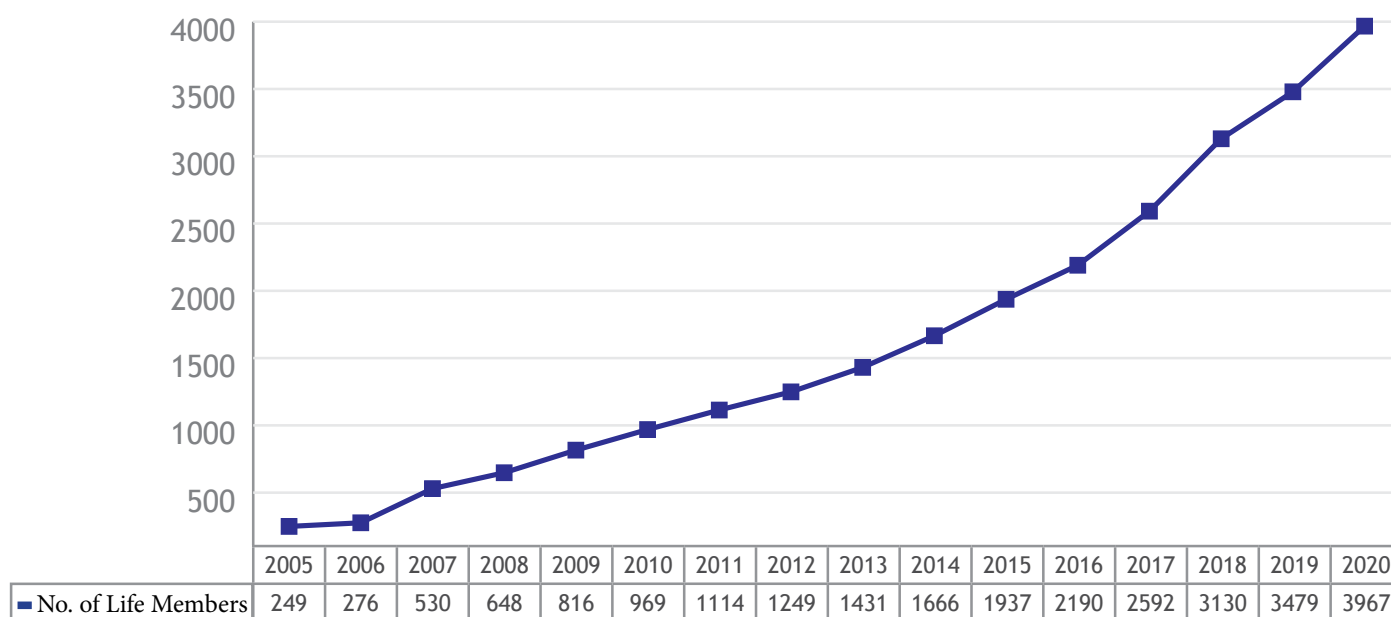
The Membership Sub-Committee aims to add value to the membership through the development of privileges, promotions & tie-ups and to increase the NUSS membership base through marketing initiatives. The Membership Sub-Committee also ensures that all members are treated equitably, and that membership fees, privileges and entrance fees are competitive with other comparable clubs.

CHANGES TO LIFE MEMBERSHIP

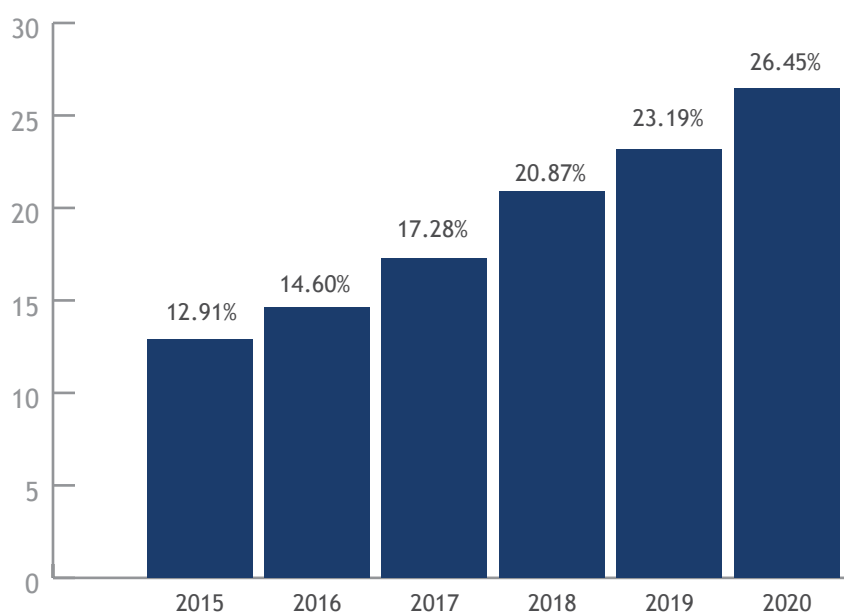
With effect from 1 January 2016, a reduced monthly subscription fee of \$45 will be introduced for Life Members. At the same time, in recognition and appreciation of their contribution to the Society, they will receive a full monthly \$45 F&B rebate.

The Management Committee had come to the decision after much deliberation. At the briefing session held on 29 July 2015, it was shared that 25% of the total membership base will consist of Life Members by year 2020. The ageing membership demographic will have a significant impact on the financial well-being of the Society.

Life Membership Growth & Projection (2005 to 2020)



Projected Total No. of Life Members as a Percentage of the Total Membership Base



*Assumption of a total membership base of 15,000 members

MEMBERSHIP SUB-COMMITTEE

MEMBERSHIP FIGURES (AS AT 31 DEC 2015)

Membership Recruitment Statistics

	2015	2014	% Change (rounded to 2 decimal point)
New Applications	265	270	-1.85%
Consists of:			
<ul style="list-style-type: none"> Applicants who joined within 36 months from the date of obtaining their first degree or postgraduate degrees; pursuit of postgraduate degrees must commence within 12 months after obtaining the first and subsequent full-time degrees Life Member Transferees NUSS Gold Medal Award Recipients 			
Secondary Market Transfer Applications	135	165	-18.18%
Family Transfers	12	9	33.33%
Life Member Third Party Transfers	1	2	-50.00%
Life Member Family Transfers	86	57	50.88%

Membership Resignation Statistics

	2015	2014	% Change (rounded to 2 decimal point)
Withdrawal	411	205	100.49%
Deceased	29	24	20.83%
Deleted	101	46	119.57%
Net Attrition	541	275	96.73%

Membership by Type

Membership Type	2015	2014	% Change
Ordinary	9,023	9,362	-3.62%
Life Ordinary	1,372	1,289	6.44%
Life Ordinary (Transferred)	169	108	56.48%
Associate	4,071	4,192	-2.89%
Life Associate	274	247	10.93%
Life Associate (Transferred)	44	28	57.14%
Senior	8	9	-11.11%
Corporate	-	1	-100.00%
Term	50	54	-7.41%
Total	15,011	15,290	-1.82%

Membership by Gender

Gender	2015	2014	% Change
Male	10,268	10,444	-1.69%
Female	4,743	4,846	-2.13%
Total	15,011	15,290	-1.82%

Membership by Age

Membership Type	2015	2014	% Change
21-30	1,020	1,072	-4.85%
31-40	1,882	1,989	-5.38%
41-50	4,327	4,776	-9.40%
51 & above	7,782	7,453	4.41%
Total	15,011	15,290	-1.82%

Membership Growth in the Last 5 Years



- Growth - Takes into account new members that have joined, Life member transferees and NUSS Gold Medal Award Recipients
- Attrition - Takes into account Withdrawn (not including Transferors), Deceased and Terminated members.

MEMBERSHIP PROMOTIONS (IN 2015)

1 January to 15 April

LIFE MEMBERSHIP FAMILY TRANSFER PROMOTION

Total sign ups - 67

Life Membership Family Transfer

Don't keep your NUSS membership to yourself.
Pass it on to the next generation.

As a Life Member, you can transfer your membership while retaining your membership entitlements. Together, you and your loved ones can take pleasure in what the Society has to offer.

For enquiries, please call Margaret Ee at 6586 3730 or email margaretee@nuss.org.sg

Get a waiver of \$234 admin fee for membership transfer.

Be rewarded with \$200 NUSS F&B Voucher or \$100 Takashimaya Voucher

Promotion ends on 31 March 2015.

Terms and conditions apply.

NUSS
The Graduate Club



MEMBERSHIP SUB-COMMITTEE

15 January to 21 June

NATIONWIDE MARKETING CAMPAIGN

Total sign ups - 117



\$500 weekly lucky draw +
\$10,000 grand prize



Up till 30 June

JUNIOR MEMBERSHIP CATEGORY B MEMBER-GET-MEMBER CAMPAIGN

Total sign ups - 7



July - August

GOWN COLLECTION & COMMENCEMENT
MARKETING

NUS fresh graduates are offered a trip to Korea,
Taiwan or Japan when they sign up with NUSS.

Total sign ups - 59



1 August

NEW TERM! - NUS freshman orientation for undergraduates & postgraduates

UPSIZED! 90-DAY TRIAL CARD FOR NUS UNDERGRADS

Total sign ups - 179



14 September to 31 December

MEMBER-GET-MEMBER CAMPAIGN

Total sign ups - 65

Member-Get-Member PROMOTION

Each new member will receive **\$200 F&B Vouchers**.

- First to Third Referral: \$200 F&B voucher
- Fourth to Seventh Referral: \$400 F&B voucher
- Eighth Referral and above: \$600 F&B voucher

The top referrer will receive a pair of Apple Watches*.

A joy that's shared is a joy made double.
Introduce your friends to NUS.
Double or triple your joy today.

Call **6777 6060** or email marketing@nuss.org.sg

* Terms and Conditions Apply.
Promotion is only valid from 14 September 2015 to 31 December 2015.

NUS
The Graduate Club

10 October to 31 December

JUNIOR MEMBERSHIP CATEGORY

A1 & A2 MARKETING PROMOTION

Total sign ups - 66

BEING JUNIOR HAS ITS PRIVILEGES

Sign your child up as a Junior Member (category A1 or A2)* from now till 31 December 2015 and enjoy:

- \$20 NUS F&B voucher
- A New Zealand Natural Ice Cream treat from Café on the Ridge

SIGN UP BEFORE 31 OCTOBER AND STAND TO WIN UP TO \$150 WORTH OF POPULAR VOUCHERS!

* Category A1 applies for children aged 12 to 16.
* Category A2 applies for children aged 16 to 26.
Only applicable for new sign ups.
Terms and conditions apply.

NUS
The Graduate Club

For sign ups and enquiries, please contact Azie at 8586 7056 or azie@nuss.org.sg

LIKE US at <https://www.facebook.com/NUSSociety>



S-CONNECT SUB-COMMITTEE



Standing From Left: Goh Kim Seng, Chua Joon Eng, Peter Tjio Hock Kian, Fua Cheng Kin, Jeremy Seah Meng Hwee
Sitting From Left: Lim Bee Lum, Catherine Ang Wai Hoong (Dr), Francis Pavri (Dr), Soh Jenny, Mary Ng Geok Eng

Chairperson

Francis Pavri (Dr)

Deputy Chairperson

Paul Wang Syan (Dr)

Members

Catherine Ang Wai Hoong (Dr)
 Chua Joon Eng
 Fua Cheng Kin
 Goh Kim Seng
 Lim Bee Lum
 Mary Ng Geok Eng
 Oon Tik Lee
 Jeremy Seah Meng Hwee
 Soh Jenny
 Peter Tjio Hock Kian

The S-Connect Sub-Committee sought to inject new energy into the initiatives geared towards developing, coordinating and organising activities and events for members aged 50 and above.

ACTIVITIES IN 2015

S-Connect on Tuesdays

The Senior Fellowship team held quarterly Fellowship Lunches and weekly S-Connect activities on Tuesdays. At these sessions, members engaged in bridge games and other social activities. For the Senior Fellowship Lunch in October, the Sub-Committee invited Ms Dolly Chua Leng Sim, who is a life member of Nature Society (Singapore) and the former chairperson of its Plant Group, to share on the topic “Flowers in our Garden City”. Members had the chance to learn more about the types of exotic flowers that were introduced to housing estates, private gardens and homes at this event.

Pickle-Ball Sessions

Pickle-Ball Sessions were held every Tuesday to promote an active lifestyle among the S-Connect members. Less strenuous than tennis but just as challenging, the game of Pickle-Ball provided a good work-out for regular players.

Annual Christmas Lunch

In December, the Sub-Committee continued its tradition of hosting the annual Christmas Lunch. Held at Della and Seng Gee Guild Hall at Kent Ridge Guild House, it was a joyous occasion with live performances and a sumptuous buffet spread.

NUSS Book Club

S-Connect also supported the NUSS Book Club, which was led by Dr Francis Pavri and Mr Chua Joon Eng. The monthly book discussions focused on various books including Goh Poh Seng's *A Dance of Moths*. Also, in one of the book club sessions, Ms Josephine Chia was invited to discuss on the books, "*Frog Under a Coconut Shell*" and "*Kampong Spirit*".

Enrichment Talks

Enrichment talks represent 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 2015 included a series of health talks which were organised bi-monthly, and supported by National University of Hospital (NUH). The topics covered were as follows:

S-Connect Activities in 2015	
January	Prostate Condition by Dr Lincoln Tan
April	Bone Cancer: What are the warning signs & latest methods of treatment by Dr Gurpal Singh
May	Snoring & Sleep Apnea by Dr Loh Woei Shyang
July	Life During & After Menopause by Dr Susan Logan
September	Eye Care as We Grow Older by A/Prof Clement Tan
November	Irritable Bowel Syndrome by A/Prof Reuben Wong

In addition to the health talks above, the Sub-Committee also organised talks that were catered to senior members to enrich them on prominent issues.

In May, in collaboration with the NUS Faculty of Arts and Social Sciences, the Sub-Committee organised the talk titled "Models for Ageing in Community in the U.S.: Lessons for Singapore?" , as Singaporeans confronted the reality of an ageing population. Ms Susan Wilkinson who has worked in health care and social services as a researcher, director and learning organisation consultant engaged NUSS members, guests and NUS Alumni on the issue of ageing population by using USA as a case study. She shared her observations on its relevance to Singapore. Key points mentioned included the need to identify changes in the physical and social environment

to be more age-friendly, the long term costs and challenges involved and various collaborations, as well as support systems and tools to be put in place so communities could deal with an ageing population successfully.

In December, S-Connect organised a forum titled "Seniors Revalued" to share views on ageism issues and concerns, explore the misperceptions of elders in Singapore as frail, sickly, decrepit and a burden to society; and how to revalue our seniors. The forum speakers were: Dr Kanwaljit Soin, a consultant orthopedic and hand surgeon at Mount Elizabeth Medical Centre; Dr Philbert Chin, a general practitioner and the founding President of The Society of Senior Volunteers; and Prof Paulin Straughan, a sociologist from the National University of Singapore and also Vice-Dean of the Faculty of Arts and Social Sciences.



SPECIAL PROJECTS (FACILITIES) SUB-COMMITTEE



Standing From Left: Gabriel Swee Chong Wei, Lee Hay Keong, Toh Yong Soon, Lim Wee Chee
Sitting From Left: Steven Ng Cheong Lian, Lai Kim Seng, Lawrence Chan Kok Kiang

Chairperson

Lai Kim Seng

Members

S Anand
 Lawrence Chan Kok Kiang
 Lee Hay Keong
 Henry Lee Poh Joo
 Lim Wee Chee
 Steven Ng Cheong Lian
 Gabriel Swee Chong Wei
 Toh Yong Soon

The Special Projects (Facilities) Sub-Committee assists in the formulation of policy directions and quality standards of the Society's facilities management, and establishes the most effective environmental sustainability practices, guidelines and procedures for the maintenance and development of the Guild Houses.

Activities In 2015

The Kent Ridge Guild House (KRGH) has completed 7 years of operation and some of its infrastructures were beginning to show their age. The Sub-Committee had to focus its attention on issues such as equipment replacement and upgrading without compromising on operational efficiency and on facilities downtime.

Key improvement works undertaken during the year included:

1) Multi-Purpose Hall (MPH)

The presence of underground moisture had adversely affected the surface of the timber flooring in the MPH and the Sub-Committee after close consultation with the architect, the badminton fraternity and the building contractor decided against replacing the flooring and instead opted for the laying of new rubber mats over the 4 badminton courts.

To reduce the energy consumption of the existing 10 units of 2000 watt metal halide lights, the Sub-Committee recommended that these be replaced with 20 units of light-emitting diode (LED) 500 watt lamps which resulted in significant cost savings.

Four new ventilation fans were also installed to improve the air circulation within the Hall.

2) The Bar and Café on the Ridge

Parts of the floor of the Bar and Café on the Ridge had deteriorated due to age, wear and tear and weather.

Steps were taken to replace sections of the vinyl flooring in the Café and at the Bar, the timber floor also needed sanding and re-varnishing.



1. Laying of New Rubber Mats over Badminton Courts



2. Replacing Vinyl Flooring in Café on the Ridge



3. Constructing Signage for Mabel and Soon Siew Kwa Swimming Complex

Programmes Initiated in 2015

1) Air Conditioning System in KRGH

The Secretariat started a detailed evaluation of some of the major operating infrastructure items to establish a timely replacement or upgrading programme. Chief among these would be the air conditioning system which was installed in September 2008 under Phase 1 of the KRGH re-development.

2) Solar Panels on KRGH Roof Top

As utilities is one of the key items of Operating Expenditure at KRGH, the Sub-Committee met with several vendors to explore the economic viability of installing solar panels to generate electricity to power certain sections of the sports complex.

3) Audio System in the Guild Hall

Based on members' feedback, the Sub-Committee initiated a technical assessment of the existing audio system in the Guild Hall. This study is ongoing.



SPORTS AND RECREATION SUB-COMMITTEE



Standing From Left: Jacob Neo Jia Qi, Ng Wai Hong, Tony Ang Ah Hock, Kwek Chok Ming, Yap Ning Jee, Chong Hoong Sang, Wong Hoe Sang, Joseph Ng Moi Boon

Sitting From Left: Siva Retnam, Siak Chong Leng (Dr), Mohan Balagopal, Jeffrey Khoo Poh Tiong, Steven Chong Yue Thong

Chairperson

Mohan Balagopal

Deputy Chairperson

Jeffrey Khoo Poh Tiong

Badminton Convenor

Tony Ang Ah Hock

Balut Convenor

Daniel Chong Woon Chieh

Billiards Convenor

Ng Wai Hong

Bowling Convenor

Chong Hoong Sang

Bridge Convenor

Siak Chong Leng (Dr)

Darts Convenor

Nakoorsa Bin Abdul Kadir

Golf Convenor

Joseph Ng Moi Boon

Running Convenor

Chan Whye Mun

Soccer Convenor

Yap Ning Jee

Squash Convenor

Jacob Neo Jia Qi

Table-Tennis Convenor

Wong Hoe Sang

Tennis Convenor

Stella Chua Seoh Hoon

Members

Steven Cheong Yue Thong

Kwek Chok Ming

Siva Retnam

The Sports & Recreation Sub-Committee continued to strive in promoting active participation in sports and recreation through monthly section games, in-house tournaments and inter-club events. Through sports and recreation, we have encouraged interaction and promoted camaraderie among members.

We have upgraded some of our sporting facilities this year to ensure members continue to enjoy facilities while bonding with their friends and families over sports.

1. Badminton - Installation of the Badminton floor mat which received positive comments from badminton players.
2. Squash - Squash courts underwent resurfacing and rectification works and new exhaust fans were also installed.
3. Gym - Six new treadmill machines and X-trainer machines were introduced.

Activities in 2015

Inter-Section Games

- A total of 36 participants took part in the Games.
- The event kicked off with Bowling at SuperBowl in SAFRA Mount Faber.
- After their game, the golfers proceeded back to Kent Ridge Guild House, The Chill-Lab for a buffet lunch.
- The event then continued with 5 other games namely Darts, Table-Tennis, Badminton, Balut and a non-competitive social run.
- No section emerged as the overall winner as a different section topped the competition in each sport. Despite being new at some sports, participants took on the challenge with their signature friendly, yet competitive spirit. Furthermore, the crossing over to other sports made it possible for members from different sections to interact.
- The coveted Section of The Year Award went to the Golf section, recognised for its continuous hard work in organising charity drives for the NUS Alumni Bursary Fund, as well as participating in various competitions and events.

Prize presentation was held later in the evening during the Sports and Recreation (S&R) Night 2015 for the respective winners and the Section of the Year Award.

S&R Night

- 107 members and guests attended the S&R Night 2015.
- The night kicked off with hilarious jokes and exciting games organised by the emcee, Alfred George.
- At the same time, attendees were treated to a sumptuous buffet dinner and free flow of wine and beers.
- The highlight of the night got everyone moving with an entertaining belly dance performance.
- The event closed with a prize presentation for Inter-Section Games 2015 that was held earlier in the day and Section of the Year Award.

TANS Games

- 4 Clubs competed in the last leg of the annual TANS Game hosted by Singapore Swimming Club (SSC). The participating clubs were The Tanglin Club, American Club, NUSS and SSC.
- The Games were conducted over 2 days.
- Golf competition took place on 1 April 2015 at Warren Golf and Country Club; and the other games were held on 4th April 2015 at SSC.
- A total of 6 games were played.

NUSS emerged Champion with a total of 23 points and SSC, with a total of 19 points, secured the second placing.

Games	The Tanglin Club	American Club	NUSS	SSC
Bowling	1	2	3	5
Golf	3	1	5	2
Snooker	5	1	2	3
Squash	0	0	5	3
Table Tennis	1	2	3	5
Tennis	3	2	5	1
Total	13	8	23	19
Results	Third	Fourth	Champion	Second

SPORTS AND RECREATION SUB-COMMITTEE

30th NUSS-PAUM Games 2015

The NUSS-PAUM Games is a landmark event highly anticipated by members of both alumni associations annually. The Games, which traditionally aimed to build close bonds and relationships between both associations, was held on 21 November 2015. To mark the 30th anniversary of the Games, both alumni associations decided to hold the Games at a venue which was located between Singapore and Kuala Lumpur. Therefore, Malacca was chosen as the venue for the 7 games that were played.

The final results were 4:3 in favour of PAUM. NUSS President, Mr David Ho presented the Challenge Trophy to PAUM President, Datuk Haji Noordin Abdul Razak. The revelry continued after the prize presentation and the players looked forward to next year's games in Kuala Lumpur.

Results of the 30th NUSS-PAUM Games

Event	Points		Winner
	NUSS	PAUM	
Golf	598	612	PAUM
Bowling	15	14	NUSS
Badminton	3	4	PAUM
Table Tennis	2	7	PAUM
Squash	0	3	PAUM
Tennis	4	3	NUSS
Soccer	2	1	NUSS

BADMINTON

The Badminton Section continued to enjoy strong membership growth in 2015. As of November 2015, it has 145 members.

The Section started the year by participating and winning the SG50 Home Friendly Games against Whampoa Community Club and Gombak Community Club. The Section also participated in the World-Champ Distributor WE Holdings Master Games and SAFRA Open; as well as several other local and overseas competitions on a monthly basis. The Section ended 2015 on a high with a SG50 Friendly Game against KPMG where the Section won 6:4. The Section also participated in tournaments in Thailand and China.

One of the major highlights this year was the successful organisation of the NUSS Badminton Close 2015. Held in November, about 50 participants competed in the Men's Singles, Veteran's Singles, Men's Veteran Doubles, Women's Doubles and Mixed Doubles Open.

The Section members had a fruitful time at various overseas and local competitions. Besides enjoying the game, the Section had also built camaraderie both among its members as well as with its overseas counterparts over the years.

BALUT

For the Balut Section, monthly section competitions were organised every last Wednesday of the month. Players' points would be computed and accumulated to determine the top Balut Player of the year.

The Balut Section also took part in the annual Inter Club Balut competition. This year, a new participant, Eurasian Association, joined the competition which consisted of 6 rounds of games. Each club would take turns to host a game. The participating clubs were:

1. Singapore Cricket Club
2. Singapore Recreation Club
3. The Tanglin Club
4. Singapore Indian Association
5. Eurasian Association
6. NUSS

The Balut Section finished the competition in 5th place.

NUSS also hosted the Triangular Balut competition on 26 August 2015, joined by the Singapore Cricket Club and Singapore Indian Association. NUSS emerged Champion after a friendly competition.

NUSS took part in the Interport Balut competition which was held in Sandakan, Sabah on 27 and 28 November 2015. This was an annual event hosted by Sandakan Yacht Club, which saw many clubs from Southeast Asia and Europe participating. NUSS player, Mr Rasanathan came in as the winner with a total score of 888 after 8 rounds of competition.

NUSS Balut Section is very well recognised and regarded by its peers in Singapore and Southeast Asia. Our activities require a lot of socialising with other clubs and their members, which helps to build up and strengthen bonds.

BILLIARDS

The Section decided to take part in the annual National Snooker League in Division 4 instead of Division 5. This event took place from November 2014 to March 2015 and the Section came in 4th out of a total of 7 teams which competed.

In July this year, the Section invited The Tanglin Club to a friendly match at NUSS. It was a wonderful get together as the players competed and exchanged pointers after the game; an occasion where the eventual results played second fiddle to forging camaraderie. NUSS went on to win most of the matches.

The 2015 NUSS Annual Billiards & Snooker Tournament was held on 2 October 2015. The winners were:

Champion - Kenneth Lim
Runner-Up - Jeremy Koh
2nd Runner-Up - Adrian Ang
3rd Runner-Up - Anthony Tan

The honour of the highest break attained in the Tournament went to Kenneth Lim with a break of 46 points.

BOWLING

The NUSS Bowling Section took part in the 2015 edition of the TANS Games held on 4 April 2015 but lost narrowly to the host, Singapore Swimming Club at its home ground. A team of 8 bowlers also participated in the 30th NUSS-PAUM Games held at the Malacca International Bowling Centre on 21 November 2015 and was triumphant in subduing its Malaysian counterparts by a narrow margin of 15:14.

More than 900 participants took part in the monthly medals held in 2015. The year-end Masters Bowling Competition was held on 8 November 2015 at Singapore Bowling @ Temasek Club. Kelvin Koh bowled well in the step-ladder finals and was crowned NUSS Bowler of the Year.



BRIDGE

The weekly Wednesday night games at Bukit Timah Guild House remained popular with an average of 24 to 28 members participating in each session.

In the earlier part of the year, the Section organised a 10-lesson basic bridge course and had 14 members enrolled.

The format of the Grad-Undergrad Bridge Game, where an NUS graduate was randomly paired with an NUS undergraduate appealed to all participants. The Game attracted a record of 12 tables, filling up the entire space of the Activity Room at Kent Ridge Guild House in 2015. Top NUSS winners (named first) for the Game were:

2nd - Chan Onn and Langston Peh
3rd - Phang Siew Kheong and Edmund Chay
5th - Pwee Keng Ho and Kho Jie Min
6th - Siak Chong Leng and Peter Haw
8th - Tan Kok Poh and Augustine Chong
9th - Trevor Li and Ben Lin

The Bridge Section performed well at the Premier Bridge League, with the Champion team for the previous 2 years consisting of Tan Kok Poh, Siak Chong Leng, Trevor Li, Chang Sui Sim, Colin Loy, Tanny Siak and Paul Chain emerging as Runners-Up.

In an invitational Bridge game hosted by Keppel Club to celebrate its victory, NUSS member Tanny Siak emerged overall winner in a large field of 20 tables followed by Tan Kok Poh & Siak Chong Leng in 2nd place.

In the recently concluded People's Association Active Ageing Contract Bridge Tournament 2015, 3 of our members won top prizes:

1st - Trevor Li
3rd - Lim Kim Yin and Catherine Ang
4th - Phang Siew Kheong and Siak Chong Leng

Finally in the last event of the year, the Chinese Swimming Club Invitational Pairs Tournament, NUSS finished strong as well:

1st - Trevor Li and Chang Sui Sim
3rd - Siak Chong Leng and Tan Kok Poh
5th - Alex Wong and Lim Kim Yin



SPORTS AND RECREATION SUB-COMMITTEE

DARTS

The Darts Section had a very active year in 2015.

The Annual Darts Triangular, which was postponed from 2014, was held on 30 January 2015 at Singapore Cricket Club. This triangular Darts event comprised teams from NUSS, Serangoon Gardens Country Club (SGCC) and Singapore Cricket Club (SCC). NUSS Darts Team emerged Champion after defeating SGCC and SCC.

The Inaugural Inter-Club Darts League was conducted from July to October 2015, with NUSS as one of the founding member clubs. The League, which included teams from NUSS, Orchid Country Club, SGCC, Singapore Recreation Club (SRC) and The Tanglin Club, was well received by members. On 27 November 2015, a prize giving dinner was held at SGCC. Prizes were given out to the respective winners for various categories and the overall winner was SRC.

Internally, the Section organised 12 Monthly Medals at BTGH's Card & Games Room. The Section also organised practice sessions for members on an ad-hoc basis.

The Annual NUSS Darts Open was held on 5 December 2015 and Mr Oon Tik Lee emerged as the winner on this occasion.

GOLF

The Section's 2015 calendar was packed with monthly medals at various local courses as well as overseas games in Xi'an, Batam and Bangkok. The main highlight of the year was the SG50 National Day Charity Golf held at the Tanah Merah Country Club - Garden Course. This marked the third consecutive year that the Golf Section raised funds for the NUS Alumni Bursary Fund. More than \$500,000 was raised at the event this year. The Golf Section has since set up the NUSS Golf Section Bursary Fund, to continue its fund raising effort in supporting undergraduate students who are in need of financial assistance.

The Golf Section also emerged winners at the annual TANS Games for the fourth year in a row, helping NUSS clinch the Challenge Trophy once again. Other Inter-club games the Golf Section participated in included the 4th CUAA-NUSS-PAUM Golf Classic, as well as the 30th NUSS-PAUM Games.

Other initiatives to promote golf include golfing privileges at Warren Golf and Country Club and free Golf Clinic every Thursday (except public holidays) at Par Golf Range by Absolute Golf Academy.

RUNNING

The Section aims to encourage running in a social setting where each runner, regardless of his or her level of fitness, can participate and enjoy the benefits of running. Opportunities are created after each run for members to interact, share running techniques and build camaraderie over drinks and food.

In 2015, the NUSS Running Section observed increased participation in its organised activities. Each week, 2 scheduled runs continued to be conducted on Wednesday evenings and Sunday mornings. The run route on Wednesday evenings was usually around West Coast Park but on some occasions, at the Southern Ridges. The Sunday run typically was conducted around the Marina Bay area. Additional runs that were organised during the holidays regularly witnessed an increase in participation numbers. These runs were held at new and interesting running routes including Sentosa, Punggol Waterway, Southern Ridges and various others.

To help each runner achieve his or her goals, be it distance or speed, the Section conducts gait analysis. This involves video recording the runner's gait. Experienced runners then analyse the cadence, stride length, speed, foot landing angle and other core body movement. This analysis will help runners understand areas which could be improved on, so as to run faster and more efficiently.

SOCCER

The Soccer Section played regularly on the astro-turf pitch at Bukit Timah Turf City and held regular friendly matches on Tuesday or Wednesday nights. The team comprised an active squad of enthusiastic soccer members with a good mix of young and veteran players. The team is on a constant lookout for new young undergraduates to join the Section.

The team took part in the 30th NUSS-PAUM Games 2015 held in Malacca on 21 November 2015, a highlight of which was when the NUSS football team won 2:1 against its PAUM counterpart.

SQUASH

The Section held 2 Squash ladders and 1 mini tournament in 2015; and had friendly competitions with other Squash clubs. The Section also competed in the Veterans 1 category of the National Squash League and came in 6th out of 11 competing clubs. The Section was crowned champions in the TANS Games, an annual affair started in 2012 by The Tanglin Club, American Club, NUSS and Singapore Swimming Club to facilitate networking and build camaraderie among clubs' members.

TABLE TENNIS

The Section started off the year by participating in the annual TANS Games in early April 2015 held at Singapore Swimming Club (SSC). Participants included NUSS, SSC, The Tanglin Club and The American Club. SSC emerged eventual Champion and NUSS, the Runner-Up.

In the same month, the Section hosted the Table Tennis segment in the Annual S&R Inter-Section Games, which was keenly contested. Members from Soccer, Badminton, Tennis, Bowling, Golf, Squash, and Darts Sections participated in the competition, from which Badminton Section emerged Champion for the second time.

To expand our players' exposure, the Section arranged several home and away friendly matches with Sony Club, Surbana, Land Transport Authority, Japanese Association and Warren Golf and Country Club.

It also held its annual closed competition for the section members in October 2015. The competition started off with a first round of round robin men single matches, from which the top 8 ranked players played another round of knockout matches to decide the Champion and Runner-Up. The ladies, fewer in numbers, also played a series of round robin matches.

Results of the Competition were:

Men's Singles

Champion: Shi Kexun
Runner-up: Joshua Loh

Ladies' Singles

Champion: Cheryl Eu
Runner-up: Vivien Choo

We are pleased to have 3 promising junior member players, whose parents are our section members and they are:

- 1) Shi Kexun, 12 years old, is in the Singapore Table Tennis Association (STTA) Junior Development squad. He emerged Runner-Up in Dr Ng Eng Hen Cup - STTA Table Tennis Championships 2015 competition and the Inter Primary Schools Competition 2015 for boys.
- 2) Eu Woon Yen Cheryl, 11 years old, from Paya Lebar Methodist Girls Primary school, was ranked top 8 in the Inter Primary Schools Competition 2015 for girls. In the recently concluded NUSS-PAUM games in Malacca, she won her single match for ladies, setting a record for the first win by NUSS in the ladies' category in the history of the games.
- 3) Shi Keming, 15 years old, represented River Valley Secondary School.

The annual NUSS-PAUM games (Table Tennis) were held in November 2015 in Malacca. Joshua Loh, John Cheng, Jimmy Lam, Ow Weng Fye, Daniel Eu, Wong Hoe Sang and Eu Woon Yen Cheryl, represented NUSS. Although PAUM won 7-2, our players managed to stretch our stronger opponents in their respective matches with wins from the Ladies' Single category by Eu Woon Yen Cheryl and Men's Double pair, Joshua Loh and Jimmy Lam. Overall our players and ardent supporters who made the trip enjoyed the competition, the delicious cuisine of Malacca and the warm hospitality extended by our PAUM counterpart.



SPORTS AND RECREATION SUB-COMMITTEE

TENNIS

The new Tennis Section Committee for 2015 continued the good work of the previous Committee:

- 1) Informed all members of the Section's events via email as well as kept its Facebook group updated.
- 2) Maintained the queue system developed last year to allow all attendees the opportunities to play at Section nights.
- 3) Organised Grand Slam Quizzes and Grand Slam gatherings when timings and broadcast permitted.
- 4) Organised a Tennis Carnival Day where there were tennis team games, ice cream cart, re-stringing of racquets, physiotherapist services and light refreshments throughout the afternoon.

Based on feedback from the last Annual General Meeting, the following were also introduced:

- 1) Allowed members to bring a friend quarterly to social games. This was to provide opportunities for membership growth for NUSS as well as the Section.
- 2) Played fast-4 rules on Wednesday Section nights. This reduced waiting time to play.

The new Section Committee started the year with an appreciation lunch for the Captains who would be leading the various teams for the year's Singapore Tennis Association (STA) tournaments. It was emphasised that the Captains were an extension of the Section Committee and their support and hard work rendered to the teams were much valued.

The Section started the year with 176 members. Despite having some withdrawals, membership grew to 196 and we would like to thank our members for their continued support.

The competitive teams were doing better in STA tournaments with the D team making it to the finals of the Inter-club Men's Singles in March. NUSS won the Tennis game in the TANS Games and was both 1st Runner-Up and Champion for the Alumni International Singapore Tennis Tournament. We revived the Internal Doubles League with 50 participants in July and August prior to the STA Inter-Club Doubles League in September, where we were represented by 4 men's teams and 1 ladies' team. The ladies team made us proud as it emerged the B Team Champion 2015.

The Section hosted Craigengower Cricket Club from Hong Kong to a friendly game in end-October. The Section also put up a strong team for PAUM in November and ended the year with an AGM on 13 December where members had fun with some knock-out tennis and received lucky draw prizes.



FINANCIAL STATEMENTS

The National University of Singapore Society for the
year ended 31 December 2015

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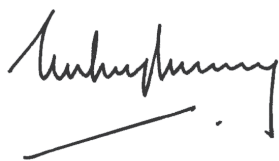
STATEMENT BY THE MANAGEMENT COMMITTEE

In our opinion:

- (a) the financial statements set out on pages 72 to 91 are properly drawn up in accordance with the Singapore Financial Reporting Standards and the Societies Act so as to present fairly, in all material respects, the financial position of the Society as at 31 December 2015 and the financial performance, changes in members' funds and cash flows of the Society for the year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

The Management Committee has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Management Committee



David Ho Peng Cheong
President



Lau Geok Theng
Honorary Treasurer

25 February 2016

INDEPENDENT AUDITORS' REPORT

Members of the Society
The National University of Singapore Society
(Registered under The Societies Act, Chapter 311)

Report on the financial statements

We have audited the accompanying financial statements of The National University of Singapore Society (the "Society"), which comprise the statement of financial position as at 31 December 2015, 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 information, as set out on pages 72 to 91.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Singapore Financial Reporting Standards and the Societies Act (the "Act"), and for such internal controls as management determines are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' 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 about 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 judgement, 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 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 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 so as to present fairly, in all material respects, the financial position of the Society as at 31 December 2015 and the financial performance, changes in members' funds and cash flows of the Society for the year ended on that date.

Report on other legal and regulatory requirements

In our opinion:

The accounting and other records required by the regulations enacted under the Act to be kept by the Society have been properly kept in accordance with the Act.



KPMG LLP

Public Accountants and Chartered Accountants

Singapore

25 February 2016



STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2015

	Note	2015 \$'000	2014 \$'000
Non-current assets			
Property and equipment	4	29,478	31,307
Amounts due from members	5	126	113
		29,604	31,420
Current assets			
Amounts due from members	5	2,010	1,994
Sundry receivables	6	656	838
Inventories, at cost	7	365	326
Cash and cash equivalents	8	9,413	7,505
		12,444	10,663
Total assets		42,048	42,083
Members' Funds			
Accumulated Fund		34,139	34,812
Development Fund	9	918	310
	10	35,057	35,122
Current liabilities			
Members' deposits		2,295	2,165
Trade and other payables	11	4,696	4,796
		6,991	6,961
Total liabilities		6,991	6,961
Total members' funds and liabilities		42,048	42,083

The accompanying notes form an integral part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2015

	Note	2015 \$'000	2014 \$'000 Restated
Operating income			
Food and beverage income		12,993	12,884
Subscription income		9,934	10,012
Net income from fruit machines		1,910	1,836
Other income	12	893	874
		25,730	25,606
Operating expenses			
Administration and general operating expenditure		(9,368)	(10,142)
Club activities		(546)	(774)
Food and beverage expenditure		(13,165)	(13,166)
		(23,079)	(24,082)
Operating results		2,651	1,524
Other operating income			
Members' entrance fee	9	551	615
Other income	13	136	364
		687	979
Other operating expenses			
Depreciation	4	(2,371)	(2,367)
Property tax		(361)	(361)
Membership sales direct cost		(421)	(515)
		(3,153)	(3,243)
Other operating results		(2,466)	(2,264)
Surplus/(Deficit) of income over expenditure		185	(740)
Donations to NUS Alumni Bursary Fund	14	(250)	(250)
Reversal of provision for property tax from 2008 to 2013	15	-	545
Deficit of income over expenditure before taxation	16	(65)	(445)
Tax expense	17	-	-
Deficit of income over expenditure after taxation and total comprehensive income for the year transferred to Accumulated Fund		(65)	(445)

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN MEMBERS' FUNDS

YEAR ENDED 31 DECEMBER 2015

	Note	Accumulated Fund \$'000	Development Fund \$'000	Total \$'000
As at 1 January 2014		35,543	24	35,567
Total comprehensive income for the year		(445)	-	(445)
Net transfer to Development Fund	9	(286)	286	-
As at 31 December 2014		34,812	310	35,122
As at 1 January 2015		34,812	310	35,122
Total comprehensive income for the year		(65)	-	(65)
Net transfer to Development Fund	9	(608)	608	-
As at 31 December 2015		34,139	918	35,057

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2015

	Note	2015 \$'000	2014 \$'000
Cash flows from operating activities			
Deficit before tax		(65)	(445)
Adjustments for:			
Depreciation of property and equipment	4	2,371	2,367
Interest income	12	(58)	(43)
(Gain)/Loss on disposal of property and equipment		(10)	1
Operating cash flows before working capital changes		2,238	1,880
Change in inventories		(39)	3
Change in amounts due from members		(29)	(102)
Change in sundry receivables		182	69
Change in members' deposits		130	100
Change in trade and other payables		(100)	(2,073)
Cash generated from/(used in) operating activities		144	(2,003)
Tax paid		-	-
Net cash generated from/(used in) operating activities		2,382	(123)
Cash flows from investing activities			
Acquisition of property and equipment	4	(548)	(407)
Change in fixed deposit pledged	8	(1)	(1)
Interest received		58	1
Proceeds from disposal of property and equipment		16	-
Net cash used in investing activities		(475)	(407)
Net increase/(decrease) in cash and cash equivalents		1,907	(530)
Cash and cash equivalents as at 1 January		7,282	7,812
Cash and cash equivalents as at 31 December	8	9,189	7,282

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Management Committee on 25 February 2016.

1 Domicile and activities

The National University of Singapore Society (the “Society”) is registered under the Societies Act and domiciled in the Republic of Singapore. The address of the Society’s registered office is 9 Kent Ridge Drive, Singapore 119241.

The Society’s main objectives are to promote the interests and development of the National University of Singapore (NUS) and members of the Society, and in providing club facilities and creating opportunities to organise social, recreational and intellectual activities for its members.

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (FRS).

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise described below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars, which is the Society’s functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of financial statements in conformity with FRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

No critical judgement was used in applying accounting policies that would have a significant effect on the amount recognised in the financial statements.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year are included in the following notes:

- Note 3.2 - Estimated useful lives of property and equipment
- Note 3.4 - Impairment loss on property and equipment
- Notes 5 and 20 - Allowance for impairment on amounts due from members

2.5 Changes in accounting policy

The Society has adopted the new and revised FRSs and interpretations, which became effective for the current financial year. The adoption of the new and revised FRSs and interpretations to FRS did not result in substantial changes to the Society's accounting policies and has no material effect on the amounts represented for the current or prior financial years.

3 Significant accounting policies

The accounting policies used by the Society have been applied consistently to all periods presented in these financial statements.

3.1 Financial instruments

Non-derivative financial assets

The Society initially recognises loans and receivables and deposits on the date that they are originated. All other financial assets are recognised initially on the trade date, which is the date that the Society becomes a party to the contractual provisions of the instrument.

The Society derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Society is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Society has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Non-derivative financial assets comprise loans and receivables.

Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise cash and cash equivalents, and trade and other receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and deposits with financial institutions. For the purpose of the statement of cash flows, cash and cash equivalents exclude fixed deposits pledged to secure bank facilities.

Non-derivative financial liabilities

Financial liabilities are recognised initially on the trade date, which is the date that the Society becomes a party to the contractual provisions of the instrument.

The Society derecognises a financial liability when its contractual obligations are discharged, cancelled or expired.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Society has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Society classifies non-derivative financial liabilities into the other financial liabilities category. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise trade and other payables.

3.2 Property and equipment

Items of property and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes:

- the cost of materials and direct labour;
- any other costs directly attributable to bringing the assets to a working condition for their intended use;
- when the Society has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located; and
- capitalised borrowing costs.

When parts of an item of property and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

The gain or loss on disposal of an item of property and equipment is determined by comparing the proceeds from disposal with the carrying amount of property and equipment, and is recognised net within other income/general operating expenditure in profit or loss.

Subsequent costs

The cost of replacing a component of an item of property and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Society, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Society will obtain ownership by the end of the lease term.

The estimated useful lives for the current year are as follows:

■ Clubhouses:	
● Kent Ridge Guild House (KRGH)	36 years (over the period of the lease from October 2008)
● Suntec City Guild House (SCGH)	12 years (over the period of the lease from December 2013)
● Bukit Timah Guild House (BTGH)	9 years (over the period of the lease from April 2008)
■ Leasehold improvement	5 years
■ Furniture, fittings and equipment	3 years
■ Fruit machines	4 years
■ Kitchen equipment	5 years
■ Office equipment and computers	3-5 years
■ Motor vehicle	5 years
■ Tools and fitness equipment	3-5 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

Capital projects-in-progress refers mainly to expenditure incurred to-date on projects for the development and improvements of the clubhouse. No depreciation is provided on capital projects-in-progress.

Items of capital expenditure below \$500 are written off to the profit or loss.

3.3 Inventories

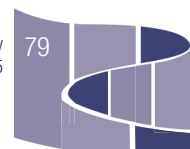
Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

3.4 Impairment

Non-derivative financial assets

A financial asset not carried at fair value through profit or loss is assessed at the end of each reporting period to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event has a negative effect on the estimated future cash flows of that asset that can be estimated reliably.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Society on terms that the Society would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers in the Society, economic conditions that correlate with defaults or the disappearance of an active market for a security.

Loans and receivables

The Society considers evidence of impairment for loans and receivables at a specific asset and collective level. All individually significant loans and receivables are assessed for specific impairment. All individually significant receivables found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Loans and receivables that are not individually significant are collectively assessed for impairment by grouping together loans and receivables with similar risk characteristics.

In assessing collective impairment, the Society uses historical trends of the probability of default, the timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognised in profit or loss and reflected in an allowance account against loans. Interest on the impaired asset continues to be recognised. When a subsequent event (e.g. repayment by a debtor) causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

Non-financial assets

The carrying amounts of the Society's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit (CGU) exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs), and then to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

3.5 Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in profit or loss in the periods during which services are rendered by employees.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Society has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

Key management personnel

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

3.6 Provisions

A provision is recognised if, as a result of a past event, the Society has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

3.7 Revenue recognition

Segregation of “operating” and “other operating” drivers aim to provide clarity between regular business activities versus medium term business objectives.

Operating income comprises

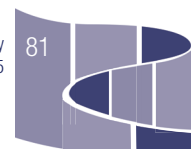
- Food and beverage income
- Subscription income
- Net income from fruit machines, and
- Other income (Refer to Note 12)

Other operating income comprises

- Members' entrance fee, and
- Other income (Refer to Note 13)

Sale of food and beverage

Revenue from the sale of food and beverage is recognised when the Society has delivered the food and beverage to the customer and collectability of the related receivables is reasonably assured.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

Members' subscriptions

Revenue from subscriptions is recognised when subscription from members are due.

Fruit machines

Revenue from fruit machines is recognised when monies are collected.

Members' entrance fees

Revenue from members' entrance fees is recognised in full in the year in which new members are admitted and effective upon election of the member by the Management Committee.

3.8 Government grants

Government grants are recognised initially as deferred income at fair value when there is reasonable assurance that they will be received and the Society will comply with the conditions associated with the grant. Grants that compensate the Society for expenses incurred are recognised in profit or loss as other income on a systematic basis in the same period in which the expenses are recognised.

3.9 Operating lease

Payments made under operating leases are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

3.10 Interest income

Interest income on fixed deposits is recognised as it accrues in profit or loss, using the effective interest method.

3.11 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.

Entrance fees from members and interest income from fixed and term deposits and its related income tax charge are transferred to this fund.

3.12 New standards and interpretations not adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2015, and have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Society.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

4 Property and equipment

	Clubhouses				Leasehold improvement \$'000	Furniture, fittings and equipment \$'000	Fruit machines \$'000	Kitchen equipment \$'000	Office equipment and computers \$'000	Motor vehicle \$'000	Tools and fitness equipment \$'000	Capital projects-in-progress (SCGH) \$'000	Total \$'000
	Original KRGH (foundation works) \$'000	New KRGH \$'000	SCGH \$'000	BTGH \$'000									
Cost													
As at 1 January 2014	8,857	28,049	3,181	2,546	522	2,898	1,271	2,174	2,558	45	396	371	52,868
Additions	-	-	-	-	-	138	127	24	63	-	55	-	407
Disposals and write-offs	-	-	-	-	-	(25)	(81)	-	(78)	-	(18)	-	(202)
Reclassifications	-	-	371	-	-	-	-	-	-	-	-	(371)	-
As at 31 December 2014	8,857	28,049	3,552	2,546	522	3,011	1,317	2,198	2,543	45	433	-	53,073
As at 1 January 2015	8,857	28,049	3,552	2,546	522	3,011	1,317	2,198	2,543	45	433	-	53,073
Additions	-	52	-	-	-	124	157	36	43	94	42	-	548
Disposals and write-offs	-	-	-	-	-	(13)	(139)	(8)	-	-	-	-	(160)
As at 31 December 2015	8,857	28,101	3,552	2,546	522	3,122	1,335	2,226	2,586	139	475	-	53,461
Accumulated depreciation													
As at 1 January 2014	7,187	3,590	22	1,552	73	2,335	587	1,675	2,146	45	388	-	19,600
Depreciation for the year	55	793	265	307	104	275	195	148	202	-	23	-	2,367
Disposals and write-offs	-	-	-	-	-	(24)	(81)	-	(78)	-	(18)	-	(201)
As at 31 December 2014	7,242	4,383	287	1,859	177	2,586	701	1,823	2,270	45	393	-	21,766
As at 1 January 2015	7,242	4,383	287	1,859	177	2,586	701	1,823	2,270	45	393	-	21,766
Depreciation for the year	54	795	311	305	104	251	233	129	162	8	19	-	2,371
Disposals and write-offs	-	-	-	-	-	(13)	(139)	(2)	-	-	-	-	(154)
As at 31 December 2015	7,296	5,178	598	2,164	281	2,824	795	1,950	2,432	53	412	-	23,983
Carrying amounts													
As at 1 January 2014	1,670	24,459	3,159	994	449	563	684	499	412	-	8	371	33,268
As at 31 December 2014	1,615	23,666	3,265	687	345	425	616	375	273	-	40	-	31,307
As at 31 December 2015	1,561	22,923	2,954	382	241	298	540	276	154	86	63	-	29,478

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

5 Amounts due from members

	2015 \$'000	2014 \$'000
Billed receivables	2,038	2,040
Allowance for doubtful receivables	(194)	(200)
	1,844	1,840
Members' entrance fee on instalment scheme not due for billing	292	267
Amounts due from members	2,136	2,107
The breakdown of members' entrance fee on instalment scheme not due for billing are as follows:		
- Less than 12 months (Current)	166	154
- More than 12 months (Non-current)	126	113
	292	267
Current	2,010	1,994
Non-current	126	113
	2,136	2,107

6 Sundry receivables

	2015 \$'000	2014 \$'000
Deposits	234	232
Miscellaneous	266	468
Prepayments	156	138
	656	838

7 Inventories

	2015 \$'000	2014 \$'000
Beverage	192	157
Food	172	168
Miscellaneous	1	1
	365	326

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

8 Cash and cash equivalents

	2015 \$'000	2014 \$'000
Fixed deposits	3,724	3,223
Cash and bank balances	5,689	4,282
Cash and cash equivalents	9,413	7,505
Fixed deposits pledged	(224)	(223)
Cash and cash equivalents in the Statement of cash flows	9,189	7,282

Fixed deposits of \$223,629 (2014: \$223,320) is pledged with a bank to secure against a bankers' guarantee provided by the bank.

The fixed deposits earn effective interest of 1.9% (2014: 1.3%) per annum and mature within 6 to 12 months.

9 Development fund

	2015 \$'000	2014 \$'000
Balance as at 1 Jan	310	24
Transfer to Development Fund		
Interest income from fixed deposits	57	42
Members' entrance fee	551	615
	608	657
Transfer from Development Fund		
SCGH development costs	–	(371)
	–	(371)
Net transfer to Development Fund	608	286
Balance as at 31 December	918	310

10 Members' funds

Under the Society's Constitution Article 47:

- (1) the Society shall not be dissolved except with the consent of not less than three-fifths of the members of the Society eligible to vote and for the time being resident in Singapore expressed, either in person or by proxy, or by postal vote in such form as may be approved by the Committee at a General Meeting convened for the purpose.
- (2) in the event of the Society being dissolved as provided above, all debts and liabilities legally incurred on behalf of the Society shall be fully discharged and the remaining funds donated to the National University of Singapore.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

11 Trade and other payables

	2015 \$'000	2014 \$'000
Accrued operating expenses	3,406	3,293
Deferred income	65	46
Medical fund	103	103
Other payables	367	295
Provision for property tax	10	127
Trade payables	745	932
	4,696	4,796

12 Operating income

	2015 \$'000	2014 \$'000
Other income		
Administration income	39	39
Advertisement income	33	53
Concessionaire fee	–	191
Course fees	64	83
Government grants	383	156
Guest/section fees	144	139
Income from credit card programme	58	56
Interest income from fixed deposit accounts	57	42
Interest income from savings accounts	1	1
Miscellaneous income	114	114
	893	874

13 Other operating income

	2015 \$'000	2014 \$'000
Other income		
Accruals no longer required	136	171
Expired subscription special credits	–	193
	136	364

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

14 NUS Alumni Bursary Fund

	2015 \$'000	2014 \$'000
Pledge to NUS Alumni Bursary Fund	250	250
Payment made	(250)	(250)
	-	-

As approved in the General Meeting on 12 August 2013, a pledge of an annual sum not exceeding \$250,000 was made. On 14 January 2015, the Society committed to a 2nd tranche of \$250,000. Subsequent to year end, the Society committed to a 3rd tranche of \$250,000, bringing the total pledge committed to \$750,000.

15 Reversal of provision for property tax from 2008 to 2013

In 2012, the Inland Revenue Authority of Singapore ("IRAS") formally advised that the property tax payable for the new KRGH premise was re-assessed for the financial years 2008 to 2012. IRAS finalised its review of the Society's appeal on 2 August 2014 and a total of \$545,264 was written back, comprising \$489,064 from 2008 to 2012 and \$56,200 for 2013.

16 Deficit for the year

	2015 \$'000	2014 \$'000
Deficit for the year	(65)	(445)

The following items have been included in arriving at the deficit for the year:

	2015 \$'000	2014 \$'000
Operating lease expense	(1,447)	(1,640)
Staff salaries, bonuses and defined contribution plans	(10,245)	(10,869)

17 Tax expense

The Society is exempted from tax in respect of revenue derived from the principal activities of the Society by virtue of the provisions of Section 11(1) of the Income Tax Act as more than half of its gross income is received from voting members.

In 2015 and 2014, there was no provision for current tax payable as taxable receipts at income tax rate of 17% (2014: 17%) of \$495,073 (2014: \$286,412) was lower than the tax credits claimed from the donations made.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

18 Key management personnel

Key management personnel compensation comprise:

	2015 \$'000	2014 \$'000 Restated
Short-term employee benefits	1,579	1,539
Defined contribution plan	169	157
	1,748	1,696

19 Operating leases

Leases as lessee

As at 31 December, the commitment of the Society for minimum lease payments under non-cancellable operating lease rentals are payable as follows:

	2015 \$'000	2014 \$'000
Within one year	1,447	1,634
Between one and five years	3,798	5,058
	5,245	6,692

The operating leases at BTGH and SCGH expire in September 2017 and November 2019 respectively. The aggregate monthly rental payable was \$118,905 (2014: \$118,905).

The other non-cancellable leases are on office equipment which expire between April 2017 and December 2019.

On 11 January 2004, the lease of the land on which KRGH is situated was extended by an additional 30 years by NUS from 2014 to 2044.

20 Financial instruments

Overview

The Society has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk

The Society does not have significant exposure to foreign currency, interest rate risks and market risks.

This note presents information about the Society's exposure to each of the above risks, the Society's objectives, policies and processes for measuring and managing risk, and the Society's management of capital.

Risk management framework

The Management Committee has overall responsibility for the establishment and oversight of the Society's risk management framework.

The Society's risk management policies are established to identify and analyse the risks faced by the Society, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Society's activities. The Society, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

Credit risk

Credit risk is the risk of financial loss to the Society if a member fails to meet its contractual obligations, and arises principally from the Society's receivables from members.

The carrying amount of financial assets in the statement of financial position represents the Society's maximum exposure to credit risk.

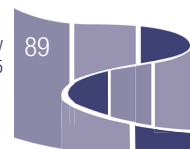
Risk management policy

The Society's exposure to credit risk is influenced mainly by the individual characteristics of each member.

The Society has a credit policy in place which establishes credit limits for members and monitors their balances on an ongoing basis. Credit evaluations are performed on all members requiring credit over a certain amount based on their historical credit experience with the Society.

Exposure to credit risk

The maximum exposure to credit risk at the reporting date was represented by the amounts due from members, other receivables, fixed deposits and bank balances.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

Impairment losses

The Society establishes an allowance for impairment that represents its estimate of incurred losses in respect of amounts due from members. This allowance comprise a collective loss established for groups of similar assets in respect of losses that have been incurred but not yet identified. The collective loss allowance is determined based on historical data of members' accounts which have been defaulted or terminated. Based on the Society's monitoring of customer credit risk, impairment allowance is necessary in respect of amounts due from members aged more than 90 days.

The ageing of amounts due from members at the reporting date was:

	2015		2014	
	Gross \$'000	Impairment losses \$'000	Gross \$'000	Impairment losses \$'000
Current	1,502	11	1,473	10
31 - 60 days	278	10	288	10
61 - 90 days	94	9	108	9
91 - 180 days	61	61	58	58
More than 180 days	103	103	113	113
	2,038	194	2,040	200

The movement in the allowance for impairment loss in respect of amounts due from members during the year are as follows:

	2015 \$'000	2014 \$'000
As at 1 January	200	151
Allowance made for doubtful receivables of members' accounts	8	63
Allowance for doubtful receivables of members' accounts no longer required	(14)	(14)
As at 31 December	194	200

Cash and cash equivalents

The Society held cash and cash equivalents of \$9,412,895 as at 31 December 2015 (2014: \$7,505,391), which represents its maximum credit exposure on these assets. The cash and cash equivalents are held with banks and financial institutions which are regulated.

Liquidity risk

Risk management policy

Liquidity risk is the risk that the Society will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Society's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses to the Society.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2015

The following are the contractual maturities of financial liabilities, including estimated interest payments.

	Carrying amount \$'000	Contractual cash flows \$'000	12 months or less \$'000	Total \$'000
2014				
Non-derivative financial liabilities				
Trade and other payables	4,796	4,796	4,796	4,796
2015				
Non-derivative financial liabilities				
Trade and other payables	4,696	4,696	4,696	4,696

Determination of fair values

The carrying amount of deposit pledged with bank and members' entrance fee with maturity of more than one year approximates its fair value. All other financial assets and liabilities approximate their fair value because of the short period of maturity.

Capital management

The Management Committee's policy is to maintain a strong capital base so as to maintain confidence of its members and to sustain future development of the Society. Capital consists of accumulated funds and development funds.

There were no changes in the Society's approach to capital management during the year.

The Society is not subject to externally imposed capital requirements.

21 Comparative Information

The Management Committee agreed to reclassify "F&B Discount Vouchers" as an expense for better monitoring of the F&B business. Previously, it was reported as net of Food and Beverage Income. There is no impact on the reporting of Net Results. As required by the FRS, the Statement of Comprehensive Income for year ended 2014 is presented as follows:

	As previously stated \$'000	Amount reclassified \$'000	Restated \$'000
Statement of Comprehensive Income			
Food and beverage income	12,642	242	12,884
Total operating income	25,364	242	25,606
Food and beverage expenditure	(12,924)	(242)	(13,166)
Total operating expenditure	(23,840)	(242)	(24,082)

FIVE-YEAR FINANCIAL PERFORMANCE

	2011 \$'000	2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000
Operating income					
Food and beverage income	12,901	12,375	10,299	12,884	12,993
Subscription income	7,900	7,958	7,844	10,012	9,934
Net income from fruit machines	2,110	2,084	1,244	1,836	1,910
Other income	502	854	890	874	893
	23,413	23,271	20,277	25,606	25,730
Operating expenses					
Administration and general operating expenditure	(8,754)	(8,732)	(8,218)	(10,121)	(9,368)
Club activities	(461)	(615)	(537)	(774)	(546)
Food and beverage expenditure	(12,385)	(12,197)	(10,785)	(13,166)	(13,165)
	(21,600)	(21,544)	(19,540)	(24,061)	(23,079)
Operating results	1,813	1,727	737	1,545	2,651
Other operating income					
Members' entrance fee	450	571	434	615	551
Other income	-	-	743	364	136
	450	571	1,177	979	687
Other operating expenses					
Depreciation	(2,074)	(2,154)	(2,130)	(2,367)	(2,371)
Property tax	(112)	(112)	(418)	(361)	(361)
Membership sales direct cost	(240)	(343)	(366)	(515)	(421)
	(2,426)	(2,609)	(2,914)	(3,243)	(3,153)
Other operating results	(1,976)	(2,038)	(1,737)	(2,264)	(2,466)
Subtotal	(163)	(311)	(1,000)	(719)	185
Less: Tax expense	-	-	-	-	-
Net results	(163)	(311)	(1,000)	(719)	185
Less: Donations to NUS Alumni Bursary Fund	-	-	-	(250)	(250)
Less: (Provision)/reversal for back-billing of property tax from 2008 to 2013	-	(1,148)	-	545	-
Less: Pre-operating cost	-	-	(657)	(27)	-
Less: Expensed equipment	-	-	(319)	6	-
Less: Contribution reversed/(made) as part of the Pledge	(841)	(926)	18	-	-
Net deficit	(1,004)	(2,385)	(1,958)	(445)	(65)

Note : Amounts for 2011 to 2014 were restated to exclude F&B Discount Vouchers under Operating Income.

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