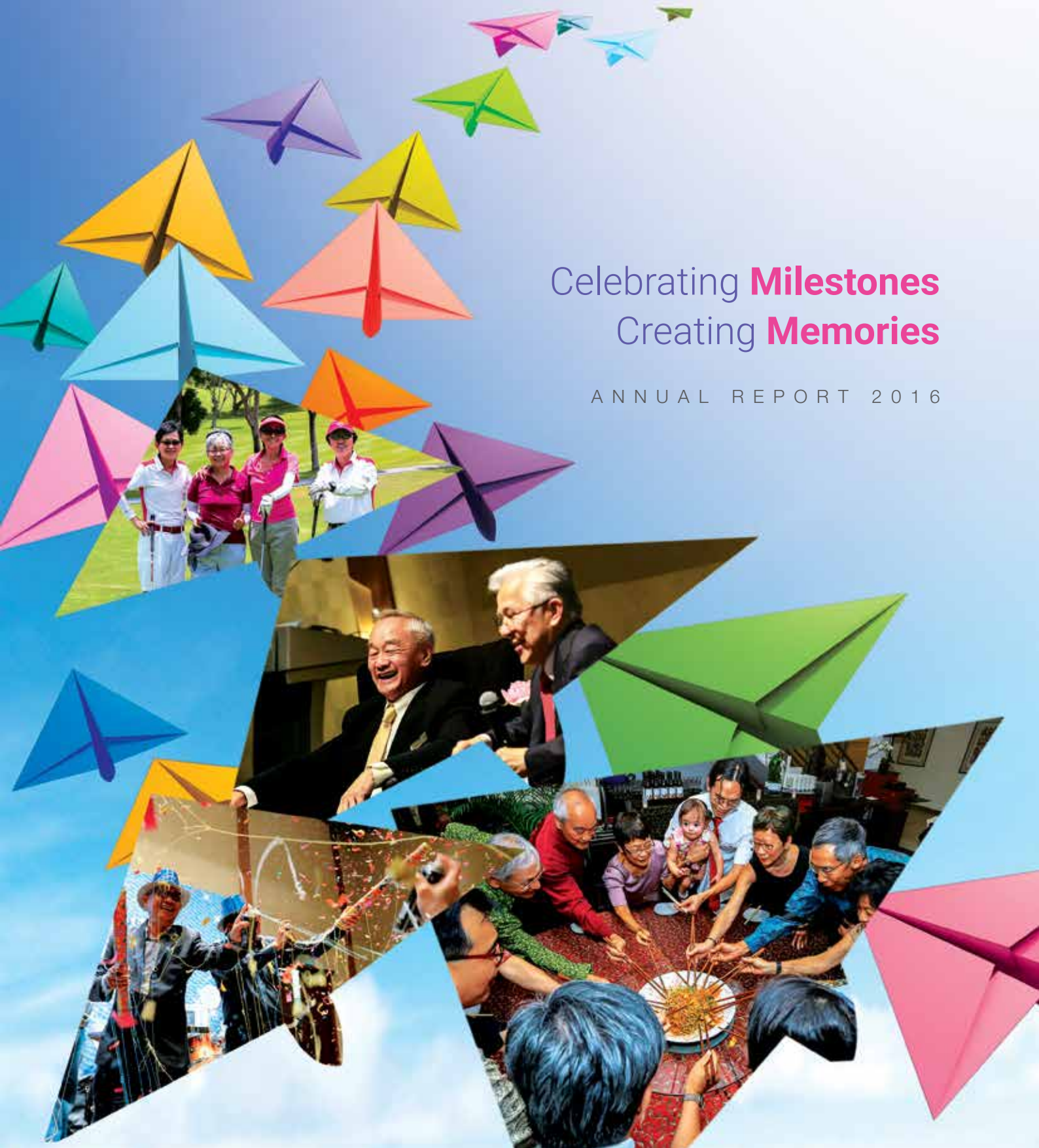


Celebrating **Milestones**
Creating **Memories**

ANNUAL REPORT 2016



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CELEBRATING MILESTONES, CREATING MEMORIES

The paper planes design concept used in the Annual Report reflects the National University of Singapore Society's (NUSS) vision of reaching greater heights through its programmes and initiatives. Images of the Society's milestones during the past year are displayed on plane visuals on the cover to represent our growth and transformation.

The unified direction of multiple paper planes serves as a metaphor for the Society's commitment in fostering stronger relationships with our alma mater, engaging our members and reaching out to the graduate community. As NUSS continues to take flight, it will also strive to lift and enrich the alumni spirit in the years to come.

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

2016

FEBRUARY

- Renamed the Kent Ridge Guild House Swimming Complex as Mabel & Soon Siew Kwa Swimming Complex in recognition of a \$2 million gift to the NUS Alumni Bursary Fund Campaign from NUSS member, Professor Kwa Chong Guan and his sister, in honour of their late parents

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 Fund Campaign:

NUS Alumni Bursary Fund 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

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 Campaign through the NUSS 'Old Wine, New Spirits' Fund-raising Concert

AUGUST

- Closed Adam Park Guild House

JUNE

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

MARCH

- Minister for Education Heng Swee Keat officially opened the new Suntec City Guild House at Suntec City Tower 5

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 Campaign to help needy NUS students

JULY

- In collaboration with the South East Community Development Council, the "Groceries on Wheels" delivered more than 2,000 grocery bags to the underprivileged and elderly households

2012

NOVEMBER

- Closed Suntec City Guild House

JULY

- "Groceries on Wheels" delivered 2,200 grocery bags to the underprivileged and elderly households in the North East district

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 by delivering over 2,000 grocery bags to the underprivileged and elderly households through "Groceries on Wheels"

- Renamed Kent Ridge Guild Hall to Della & Seng Gee Guild Hall in recognition of Drs Della Lee and Lee Seng Gee's \$1 million gift to the NUS Endowment Fund for UTown Student Advancement

- 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 more than 2,000 grocery bags through "Groceries on Wheels" to the underprivileged and elderly households simultaneously

- Launched the NUSS Master of Science in Environmental Science (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

- Conferred NUSS Honorary Membership on Dr Tony Tan

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 (including the new Kent Ridge Guild House) 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

- Prime Minister Lee Hsien Loong delivered the NUSS Lecture

- Established a \$200,000 NUSS Bursary Fund Campaign for NUS High School

2004

- Celebrated its 50th Anniversary

- Pledged \$20 million to the Alumni Complex

MARCH

- Prime Minister Goh Chok Tong officially opened Suntec City Guild House

2003

DECEMBER

- Closed Orchard Guild House

2000

NOVEMBER

- Prime Minister Goh Chok Tong delivered the Millennium NUSS Lecture

1998

NOVEMBER

- Professor Lim Pin officially opened Orchard Guild House

1997

DECEMBER

- Closed City Guild House at Amara Hotel

1995

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

1994

- Expansion and upgrading of Kent Ridge Guild House
- Dr Tony Tan launched the 40th Anniversary Commemorative Book, *The Heart Is Where It Is, The NUSS Story*

1991

JUNE

- 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

1989

- Pledged \$1.6 million to the NUS Student Loan Fund

1987

OCTOBER

- Opened City Guild House at Amara Hotel

MARCH

- Opened Adam Park Guild House

1984

DECEMBER

- Opened Kent Ridge Guild House

1981

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

1980

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

1971

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

1968

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

1964

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

1962

- University of Malaya split; University of Singapore opened. UMS became the University of Singapore Society (USS)
- The Graduate was first published

1960

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

1954

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

1948

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

1936

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

1928

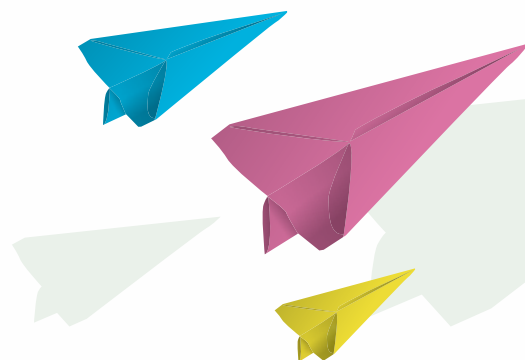
- Raffles College opened

1921

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

1905

- Straits Settlements and Federal Malay States Government Medical School opened



Notice of Annual General Meeting 2017

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, 20 April 2017 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 28 April 2016.
2. Matters arising from last Annual General Meeting held on 28 April 2016.
3. To receive and, if approved, pass the Annual Report of NUSS for the year ending 31 December 2016.
4. To receive and, if approved, pass the Financial Statements of NUSS for the year ending 31 December 2016.
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. Jeremy Ee Jian Wen | 6. Johnny Tan Khoon Hui |
| 2. Jeffrey Khoo Poh Tiong | 7. Eugene Tan Zhi Zhong |
| 3. Lai Kim Seng | 8. Paul Wang Syan (Dr) |
| 4. Eddie Lee Choy Peng | 9. David Ho Peng Cheong (Immediate Past President) |
| 5. Catherina Tan Bee Hwa | |

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

- | | |
|-------------------------|-------------------------------|
| 1. Mohan Balagopal | 5. Soh Yi Da |
| 2. Lim Wie Ming (Dr) | 6. Edward Stanley Tay Wey Kok |
| 3. Archie Ong Liang-Gay | 7. Tong Hsien-Hui |
| 4. Sean Kuan Thye | 8. Yip Kum Fei |

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 6th day of February 2017.

Yours sincerely,



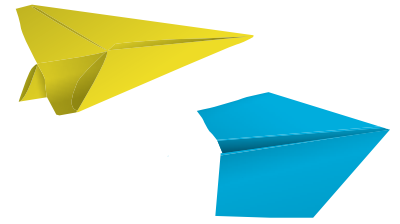
For and on behalf of the Management Committee of NUSS

Yip Kum Fei

Honorary Secretary



President's Message



They bring with them fresh perspectives of a younger generation of graduates and I look forward to their valuable contributions in shaping the Society's future directions. In addition to changes in the MC, we also conducted a periodic review of our existing Sub-Committees to ensure that they were aligned with our long-term strategies. The S-Connect Sub-Committee was renamed as Active-Ageing and Lifelong Learning (ALL) Sub-Committee with aims to foster a greater appreciation of positive ageing particularly among members who are aged 50 and above, through a wide range of activities such as volunteerism, health and wellness, social and skills-based workshops. An IT Sub-Committee was also established to oversee the development of a much needed new Enterprise Resource Planning (ERP) system to improve productivity and efficiency within the Society.

Bukit Timah Guild House (BTGH)

BTGH ceased operations on 28 February 2017 and after a brief period of reinstatement work, the premise has since been handed back to NParks. While we are saddened by the closure of BTGH, the MC has ensured that popular menu offerings at The Dunearn are incorporated into the menu at The Bistro in Suntec City Guild House (SCGH) so that members can continue to enjoy them. The MC has also formed a taskforce to explore new possible facility options and members will be kept informed on any new developments.

Dear Fellow Members

2016 has been an eventful year for the Society and I am pleased to be able to share some of our achievements and happenings with you.

Financial Performance

Overall, our financial performance in 2016 was within the approved budget. Net Operating Results improved by \$306,000, from \$185,000 in 2015 to \$491,000 in 2016 despite a very challenging economic environment.

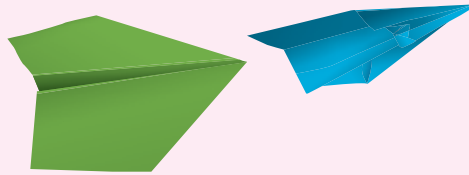
Transforming NUSS

Changes in Management Committee and Sub-Committees

I am pleased to extend a very warm welcome to Soh Yi Da, Tong Hsien-Hui, and Ms Sean Kuan Thye, who were elected to the Management Committee (MC) at the Annual General Meeting in April 2016.

Providing the Best Value to Our Members

Our members form the core of the Society and we constantly strive to bring the best to them. Last year, the Society took steps to improve its facilities and activities to ensure that members continue to get the best value for their membership. In December 2016, we completed renovations to the Café on the Ridge, with a new passageway connecting the Cafe to the Ridge Bar to provide additional seating capacity and cater to the peak lunch time patrons. The Ridge Bar has also been spruced up with new furniture to offer members a more comfortable dining ambience. We have also added a new show kitchen featuring Northern Indian cuisine at the Café which has been well received by members, their families and guests.



In September 2016, we collaborated with True Fitness to give our members access to gym facilities in 4 locations across the island: Djitsun Mall at Ang Mo Kio, Suntec City Mall, Chevron House and Income at Tampines Junction. Following an agreement reached with Dnata Singapore in December 2016, members travelling out of Singapore can now enjoy the comfort of premium airport lounges at Changi Airport Terminals 1 and 3 on a quota-based arrangement.

Aside from improving our facilities and introducing better membership privileges, several key events such as the NUSS Day, Meet-The-Ambassador Series dialogues and the New Year Countdown made 2016 a memorable year. We have also successfully published *The Commentary* for the sixth consecutive year since 2011.

Supporting Our Alma Mater and Engaging The Wider Community

In line with our objectives to promote the interests and development of NUS, the Society continued its annual pledge of \$250,000 to the NUS Alumni Bursary Fund Campaign to help needy NUS students. We also supported the 25th NUS Alumni and Friends Charity Golf 2016 tournament with participation and contributions from the golf section community to help raise more than \$500,000 to support financially challenged NUS students.

To reach out to the wider community in need, NUSS staff took part in the NUS Day of Service and did commendably well by accompanying 60 less privileged elderly residents from the Lion Befrienders and Bendemeer Senior Activity Centre to do grocery shopping at the Giant Hypermarket in Suntec City Mall.

Aiming High amidst Challenges

Renewing Ageing Membership

A key challenge faced by the Society is the renewal of the Society's ageing membership. Even though we have a large graduate community in Singapore, it remains a daunting task for NUSS to reach out to the alumni

and graduates. Nonetheless, we will press ahead to seek new opportunities and collaborations with our business partners to provide even better benefits for our members in 2017. Likewise, the Society will also explore and leverage on new digital platforms to attract younger members and rejuvenate the Society's membership base.

Engaging Members

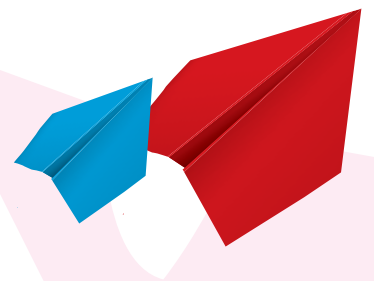
Even as the Society focuses its efforts on recruitment of new members, we remain committed in seeking ways to strengthen our engagement with existing members.

On top of networking and social events to bring members together, the Society strives to build a strong NUSS community through social media platforms such as Facebook and Instagram to ensure that members are kept informed of the happenings at the Guild Houses when they are not physically present. In 2017, the Society will look at expanding this initiative further by re-launching the Graduate Network, a virtual platform that aims to reach out to NUS undergraduates and the wider graduate community, linking members with friends and schoolmates whom they may have lost contact with.

Conclusion

I would like to thank the Management Committee, members of the Sub-Committees, Task Forces and Secretariat staff for their tireless dedication and contributions. Most importantly, I would like to also thank members for their strong and warm support. I wish the Society another good year of success ahead in its endeavour to bring the best to our members!

Eddie Lee Choy Peng
President



Management Committee 2016/2017





01 Eddie Lee Choy Peng

President

02 Edward Stanley Tay Wey Kok

Vice President

Chairperson

- Food & Beverage Sub-Committee

03 Yip Kum Fei

Honorary Secretary

Chairperson

- Editorial Panel

04 Catherina Tan Bee Hwa

Honorary Treasurer

05 Paul Wang Syan (Dr)

Honorary Assistant Secretary

Chairperson

- Information Technology Sub-Committee

Society's Representative

- Feedback Unit (REACH)

06 Jeffrey Khoo Poh Tiong

Honorary Assistant Treasurer

Chairperson

- Intellectual Pursuit Sub-Committee

Society's Representative

- People's Association (PA)

07 Mohan Balagopal

Chairperson

- Sports & Recreation Sub-Committee

Society's Representative

- Alumni International Singapore (AIS)

08 Jeremy Ee Jian Wen

Chairperson

- Membership Sub-Committee

09 Lai Kim Seng

Chairperson

- Active-Ageing & Lifelong Learning (ALL)

Sub-Committee

10 Eugene Tan Zhi Zhong

Chairperson

- Alumni Development & University Relations

Sub-Committee

Society's Representative

- Alumni International Singapore (AIS)

11 Johnny Tan Khoon Hui

Chairperson

- Strategic Planning Task Force

- Student Advancement & Support Task Force

12 Archie Ong Liang-Gay

Chairperson

- Community Care Sub-Committee

13 Lim Wie Ming (Dr)

Chairperson

- Cultural Sub-Committee

- Future Facilities Task Force

14 Tong Hsien-Hui

Chairperson

- Finance Sub-Committee

15 Sean Kuan Thye

Committee Member

16 Soh Yi Da

Committee Member

17 David Ho Peng Cheong

Immediate Past President

Year in Pictures

Creating MEMORIES Strengthening CONNECTIONS

1. Annual General Meeting 2016
2. NUSS Day
3. Meet the Ambassador Series 2016
4. 5th CUAU-NUSS-PAUM Friendship Golf and Dinner
5. Commentary Appreciation and Dialogue 2016
6. Budget Dialogue 2016
7. NUSS New Year's Eve Countdown Party





Year in Pictures



Lifting the SPIRITS of THE COMMUNITY

1. Grocery Shopping with the Elderly - NUS Day of Service 2016
2. Chinese New Year Festive Lunch for the Elderly 2016
3. Spinning for a Brighter Future
4. Visit to Sunlove Home
5. Visit to SWAMI Home
6. Children's Christmas Bash



Year in Pictures

STRENGTHENING TIES WITH NUS and the WIDER GRADUATE COMMUNITY

1. NUSS-NUS Mentorship Programme 2016/2017
2. 21: Endless Connections
3. Beyond the Score: Soirée - An evening in France of the 1910s
4. Mentorship Appreciation
5. Mabel and Soon Siew Kwa Swimming Complex Dedication Ceremony
6. NUSS Lo-Hei Dinner with NUS



1



2



Minutes of Annual General Meeting 2016

Held on Thursday, 28 April 2016 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

Lau Geok Theng (A/Prof)

Honorary Asst Secretary

Lim Wie Ming (Dr)

Honorary Asst Treasurer

Catherina Tan Bee Hwa

Committee Members

Mohan Balagopal

Jeremy Ee Jian Wen

Jeffrey Khoo Poh Tiong

Lai Kim Seng

Archie Ong Liang-Gay

Francis Pavri (Dr)

Johnny Tan Khoon Hui

Eugene Tan Zhi Zhong

Edward Stanley Tay Wey Kok

Paul Wang Syan (Dr)

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

1. ATTENDANCE

1.1 138 Ordinary Members and 16 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, Life, Senior, Ordinary, Associate, Term, Overseas and Corporate Members shall be entitled to attend the meeting. Others present shall be there as observers.
- 2.1.2 The Society's legal advisor, Mr Peter Madhavan from Joseph Tan Jude Benny LLP was present.
- 2.1.3 The Society's auditors, KPMG LLP were represented by Mr Jeya Poh Wan Suppiah and his team. Representatives from C.C. Yang & Co were present as scrutineers for 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.

- 2.1.5 10 nominations were received this year. Associate Professor Lau Geok Theng (LA480J) (A/Prof Lau) and Dr Francis Pavri (P2086A) (Dr Pavri) had decided not to stand for election to make way for new blood.
- 2.1.6 Under Article 43(6) of the Constitution, only Ordinary Members and Senior or Life Members who have previously been Ordinary Members and who were present at the meeting shall be entitled to vote and each such member shall be entitled to one vote. Life Members who had transferred their memberships shall not be eligible to vote. There shall be no voting by proxy.
- 2.1.7 Mr David Ho declared the ballot boxes for election to the MC open and members were allowed to cast their votes. However, he urged members to cast their votes only after the candidates had introduced themselves.
- 2.1.8 Members were reminded to switch their mobile phones to silent mode so as not to disrupt the meeting.
- 2.1.9 Members who wanted to speak should address the Chairperson and introduce themselves. They were allowed no more than 3 minutes and to use the microphone so that the proceedings could be recorded. Members would be prompted by a bell after 2 minutes to remind them of the time; and a double ring would be sounded when time was up.

3. TO CONFIRM THE MINUTES OF THE ANNUAL GENERAL MEETING HELD ON 23 APRIL 2015

- 3.1 The minutes were passed and adopted as proposed by Mr Lee Theng Yiow (L5529N) and seconded by Mr Tan Siang Chik (T2304G).

4. MATTERS ARISING FROM THE ANNUAL GENERAL MEETING HELD ON 23 APRIL 2015

- 4.1 Mr Choo Jun Quan (CB843Z) (Mr Choo) commented that most of the talks organised by the Society were on politics and economics.
 - 4.1.1 Mr David Ho replied that the MC and Intellectual Pursuit Sub-Committee have looked into enhancing the programmes' variety. He highlighted that in addition to talks on politics and economics, the Society had also organised medical and business talks as well as art and music appreciation events that saw good attendance.
- 4.2 Mr Choo highlighted that young members felt excluded from the Society because the activities were catered to families and older members. He suggested that the Society partnered with the National University of Singapore (NUS) groups to co-organise events to attract younger members.
 - 4.2.1 Mr David Ho replied that the Membership Sub-Committee would look into the suggestion and commented that the Society has been organising activities targeted at undergraduates and junior members. Hall bands and deejays from NUS were invited to play at events so as to introduce music suited to younger members. In addition, the Society collaborated with NUS to organise mentorship and networking programmes to increase the level of engagement and traction with the NUS community.

5. TO RECEIVE AND, IF APPROVED, PASS THE ANNUAL REPORT OF NUSS FOR THE YEAR ENDING 31 DECEMBER 2015

- 5.1 President's Message
There was no comment.

Minutes of Annual General Meeting 2016

- 5.2 Alumni Development and University Relations Sub-Committee
There was no comment.
- 5.3 Community Care Sub-Committee
There was no comment.
- 5.4 Cultural Sub-Committee
- 5.4.1 Mr Choo complimented the Cultural Sub-Committee for doing a good job in promoting the arts in the Society. However, he commented that more could be done by inviting professionals from the likes of TheatreWorks and the Singapore Repertory Theatre to conduct workshops for members.
- 5.4.2 Mr David Ho said that more time would be required to develop the arts. Having conducted more activities in the past year, such as further developing the Paint-A-Portrait project, the Society would continue to introduce and organise more enriching activities for members.
- 5.5 Disciplinary Sub-Committee
- 5.5.1 Mr John Kerr Candlish (C2137C) enquired into the types of 'crimes' committed by members and what they should do to avoid upsetting others.
- 5.5.2 Mr David Ho clarified that there was no 'crime' involved. However, there were occasions where the exchanges of words and gestures caused members' conflict. He encouraged members to be more understanding and resolve issues in a mature manner.
- 5.6 Editorial Panel
- 5.6.1 Mr David Ho thanked Associate Professor Victor Savage (SA078D) (A/Prof Savage) for his valuable contribution as Editor for Commentary Volumes 22 to 24. With A/Prof Savage's decision to step down as Editor, the Society would like to welcome Dr Gillian Koh (KA260G), Deputy Director (Research) at the Institute of Policy Studies, who would be leading Volume 25 of the publication.
- 5.7 Finance Sub-Committee
There was no comment.
- 5.8 Food & Beverage Sub-Committee
There was no comment.
- 5.9 Intellectual Pursuit Sub-Committee
- 5.9.1 Mr Choo noted that there were more NUSS Professorship lectures last year. However, he observed that there were low attendance rates for some of these lectures and felt that the content failed to engage members. He suggested that the Society could invite thought-leaders and social entrepreneurs; and introduce topics like climate change and entrepreneurship which would be of more interest to the younger members.
- 5.9.2 Mr David Ho shared that the MC had discussed with NUS on the Professorship lectures and restated its latitude to not proceed with a lecture, if the Society felt that the topics planned were not relevant to the interests of members. Addressing the point on inviting thought-leaders, he shared that NUS has been bringing in speakers of similar calibre. Hence, the Society refrained from duplicating and sought to complement these talks with other topics or formats, such as feng shui, travel or political dialogues. He added that members were welcome to give their suggestions and if there was sufficient interest, the Society would be happy to organise these talks.
- 5.9.3 Mr Choo referred to a point he made in the last Annual General Meeting about introducing talks and debates on controversial topics like LGBT (lesbian, gay, bisexual and transgender). He said that members should be mature enough to accept talks and discussions on such topics.
- 5.9.4 Mr David Ho noted Mr Choo's comments.

5.10 Membership Sub-Committee

- 5.10.1 Mr Tan How Choon (TA711V) (Mr Tan) observed that the gym seemed to have an influx of student members on free trial and was usually crowded in the evenings. He requested for more information on the mechanics of the temporary free trial.
- 5.10.2 Dr Paul Wang Syan (WA143J) (Dr Wang) clarified that members on free trial were not allowed to use the gym during peak periods. However, students who were undergraduate members – paying the \$45 subscription fee per month – were eligible to use the gym and enjoyed the full rights of a member. Dr Wang said that he noted Mr Tan’s feedback on this matter before and checked with the staff, who mentioned that these gym users were likely paying members.
- 5.10.3 Mr Tan observed that it was inconvenient to have to queue to use the gym’s facilities. He also brought up the potential risk of accidents happening because of over-crowding. He urged the MC to look into managing the ratio of members to visitors at the gym.
- 5.10.4 Dr Wang noted Mr Tan’s concern and said that this would be taken into consideration in the issuance of trial cards.
- 5.10.5 Mr David Ho added that the Society needed to embrace new young members and the gym was one of the unique selling points of the Society. He urged members to be more accommodating. Regarding the safe usage of facilities, he noted that it was important to share with the younger members about the safety measures. The staff on duty at the gym would be able to keep a lookout for them.
- 5.10.6 Mr Tan commented that he had no objection to the free trial but reiterated that members on free trial should not be allowed to use the facilities during peak periods.

5.11 S-Connect Sub-Committee

There was no comment.

5.12 Special Projects (Facilities) Sub-Committee

There was no comment.

5.13 Sports & Recreation Sub-Committee

- 5.13.1 Mr Choo opined that other than visiting the gym, junior and younger members were generally not aware of ongoing sports and recreation groups and their activities. He suggested for publicity efforts to be stepped up to promote them. The Society could also keep track of its members’ demographics and monitor their level of engagement.
- 5.13.2 Mr David Ho shared that the Membership department maintained a database for this purpose and there was ongoing effort to keep track of members’ engagement.

- 5.14 The Annual Report for the year ending 31 December 2015 was approved and passed as proposed by Mr Charlie Soh Poh Peng (S8384H) and seconded by Ms Sean Kuan Thye (SA214N).

6. TO RECEIVE AND, IF APPROVED, PASS THE FINANCIAL STATEMENTS OF NUSS FOR THE YEAR ENDING 31 DECEMBER 2015

- 6.1 A/Prof Lau presented the Financial Statements of NUSS for the year ending 31 December 2015:

- 6.1.1 Referring to the Statement of Comprehensive Income, A/Prof Lau highlighted that the Total Operating Income for 2015 was \$25.730 million which was an increase of 0.5% compared to 2014. The Food and Beverage Income for 2015 was \$12.993 million, an increase of 0.9% compared to 2014, with banquet sales constituting 30% of the revenue; and the outlets, 70%. He shared the Food and Beverage Income distribution: Kent Ridge Guild House (KRGH; 64%), Suntec City Guild House (SCGH; 26%) and Bukit Timah Guild House (BTGH; 10%). The first 2 Guild Houses experienced increases of 1% and 2% respectively; while BTGH, a 5% decline.

Minutes of Annual General Meeting 2016

- 6.1.2 Subscription Income for 2015 was \$9.934 million, a decline of 0.8% compared to 2014. A/Prof Lau said that the main reason for this was the decrease in members, from 15,290 in 2014 to 15,011 in 2015. Income from Fruit Machines went up by 4.0% to \$1.91 million in 2015 with KRGH contributing 51% of the revenue, SCGH 40% and BTGH 9%. Year-on-year, KRGH saw a 20.3% increase in Income from Fruit Machines. There was a decline of 7.3% in SCGH, which could be a result of lesser visits by members after the novelty of the 'new' Guild House wore off. BTGH also saw a decline in income by 13.7%.
- 6.1.3 Other Income in 2015 was \$893,000, a 2.2% increase compared to 2014. The main reason for this increase was the \$227,000 in government grants for the Wage Credit and Special Employment Credit schemes. Operating Expenses in 2015 was \$23.079 million, 4.2% lower than 2014. The main contributor to this reduction was the \$191,000 rental saved, from ceasing the operations at Adam Park Guild House. The other contributors were staff salaries, bonuses and contribution to the Central Provident Fund, which amounted to \$257,000.
- 6.1.4 Going on to Food and Beverage, A/Prof Lau highlighted that the expenditure for 2015 was \$13.165 million, which was similar to that of 2014. This was a good performance because the Food and Beverage Income went up while its expenditure was kept at bay. The Food and Beverage Cost of Sales was 37.1% of the Food and Beverage Income and 36.6% of the expenditure, an improvement over the previous year's percentage of 37.0%. Staff Expenses, which stood at 46.9% of the Food and Beverage Income, also recorded an improvement from last year's percentage of 50.4%. In terms of Staff Expenses as a percentage of the Food and Beverage Expenditure, there was also a significant improvement with 46.3% recorded in 2015, compared to 49.3% in 2014.
- 6.1.5 Referring to Club Activities, A/Prof Lau shared that the Society spent \$546,000 in 2015, which was 29.5% less than the amount spent in 2014. This was because of expenditure incurred in 2014 to celebrate the Society's 60th anniversary. A/Prof Lau reported that there was a surplus of \$2.651 million in the Operating Results in 2015. He attributed this improvement of 74% (from 2014) to the better management of the bottom line.
- 6.1.6 Other Operating Income for 2015 was \$687,000 which was a 29.8% decline as compared to 2014. Entrance Fees from members reduced by \$64,000, due to fewer members joining the Society. The Other Income which declined by 62.6%, was considered as 'paper income' as members were given special credits in 2013 when the Society increased its subscription fees. In 2014, special credits that were not utilised translated into income for that year. In 2015, the expired credits were no longer a source of income, hence resulting in the decline in Other Income.
- 6.1.7 Other Operating Expenditure for 2015 was \$3.153 million, a decline of 2.8% compared to 2014. A/Prof Lau explained that the majority of this Other Operating Expenditure was attributed to Depreciation, which remained constant at 75%. Membership Sales Direct Cost decreased by 18.3% to \$421,000 as less money was spent on recruiting members. Other Operating Results in 2015 recorded a deficit of \$2.466 million, an increase of 8.9% compared to 2014.
- 6.1.8 Looking at the Operating Income and Other Operating Results, there was an overall surplus of \$185,000. This was good news as the Society had been experiencing deficits for the last 2 years. Although after taking into account of the Society's donation to the NUS Alumni Bursary Fund, there was a small deficit of \$65,000; 2015 was generally a good year.
- 6.1.9 Moving on to the Statement of Financial Position, Total Assets in 2015 amounted to \$42.048 million. This was marginally lower than in 2014. Non-current assets were slightly lowered by 5.8% to \$29.604 million. This was largely due to depreciation of Property and Equipment. Current Assets increased by 16.7% and this resulted mostly from the increase in Cash and Cash Equivalents, which went up by 25.4% to \$9.413 million. The increase in Cash and Cash Equivalents was due to better management of the operations.

- 6.1.10 Current Liabilities amounted to \$6.991 million, a marginal increase over 2014, with two-thirds attributed to Trade and Other Payables and the remainder to Members' Deposits. Members' Funds in 2015 amounted to \$35.057 million, with a marginal decrease of \$65,000 which was accounted for by the deficit this year. Under the Development Fund, there was an increase of \$608,000, due to net transfer from Accumulated Fund. However, correspondingly under Accumulated Fund, there was a deficit of \$65,000 due to reduction in Total Comprehensive Income and \$608,000 due to the net transfer to Development Fund.
- 6.1.11 Referring to the Statement of Cash Flows, A/Prof Lau said that the overall Cash and Cash Equivalents as at 31 December 2015 was \$9.189 million, an increase of \$1.907 million over the previous year's figure. This increase was accounted for by the Operating Activities, Working Capital Changes and Cash Flows from Investing Activities.
- 6.2 In relation to the government grants received, Mr Lee Beng San Arthur (LC663E) enquired if the Society received any grants from NUS.
- 6.2.1 Mr David Ho said that the Society did not receive grants from NUS and that NUSS was independent and autonomous. NUS only charged the Society \$1 annual land rental fee for Kent Ridge Guild House and that could be viewed as a significant grant.
- 6.3 Mr Lulla N. Bherumal (L4365P) thanked A/Prof Lau for his eloquent presentation of the Society's finances.
- 6.4 The Financial Statements of NUSS for the year ending on 31 December 2015 was approved and passed as proposed by Mr Tong Hsien-Hui (TB127V) and seconded by Mr Lee Theng Yiow (L5529N).

7. TO APPOINT AN AUDITOR FOR THE ENSUING YEAR

- 7.1 Mr David Ho thanked KPMG who worked with NUSS on the audits for the past 5 years. He said that for good governance, the auditor for the Society was rotated every 5 years. He then introduced the new auditor, BDO LLP and invited its representative, Mr Poh Chin Beng to introduce himself and the auditing firm to the House. Mr Poh Chin Beng proceeded with the introduction.
- 7.2 Mr Ng Teck Wee (NA582J) proposed and Mr Charlie Soh Poh Peng (S8384H) seconded the appointment of BDO LLP as the new auditor for NUSS.

8. TO ELECT 8 MEMBERS TO THE MANAGEMENT COMMITTEE

Mr David Ho thanked A/Prof Lau and Dr Pavri for serving on the Management Committee 2015/2016. He announced that there were 10 candidates standing for election. They were:

1. Mohan Balagopal
2. Lim Wie Ming (Dr)
3. Loh Wing Chee
4. Ng Teck Wee
5. Archie Ong Liang-Gay
6. Sean Kuan Thye
7. Soh Yi Da
8. Edward Stanley Tay Wey Kok
9. Tong Hsien-Hui
10. Yip Kum Fei

Upon Mr David Ho's invitation, the candidates took turns to introduce themselves.

Minutes of Annual General Meeting 2016

9. ANNOUNCEMENT OF ELECTION RESULTS

Mr David Ho thanked all candidates who stood for election and volunteered to serve the Society.

The following candidates were duly elected as members of the MC 2016/2017.

1. Mohan Balagopal
2. Lim Wie Ming (Dr)
3. Archie Ong Liang-Gay
4. Sean Kuan Thye
5. Soh Yi Da
6. Edward Stanley Tay Wey Kok
7. Tong Hsien-Hui
8. Yip Kum Fei

Mr David Ho congratulated and welcomed all elected members to the MC. He also took the opportunity to thank Mr Loh Wing Chee and Mr Ng Teck Wee for standing for election.

10. RESOLUTION

- 10.1 On behalf of the MC, Mr Eddie Lee Choy Peng (L4598E) (Mr Lee) proposed the resolution as described –“That the Constitution of the Society be amended by deleting Article 47(2) in its entirety and inserting the following Article 47(2) in substitution thereof:
- 47(2) In the event of the Society being dissolved as provided above, the assets of the Society shall be applied in the following manner:
- (a) the Society shall discharge all debts and liabilities legally incurred on behalf of the Society and after distribution of the funds provided for in 47(2)(b), all remaining funds and assets shall be entirely donated to the National University of Singapore and/or its Successors.
 - (b) any funds accrued from the operation of fruit machines at the time of cessation of the operation of the fruit machines pursuant to or in connection with such dissolution must be donated to the National University of Singapore or, if the National University of Singapore is no longer a registered charitable organisation, to another registered charitable organisation or otherwise disposed in a manner approved by the Permit Officer appointed pursuant to the Private Lotteries Act 2011 (Cap 250).”
- 10.2 Mr Lee apprised the House of the rationale for this resolution: that NUSS was informed by the Singapore Police Force to include a condition in its Constitution, so as to be in compliance with the permit criteria for operating fruit machines.
- 10.3 Ms Catherina Tan Bee Hwa (N7095J) seconded the resolution.
- 10.4 Mr Lee further elaborated on the condition: that in the event of the dissolution of the Society, funds from the fruit machines must be donated to a registered charitable organisation. Thus, the proposed amendment was necessary.
- 10.5 Mr David Ho said that if the resolution were not passed, the Society would have to cease the operations of the fruit machines and the consequences would be severe.
- 10.6 Mr David Ho proposed to the House that, if there were no objection, the resolution be passed unanimously.

10.7 There being no objection from the House, the resolution was unanimously passed.

11. ANY OTHER BUSINESS

11.1 Mr Chandra Mohan K Nair (C0147D) inquired the future of BTGH, given that it was located in the Botanic Gardens which was inscribed as a World Heritage Site. He wanted to know if the MC had discussed the matter with the National Parks Board (NParks), for the location held much historical significance.

11.1.1 Mr David Ho replied that the lease for BTGH would expire in 2017. Through its meeting with NParks, as well as its advisor, the Society learnt that a lease extension was unlikely. In conjunction with the UNESCO World Heritage Site Award, NParks had to make provisions to expand certain public facilities. However, the final decision was yet to be made official and the MC would explore other possibilities of having a continued presence at the NUS Bukit Timah Campus. Mr David Ho assured members that they would be kept abreast of this matter.

11.2 Mr Liu Soon Leong (L2608K) (Mr Liu) brought up the issue of too many fried food items being served at the bar and karaoke. He felt that there should be more steamed food options, which were healthier. Mr Liu said that he had sent his feedback to the Management but did not receive any response thereafter.

11.2.1 Mr David Ho assured that he would request the next Food & Beverage Chairperson to look into this matter. Mr David Ho noted his concern towards the lack of acknowledgment to Mr Liu's feedback. He said that the Society took feedback seriously and urged the Management to look into the feedback. Mr Liu also suggested that more vegetarian food items be made available.

11.2.2 He proceeded to share an observation that a group of people used to smoke outside the jackpot room at BTGH. He felt that it would be detrimental to the Society's image, had a member of the public taken a photo of them and reported to the authorities. He was also concerned about this being a potential fire hazard.

11.2.3 Mr David Ho noted Mr Liu's comment.

11.3 Mr Choo suggested that the Society could better engage NUS students through seeking collaboration with NUS Clubs and Societies. He added that such engagement might help in the recruitment of members

11.3.1 Mr David Ho noted Mr Choo's comment.

11.4 Mr Lee Shih-hua Alan (LB130Y) (Mr Alan Lee) highlighted that the lighting outside the karaoke room at KRGH was dim, which might compromise the safety of older members.

11.4.1 Mr David Ho noted Mr Alan Lee's comment.

11.5 Mr David Ho expressed his appreciation to the legal advisor and auditors for their support. In closing, he thanked the Society's members for their support all these years. He also thanked his fellow colleagues on the MC and the Secretariat staff for their hard work and contribution to NUSS. He wished the incoming MC a fruitful year ahead.

There being no other business, the Meeting ended at 9:50pm.



Yip Kum Fei

Honorary Secretary

Report of Management Committee

MANAGEMENT COMMITTEE 2015/16 (JANUARY TO APRIL 2016)

David Ho Peng Cheong	4/4
Eddie Lee Choy Peng	4/4
Yip Kum Fei	4/4
Lau Geok Theng (A/Prof)	2/4
Lim Wie Ming (Dr)	4/4
Catherina Tan Bee Hwa	4/4
Johnny Tan Khoon Hui	4/4
Mohan Balagopal	2/4
Jeremy Ee Jian Wen	0/4
Jeffrey Khoo Poh Tiong	1/4
Lai Kim Seng	4/4
Archie Ong Liang-Gay	4/4
Francis Pavri (Dr)	2/4
Eugene Tan Zhi Zhong	4/4
Edward Stanley Tay Wey Kok	3/4
Paul Wang Syan (Dr)	1/4

MANAGEMENT COMMITTEE 2016/17 (MAY TO DECEMBER 2016)

Eddie Lee Choy Peng	7/7
Edward Stanley Tay Wey Kok	7/7
Yip Kum Fei	5/7
Catherina Tan Bee Hwa	6/7
Paul Wang Syan (Dr)	5/7
Jeffrey Khoo Poh Tiong	7/7
David Ho Peng Cheong	6/7
Mohan Balagopal	4/7
Jeremy Ee Jian Wen	5/7
Lai Kim Seng	7/7
Lim Wie Ming (Dr)	5/7
Archie Ong Liang-Gay	5/7
Sean Kuan Thye	4/7
Soh Yi Da	6/7
Eugene Tan Zhi Zhong	4/7
Johnny Tan Khoon Hui	7/7
Tong Hsien-Hui	5/7

SUB-COMMITTEES

Active-Ageing and Lifelong Learning

Lai Kim Seng

Alumni Development and University Relations

Eugene Tan Zhi Zhong

Community Care

Archie Ong Liang-Gay

Cultural

Lim Wie Ming (Dr)

Disciplinary

Chandra Mohan K Nair

Finance

Tong Hsien-Hui

Food & Beverage

Edward Stanley Tay Wey Kok

Information Technology

Paul Wang Syan (Dr)

Intellectual Pursuit

Jeffrey Khoo Poh Tiong

Membership

Jeremy Ee Jian Wen

Sports & Recreation

Mohan Balagopal

SPECIAL TASK FORCE / PANEL

Strategic Planning

Johnny Tan Khoon Hui

Student Advancement & Support

Johnny Tan Khoon Hui

Editorial

Yip Kum Fei

Future Facilities

Lim Wie Ming (Dr)

SOCIETY'S REPRESENTATIVES

Alumni International Singapore (AIS)

Mohan Balagopal
Eugene Tan Zhi Zhong

People's Association (PA)

Jeffrey Khoo Poh Tiong

Feedback Unit (REACH)

Paul Wang Syan (Dr)

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

7 January 2016

- Approved a budget of \$13,260 to conduct the Annual General Meeting.
- Approved the contribution of \$250,000 to the NUS Alumni Bursary Fund Campaign for 2016.
- Approved the proposal to increase transfer fee for third party transfers to \$4,000.

25 February 2016

- Reviewed the audited statutory accounts for FY2015.

3 March 2016

- Approved the payment of \$57,938 to the National University of Singapore for stamp duty fees for the lease of the Kent Ridge Guild House.
- Approved an expenditure of \$80,000 for the launch of the Digital Marketing Campaign.
- Approved a supplementary budget of \$1,200 for the Soccer Section.
- Approved the amendments to the administration of the NUSS Professorship to include support for 1 Full Professor and up to 3 Visiting Professors annually.
- Approved the Sports & Recreation Convenors and Cultural Convenors for 2016.
- Approved a cash donation of \$1,000 to support Anglo-Chinese Junior College in its 23rd Fun-O-Rama fundraising funfair.

4 April 2016

- Approved the sponsorship of golf balls for Singapore Lyric Opera's 21st Annual Golf Tournament.

19 May 2016

- Appointed Mr Chandra Mohan K Nair as the Chairperson of the Disciplinary Sub-Committee.
- Approved the launch of the Commencement marketing campaign for 2016.
- Approved the launch of the Member-Get-Member marketing campaign for 2016.

16 June 2016

- Approved a supplementary budget of \$5,000 for the Corporate Social Responsibility programme.
- Approved the proposal for a partnership with True Fitness Singapore.
- Approved the proposal for renovation works to be carried out at the Café on the Ridge.

7 July 2016

- Approved the sponsorship of \$3,000 in support of TrekInVista: Pacific Crest Trail Hike, an initiative by an NUS University Scholars Programme's alumnus.
- Approved the proposal to allow Persatuan Alumni Universiti Malaya members access to both the Kent Ridge Guild House and Suntec City Guild House.

- Approved the proposal to establish reciprocal arrangements with The Royal Northern and University Club and Chulalongkorn University Alumni Association.
- Approved the proposal for a partnership with Dnata Singapore Pte Ltd.
- Approved a supplementary budget of \$23,000 for the NUSS Day 2016.
- Approved a supplementary budget of \$2,316 for the DanceSport Section.

11 August 2016

- Approved the proposal to award contract to Cre8 Pte Ltd for the purpose of designing and printing the Annual Report 2016.
- Approved a supplementary budget of \$160,000 to install 5 additional jackpot machines by the 4th quarter of 2016.
- Set up the Future Facilities Task Force.
- Approved the request for extension of Nanyang Technological University Alumni members' access to all F&B outlets at the Society's Guild Houses and the swimming facility to 30 April 2017.
- Approved the members of the Medical Board, a panel set up to review medical cases arising from the Society's membership.
- Approved the sponsorship of \$1,000 worth of dining vouchers and 10 boxes of golf balls, in support of the National University of Singapore's 25th Alumni & Friends Charity Golf.

1 September 2016

- Approved the Active-Ageing and Lifelong Learning Sub-Committee's proposal to work with the Council for Third Age to develop a number of suitable National Silver Academy accredited courses or workshops for the Society's senior members and the public.
- Approved a subsidy of \$12,000 for the purpose of organising the Countdown Party 2016.

3 November 2016

- Approved the projected expenditure of \$2,855 for the Celebratory Dinner 2016.
- Approved an additional supplementary budget of \$5,387.68 for the NUSS Day 2016.
- Approved the launch of the Term Membership promotion.
- Approved the proposal to launch the Graduate Network initiative, in order to reach out to undergraduates and the wider graduate community.
- Approved the requests from Kent Ridge Hall and National University of Singapore varsity teams for the usage of the Society's squash courts and swimming pool during non-peak periods.
- Approved the contribution of \$250,000 towards the NUS Alumni Bursary Fund Campaign for 2017.

21 December 2016

- Approved the Budget for 2017.

Active-Ageing & Lifelong Learning Sub-Committee



Front Row (from left): Lim Bee Lum, Chi Pin Lay, Lai Kim Seng, Fong Chiu Yan (Dr), Sean Kuan Thye
 Back Row (from left): Mary Ng Geok Eng, Jeremy Seah Meng Hwee, Stephen Ong Kim Poh, Alan Chang Kin Leong, Steven Loh Wing Chee, Chua Joon Eng

Chairperson

Lai Kim Seng

Deputy Chairperson

Sean Kuan Thye

Members

Alan Chang Kin Leong
 Chi Pin Lay
 Chua Joon Eng
 Fong Chiu Yan (Dr)
 Lim Bee Lum
 Steven Loh Wing Chee
 Mary Ng Geok Eng
 Stephen Ong Kim Poh
 Jeremy Seah Meng Hwee
 Shu Moo Yoong
 Jenny Soh

The previous S-Connect Sub-Committee was renamed Active-Ageing & Lifelong Learning (ALL) Sub-Committee after receiving the Management Committee's approval in May 2016. The primary objective of the ALL Sub-Committee is to foster a culture of active-ageing, lifelong learning and spirit of volunteerism among members of the Society.

ACTIVITIES IN 2016

KEY EVENTS

1) Symposium

The S-Connect Sub-Committee collaborated with the Singapore Association for Continuing Education (SACE) to organise a two-day symposium titled *Seniors Revalued* on 8 and 9 April 2016. The symposium shed light on the difficulties and everyday struggles of third agers in Singapore. These included finding a job, having financial security after retirement and being labelled by others as “weak and useless” during old age. Key speakers spoke about discrimination in the job market, the myths and common misconception of ageing and public perception of seniors.



Members at the *Seniors Revalued* Symposium

Suggestions were shared on how these situations could be avoided, such as omitting the age and race fields in job applications to ensure that applicants were picked solely based on their qualifications. Tips for graceful ageing, such as trying out new challenges and keeping the mind healthy were also shared. Seniors were reaffirmed of their self-worth and significance in society but reminded that they should also constantly re-evaluate themselves.

2) Focus Group Discussion

A focus group discussion was organised on 3 September 2016 at The Chill-Lab for senior members aged 50 and above, to brainstorm and share ideas on co-creating activities and events that better meet their needs and enhance their quality of life.

The many ideas, suggestions and concerns gathered from the members will help the ALL Sub-Committee and Secretariat plan future activities to encourage participation from a wider cross-section of our membership. Members can look forward to new initiatives such as music and language programmes.

REGULAR ACTIVITIES OR EVENTS

1) Health Matters

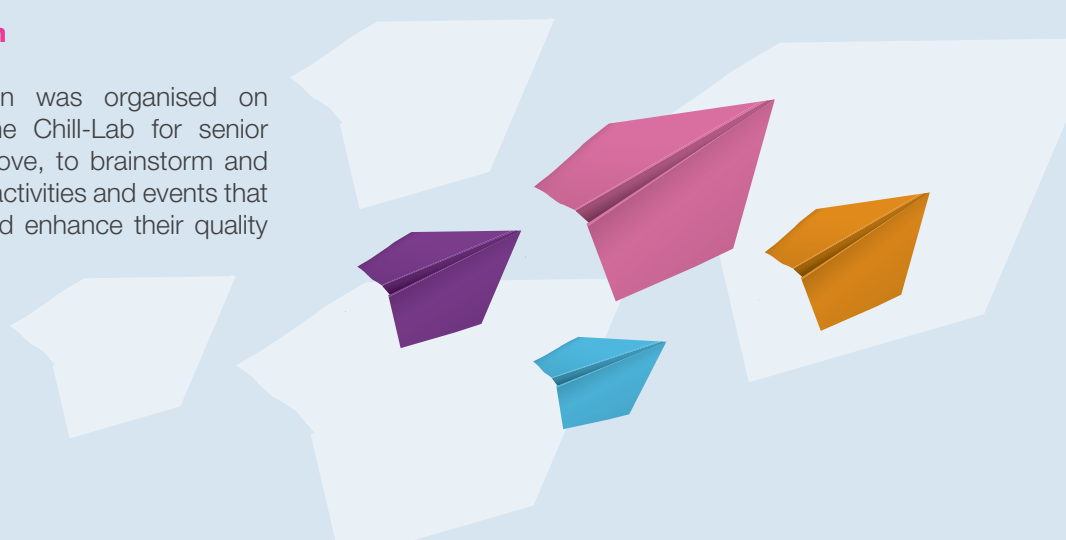
Health Talks

A series of health talks supported by National University Hospital (NUH) were organised. The topics included:

January	<i>Understanding Coronary Artery Disease</i> by Dr Loh Poay Huan
March	<i>Rejuvenate Your Face</i> by Associate Professor Lim Thiam Chye
May	<i>Managing Early Childhood Behavioural Problems</i> by Dr Mulay Kalyani Vijaykumar
July	<i>Happy Feet – Relieve Your Foot and Ankle Pain</i> by Assistant Professor Chee Yu Han
September	<i>The Ageing Eye: Causes of Blurring Vision</i> by Dr Paul Zhao

Walking Towards Better Health

A small group of members started walking sessions in September 2016, with the aim of improving the well-being of its participants. The walks are currently held every Monday evening.



Active-Ageing & Lifelong Learning Sub-Committee

Pickleball Sessions

Held every Tuesday, the Pickleball sessions aim to promote an active lifestyle among the senior members. Though less strenuous than tennis, the game is a challenging sport that provides a good work-out for regular players.



Pickleball Session

2) Enrichment Talks/Social Activities

Enrichment talks represent the intellectual dimension of the ALL Sub-Committee. Its year-long activities provide opportunities for intellectual development, cultural stimulation, personal growth and social interaction.

Fellowship Lunch - January 2016

Madam Chan Siok Fong, a traditional Qi Gong teacher and practitioner with 29 years of experience, explained the benefits of nurturing our inherent energy into healing energy, and how this energy could keep us healthy by overcoming diseases and preventing premature ageing. Members experienced first-hand what it meant to have a sense of calmness and to set a clear focus by harnessing their inner 'qi' through simple, yet effective Qi Gong breathing techniques.

Fellowship Lunch - April 2016

NUSS member, Dr Francis Pavri spoke and demonstrated to senior members and guests on how to use their SkillsFuture and ActiveSG credits granted by the government to register for courses and claim credits using their smart phones and SingPass accounts. Dr Pavri also gave the participants simple tips on how to use the computer.

Senior Fellowship Tuesdays

Members engaged in bridge games and other social activities during the weekly sessions.



Social Bridge Session

Annual Christmas Lunch

In December, the Sub-Committee continued its tradition of organising the annual Christmas Lunch. Held at Della and Seng Gee Guild Hall in Kent Ridge Guild House, members and guests were treated to a sumptuous festive buffet spread, games and some engaging performances by fellow NUSS members.

Alumni Development and University Relations Sub-Committee



From Left: Soh Yi Da, Rengarajoo B, Gandhi Parveen Kumar, Mok Weng Yeong, Eugene Tan Zhi Zhong, Maria Boey Yuet Mei, Geoffrey Khoa Weilong

Chairperson

Eugene Tan Zhi Zhong

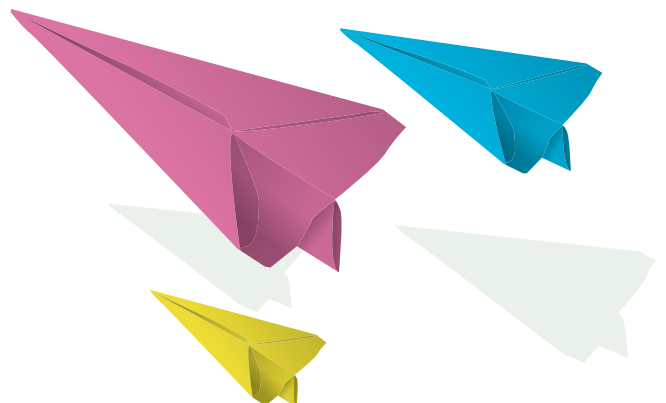
Deputy Chairperson

Soh Yi Da

Members

Maria Boey Yuet Mei
Lawrence Chan Kok Kiang
Davy J Goh
Geoffrey Khoa Weilong
Gandhi Parveen Kumar
Mok Weng Yeong
Rasanathan s/o Sothynathan
Rengarajoo B

The Alumni Development and University Relations (ADUR) Sub-Committee seeks to develop and cultivate strong bonds between the alumni community and NUS, foster a strong relationship with NUS students, the Management and Administration as well as promote future development of partnerships with NUS.



Alumni Development and University Relations Sub-Committee

ACTIVITIES IN 2016

1) Cultivating Alumni-to-Alumni Relations within NUSS

Nature Appreciation: The Healing Garden Walk (16 April 2016)

The Nature Appreciation series was launched in 2016 to provide attendees an enriching and intimate experience with nature through the exploration of flora and fauna in Singapore. The event was led by Ms Maria Boey, the President of the Institute of Parks and Recreation (IPRS) and an ADUR Sub-Committee member. The first session drew a strong crowd of over 60 attendees.



2) Strengthening Ties with NUS and the Wider Alumni Communities

21: Endless Connections (22 March 2016)

Launched in July 2015, the networking event series is a collaboration with the Distinguished Universities Alumni League (DUAL) - with aims to provide both NUSS and DUAL members the exclusive opportunity to connect and network with one another. The event in March attracted approximately 60 NUSS and DUAL members.



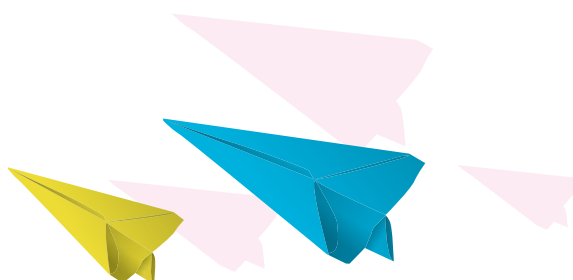
Beyond the Score: Soirée – An Evening in France of the 1910s (12 October 2016)

Delivered in collaboration with the Yong Siew Toh Conservatory of Music (YST), this event was the third instalment under the NUSS-YST Music Appreciation series. It brought attendees back to France in the 1910s with the music of Ravel and Debussy, the 2 prominent French composers of the time. The series aim to provide members with an insight to music appreciation and an avenue for intellectual discourse through a delectable session of pairing food and music. The event has proven to be popular among members, achieving a sell-out success once again with 68 attendees.



Establishing New Reciprocal Arrangements

The Society actively seeks reciprocal tie-ups to engage with alumni communities overseas. In 2016, arrangements were made with Chulalongkorn University, Persatuan Alumni University Malaya and The Royal Northern & University Club to allow NUSS members to enjoy reciprocal benefits with these alumni clubs.



3) Giving Back to our Alma Mater

NUSS-NUS Mentorship Programme

In 2016, the programme was renamed from “NUSS-Residential Colleges Mentorship Programme” to “NUSS-NUS Mentorship Programme”, extending its outreach to include the NUS Halls of Residence, namely Eusoff Hall, Kent Ridge Hall, King Edward VII Hall, Sheares Hall and Temasek Hall. The new participants from the Halls of Residences were welcomed by the Society. The extended outreach allowed the Society to engage other NUS undergraduates beyond the Residential Colleges.

Building our Mentorship Community

A gathering was held on 17 March 2016 at the Della and Seng Gee Guild Hall to bring together current and past batches of mentors and mentees who shared about their life experiences and aspirations. Mentees were also able to interact with new participants of the programme.

Strengthening our Mentorship Bonds

As the programme came to a close at the end of AY2015/2016, an Appreciation Dinner was held on 18 August 2016 at the Tembusu College, University Town to thank mentors and mentees of AY2015/2016.

Igniting the Mentorship Journey

A welcome dinner was held on 8 September 2016 at the Della and Seng Gee Guild Hall for mentors and mentees of AY2016/2017. The programme was into its fifth year with 66 mentors and 95 mentees in participation.



NUSS-NUS Mentorship Programme

Alumni Development and University Relations Sub-Committee

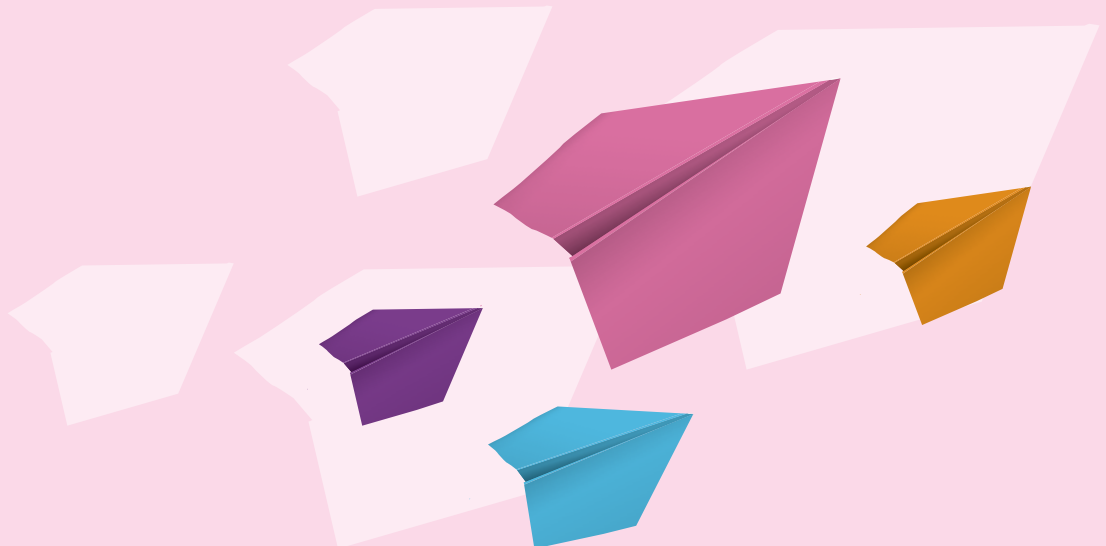
4) Engaging and Recognising NUS Students

Engagement with the 37th and 38th NUSSU Councils (15 January 2016 and 22 December 2016)

In recognition of their contribution to the student community, NUS student leaders were awarded with a complimentary one-year Junior Membership with NUSS. The Society hosted the student leaders to a dinner, where they had a chance to connect with the NUSS Management Committee and Sub-Committee members in an informal setting.



Engagement with The 37th NUSSU Council



Community Care Sub-Committee



Front Row (from left): Alagiry Alagirisamy, Archie Ong Liang-Gay, Shawn Lourdasamy, Janice Goh, Jenny Gan-Kwa Siew Eng
 Back Row (from left): Fong Yoong Kheong, Andrew Leo Tong Seng, Imran Abid Mir, Edmund Lim Tiong Joo, Hii King Ching, Mervyn Sek Kok Chuan

Chairperson	Archie Ong Liang-Gay
Deputy Chairperson	Mohan Balagopal
Members	Alagiry Alagirisamy Fong Yoong Kheong Jenny Gan-Kwa Siew Eng Janice Goh Hii King Ching Imran Abid Mir Andrew Leo Tong Seng Edmund Lim Tiong Joo Lawrence Lim Jiu Kin Shawn Lourdasamy Mervyn Sek Kok Chuan Vincent 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 in the larger community. As part of its outreach programme, the Sub-Committee also organises in-house training courses such as homecare of the elderly, fall prevention and dealing with dementia to benefit our members who need to take care of their needy elderly parents at home.

Community Care Sub-Committee

ACTIVITIES IN 2016

Chinese New Year Festive Lunch for the Elderly

To celebrate the Lunar New Year festivities, the Sub-Committee organised an annual festive lunch for elderly residents from various homes. In 2016, NUSS hosted 170 elderly from Chai Chee SunLove Neighbourhood Link, Marsiling SunLove Neighbourhood Link and Lions Befrienders on 14 February 2016. The elderly were treated to a sumptuous festive lunch, lion dance performance, karaoke session and various performances by Anglo-Chinese Junior College Chinese Orchestra and dance group. In line with Chinese traditions, they were also presented with mandarin oranges and red packets.

MacPherson Iftar Goody Give Away 2016

The Sub-Committee members distributed 300 grocery bags to the MacPherson Community Centre for their Iftar Goody Giveaway 2016. The bags were given out to needy Muslim and non-Muslim families living in the MacPherson Estate.

NUS Day of Service – Grocery Shopping with the Elderly

In conjunction with the National University of Singapore (NUS)'s Day of Service, NUSS brought 40 elderly from Lions Befrienders, and Bendemeer Senior Activity Centre to Suntec City Mall's Giant Hypermarket for grocery shopping. Each elderly was able to purchase groceries worth up to \$60. This event was also supported by the NUSS Management and members who volunteered and donated as well. The elderly enjoyed grocery shopping and their time with the volunteers.

Spinning for a Brighter Future

On 15 and 16 October 2016, NUSS collaborated with HomeTeamNS and 'Harmony On Wheels (HoW)', to organise a 25-hour stationary bike challenge at HomeTeamNS Bukit Batok Clubhouse to raise funds for WINGS and World Vision Singapore. The event aimed to support the needy women in Singapore and teenage girls in Punjab, India. 20 teams participated in the event. The team from the Singapore Civil Defence Force came out tops with 644.28km covered in 25 hours.

Visits to Homes

The Sub-Committee organised regular visits to homes for the intellectually infirmed, destitute, and elderly as part of its community outreach programme. Visits included live band performances, sing-along sessions as well as catered vegetarian food and beverages which were served to the residents by NUSS members.

Children's Christmas Bash

The Sub-Committee organised a Children's Christmas Bash on 3 December 2016 for the less fortunate children from 5 homes, namely Ang Mo Kio Family Service Centre, Cerebral Palsy Centre, Nee Soon South Community Centre, Sree Narayana Mission Home and The Salvation Army (Kallang Bahru). The event was held at NUSS Kent Ridge Guild House, where the Committee organised various activities, game booths, stage shows and food stalls for the children. A total of 145 children participated in the event and they had lots of fun interacting with their friends.

Adopt-A-Wish Programme

To spread the joy of giving in 2016, the Sub-Committee worked with the Boys' Brigade to present 186 wishes from St. Theresa Home. All wishes were fully adopted by NUSS members.

Community Care Corner

In order to propagate the Sub-Committee's vision of promoting NUSS as a caring society of graduates, a Community Care Corner was set up at the NUSS Kent Ridge Guild House's lobby since 2014. The corner features publicity materials of the Sub-Committee's upcoming events and activities, photos of previous events, and serves as a collection point for event sign-up forms from members.

Cultural Sub-Committee

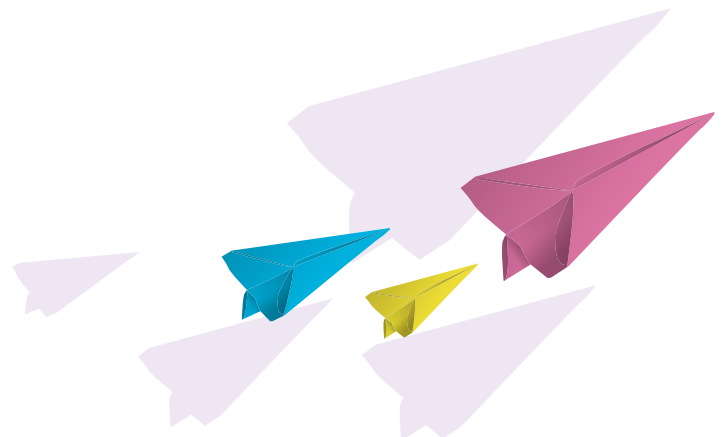


From Left: Fong Poh Him (Dr), Lim Wie Ming (Dr), Alicia Nu-Yen Altorfer-Ong (Dr), Chang Shern Hin, Archie Ong Liang-Gay

Chairperson	Lim Wie Ming (Dr)
Deputy Chairperson	Archie Ong Liang-Gay
Arts Connections Convener	Rohaya Binte Mustapha
Choir Convener	Fong Poh Him (Dr)
DanceSport Convener	Lim Shoo Hoe
DramaWorks Convener	Alicia Nu-Yen Altorfer-Ong (Dr)
Music Section Convener	Chang Shern Hin

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

The Sub-Committee oversees five interest groups namely Arts Connections, Choir, DanceSport, DramaWorks and Music Section. Each interest group, headed by its dedicated Convener, is supported by a team of committed Section members that organises regular events and activities for NUSS members.



Cultural Sub-Committee

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.

From 21 to 26 June 2016, the Choir performed in Penang with Musica Sifonietta to raise funds for the Penang Hospice. This was in line with its 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.

NUSS Choir's Activities in 2016

January	<ul style="list-style-type: none"> • New Members' Night • Performance at Senior Alumni Lo-Hei and Social Gathering
February	<ul style="list-style-type: none"> • Performance at Chinese New Year Lo-Hei Dinner
March	<ul style="list-style-type: none"> • Guest appearance at Voices of Singapore Festival • Guest appearance at the Secondary School and Junior College Choir Festival
April	<ul style="list-style-type: none"> • Choir Retreat
May	<ul style="list-style-type: none"> • Performance at International Toastmasters Event
June	<ul style="list-style-type: none"> • Fundraising performance with Musica Sifonietta, Penang
July	<ul style="list-style-type: none"> • Master Class by Dr Colin Durrant
August	<ul style="list-style-type: none"> • Singing performance at the Singapore Anti-Tuberculosis Association (SATA CommHealth) at Chai Chee • Choir Retreat 1
September	<ul style="list-style-type: none"> • Choir Retreat 2
October	<ul style="list-style-type: none"> • Annual Concert Rehearsal and Performance
November	<ul style="list-style-type: none"> • Performance at the Singathon 2016
December	<ul style="list-style-type: none"> • Performance at NUSS Christmas Light-up



Annual Concert Performance

NUSS DanceSport

The NUSS DanceSport Section brings together members who share the same 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 friendships with fellow dance enthusiasts. Collectively, the group also supports other functions and activities organised by the Society and other Sections.

In 2016, DanceSport was converted to a fee paying section. To date, the Section has close to 118 members and the membership is still growing.

It was a busy year for the Section and it looks forward to the continued support from its members for an even more enjoyable 2017.

NUSS DanceSport's Activities in 2016

January - December	<ul style="list-style-type: none"> • Various dance courses were held throughout the year • Organised Tuesday Dance Nights • Organised Line Dance Sharing Sessions
February	<ul style="list-style-type: none"> • <i>"Night at Beauty World"</i> Performance
May	<ul style="list-style-type: none"> • Organised DanceSport Performance at New Members' Night
July	<ul style="list-style-type: none"> • <i>"Summer Fling"</i> Line Dance
September	<ul style="list-style-type: none"> • <i>"Let's Dance"</i> Performance
October	<ul style="list-style-type: none"> • Organised NUSS DanceSport Day
December	<ul style="list-style-type: none"> • Organised Dazzling Christmas Ball



NUSS DanceSport Day

Cultural Sub-Committee

NUSS DramaWorks

NUSS DramaWorks (“DW”) is a vibrant cultural interest group that comprises NUSS members and friends. DW members create original works for the stage and are passionate about promoting drama and community theatre. DW’s repertoire includes punchy skits, jukebox musicals, larval mask skits, flash mob performances and GLEE-style Christmas carolling, among others. DW offers its members a platform to explore and develop their artistic talents through hosting relevant workshops and master classes run by established theatre practitioners.

NUSS DramaWorks’ Activities in 2016

January	<ul style="list-style-type: none"> Performed at NUSS New Members’ Night
February	<ul style="list-style-type: none"> Developed and table-read two original scripts
March - May	<ul style="list-style-type: none"> Conducted “<i>Making Theatre</i>” workshop by dramaturg, Jonathan Lim
April	<ul style="list-style-type: none"> Dialogue with scriptwriter, Jacke Chye
June - September	<ul style="list-style-type: none"> Held Rehearsals for Annual Production
September	<ul style="list-style-type: none"> Dry run for Annual Production, with critique by Jonathan Lim
October	<ul style="list-style-type: none"> Boot camps Annual Production: Original Double-bill ‘Soul Mates & Tiger Mums’ at the Drama Centre Black Box
December	<ul style="list-style-type: none"> Curator’s tour at Stage & Script: History of Theatre in Singapore held at the National Library Building Dinner and Lights: Performed for old folks at Kim Seng Community Club Christmas Carolling at Soo’s Nursing Home



Annual Production: Original Double-bill *Soul Mates and Tiger Mums* at the Drama Centre Black Box

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. Grad Jam Nights were also organised twice a month for members to perform live on stage at The Chill-Lab. In addition, the Music Section also teamed up with NUSS Community Care Sub-Committee in its visits to the Voluntary Welfare Organisations (VWOs), where the Section's resident band, The Silverstones, played English, Mandarin, Hokkien and songs of other languages to the residents. Aside from The Silverstones, the other bands of note were Kspin, Project Band and Band Experiment, all of whom performed various musical genres.

NUSS Music Section's Activities in 2016

February	<ul style="list-style-type: none"> • Performance by The Silverstones at NUSS Chinese New Year Festive Lunch for the Elderly • Performance by The Silverstones at the Ang Pow Golf Tournament Prize Presentation Dinner
March	<ul style="list-style-type: none"> • Performance by The Silverstones at Sunlove Home
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"> • Grad Jam Night • Performance by The Silverstones at the 30th Golf Annual Prize Presentation Dinner
August	<ul style="list-style-type: none"> • Grad Jam Night • Performed at the NUSS Day
September	<ul style="list-style-type: none"> • Grad Jam Night • Performance by The Silverstones at the 5th CUAU-NUSS-PAUM Friendship Golf Classic Prize Presentation Dinner
October	<ul style="list-style-type: none"> • Performance by The Silverstones at Sunlove Home • Grad Jam Night
November	<ul style="list-style-type: none"> • Performance by The Silverstones at SWAMI Home
December	<ul style="list-style-type: none"> • Grad Jam Night

NUSS Arts Connections

NUSS Arts Connections spearheaded 2 projects in close consultation with the NUSS management.

NUSS Art Exhibitions

Over the last 4 years, a space on the second floor of Kent Ridge Guild House was transformed into an Art Gallery, showcasing bi-monthly exhibitions from a host of artists ranging from budding artists to pioneering Singaporean modern artists and a Cultural Medallion recipient, Goh Beng Kwan. Art talks were held in conjunction with these exhibitions in order to promote dialogue between artists and NUSS members as well as an appreciation of art.

NUSS Arts Connections' Exhibitions in 2016

December 2015 - March	<ul style="list-style-type: none"> • <i>By Nature</i> by Goh Beng Kwan
March - May	<ul style="list-style-type: none"> • <i>Chasing Flowers</i> by Yanyun Chen
May - July	<ul style="list-style-type: none"> • <i>Mild Apprehension Impending Desperation</i> by Teo Chee Kia & Muralindran
July - September	<ul style="list-style-type: none"> • <i>Fictional Realities</i> by Ang Kian Hoe, Casey Tan and Vincent Lee
October - December	<ul style="list-style-type: none"> • <i>Cuba: A Revolution Lost in Time - A Photography Exhibition</i> by Johnny Quah

Disciplinary Sub-Committee



From Left: Lai Kim Seng, Tong Hsien-Hui, Chandra Mohan K Nair, 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

The Disciplinary Sub-Committee deals with complaints against members in accordance to 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 2016

The Sub-Committee is pleased to report that there was no disciplinary case during the year.

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.

Editorial Panel



From Left: Paul Wang Syan (Dr), Chandra Mohan K Nair, Yip Kum Fei, Lai Kim Seng, Basskaran Nair

Chairperson

Yip Kum Fei

Deputy Chairperson

Jeffrey Khoo Poh Tiong

Members

Prof James N Boss (Dr)
Lai Kim Seng
Basskaran Nair
Chandra Mohan K Nair
Paul Wang Syan (Dr)

The Editorial Panel establishes guidelines for the management and content 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.

Editorial Panel

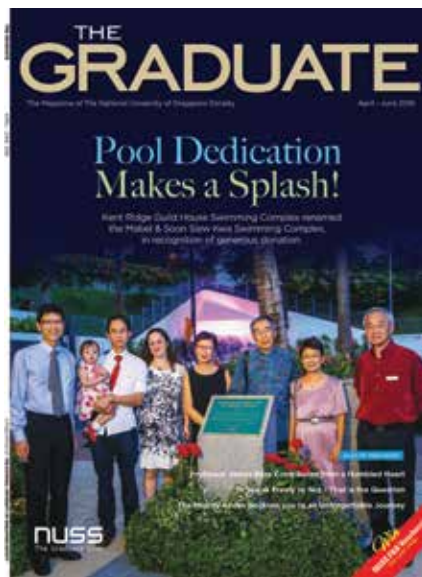
ACTIVITIES IN 2016

The Graduate

The Graduate was published quarterly and focused on topics of interest and relevance to members as well as provided updates on the activities organised by the Society.



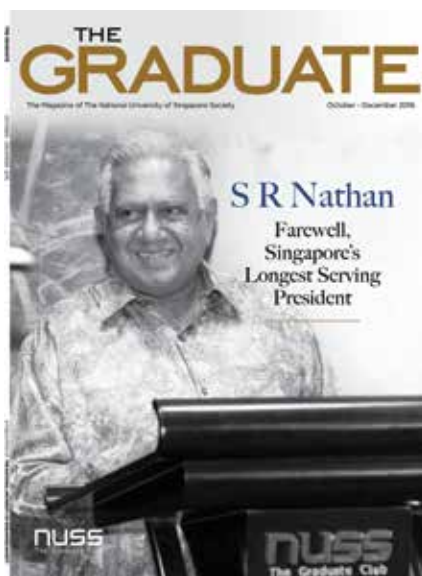
January - March Issue



April - June Issue



July - September Issue



October - December Issue

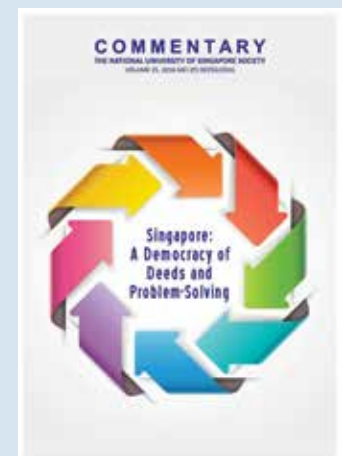
Some significant events featured in The Graduate during the year include:

January - March issue	<ul style="list-style-type: none"> • NUSS Professorship Lectures with Dr Brian Massumi, Professor Dan Dhaliwal and Professor Li Chia-Wei
April - June issue	<ul style="list-style-type: none"> • Mabel and Soon Siew Kwa Swimming Complex Dedication Ceremony • NUSS Public Lecture with Professor Shih Choon Fong • New Members' Night • Interview with Outgoing President, Mr David Ho
July - September issue	<ul style="list-style-type: none"> • NUSS Annual General Meeting 2016 • Interview with Incoming President, Mr Eddie Lee • Budget Dialogue 2016 • NUSS Sub-Committee Appreciation Dinner 2016
October - December issue	<ul style="list-style-type: none"> • NUSS Day • Meet the Ambassador Series: H.E. Zenon Kosiniak-Kamysz, Polish Ambassador to Singapore • Commentary Appreciation and Dialogue

Commentary

Based on S Rajatranam's notion of "Democracy of Deeds", last year's edition of Commentary, edited by Dr Gillian Koh, Deputy Director (Research) at the National University of Singapore's Institute of Policy Studies, focused on how ordinary people could bring about changes for the "common good" of the nation through actions rather than words.

The next volume of Commentary will train the limelight on Singapore's unique foreign policies and practices of diplomacy. These will include structural factors that shape Singapore's foreign relations - its size, geographical location, multi-racial make-up and the need to continue to be an open, trading nation for its economic survival. The edition will invite practitioners including Singapore's most experienced diplomats and former diplomats, as well as other specialists in the region to share topics of interest.



Commentary Volume 35

Social Media

The Society continued to strengthen its presence on both Facebook and Instagram. In 2016, instead of posting updates on pre-event and post-event happenings, the Society took a step forward to post live photos and videos so members were updated almost instantly of activities and events occurring at the various Guild Houses. Regular campaigns and contests were also held on our social media platforms to engage members and encourage them to take part in our events and promotions by offering attractive incentives.



Live video/photo updates on Facebook



Event/Society updates on Instagram

Finance Sub-Committee



Front Row (from left): Sean Kuan Thye, Tong Hsien-Hui, Catherina Tan Bee Hwa
Back Row (from left): Michael Chan K H, Damian Thea Wai Keong, Alvin Phua Chun Yen, Toh Yong Soon, Lee Hay Keong, Sivasagthy Retnam, Edward Lee Jim Teck, Tan Kek Ann

Chairperson

Tong Hsien-Hui

Deputy Chairperson

Sean Kuan Thye

Members

Michael Chan K H
Lee Hay Keong
Edward Lee Jim Teck
Alvin Phua Chun Yen
Sivasagthy Retnam
Tan Kek Ann
Tan Siang Chik
Damian Thea Wai Keong
Toh Yong Soon

Ex-Officio (Honorary Treasurer)

Catherina Tan Bee Hwa

The Finance Sub-Committee ensures efficiency in accounting and manages the Society's funds effectively to safeguard its assets and interests.

The challenge of membership sign-ups continued to impact on Subscription Income. To provide impetus for growth in membership, 2016 saw many promotions rolled out to generate revenue from all streams, including sports activities and events. Various initiatives were also held to increase revenue streams from the Fruit Machines. These were part of a concerted effort to complement the multiple promotions introduced at the F&B outlets and membership marketing campaigns to increase revenue.

Operating Income and Results

Operating Income grew by 3%, from \$25.7 million in 2015, to \$26.4 million in 2016. This was attributed to higher income registered by the F&B outlets and Fruit Machines through various initiatives held throughout the year. With effect from January 2016, reduced subscription fees for Life Membership were implemented. The fee revision came with F&B credits for Life Members, encouraging them to spend more. Operating Results amounted to \$2.8 million.

Other Operating Income and Results

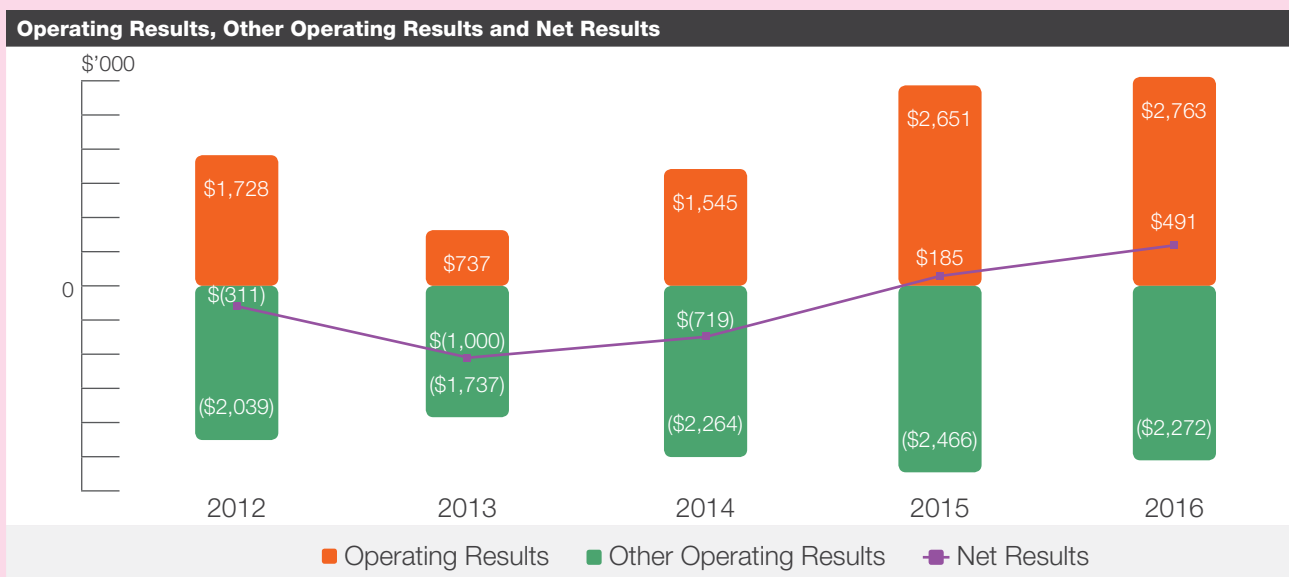
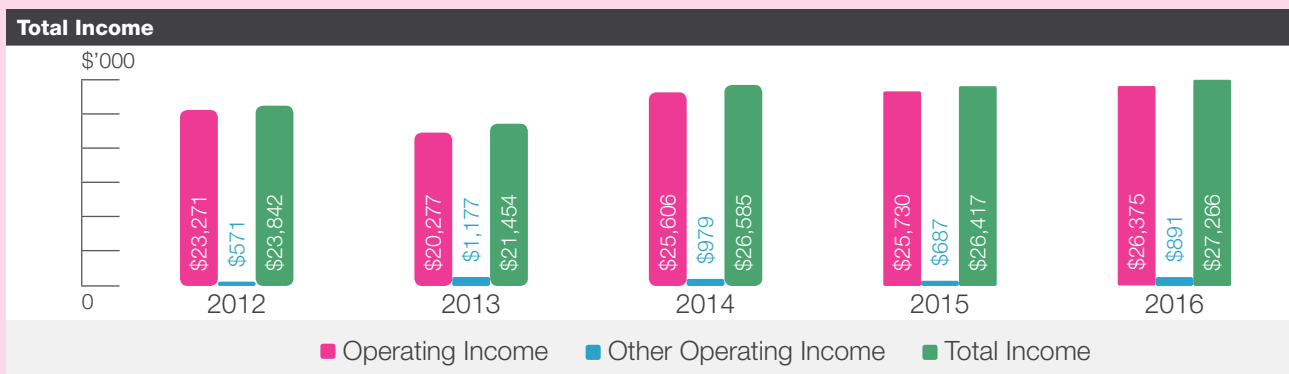
Entrance and Members' Fees increased by 8%, from \$0.55 million to \$0.59 million in 2016. Various membership promotions were rolled out to increase membership base. These included the Member-Get-Member promotion and increase in Transfer Fees

to reflect actual membership value. As depreciation contributed to majority of the cost under Other Operating Expenses, the Sub-Committee provided oversight of its capital expenditure on key assets to achieve optimal replacement or growth strategy.

Net Results

Overall, Net Results improved by 165% amounting to a \$0.5 million surplus as a result of multiple marketing activities, effective promotions and close monitoring on expenses.

Moving forward, the Sub-Committee will continue to explore ways to manage the increase of operating costs and improve overall financial performance, in anticipation of another challenging year ahead.



Food & Beverage Sub-Committee



From Left: Wong Hsien Loong, Joseph Y Hassan, Eric Low Chin-Parn, Edward Stanley Tay Wey Kok, Keith Alan Liew (Dr), Prof James N Boss (Dr), Nakoorsha Bin Abdul Kadir

Chairperson

Edward Stanley Tay Wey Kok

Deputy Chairperson

Lim Wie Ming (Dr)

Members

Vincent Rasa Benedict
 Prof James N Boss (Dr)
 Jocelyn Chng Yee Kwang
 Joseph Y Hassan
 Nakoorsha Bin Abdul Kadir
 Keith Alan Liew (Dr)
 Eric Low Chin-Parn
 Wong Hsien Loong

The Food & Beverage (F&B) Sub-Committee provides guidance on strategy, quality of service and the F&B options offered at the various Guild Houses. It also reviews and provides inputs for proposed activities at the various F&B outlets. In addition, the Sub-Committee helps to ensure reasonable price setting in line with the budget set out for the year.

In 2016, the Sub-Committee focused on the key factors of pricing, cost of sales and number of covers, keeping in mind that prices needed to remain competitive. Therefore, F&B strategies were focused on lowering the cost of sales and increasing the number of covers, as an improvement of these parameters would be preferred by members rather than an increase in prices. This focus is expected to continue in 2017, where popular promotions such as buffets will be repeated. The offering of whiskies has also been streamlined with the offering of single malts at various price ranges to suit the preference of various members.

On a separate front, the Café at the Kent Ridge Guild House has been renovated and the food offering extended to include the highly popular Tandoori options.

ACTIVITIES HELD IN 2016

- Learn to cook Chinese New Year dishes with Chef James Aw using sauces from Lee Kum Kee at The Scholar at KRGH.
- St Patrick’s Day celebration held at The Bar at SCGH.
- Easter Celebration Brunch at The Dunearn at BTGH.
- Katherine Hills Wine-Pairing Dinner held at The Dunearn at BTGH.
- The Macallan Whisky Social Evening held at the Bar at SCGH.
- The *Pernod-Ricard/NUSS Whisky Trail* – a tasting of Glenlivet, Aberlour and Chivas Regal whiskies with different courses of dinner spread over all Guild Houses.
- “Ocean to Plate”, a Coldwater Seafood Dinner with Guest Chef, Markus Dybwad from Snorre Food, paired with sparkling wine and champagne at The Dunearn at BTGH.
- Tasca De Almerita Wine-Pairing Evening - “Where East meets West” held at The Inner Chamber at KRGH.
- All-you-can-eat Durian Feast at Café on the Ridge at KRGH.
- An Auchentoshan Whisky Evening, featuring 5 of their single malt labels, accompanied by whisky-infused BBQ back ribs, oysters and black pepper beef held at The Bar at SCGH.
- Mid-Autumn Festival Hotplate and Steamboat Family Reunion Dinner held at Café on the Ridge at KRGH, with lantern-making and parade for the children.
- OktoberFest buffet celebration with the Swiss Alpine Lions Band, held at the Della and Seng Gee Guild Hall at KRGH.
- Festival of Lights Deepavali Buffet at Café on the Ridge at KRGH.



“Ocean to Plate” Coldwater Seafood Dinner at The Dunearn, BTGH



Tasca De Almerita Wine-Pairing Evening at The Inner Chamber, KRGH



The Macallan Whisky Social Evening at The Bar, SCGH



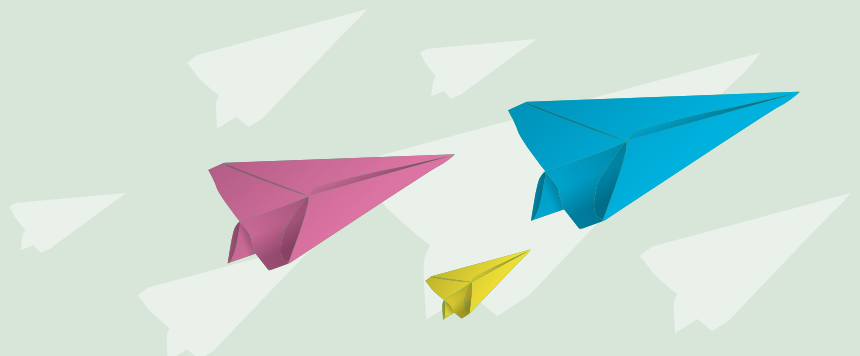
Pernod-Ricard/NUSS Whisky Trail at all Guild Houses



All-you-can-eat Durian Feast at Café on the Ridge at KRGH



OktoberFest buffet celebration at Della & Seng Gee Guild Hall at KRGH



Food & Beverage Sub-Committee

PROMOTIONS HELD IN 2016

- Lunar New Year ‘Bak Kwa’ Special – Complimentary serving with purchase of a bottle of Macallan whiskey at KRGH and SCGH.
- Grab more bottles for less on “Bucket” nights with Peroni, Steinlager, Pure Blonde and Pilsner Urquell at The Ridge Bar, The Right Note and The Chill-Lab at KRGH.
- Mid-Autumn Indulgence featuring exotic mooncake flavours; gold leaf snow skin with champagne truffle, pomegranate truffle with green tea paste as well as rum and raisin truffle with vanilla latte paste at The Scholar Chinese Restaurant at KRGH.
- “Go Organic!” Menu - Fresh greens from Cameron Highlands cooked in various styles at The Scholar Chinese Restaurant at KRGH.
- F1 Fast & Furious Deals with up to 30% and 50% discount on mains at The Bar at SCGH.
- 2016 FA Cup Final – Live telecast and score prediction at The Bar at SCGH.

F&B PERFORMANCE 2016

Overall Performance

The combined F&B income of KRGH, SCGH and BTGH was \$13.5 million with the individual Guild Houses breakdown as follows:

Guild House	Total F&B Income
Kent Ridge	\$8.5 million
Suntec City	\$3.7 million
Bukit Timah	\$1.3 million



“Bucket” Nights at The Ridge Bar, The Right Note and The Chill-Lab at KRGH



F1 Fast and Furious Deals at The Bar, SCGH



Mid-Autumn Indulgence at The Scholar Chinese Restaurant, KRGH

Information Technology Sub-Committee



From Left: Yip Kum Fei, Lim Wie Ming (Dr), Tong Hsien-Hui, Paul Wang Syan (Dr), Tan Tzann Chang, Prof Christopher Chia

Chairperson Paul Wang Syan (Dr)

**Deputy
Chairperson** Tong Hsien-Hui

Members Prof Christopher Chia
Lim Wie Ming (Dr)
Tan Tzann Chang
Yip Kum Fei

The Information Technology (IT) Sub-Committee ensures that major IT projects are aligned with the Society's goals and objectives. It also provides advice and guidance on IT policies as well as ensures that processes are in place to increase productivity and efficiency within the Society.

Two task forces were set up to: 1) look into a new Enterprise Resource Planning (ERP) system to replace the current ageing system and 2) revive the Graduate Network.

Information Technology Sub-Committee

ACTIVITIES IN 2016

The New ERP System

In 2016, an IT Project Steering Committee was formed to oversee the development of the new ERP system. NUSS had the privilege of having Professor Christopher Chia to head the task force. Professor Chia holds a PhD in Computation from the University of Manchester Institute of Science and Technology, UK and was Chief Executive Officer of the Media Development Authority (MDA) till 2010. He was also the Chief Executive of the National Library Board (NLB) from 1995 to 2004 and played a vital role in transforming the library system in Singapore, including the introduction of a digital, networked and borderless library system using cutting-edge technology.

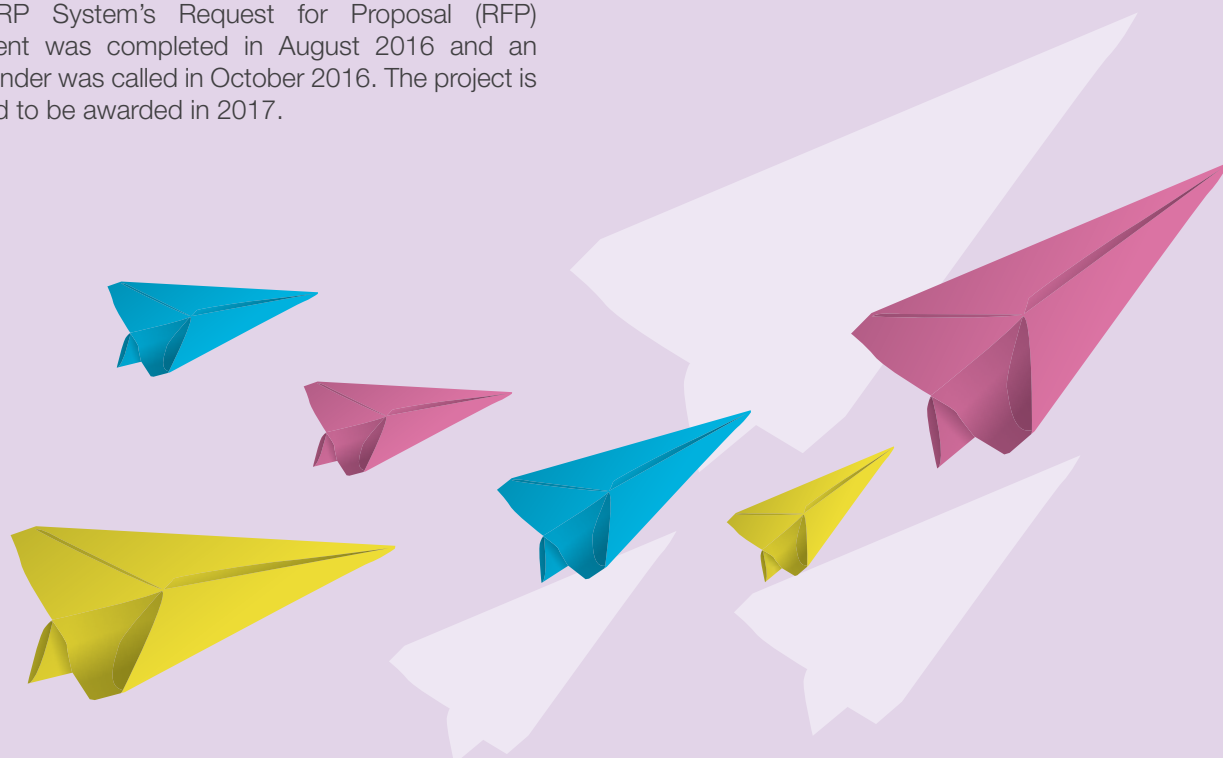
The process to firm up the system requirements started in early 2016. The task force met with National Computer Systems Pte Ltd (NCS), NEC Asia Pacific and CIMSO Holdings Pte Ltd to view their softwares and proposals, and develop a sense of what were available in the market. These vendors had also worked on similar tenders with other clubs. At the same time, there was discussion with NUS School of Computing undergraduates to test-bed their IT projects in NUSS.

The ERP System's Request for Proposal (RFP) document was completed in August 2016 and an open tender was called in October 2016. The project is targeted to be awarded in 2017.

The Graduate Network (GN)

At the Strategic Meeting 2016, a decision was made to revisit the development of GN. The objective of reaching out to the wider graduate community remained unchanged but the strategy and approach would be refreshed to ensure wider reach and stronger engagement. The aim of the GN was to act as a platform providing various services to members and operate as a self-sustaining model, leveraging on social media and collaborations with start-ups.

The Sub-Committee and the Secretariat have started evaluating some start-up companies and will be securing a Business Development Manager to manage this initiative.



Intellectual Pursuit Sub-Committee



Front Row (from left): Stella Wee May Li (Dr), Stanley Chen Chin Heng, Jeffrey Khoo Poh Tiong, Chen Teck Shing, Jeremy Ee Jian Wen
 Back Row (from left): Tan Tzann Chang, Chong Kui Heng, Francis Pavri (Dr)

Chairperson

Jeffrey Khoo Poh Tiong

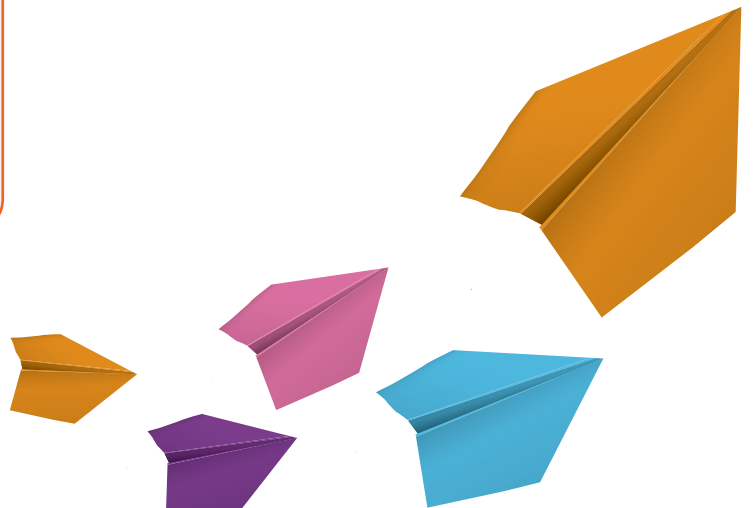
Deputy Chairperson

Jeremy Ee Jian Wen

Members

Stanley Chen Chin Heng
 Chen Teck Shing
 Chong Kui Heng
 Ng Teck Wee
 Francis Pavri (Dr)
 Sim Yong Chan
 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.



Intellectual Pursuit Sub-Committee

ACTIVITIES IN 2016

In 2016, the Sub-Committee continued to organise talks and dialogue sessions to engage members about key national and international series.

NUSS Public Lecture by Professor Shih Choon Fong

Taking Singapore to the World: Growing Global Brands

On 20 January 2016, 220 NUSS members and guests attended the lecture. During the lecture, Professor Shih spoke on the importance of local entrepreneurial spirit to ensure that Singapore kept up with the ever transforming world. He also discussed what it took to be a top-notch player in the field of innovation and touched on how Singapore could be recognised on a global scale.



Budget Dialogue @ NUSS

On 15 April 2016, NUSS held a Budget Dialogue with Ms Sim Ann, then Senior Minister of State for Ministry of Finance. 152 NUSS members and guests attended the dialogue. Ms Sim talked about issues ranging from education to innovation and provided valuable insight into issues confronting Singapore. She also shared on the new initiatives introduced in Budget 2016, which were specially tailored to revamp the economy through the twin pillars – enterprise and innovation.



NUSS Meet-The-Ambassador Series by His Excellency (H.E.) Zenon Kosiniak-Kamysz

Poland – Perspective for Increased Cooperation

On 14 July 2016, 104 NUSS members attended the dialogue. H.E. Kosiniak-Kamysz spoke passionately about Poland's role in the world, as well as the effects of Brexit on Poland, the European Union (EU) and the rest of the world. Touching on the Brexit referendum, he explained the potential worldwide impact Brexit would have and Poland's stance on it.



Commentary Dialogue 2016

Singapore: A Democracy of Deeds and Problem-Solving

Focusing on practical problem solving, the Commentary Appreciation and Dialogue 2016 brought new insights and dimensions to the idea of democracy. Held on 31 August 2016, 70 NUSS members and guests attended this discussion that was moderated by Institute of Policy Studies' Deputy Director and editor of Commentary Volume 25, Dr Gillian Koh. During the dialogue, the speakers shared that infusing social policy issues with systems analysis and findings from behavioural patterns could help policy makers define actual social problems and provide solutions.



Visit to Lee Kong Chian Natural History Museum

On 1 October 2016, 30 NUSS members participated in a guided tour to the Lee Kong Chian Natural History Museum (LKCNHM). The tour was guided by Professor Leo Tan Wee Hin. NUSS members were introduced to Singapore’s natural history with Professor Tan sharing his unique views. One of the highlights of the tour was a discussion at the Singapore Sperm Whale exhibit, which brought back memories of the “Singapore Whale” skeleton at the old Raffles Museum.



NUSS Meet-The-Ambassador Series by His Excellency (H.E.) Kirk Wagar

50 years of Partnership between U.S. and Singapore

On 26 October 2016, approximately 100 NUSS members and guests attended the dialogue. 2016 marked the 50th year of diplomatic relations between United States of America and Singapore. Both countries are longstanding allies who have plenty in common such as the history of immigration, the ability to evolve and remain nimble, and common interests in protecting intellectual property and fighting terrorism. During the session, participants were asked questions, such as how the outcome of the U.S. presidential election would affect American foreign policy in Asia. H.E. Wagar addressed all questions and provided members with valuable perspectives on key foreign relations issues.



NUSS Toastmasters Club

The NUSS Toastmasters Club was formed in 2004 with the aim of grooming effective communicators and competent leaders in public speaking within a friendly and nurturing environment.

With more than 50 Toastmasters, the Club has been very active throughout the year. For the first time in its history, the Club achieved a perfect score for the annual club goals set by Toastmasters International during the year (July 2015 to June 2016), clinching the President’s Distinguished Award.

In February 2016, the Club successfully organised its International Speech & Table Topics contest to allow members to showcase their public speaking skills. In May 2016, the Club organised an excellent Speechcraft Workshop that aimed to help NUSS members learn and hone their communication skills. The Club held its Humorous Speech and Evaluation Contest in August 2016 and our NUSS Toastmasters did well when competing with Toastmasters from other parts of Singapore thereafter.

NUSS Toastmasters Club holds its monthly Chapter Meetings every fourth Thursday of the month at Kent Ridge Guild House where NUSS members prepare speech projects to practise public speaking and hone their listening skills.

NUSS Toastmasters Club’s Key Activities in 2016

January	• NUSS Toastmasters Club Executive Committee Training
February	• International Speech and Table Topics Contests
June	• Speechcraft Workshop
August	• Humorous Speech and Evaluation Contests
December	• NUSS Toastmasters Club 12th Anniversary Dinner

Membership Sub-Committee



From Left: Linda D. Neo Ling Ling, Tommy Ang Kok Kay, Rengarajoo B, Steven Ng Cheong Lian, Jeremy Ee Jian Wen, A/Prof Lau Geok Theng, Soh Yi Da, Lim Kian Kim, Daniel Chia Han Yong, Chow Mun Fai

Chairperson

Jeremy Ee Jian Wen

Deputy Chairperson

Soh Yi Da

Members

Tommy Ang Kok Kay
Daniel Chia Han Yong
Chow Mun Fai
Geoffrey Khoa Weilong
A/Prof Lau Geok Theng
Lim Kian Kim
Linda D. Neo Ling Ling
Steven Ng Cheong Lian
Rengarajoo B

The Membership Sub-Committee aims to add value to the membership through the development of privileges, promotions and 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.

KEY EVENT

New Members' Night 2016

In 2016, we welcomed 300 members, of which 180 new members and guests attended the New Members' Night. The evening was filled with performances from the various section groups and ended with a lucky draw. It was a fun-filled event and our new members definitely had a deeper understanding towards the Society after the event.



NEW PRIVILEGES

Partnership with True Fitness

Effective from 1 September 2016, NUSS officially launched the partnership with True Fitness Singapore and members were given access to 4 gym outlets, namely Chevron House at Raffles Place, Suntec City Mall, Djitsun Mall at Ang Mo Kio and Income at Tampines Junction. Members were granted full day access to any of these outlets with complimentary access to any True Fitness classes.

Partnership with The Emirates Group

Effective from September 2016 to February 2017, members enjoyed exclusive 10% discount if they travelled to Emirates destinations. This partnership has been well received, with over 30 members using this service in the first 3 months since its launch.

Dnata Airport Lounges

In December 2016, NUSS announced the launch of the collaboration with Dnata, a premier airport lounge situated in Changi Airport Terminals 1 and 3.

Members were able to access the lounges via a limited complimentary pass issued by NUSS. Within the first 3 days of launch, NUSS received an overwhelming response of more than 100 enquiries. The allocated passes for the first quarter were also fully redeemed.

MARKETING ACTIVITIES AND PROMOTIONS

We had several recruitment promotions and campaigns in 2016 to recruit members of different membership types. Please refer to the summary of the promotions below.

Life Membership Transfer Promotion (January to April)

This promotion allowed Life Members to transfer their memberships to their family members with a waived administrative fee. They also received \$100 worth of Takashimaya vouchers in return. There was a total of 40 transfers made in this promotion.



Membership Sub-Committee

Spouse Membership Promotion (January to April)

The promotion encouraged main members to sign their spouses up for spouse membership and receive \$50 worth of Takashimaya vouchers, and a chance to win a 2D1N staycation at W Hotel – Sentosa Cove. We had close to 100 new spouse members as a result of the promotion.



Write Your Own Success Story (April to August)

As the main marketing campaign for 2016, this initiative utilised digital media tools such as Facebook, Instagram, Youtube and Google to target the younger generation, as part of the Society's aim to rejuvenate the membership base with younger members. Newly joined members would receive \$200 worth of Takashimaya vouchers and also participated in a lucky draw with a \$5,000 cash prize.



Gown Collection & Commencement Marketing (June to August)

The Gown Collection & Commencement Marketing campaign was targeted at the 2016 graduating class in June, where graduates would receive \$300 worth of Takashimaya or Scoot vouchers as well as a 1-year Spotify subscription. Additionally, participants also stood to win a lucky draw whose prize was a fully paid 4D3N trip to Bali for 2 people. We received a total of 72 sign-ups in this campaign.



Member-Get-Member Promotion (June to August)

Members were rewarded \$300 worth of NUSS F&B vouchers when they refer a new member to join the Society. We received a total of 207 sign-ups for 3 concurrent promotions.



**Reinstatement Promotion
(September to December)**

To encourage former members to rejoin the Society, NUSS introduced a promotional fee priced at \$1,000 and \$200 worth of F&B vouchers to be given to members who successfully reinstated their memberships. There were a total of 23 reinstatements over the course of 4 months.



OTHER INITIATIVES

Subscriptions for Life Members

The reduced subscription fee for Life Members came into effect on 1 January 2016. Life Members were also given an equivalent amount of F&B credits for their usage.

Changes to Transfer Fees

To better reflect the value of the services provided by NUSS and to create disparity between the secondary market and the concessionary rate for graduates graduating within the first 3 years of graduation, the Society revised the membership transfer fee to \$4,000 from 1 July 2016 and arrangements were made to auto-revise the selling price range for all existing sellers in the secondary market list so that their sales proceeds would be minimally affected.

Lifecycle Management

To establish a stronger relationship between members and the Society, a Lifecycle Management Program will be implemented in phases in 2017. This will further improve traction and engagement with existing members to reduce membership attrition.



Membership Sub-Committee

MEMBERSHIP FIGURES (AS AT 31 DEC 2016)

Membership Recruitment Statistics

	2016	2015	% Change (rounded to 2 decimal point)
New Applications	187	180	3.89%
Consists of:			
<ul style="list-style-type: none"> Applicants that 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 NUSS Gold Medal Award Recipients 			
Secondary Market Transfer Applications	125	135	-5.93%
Family Transfers	17	11	54.55%
Life Member Third Party Transfers	6	1	500%
Life Member Family Transfers	60	84	-28.57%
Deceased Third Party Transfers	2	0	200.00%
Deceased Family Transfers	5	3	66.67%
Term Members	7	3	133.33%
Re-elections	33	8	312.50%

Note:

Total growth in 2016 = 300 (New Applications (187) + Life Member Third Party Transfers (6) + Life Member Family Transfers (60) + Deceased Third Party Transfers (2) + Deceased Family Transfers (5) + Term Members (7) + Re-elections (33))

Membership Resignation Statistics

	2016	2015	% Change (rounded to 2 decimal point)
Resignation	426	411	3.65%
Deceased	32	29	10.34%
Deleted	78	101	-22.77%
Net Attrition	536	541	-0.92%

Membership by Type

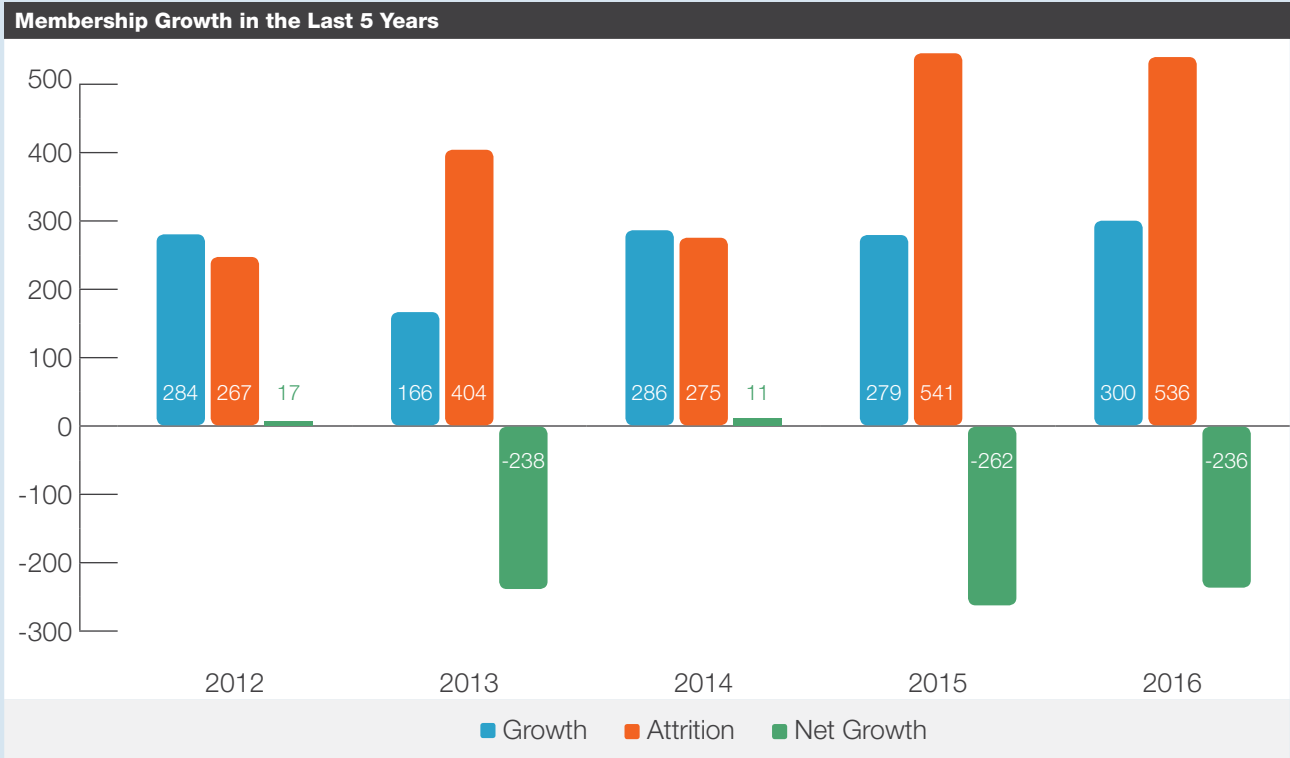
Membership Type	2016	2015	% Change
Ordinary	8,731	9,023	-3.24%
Life Ordinary	1,450	1,372	5.69%
Life Ordinary (Transferred)	214	169	26.63%
Associate	3,970	4,071	-2.48%
Life Associate	297	274	8.39%
Life Associate (Transferred)	52	44	18.18%
Senior	7	8	-12.5%
Corporate	-	-	-
Term	49	50	-2%
Total	14,770	15,011	-1.61%

Membership by Gender

Gender	2016	2015	% Change
Male	10,117	10,268	-1.47%
Female	4,653	4,743	-1.90%
Total	14,770	15,011	-1.61%

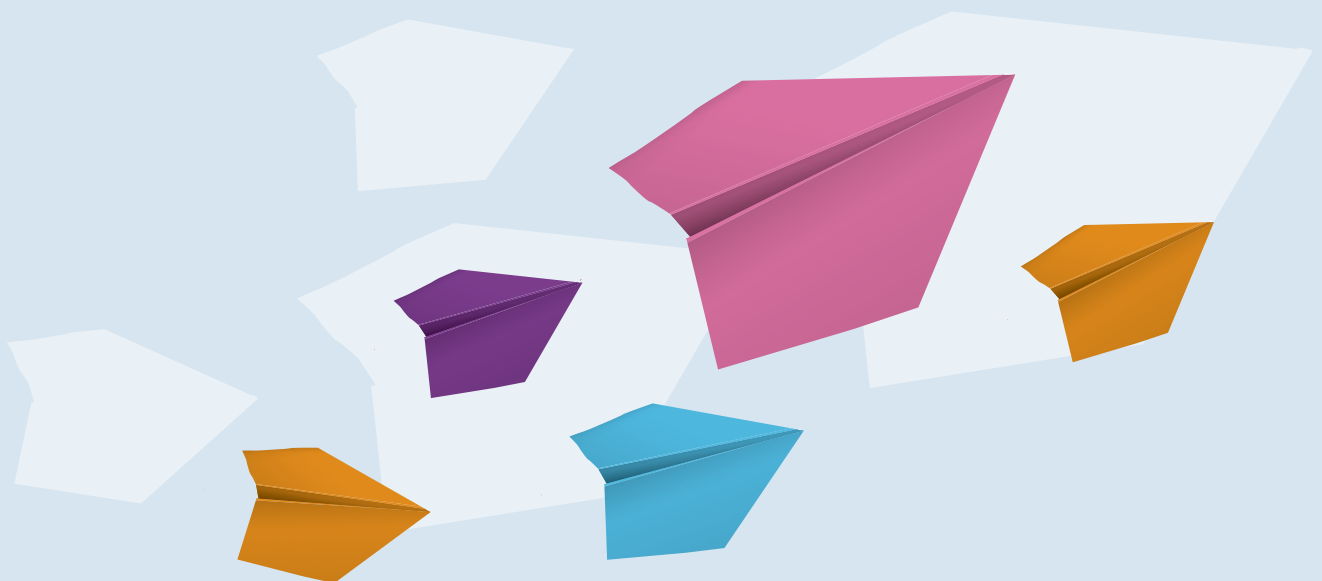
Membership by Age

Age Group	2016	2015	% Change
21-30	995	1,020	-2.45%
31-40	1,798	1,882	-4.46%
41-50	4,008	4,327	-7.37%
51 & above	7,969	7,782	2.41%
Total	14,770	15,011	-1.61%



Note:

- Growth – Takes into account New Applications, Life Member Third Party Transfers, Life Member Family Transfers, Deceased Third Party Transfers, Deceased Family Transfers, Term Members and Re-elections.
- Attrition – Takes into account Resignations, Deceased and Deleted Members.



Sports and Recreation Sub-Committee



Front Row (From Left): Eugene Tan Zhi Zhong, Steven Cheong Yue Thong, Joseph Ng Moi Boon, Mohan Balagopal, Wong Hoe Sang, Kwek Chok Ming, Chong Hoong Sang
 Back Row (From Left): Nelson Tan Kok Soon, Tony Ang Ah Hock, Ng Wai Hong, Sivasagthy Retnam, Tan Kok Poh, Johnny Quah Seng Huat

Chairperson	Mohan Balagopal
Deputy Chairperson	Eugene Tan Zhi Zhong
Badminton Convener	Tony Ang Ah Hock
Balut Convener	Daniel Chong Woon Chieh
Billiards Convener	Ng Wai Hong
Bowling Convener	Chong Hoong Sang
Bridge Convener	Tan Kok Poh
Darts Convener	Nakoorsha Bin Abdul Kadir
Golf Convener	Joseph Ng Moi Boon
Running Convener	Chan Whye Mun

Soccer Convener	Yap Ning Jee
Squash Convener	Benedict Cho Yun Sem
Table-Tennis Convener	Wong Hoe Sang
Tennis Convener	Johnny Quah Seng Huat
Members	Kwek Chok Ming Sivasagthy Retnam Steven Cheong Yue Thong

The Sports & Recreation Sub-Committee strives to promote active participation in sports and recreation among members. Sections actively organise monthly section games, in-house tournaments and participate in inter-club events.

KEY ACTIVITIES IN 2016

Inter-Section Games

The event kicked off with Bowling at SuperBowl, SAFRA Mount Faber on 2 April 2016. After the game, participants returned to The Chill-Lab at Kent Ridge Guild House for a buffet lunch. The event then continued with 4 other games, namely Darts, Table-Tennis, Badminton and Balut. The prize presentation ceremony was held later in the evening during the Sports & Recreation Night.

Sports & Recreation Night

A total of 120 members and guests attended the Sports & Recreation Night on 2 April 2016. The attendees were treated to a sumptuous buffet dinner as well as free flow of wine and beer. The Night ended with a prize presentation ceremony for the winners of the Inter-Section Games that was held earlier in the day. The Section of the Year award went to the Soccer Section, which was recognised for its continuous hard work in organising and participating in competitions, events and charities.

5th CUAU-NUSS-PAUM Friendship Golf Classic

The Society hosted the 5th CUAU-NUSS-PAUM Friendship Golf Classic on 29 and 30 September 2016. A total of 29 golfers from the Chulalongkorn University Alumni Association (CUAA), 18 golfers from Persatuan Alumni Universiti Malaya (PAUM) and 33 golfers from the National University of Singapore Society (NUSS) teed off in a warm-up social game at the New Course, Singapore Island Country Club on 29 September 2016. The main event which was the Friendship Golf Classic took place at Sembawang Country Club the following day. After the game, participants were treated to a sumptuous buffet at Della & Seng Gee Guild Hall at Kent Ridge Guild House. NUSS emerged victorious and was crowned Champion.

31st NUSS-PAUM Games

The annual NUSS-PAUM Games is a landmark event for the Sports & Recreation Sub-Committee and highly anticipated by members of both alumni associations. In 2016, approximately 90 participants from NUSS travelled up north to Kuala Lumpur to compete in the Games, hosted by PAUM.

The event was held on 7 and 8 October 2016. The Golf game took place on 7 October 2016 while the other games were played on the following day. After the games, participants and supporters were treated to a dinner cum prize presentation ceremony at the PAUM Club House. PAUM emerged winners after winning 7 games.

The participants enjoyed the camaraderie and players had the opportunity to exchange pointers with one another during the Games.

Event	Points		Winner
	NUSS	PAUM	
Golf	363	366	PAUM
Bowling	4	10	PAUM
Badminton	2	6	PAUM
Table Tennis	3	8	PAUM
Squash	2	3	PAUM
Tennis	1	6	PAUM
Soccer	0	5	PAUM

BADMINTON

As of November 2016, the Badminton Section had 145 members.

Activities held in 2016 were:

- January to April: The Section conducted internal trainings and formed partnerships between players in preparation for friendly games and tournaments.
- May: NUSS invited the Badminton team from Toa Payoh Community Centre for a friendly game. NUSS won 7-3.
- June: NUSS took part in the Bukit Batok Women's Double and was 2nd Runner-Up.
- July: The Section took part in friendly games at Malaysia Ipoh Swimming Club. The Games served as a platform for friendly competition and helped to improve the players' finesse and skills.
- August: The Section took part in friendly games with Hwa Chong Alumni. NUSS won 5 and drew 2 matches.

Sports and Recreation Sub-Committee

- September: NUSS Badminton team visited Guangzhou Zhongshan University's 1st Hospital and the Sun Yat Sen University's Alumni Association (SYSU) for a return friendly match. The visit by NUSS Badminton team was also to facilitate establishment of reciprocal alumni networking through sports. The team was also invited to a guided tour around the SYSU Main Campus and sumptuous lunch before playing a friendly game with SYSU Badminton team. Both teams had a lot of fun exchanging tips during the game.
- September: NUSS emerged as the Veteran MD50 Champion at the Bukit Batok tournament.
- August to December: The Section participated in the Inter-Club Masters League (ICML). NUSS won 3 games and drew 1.
- October: The Section took part in friendly games with NUS Badminton team.
- November: The Section participated in Thailand's Pattaya Sawasdee Cup.
- November: The Section participated in China Hainan's World Overseas-Youth Open.

The NUSS Badminton team took on the PAUM Badminton team in the 31st NUSS-PAUM Games held on 8 October 2016. After 3 hours of gruelling competition, PAUM won by 6-2.

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

BALUT

The NUSS Balut Section is one of the oldest section in NUSS, with almost 40 years of history.

The monthly section game is held every last Wednesday of the month in the Activities Room of Kent Ridge Guild House. Points are accumulated by the players to determine the eventual Top Balut player of the year. The Balut ladder which reflected the players' ranking by the points they accumulated is also used as a guide in selecting players to represent NUSS in local and overseas tournaments.

In 2016, the Section also competed in the Inter-Club league which has been ongoing for the last 32 years. Participating clubs would take turns to host the monthly games. The league lasted for 6 months and the Champion was decided after 6 rounds of play.

The participating clubs were:

1. Singapore Cricket Club (SCC)
2. Singapore Recreation Club
3. The Tanglin Club
4. Singapore Indian Association (SIA)
5. Eurasian Association
6. National University of Singapore Society (NUSS)

The Section together with SIA also participated in the 5th Friendly Triangular Balut competition on 4th June 2016, hosted by the SCC. SCC emerged champions for the first time in 5 years with NUSS and SIA winning 2 apiece in the 1st 4 editions.

The Section took part in the Chivas Regal Challenge Trophy 36th Interport Balut competition which was held in Kota Kinabalu, Sabah on 25th & 26th November 2016. The Kinabalu Yacht Club was the host. The tournament was played between clubs from Singapore, Malaysia and the Philippines. The Section sent 3 teams to the tournament. Team 1 consisted of:

1. Daniel Chong
2. Ng Siow Pein
3. Lim Kah Lok
4. Rasanathan

The Section managed to win the tournament and brought back the Chivas Challenge Trophy back to Singapore. This was the first time the Section won since 2003.

The Section has built a reputation as being one of the most hospitable sections in the circuit and received compliments from other teams who stepped into our Guild Houses.

BILLIARDS

The Billiards Section took part in the annual 2015/2016 National Snooker League in Division 4 from November 2015 to March 2016. The Section came in 6th out of a total of 8 teams which competed.

In July, the Section invited Serangoon Garden Country Club (SGCC) to a friendly match at the Kent Ridge Guild House. The participants had a great time catching up as they also played against one another in the National Snooker League in Division 4. SGCC invited the Section to play at their club in November as well.

The 2016 NUSS Annual Billiards & Snooker Tournament was held on 1 October 2016. The winners were:

- Champion – Arthur Lee
- Runner-Up – Jason Ng
- 2nd Runner-Up – Lee Kok Foong
- 3rd Runner-Up – Jeremy Koh

The honour of the highest break achieved in the tournament went to Kenneth Lim with 58 points.

BOWLING

The NUSS Bowling Section actively organises monthly medals. In 2016, the Section saw a 10% increase in the number of participants over 2015, with an average of 84 bowlers in each monthly medal that was organised.

The Bowling team took part in the 31st NUSS-PAUM Games held at the Wangsa Bowl at IOI City Mall in Putrajaya, Kuala Lumpur on 8 October 2016. With the advantage of playing at the home ground, PAUM won with a final score of 10-4.

The year-end Masters Bowling Competition was held on 20 November 2016 at Superbowl, SAFRA Mt Faber. Kelvin Koh was successful in defending his “NUSS Bowler of the Year” title. Although he finished in 4th position in the preliminary round, he stepped up and bowled exceptionally well in the step-ladder to snatch the Championship from the top qualifiers, Stanley Tan, H. S. Chong and Lester Chia.

BRIDGE

The weekly Wednesday night games at Bukit Timah Guild House (BTGH) remained popular with an average of 16 to 24 members participating in each session.

The annual Grad-Undergrad Bridge Game was organised immediately after the Section’s Annual General Meeting held on 17 January 2016, where each NUS graduate was randomly paired with an NUS undergraduate. The Game was well received and attracted 11 tables, filling up the entire space of the Activity Room at Kent Ridge Guild House. The top NUSS winners for the Game were:

- 4th – Lee Wee Boon and Kho Jie Min
- 5th – Colin Loy and Toh Wei Xiong
- 11th – Barry Sun and Sean Liow
- Joint 12th – Catherine Ang and Tan Kiang Yang
- Joint 12th – Trevor Li and Kho Zhe Wei
- 16th – Tan Kok Poh and Gregory Ang

The Bridge Section performed well at the Premier Bridge League which kicked off on 20 March 2016. The Premier Bridge League comprising 8 teams, is an annual inter-clubhouse bridge tournament event organised by Chinese Swimming Club. The Champion team for the previous 2 years - consisting of Tan Kok Poh, Siak Chong Leng, Trevor Li, Chang Sui Sim, Colin Loy, Lee Wee Boon, Nancy Chan, Lim Kim Yin and Alex Wong - emerged runners-up in the tournament.

In an invitational open-pair Bridge game hosted by the Chinese Swimming Club for the final round of Premier Bridge League on 10 July 2016, NUSS members: Trevor Li and Chang Sui Sim emerged overall winners in a large field of 48 pairs followed by another NUSS member, Chan Onn and Prof Chen in 2nd place .

An NUSS team comprising 6 players also participated in the first highly competitive Southeast Asia Bridge Tournament held at York Hotel from 6 to 11 Dec 2016. This was an eye opener for our team members as they had the opportunity to compete with many good players from various Southeast Asian countries.

Sports and Recreation Sub-Committee

DARTS

The Inter-Club Darts League was conducted from June to August 2016. Teams from NUSS, Orchid Country Club, Serangoon Gardens Country Club and Singapore Recreation Club (SRC) participated in the league. On 30 November 2016, Wednesday, a prize-giving dinner was held at SRC. Prizes were given out to the respective winners in various categories.

Internally, the Section organised regular Monthly Medals at the Bukit Timah Guild House's Card & Games Room, as well as the Kent Ridge Guild House's Activity Room. The Section also organised ad-hoc practice sessions for members.

The Annual NUSS Darts Open was held on 5 November 2016 at the BTGH's Card & Games Room and Patrick Leow emerged as champion.

GOLF

The Section's calendar in 2016 was packed with monthly medals at various local courses as well as overseas games in Bintan, Gold Coast and Taiwan. In 2016, the Golf Section also celebrated its 30th Anniversary with a 30th Golf Annual which was held at the new course at Singapore Island Country Club. The event was fully subscribed. In addition, the Golf Section organised its first golfing trip to Ria Bintan for seniors and friends.

In 2016, NUSS also hosted the 5th CUAA-NUSS-PAUM Friendship Golf Classic. The players first had a social game at the new course at Singapore Island Country Club on 29 September 2016. The main event was held at Sembawang Country Club the following day and NUSS emerged Champion.

The Section also sent 22 participants to compete in the 31st Annual NUSS-PAUM Games 2016. The team from PAUM team emerged champion, winning by 3 points.

In 2016, the Section launched its exclusive personalised golf bag tag for its members. The bag tag was designed tastefully with the new golf section logo in silver color on a blue acrylic plate. Members got to purchase their very own bag tags at a subsidised rate of \$5 per piece.

RUNNING

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

In 2016, the Running Section observed increased participation in its activities. The 2 scheduled runs continued weekly on Wednesday evenings and Sunday mornings. The running route on Wednesday evenings was usually at the West Coast Park. On some occasions, it would be from Kent Ridge Guild House to the Southern Ridges. The Sunday runs were typically conducted around the Marina Bay area. Additional runs that were organised regularly during the holidays witnessed an increase in participation numbers as well. Some special-themed runs organised by the Running Section were:

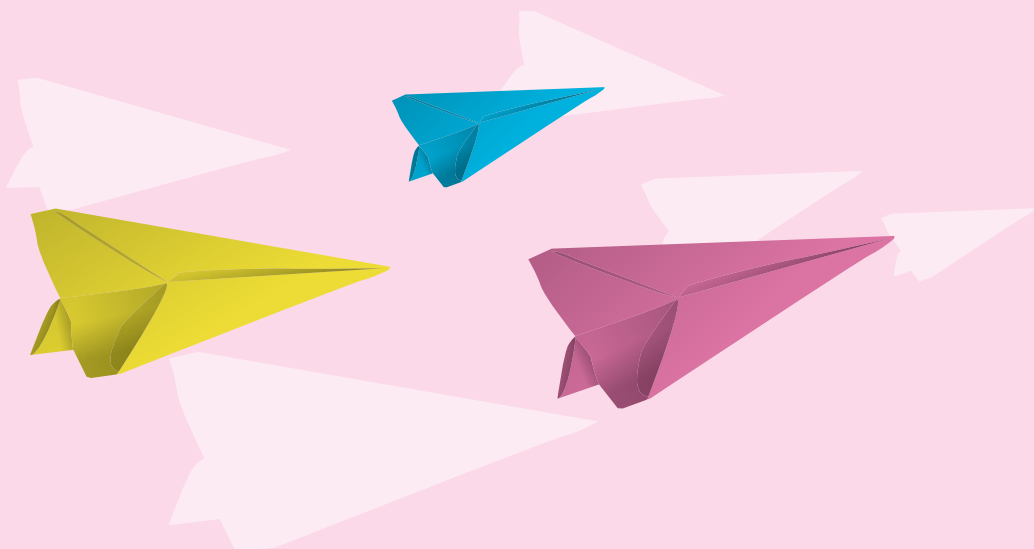
1. Car Free Sunday run
2. Chinese New Year run
3. Good Friday run
4. May Day run
5. National Day run

The Running Section continued to conduct gait analysis in order to help each runner achieve his or her goals; be it in distance, speed or endurance. The Section was also active on the "NUSS Runners' Facebook page" where fun group photos from scheduled runs and events were shared.

SOCCER

The Soccer Section continued playing regularly at the Astro-Turf pitch at Bukit Timah Turf City and held regular friendly matches on Tuesday or Wednesday nights. The team comprised enthusiastic soccer members, with a good mix of young and veteran players and was the Sports “Section of the Year” in 2016.

The Section is on constant lookout for new, young NUSS members and welcome them to join the Section.



Sports and Recreation Sub-Committee

SQUASH

The Squash Section organised a squash ladder, a friendly and a mini tournament in 2016. It also took part in the National Squash League organised by the Singapore Squash Racquet Association.

Activities held in 2016 were:

1. National Squash League – Veterans 1
(Held from March to May 2016)

The NUSS team emerged 2nd Runners-Up in the League, improving from its 6th position in 2015.

2. Friendly match between NUSS and Jurong Country Club
(Held on 8 August 2016)

In total, 9 players from each club participated in the friendly. The friendly went 7-2 in NUSS' favour.



3. NUSS Mini Tournament
(Held on 12 September 2016)

In total, 16 Section members turned up for the Mini Tournament. They were divided into 2 teams – Team A and Team B. 8 matches were played. Team B emerged victorious, beating Team A with a score of 5-3.



4. 31st NUSS -PAUM Games
(Held on 8 October 2016)

6 players from the Section participated in the above Games.

PAUM won 3-2.

5. Squash Ladder 2016
(Held from 18 July till mid-December 2016)

A total of 17 section members took part in the squash ladder that ran from 1 July to 30 Nov 2016. A total of 257 matches were played in that period. We saw very active participation from the Section members during the ladder period.

The top 3 players were as follows:

1. William Chia (142 points)
2. Kim S J (126 points)
3. Timothy Yee (125 points)

Sports and Recreation Sub-Committee

TABLE TENNIS

The Section started off the year by converting into a fee-paying section and had 30 members at the end of 2016.

The annual inter-section games, in which table tennis was a regular feature, was held in April 2016 in NUSS. The games were competitive and members played in a friendly spirit. Badminton Section emerged as the eventual winner. The annual inter-section games provided the opportunity for Section members to cultivate friendships with members from the other sections.

The NUSS Table Tennis Section organised its first overseas trip in June. The team went to JollySpin Table Tennis Training Academy in Malacca, Malaysia for a friendly game. It was a good learning experience for our senior and junior players. Besides the friendly game, everyone enjoyed the sights and food in Malacca.

Three friendly games were organised with the Singapore Swimming Club (SSC) in June 2016, with Surbana in July 2016 and Petro China, in November 2016 at NUSS.

In September, Warren Golf & Country Club Table Tennis team invited us for a friendly game at the Warren Club.

The annual 31st NUSS-PAUM Games were held on 8 October 2016 in Kuala Lumpur. Joshua Low, John Cheng, Ow Weng Fye, Daniel Eu, Jimmy Lam, Foo See Luan, Wong Hoe Sang, Goh Sok Kim, Vivien Choo and Teoh Soo Khean represented NUSS.

The Section looks forward to more members joining it so as to be able to continue its active participation during practice session and friendly matches.

TENNIS

The Tennis Section consisted of experienced members and new recruits. The Section planned activities that catered to both competitive and social members. Overall, 2016 had been a busy year .

The Section nights were always well attended. In 2016, the queue system of hanging rackets on the fence remained in place to ensure all participants had the opportunity to play. The-Fast-4 rule was implemented to reduce waiting time on Wednesdays. However, members eventually decided to continue with the First-To-Reach-6 rule.

The highlight of the Section's calendar in 2016 was Team Tennis which took place on 3 July 2016. For a token fee of \$5, participants had the opportunity to play many games, enjoy lots of food and drinks and try out a locally-developed stroke analyser. The event catered to the largest group of Section members on a single day and was duly subsidised by the Section.

5 friendlies were held in 2016 – with the Distinguished University Alumni League (DUAL), Alumni International Singapore (AIS), Singapore Swimming Club (SSC), Keppel Club and Tanglin Club respectively at NUSS' premises. The friendlies were a great platform for networking and fostering ties among the various universities' alumni members.

For competitive events, the Section sent teams for the STA singles in the first quarter, followed by the Inter-club knockout in mid-2016; and the Doubles Inter-Club in the later part of the year. The Section was able to put together 4 Teams to compete in the Men's B Division, Men's C Division and 2 teams of Men's D Division category. Women's A Division and B Division teams were also formed. NUSS Men's C team achieved Runners-Up position while NUSS D1 was crowned Champion in their respective divisions.

The Section managed to recruit some younger players who were able to play competitively. It also engaged Ignite Tennis Academy, which consisted of an excellent selection of coaches, to coach new and advanced players. Another highly anticipated event, the 31st NUSS-PAUM Games was held on 8 October 2016 in Kuala Lumpur. PAUM team put up a very strong team and won 6-1.

The year ended with the Annual General Meeting on 11 December 2016, where the Section celebrated its successes and revelled in the camaraderie with food and drinks.

Financial Statements and Five-Year Financial Performance

The National University of Singapore Society for the
year ended 31 December 2016

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Statement by the Management Committee

In our opinion:

- (a) the financial statements 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 2016 and the financial performance, changes in members' funds and cash flows of the Society for the financial 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



Lee Choy Peng Eddie
President



Tan Bee Hwa Catherina
Honorary Treasurer

23 February 2017

Independent Auditor's Report

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

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The National University of Singapore Society (the "Society"), which comprise the statement of financial position as at 31 December 2016, the statement of comprehensive income, statement of changes in members' funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 74 to 100.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act, Chapter 311 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2016 and the results, changes in members' funds and cash flows of the Society for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matters

The financial statements of the Society for the financial year ended 31 December 2015 were audited by another auditor who expressed an unmodified opinion on those statements on 25 February 2016.

Other Information

Management Committee is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independent Auditor's Report

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

Report on the Audit of the Financial Statements (Continued)

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Act and FRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Independent Auditor's Report

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

Report on the Audit of the Financial Statements (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Management Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Societies Regulations enacted under the Act to be kept by the Society have been properly kept in accordance with those Regulations.



BDO LLP
Public Accountants and
Chartered Accountants
Singapore

23 February 2017

Statement of Financial Position

As at 31 December 2016

	Note	2016 \$'000	2015 \$'000
Non-current assets			
Property and equipment	4	28,046	29,478
Amounts due from members	5	138	126
		28,184	29,604
Current assets			
Amounts due from members	5	2,390	2,010
Sundry receivables	6	710	656
Inventories	7	375	365
Cash and cash equivalents	8	10,201	9,413
		13,676	12,444
Total assets		41,860	42,048
Members' funds			
Accumulated fund		34,220	34,139
Development fund	9	1,078	918
	10	35,298	35,057
Non-current liability			
Provision for reinstatement costs	11	225	–
		225	–
Current liabilities			
Provision for reinstatement costs	11	76	–
Members' deposits		1,826	1,861
Deferred entrance fees		181	434
Trade and other payables	12	4,254	4,696
		6,337	6,991
Total liabilities		6,562	6,991
Total members' fund and liabilities		41,860	42,048

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

Statement of Comprehensive Income

For the Financial Year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
Operating income			
Food and beverage income	13	13,461	12,993
Subscription income*	13	9,641	9,934
Net income from fruit machines		1,941	1,910
Other income	14	1,332	893
		26,375	25,730
Operating expenses			
Administration and general operating expenditure		(9,530)	(9,368)
Club activities		(634)	(546)
Food and beverage expenditure		(13,448)	(13,165)
		(23,612)	(23,079)
Operating results			
		2,763	2,651
Other operating income			
Members' entrance fee	9	594	551
Other income	15	297	136
		891	687
Other operating expenses			
Depreciation	4	(2,430)	(2,371)
Property tax		(364)	(361)
Membership sales direct cost		(369)	(421)
		(3,163)	(3,153)
Other operating results			
		(2,272)	(2,466)
Surplus of income over expenditure			
		491	185
Donations to NUS Alumni Bursary Fund	16	(250)	(250)
Surplus/(Deficit) of income over expenditure before taxation			
	17	241	(65)
Tax expense	18	–	–
Surplus/(Deficit) of income over expenditure after taxation and total comprehensive income for the financial year transferred to Accumulated Fund			
		241	(65)
* Subscription income			
Total subscription income received		10,540	9,934
Less: Subscription credits given to life members	13	(899)	–
		9,641	9,934

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

Statement of Changes in Members' Funds

For the Financial Year ended 31 December 2016

	Note	Accumulated Fund \$'000	Development Fund \$'000	Total \$'000
Balance at 1 January 2016		34,139	918	35,057
Total comprehensive income for the financial year		241	–	241
Net transfer to Development Fund	9	(160)	160	–
Balance at 31 December 2016		34,220	1,078	35,298
Balance at 1 January 2015		34,812	310	35,122
Total comprehensive income for the financial year		(65)	–	(65)
Net transfer to Development Fund	9	(608)	608	–
Balance at 31 December 2015		34,139	918	35,057

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

Statement of Cash Flows

For the Financial Year ended 31 December 2016

	Note	2016 \$'000	2015 \$'000
Cash flows from operating activities			
Surplus/(Deficit) before tax		241	(65)
Adjustments for:			
Depreciation of property and equipment	4	2,430	2,371
Interest income	14	(65)	(58)
Gain on disposal of property and equipment		(5)	(10)
Provision for reinstatement costs		301	–
Operating cash flows before working capital changes		2,902	2,238
Change in inventories		(10)	(39)
Change in amounts due from members		(392)	(29)
Change in sundry receivables		(54)	182
Change in members' deposits		(35)	33
Change in deferred entrance fees		(253)	97
Change in trade and other payables		(442)	(100)
Cash (used in)/generated from operating activities		(1,186)	144
Tax paid		–	–
Net cash generated from operating activities		1,716	2,382
Cash flows from investing activities			
Acquisition of property and equipment	4	(1,003)	(548)
Change in fixed deposit pledged	8	(1)	(1)
Interest received		65	58
Proceeds from disposal of property and equipment		10	16
Net cash used in investing activities		(929)	(475)
Net increase in cash and cash equivalents		787	1,907
Cash and cash equivalents at beginning of the financial year		9,189	7,282
Cash and cash equivalents at end of the financial year	8	9,976	9,189

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

Notes to Financial Statements

For the Financial Year ended 31 December 2016

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. Domicile and activities

The National University of Singapore Society (the "Society") is registered under the Societies Act, Chapter 311 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.

The financial statements were authorised for issue by the Management Committee on 23 February 2017.

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.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

2. Basis of preparation (Continued)

2.4 Use of estimates and judgements (Continued)

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 21 - 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.

2.6 New or revised accounting standards and interpretations not effective

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2016, 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 except as disclosed below.

FRS 116 Leases

FRS 116 supersedes FRS 17 Leases and introduces a new single lessee accounting model which eliminates the current distinction between operating and finance leases for lessees. FRS 116 requires lessees to capitalise all leases on the statement of financial position by recognising a 'right-of-use' asset and a corresponding lease liability for the present value of the obligation to make lease payments, except for certain short-term leases and leases of low-value assets. Subsequently, the lease assets will be depreciated and the lease liabilities will be measured at amortised cost.

On initial adoption of FRS 116, there may be a potentially significant impact on the accounting treatment for leases, particularly the clubhouses, which the Society as lessee currently accounts for as operating leases. On adoption of FRS 116, the Society will be required to capitalise its rented clubhouses on the statement of financial position by recognising them as 'right-of-use' assets and their corresponding lease liabilities for the present value of future lease payments.

The Society plans to adopt the standard in the financial year beginning on 1 January 2019 using the modified retrospective method in accordance with the transitional provisions, and will include the required additional disclosures in its financial statements for that financial year.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

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, amount due from members and sundry receivables (excluding prepayments).

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 Financial Statements

For the Financial Year ended 31 December 2016

3. Significant accounting policies (Continued)

3.1 Financial instruments (Continued)

Non-derivative financial liabilities (Continued)

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 (excluding GST payable, deferred income and property tax payable) and members' deposits.

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.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

3. Significant accounting policies (Continued)

3.2 Property and equipment (Continued)

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.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

3. Significant accounting policies (Continued)

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, conversion costs and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price which the inventories can be realised in the normal course of business after allowing for the costs of realisation. The damaged, obsolete and slow-moving items are to be written down to the lower of cost and net realisable value.

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.

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.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

3. Significant accounting policies (Continued)

3.4 Impairment (Continued)

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.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

3. Significant accounting policies (Continued)

3.5 Employee benefits (Continued)

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.

Provision for reinstatement costs

The Society recognises the estimated liability for dismantlement, removal or restoration costs if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using an asset. This provision is calculated at the date the obligation is incurred to estimate the liability of such obligation when it falls due.

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 14)

Other operating income comprises

- Members' entrance fee, and
- Other income (Refer to Note 15)

Notes to Financial Statements

For the Financial Year ended 31 December 2016

3. Significant accounting policies (Continued)

3.7 Revenue recognition (Continued)

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.

Members' subscriptions

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

Subscription credits

Life members are awarded subscription credits which can be used on subsequent F&B purchases. Such amount is deferred and income is recognised when the credits are redeemed and the Society has fulfilled its obligations. Deferred income is released to Operating Income – Other Income when the credits expire.

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. This also includes transfer fees.

Deferred entrance fees

Deferred entrance fees comprise subscription from Category B Junior Member. Monthly subscription fees are used to offset the entrance fees at the time of conversion to Ordinary Member. Accumulated subscription fees will be recognised as income if the Junior Member decides not to convert to Ordinary Member within 3 months upon the graduation (expiry) date, or decides to resign.

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 recognized in profit or loss as Operating Income – Other Income on a systematic basis in the same period in which the expenses are recognised.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

3. Significant accounting policies (Continued)

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.



Notes to Financial Statements

For the Financial Year ended 31 December 2016

4. Property and equipment

	Clubhouses											
	Original KRGH (foundation works) \$'000	New KRGH \$'000	SCGH ¹ \$'000	BTGH ² \$'000	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	Total \$'000
2016												
Cost												
As at 1 January 2016	8,857	28,101	3,552	2,546	522	3,122	1,335	2,226	2,586	139	475	53,461
Additions	-	5	225	76	189	88	327	49	34	-	10	1,003
Disposals and write-offs	-	-	-	-	-	(16)	(136)	-	(1)	(45)	(55)	(253)
As at 31 December 2016	8,857	28,106	3,777	2,622	711	3,194	1,526	2,275	2,619	94	430	54,211
Accumulated depreciation												
As at 1 January 2016	7,296	5,178	598	2,164	281	2,824	795	1,950	2,432	53	412	23,983
Depreciation for the year	54	793	318	366	108	241	289	110	99	19	33	2,430
Disposals and write-offs	-	-	-	-	-	(16)	(131)	-	(1)	(45)	(55)	(248)
As at 31 December 2016	7,350	5,971	916	2,530	389	3,049	953	2,060	2,530	27	390	26,165
Carrying amounts												
As at 31 December 2016	1,507	22,135	2,861	92	322	145	573	215	89	67	40	28,046

¹ The estimated reinstatement cost for SCGH is capitalised at \$225,000 to be depreciated over the remaining lease period.

² The estimated reinstatement cost for BTGH is capitalised at \$75,500 to be depreciated over the remaining lease period.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

4. Property and equipment (Continued)

	Clubhouses											
	Original KRGH (foundation works) \$'000	New KRGH \$'000	SCGH \$'000	BTGH \$'000	Leasehold improve- ment \$'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	Total \$'000
2015												
Cost												
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 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 31 December 2015	1,561	22,923	2,954	382	241	298	540	276	154	86	63	29,478

Notes to Financial Statements

For the Financial Year ended 31 December 2016

5. Amounts due from members

	2016	2015
	\$'000	\$'000
Billed receivables	2,439	2,038
Allowance for doubtful receivables	(223)	(194)
	<u>2,216</u>	<u>1,844</u>
Members' entrance fee on instalment scheme not due for billing	312	292
Amounts due from members	<u>2,528</u>	<u>2,136</u>
The breakdown of members' entrance fee on instalment scheme not due for billings are as follows:		
- Less than 12 months (Current)	174	166
- More than 12 months (Non-current)	138	126
	<u>312</u>	<u>292</u>
Current	2,390	2,010
Non-current	138	126
	<u>2,528</u>	<u>2,136</u>

6. Sundry receivables

	2016	2015
	\$'000	\$'000
Deposits	239	234
Miscellaneous	306	266
Prepayments	165	156
	<u>710</u>	<u>656</u>

7. Inventories

	2016	2015
	\$'000	\$'000
Beverage	168	192
Food	203	172
Miscellaneous	4	1
	<u>375</u>	<u>365</u>

Notes to Financial Statements

For the Financial Year ended 31 December 2016

8. Cash and cash equivalents

	2016	2015
	\$'000	\$'000
Fixed deposits	725	3,724
Cash and bank balances	9,476	5,689
Cash and cash equivalents	10,201	9,413
Fixed deposits pledged	(225)	(224)
Cash and cash equivalents in the Statement of Cash Flows	9,976	9,189

Fixed deposits of \$224,888 (2015: \$223,629) is pledged with a bank to secure against a bankers' guarantee provided by the bank.

The fixed deposits earn effective interest of 1.9% (2015: 1.9%) per annum and mature within 6 to 12 months (2015: 6 to 12 months).

9. Development fund

	2016	2015
	\$'000	\$'000
Balance as at 1 January	918	310
Transfer to Development Fund		
Interest income from fixed deposits	63	57
Members' entrance fee	594	551
	657	608
Transfer from Development Fund		
Project costs	(497)	-
	(497)	-
Net transfer to Development Fund	160	608
Balance as at 31 December	1,078	918

Notes to Financial Statements

For the Financial Year ended 31 December 2016

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, the assets of the Society shall be applied in the following manner:
 - (a) the Society shall discharge all debts and liabilities legally incurred on behalf of the Society and after distribution of the funds provided for in 47 (2)(b), all remaining funds and assets shall be entirely donated to the National University of Singapore and/or its Successors.
 - (b) any funds accruing from the operation of fruit machines at the time of cessation of the operation of the fruit machines pursuant to or in connection with such dissolution must be donated to the National University of Singapore or, if the National University of Singapore is no longer a registered charitable organisation, to another registered charitable organisation or otherwise disposed in a manner approved by the Permit Officer appointed pursuant to the Private Lotteries Act 2011 (Cap 250).

11. Provision for reinstatement costs

	Costs of dismantlement, removal or restoration	
	2016	2015
	\$'000	\$'000
Balance as at 1 January	–	–
Addition during the year	301	–
Balance as at 31 December	301	–

The provision for costs of dismantlement, removal or restoration are the estimated costs of dismantlement, removal or restoration of property and equipment arising from the acquisition or use of assets, which are capitalised and included in the cost of property and equipment.

	2016	2015
	\$'000	\$'000
Analysed as:		
Current	76	–
Non-current	225	–
	301	–

Notes to Financial Statements

For the Financial Year ended 31 December 2016

12. Trade and other payables

	2016 \$'000	2015 \$'000
Accrued operating expenses	2,911	3,406
Deferred income	104	65
Medical fund	103	103
GST payable	301	367
Provision for property tax	–	10
Trade payables	835	745
	4,254	4,696

13. Food and beverage income and Subscription income

With effect from 1 January 2016, life members contribute monthly subscription fee of \$45. To soften the impact, monthly subscription credits of \$45 are given. The subscription credits have an expiry period of 3 months from the date of issue. The tranches issued in November 2016 and December 2016 will expire in January 2017 and February 2017 respectively.

For the financial year ended 31 December 2016, subscription income received from life members is matched with subscription credits (\$898,810). These subscription credits comprised amounts utilized for:

- i) food and beverage (\$597,531), which is included in the Food and beverage income
- ii) expired subscription credits included in Operating Income – Other Income (\$203,144)
- iii) amount of subscription credits deferred (\$98,135)

14. Operating income

	2016 \$'000	2015 \$'000
Other income		
Administration income	54	39
Advertisement income	43	33
Course fees	95	64
Expired subscription credits	203	–
Government grants	536	383
Guest/section fees	191	144
Income from credit card programme	54	58
Interest income from fixed deposit accounts	63	57
Interest income from savings accounts	2	1
Miscellaneous income	91	114
	1,332	893

Notes to Financial Statements

For the Financial Year ended 31 December 2016

15. Other operating income

	2016 \$'000	2015 \$'000
Other income		
Deferred entrance fee	297	–
Accruals no longer required	–	136
	<u>297</u>	<u>136</u>

16. NUS Alumni Bursary Fund

	2016 \$'000	2015 \$'000
Pledge to NUS Alumni Bursary Fund	250	250
Payment made	(250)	(250)
	<u>–</u>	<u>–</u>

As approved in the General Meeting on 12 August 2013, a pledge of an annual sum not exceeding \$250,000 was made. The Society committed to the 3rd tranche of \$250,000 which was paid in February 2016.

17. Surplus/(Deficit) for the year

	2016 \$'000	2015 \$'000
Surplus/(Deficit) for the year	241	(65)

The following items have been included in arriving at the surplus/(deficit) for the year:

	2016 \$'000	2015 \$'000
Operating lease expense	(1,482)	(1,447)
Staff salaries and bonuses	(9,732)	(9,329)
Defined contribution plans	(993)	(916)

Notes to Financial Statements

For the Financial Year ended 31 December 2016

18. 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 2016 and 2015, there was no provision for current tax payable as taxable receipts at income tax rate of 17% (2015: 17%) of \$623,899 (2015: \$495,073) was lower than the tax credits claimed from the donations made.

19. Key management personnel

Key management personnel compensation comprise:

	2016	2015
	\$'000	\$'000
Short-term employee benefits	1,652	1,579
Defined contribution plan	183	169
	<u>1,835</u>	<u>1,748</u>

20. 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:

	2016	2015
	\$'000	\$'000
Within one year	1,365	1,447
Between one and five years	2,557	3,798
	<u>3,922</u>	<u>5,245</u>

The operating leases at BTGH and SCGH expire in April 2017 and December 2019 respectively. The aggregate monthly rental payable was \$118,905 (2015: \$118,905).

The other non-cancellable leases are on office equipment which expire between March 2017 and October 2018.

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.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

21. Financial instruments, financial risks and capital risks management

The Society's activities expose it to credit risks and liquidity risks.

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

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.

There have been no changes to the Society's exposure to these financial risks or the manner in which it manages and measures the risks.

21.1 Categories of financial instruments

The following table sets out the financial instruments as at the end of the financial year:

	2016	2015
	\$'000	\$'000
Financial Assets		
Amounts due from members	2,528	2,136
Sundry receivables (excluding prepayments)	545	500
Cash and cash equivalents	10,201	9,413
	<u>13,274</u>	<u>12,049</u>
Financial Liabilities		
Members' deposits	1,826	1,861
Trade and other payables (excluding GST payable, deferred income and property tax payable)	3,849	4,254
	<u>5,675</u>	<u>6,115</u>

Notes to Financial Statements

For the Financial Year ended 31 December 2016

21. Financial instruments, financial risks and capital risks management (Continued)

21.2 Financial risk management policies and objectives

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 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.

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

The Society establishes an allowance for impairment that represents its estimate of incurred losses in respect of amount due from members. This allowance comprises 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 amount due from members aged more than 90 days.

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

	2016		2015	
	Gross \$'000	Impairment losses \$'000	Gross \$'000	Impairment losses \$'000
Current	1,848	14	1,502	11
31 – 60 days	296	12	278	10
61 – 90 days	108	10	94	9
91 – 180 days	70	70	61	61
More than 180 days	117	117	103	103
	2,439	223	2,038	194

Notes to Financial Statements

For the Financial Year ended 31 December 2016

21. Financial instruments, financial risks and capital risks management (Continued)

21.2 Financial risk management policies and objectives (Continued)

Credit risk (Continued)

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

	2016	2015
	\$'000	\$'000
As at 1 January	194	200
Allowance made for doubtful receivables of members' accounts	42	8
Allowance for doubtful receivables of members' accounts no longer required	(13)	(14)
As at 31 December	223	194

The Society held cash and cash equivalents of \$10,200,671 as at 31 December 2016 (2015: \$9,412,895), which represents its maximum credit exposure on these assets.

Liquidity risk

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 Financial Statements

For the Financial Year ended 31 December 2016

21. Financial instruments, financial risks and capital risks management (Continued)

21.2 Financial risk management policies and objectives (Continued)

Liquidity risk (Continued)

The table below summarises the maturity profile of the Society's financial liabilities at the end of the financial year based on contractual undiscounted cash flows of the earlier of the contractual settlement date and when the Society is expected to pay or receive. The table includes only the principal cash flows.

	Less than 1 year \$'000	Within 2 to 5 years \$'000	Total \$'000
2016			
Financial liabilities			
Members' deposits	1,826	–	1,826
Trade and other payables	3,849	–	3,849
	5,675	–	5,675
2015			
Financial liabilities			
Members' deposits	1,861	–	1,861
Trade and other payables	4,254	–	4,254
	6,115	–	6,115

21.3 Determination of fair values

The Management Committee considers that the carrying amounts of financial assets and liabilities recorded at amortised cost in the financial statements approximate their fair values due to their relative short term maturity. The amounts due from members with maturity of more than one year approximate their fair values due to the insignificant effects of discounting.

21.4 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.

Notes to Financial Statements

For the Financial Year ended 31 December 2016

22. Comparative information

A reclassification has been made to the prior year's financial statements to enhance comparability with the current year's financial statements due to reclassification of deferred entrance fees as a separate category.

The item reclassified was as follows:

	As previously reported 2015 \$'000	After reclassification 2015 \$'000
Statement of financial position		
Members' deposit	2,295	1,861
Deferred entrance fee	–	434

Five-Year Financial Performance

	2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000	2016 \$'000
Operating income					
Food and beverage income	12,375	10,299	12,884	12,993	13,461
Subscription income	7,958	7,844	10,012	9,934	9,641
Net income from fruit machines	2,084	1,244	1,836	1,910	1,941
Other income	854	890	874	893	1,332
	23,271	20,277	25,606	25,730	26,375
Operating expenses					
Administration and general operating expenditure	(8,732)	(8,218)	(10,121)	(9,368)	(9,530)
Club activities	(615)	(537)	(774)	(546)	(634)
Food and beverage expenditure	(12,197)	(10,785)	(13,166)	(13,165)	(13,448)
	(21,544)	(19,540)	(24,061)	(23,079)	(23,612)
Operating results	1,727	737	1,545	2,651	2,763
Other operating income					
Members' entrance fee	571	434	615	551	594
Other income	–	743	364	136	297
	571	1,177	979	687	891
Other operating expenses					
Depreciation	(2,154)	(2,130)	(2,367)	(2,371)	(2,430)
Property tax	(112)	(418)	(361)	(361)	(364)
Membership sales direct cost	(343)	(366)	(515)	(421)	(369)
	(2,609)	(2,914)	(3,243)	(3,153)	(3,163)
Other operating results	(2,038)	(1,737)	(2,264)	(2,466)	(2,272)
Subtotal	(311)	(1,000)	(719)	185	491
Less: Tax expense	–	–	–	–	–
Net results	(311)	(1,000)	(719)	185	491
Less: Donations to NUS Alumni Bursary Fund	–	–	(250)	(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 (made) /reversed as part of the Pledge	(926)	18	–	–	–
Net (deficit)/surplus	(2,385)	(1,958)	(445)	(65)	241

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