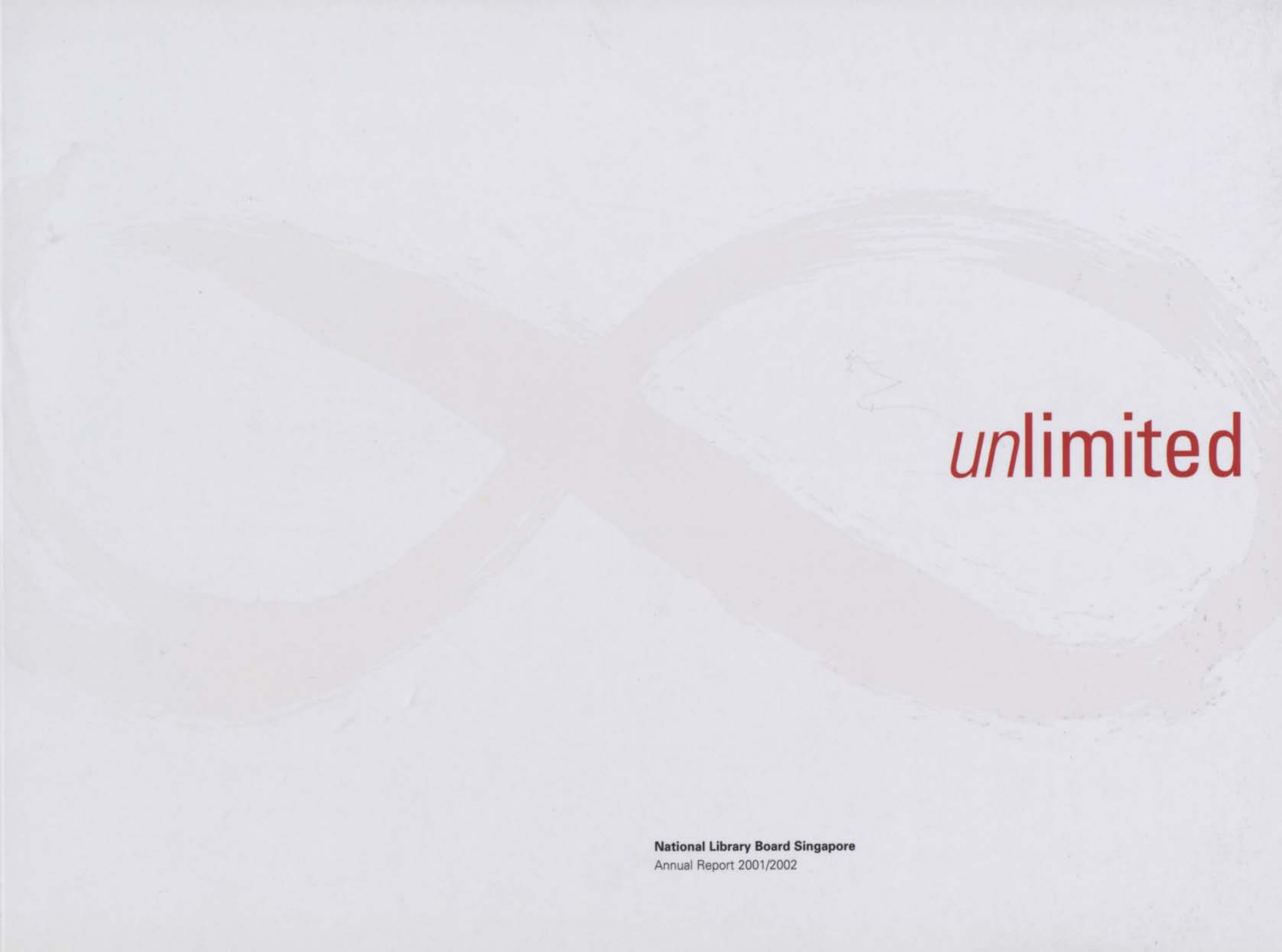




unlimited

∞ Knowledge ∞ Imagination ∞ Possibility

The National Library Board strives to impart **KNOWLEDGE** and spur the **IMAGINATION** of our people in pursuit of excellence. Enhancing Singapore's competitiveness in a knowledge-based economy, the NLB is well poised to create unlimited **POSSIBILITY** and new frontiers for learning and value creation.

Mission

To expand the learning capacity of the nation so as to enhance national competitiveness and to promote a gracious society.

Purpose

To deliver a world-class library system which is convenient, accessible and useful to the people of Singapore.

Chairman's Message

In today's knowledge-based economy, libraries have become an important part of our social fabric, a pillar supporting a Learning Nation. As the new global economy is increasingly driven by knowledge and innovation, our libraries will have to develop new roles and perform new functions to prepare Singaporeans to meet these challenges.

Libraries are now recognised as an essential part of the new information infrastructure. Apart from providing information, they also provide services and tools to extract and process information.

Three words describe the vision of NLB as we remake our library system for the twenty first century: KNOWLEDGE, IMAGINATION and POSSIBILITY. The next wave of information resource development is about investing in the knowledge capacity of the nation as part of a creative and connected Singapore.

We aspire to provide our library users with resources to acquire unlimited Knowledge, to spark unlimited Imagination, which would lead to unlimited Possibility. Knowledge is the force in the new millennium. Today's knowledge worker is the new capitalist.

In Singapore, we have created a lifestyle experience at our libraries. We make libraries more appealing and attractive to delight our users and, at the same time, offer a rich array of information resources.

During the past year, the NLB has continued to exploit technology to deliver knowledge resources efficiently and conveniently to the people. Our libraries are now digital network hubs that provide multimedia services, electronic databases and information through multiple formats. With the launch of eLibraryHub, the country's first public library in cyberspace, Singaporeans now have access to a range of information resources at the click of a mouse.



∞ As we enter the knowledge age in the new millennium, we need to find new ways to create, disseminate and deploy knowledge effectively. We need to remake libraries, museums and archives to better serve the needs of the various communities in the New Economy.

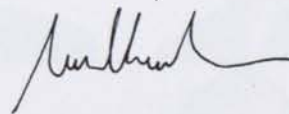
As we enter the knowledge age in the new millennium, we need to find new ways to create, disseminate and deploy knowledge effectively. We need to remake libraries, museums and archives to better serve the needs of the various communities in the New Economy.

The year 2001 marked a significant milestone in the history of library development in Singapore. It is the beginning of a new chapter that will create a new legacy for our millennial generation. We celebrated the groundbreaking of the new National Library Building, National Library@SINGAPORE. It is the first step in our journey to transform our national library. The building, when completed, will be the people's library in the knowledge age. We have created a lifestyle experience at our existing libraries that has attracted more visitorship. We make libraries more appealing and attractive to delight our users and at the same time offer a rich array of information resources.

Our services will be further enhanced to support the changing needs of today's world. The new National Library will be a learning hub and an important infrastructure of a learning Singapore. Our vision would go beyond investing in a learning nation, to nurturing creativity and innovation.

There has been a tremendous evolution in appreciation and support of culture and the arts in Singapore. Investing in culture would also make libraries a key pillar in the vision of a connected Singapore. Our local library system has a distinct part to play in promoting a culturally-aware society.

To this end, National Library@SINGAPORE will also be an arts and cultural venue linked to the pursuit of learning. The new National Library will be a KNOWLEDGE oasis spouting creative streams of IMAGINATION, nurturing budding ideas into blossoms of endless POSSIBILITY. We will be the meeting point for new opportunities and ideas, while creating value and providing knowledge.



Dr Tan Chin Nam
Chairman

Board of Directors



- 1 Dr Tan Chin Nam (Chairman)
- 2 Mr Choo Whatt Bin (Deputy Chairman)
- 3 Dr Christopher Chia (Chief Executive)
- 4 Mr Arun Mahizhnan
- 5 Mr Ong Ye Kung
- 6 Dr Quah Sy Ren
- 7 Mr Shaun Seow
- 8 Mr Tan Yap Kwang
- 9 Assoc Prof Simon Tay
- 10 Mr Loh Khum Yean
- 11 Prof Tan Teck Meng
- 12 Mr Ahmad Khalis A Ghani
- 13 Mr Choy Fatt Cheong
- 14 Prof Wang Gungwu

Management Committee



∞ Talents

Our vision would go beyond investing in a learning nation, to nurturing creativity and innovation.



- 1 Dr. Christopher Chia (Chief Executive)
- 2 Mr. R. Ramachandran
- 3 Ms. Ngian Lek Choh
- 4 Ms. Tay Ai Cheng
- 5 Mr. Chan Ping Wah
- 6 Mr. Beh Chew Leng
- 7 Mr. Raymond Lim
- 8 Mr. Lai Yeen Pong
- 9 Ms. Julie Sabaratnam
- 10 Ms. Jennifer Yin
- 11 Mr. Lim Theam Siew

08 Organisation Chart

Annual Report 2001/2002



Dr Christopher Chia
Chief Executive

National Library Board Singapore

Chief Executive's Office

Beh Chew Leng
Chief Information Officer

Julie Sabaratnam
Director
Strategic Initiatives

Corporate Affairs

R Ramachandran
Assistant Chief Executive

Lai Yeen Pong
Director
Policy Integration & Research

Jennifer Yin
Director
Community & International Relations

Development

Chan Ping Wah
Senior Director

Library Services

Ngian Lek Choh
Senior Director

Logistics

Lim Theam Siew
Director
Properties

Tay Ai Cheng
Director
Library Support Services

Raymond Lim
Director
Manpower & Corporate Services



- 1 Dr Tony Tan, at the unveiling of the Woodlands Regional Library.
- 2 Mr Lim Swee Say, accompanied by NLB's Chief Executive, Dr Christopher Chia, at the launch of eLibraryHub.

Highlights

April 2001

Dr Tony Tan, Deputy Prime Minister, Minister for Defence, and MP for Sembawang GRC, officiated at the opening of Woodlands Regional Library on April 28.

Mr David Lim, Minister of State, Information & The Arts and Defence, launched the region's first community portal for librarians, CONSAL Web on April 24.

June 2001

In conjunction with the World Book Fair 2001 – The Manuscript and Pictorial Exhibition on Chinese authors in early Singapore – the NLB and the Singapore Association of Writers jointly organised a series of talks by renowned local Chinese writers.

NLB and Maybank launched the nation's first remote bookdrop service located in the heart of the financial district.

July 2001

The Library Book Sale 2001, held over two days at the Singapore Expo Hall, attracted approximately 65,000 people.

August 2001

A community project was launched to decorate the hoarding fence of the new National Library site at Victoria Street.

September 2001

Mr Lim Swee Say, Acting Minister for the Environment and Minister of State for Communications and Information Technology, launched eLibraryHub – a one-stop, integrated digital library.

Mrs Yu-Foo Yee Shoon, Senior Parliamentary Secretary at the Ministry of Community Development and Sports, launched the NLB Corporate Volunteerism Programme.

10 Highlights

Annual Report 2001/2002



- 1 Mr Lee Yock Suan speaking at the National Library Building's Groundbreaking Ceremony.
- 2 PM Goh Chok Tong presenting the Innovative Organisation of the Year award to NLB's Chairman, Dr Tan Chin Nam.
- 3 The official signing of the Memorandum of Understanding between the NLB and the National Library of Korea.

October 2001

Mr Lee Yock Suan, Minister for Information and The Arts, symbolically launched a new chapter of the National Library at the groundbreaking ceremony of the new building.

The NLB signed a Memorandum of Understanding with mPayment and StarHub to provide a mobile alert system via Short Messaging Service (SMS) to carry out library transactions.

November 2001

Prime Minister Goh Chok Tong presented the NLB with the Innovative Organisation of the Year award, at Singapore's inaugural Innovation Awards.

December 2001

The NLB unveiled 'The National Library – A New Chapter', an interactive multimedia exhibition on the new National Library Building. An e-autograph system was specially set up to capture in digital form, memories of the old National Library building and expectations of the new building.

January 2002

The NLB and Infocomm Development Authority of Singapore offered library members access to the National IT Literacy e-Learning Programme (e-NITLP) via eLibraryHub.

February 2002

The NLB and ST LogiTrack Pte Ltd were jointly awarded a patent by the National Bureau of Standards, Republic of China, for its Electronics Library Management System (ELiMS).

March 2002

The NLB and the National Library of Korea signed a Memorandum of Understanding in Seoul on March 12. Both libraries will collaborate on joint initiatives such as the exchange of library materials, the provision of inter-library loans, document delivery services, reference and information services, as well as staff exchange and library education programmes.

•

∞ Following a spirit of transformation throughout its operations and activities over the past years, 2001 was characterised by innovations and breakthroughs for the National Library Board.





Patricia Koh

Founder & Director
Pat's Schoolhouse

∞ sharing

As a teacher of young children, I want to help them develop ideas and nurture the love of learning through stories. The library's resources are perfect for these young minds to immerse themselves into new worlds of adventure and fun, and to ignite their fertile imaginations. Personally, the library's vast resources and international exposure gave me a better insight to teaching methods around the world, and how these methods could be successfully adopted in an Asian setting. The library has enabled me to research new curriculum and teaching methods to ensure my kids are exposed to the right values and that they receive the very best education in their formative years.



- 1 A view of the multimedia stations at the Punggol East Community Children's Library.
- 2 Student Librarians Day, an event made possible through School Library Services.
- 3 All smiles for Mr Lee Yock Suan (right), Dr Tan Chin Nam (centre), and Dr Christopher Chia as they admire the model of the new National Library.

In keeping with its tradition of providing **KNOWLEDGE** to fuel the **IMAGINATION** towards creating **POSSIBILITY**, the NLB has continued to bring a unique learning experience to the masses through its wide range of resources and materials.

Not only has it transformed the traditional library structure into a high tech, interactive and personal knowledge centre, it has also endeavoured to push the boundaries of learning and education beyond the limits through a plethora of programmes and services for Singaporeans.

The new National Library Building – the flagship of the local library infrastructure – will helm a sophisticated and comprehensive national network that will consist of the National Reference Library, two Regional Libraries, eighteen Community Libraries and forty-six Community Children's Libraries. In addition, the NLB has developed Government Library Services (GLS) and School Library Services (SLS), as well as managed library development of private and public organisations as part of its thrust to create unlimited learning opportunities.

The National Library

The Groundbreaking Ceremony for the new National Library was held in October 2001 and was officiated by Guest-of-Honour, Mr Lee Yock Suan, Minister for Information and The Arts. Billed as the nexus where minds meet and spirits soar, the new library will serve as the focal point of the library system. It aims to meet the challenges of the information age through the fusion of information, knowledge and technology.

In the spirit of partnership with the community, students from the Temasek Polytechnic Design School were invited to decorate the hoarding around the new library building site with the theme of Knowledge, Imagination and Possibility. This effort aims to foster community involvement in the new building, which is one of the NLB's key initiatives toward greater affinity and affiliation for furthering knowledge and learning.



- 1 One of the forty-six CCLs, Punggol East Community Children's Library.
- 2 The remote bookdrop service at Maybank's Capital Tower branch.
- 3 100,000 people visited the Woodlands Regional Library on its opening day.

Community Children's Library

Three new Community Children's Libraries (CCL) were opened in 2001: Kampong Ubi Community Children's Library, Punggol East Community Children's Library and Ayer Rajah Community Children's Library. These additions to the NLB's knowledge network brings the total number of children's libraries to forty-six.

Popular weekly storytelling, interactive drama workshops and reading programmes are continuously being developed to spur the creativity and imagination of our children.

School Library Services (SLS)

The NLB enhanced its SLS services by collaborating with the Ministry of Education and schools in providing support to help teachers and students manage and build their own school library resources. This is part of the NLB's ongoing agenda to make information and resources readily-accessible to educators.

National Digital Library

As part of the NLB's initiative to build knowledge-ware in a digital economy, a digital library service, eLibraryHub, was launched. This one-stop online digital library provides access to a global network of information and resources beyond the limits of traditional books and libraries. Besides the rich content of e-books and text information, users can access streamed information from CD-ROMs and video-on-demand to truly enjoy their education through discovery and exploration.

The eLibraryHub will not only help enhance the Singaporean's learning capacity, but will also bridge the digital and knowledge divide.

Remote Bookdrop Service

In line with bringing its knowledge resources closer to the people, the NLB has also embraced new technology to raise its information banks to world-class standards.

In addition to its already-advanced book return system, the NLB has implemented a prototype remote bookdrop service at Maybank's Capital Tower branch, located in the heart of the business district. Through this service, library users can now benefit through greater convenience in returning books.

Public Support

The NLB's thrust to bring library services to Singaporeans has had overwhelming response. About 27.8 million visitors accessed our libraries last year, which was 32% more than what was recorded in 2000. The opening of our Woodlands Regional Library recorded 100,000 people on its first day. This is a clear indication that Singaporeans have the thirst for knowledge and are keen to continue their pursuit of information as long as it is available. At the end of last year, two out of every three Singaporeans had become library members.



Indah Ramlah

Two-and-a-half year old

∞ Inspiration

Storybooks that have pictures of animals in them are my favourite. My ibu often brings me to the library to borrow books so that I can learn to read. There are so many children's books in the library to look at! Sometimes I look at them in the library or I can take them home. Sometimes I meet up with my friends to listen to the storyteller, who always has wonderful stories to share with us. I also borrow Chinese storybooks so that my Chinese laoshi can read them to us when she comes to our house for our lesson. When laoshi is here, I try to speak to her in Mandarin so that I can speak better and talk to my Chinese friends. Ibu says that it is good to learn and will help me when I grow up too.



- 1 Storytelling by renowned storyteller during the Asian Children's Festival 2001.
- 2 Participants of the M1 Youth Connection 2002.
- 3 A father sharing a story with his daughter, and in the process, helping her develop a love for reading.

Our children and our youth are our future. They will become our leaders for tomorrow. Their imagination, hopes and dreams will be a true reflection of the unlimited possibilities that abound.

It is through continuous learning and discovery that they will be able to realise their potential to be intelligent and creative.

The NLB is committed to promoting programmes and events that will expose children to the wonders of learning. Through fun and exciting programmes involving storytelling, arts and crafts, music and drama, young minds will be stimulated.

Asian Children's Festival 2001

Following its inaugural success in 2000, the Asian Children's Festival was held from November 1–11, 2001. Featuring programmes and events such as the Asian Congress of Storytellers, the Asian Congress of Children's Librarians, the Asian Children's Film Festival, the Children's Drama Fiesta and the Asian Children's Expo, the event was a platform to promote Asian children's literature.

M1 Youth Connection 2002

Organised in conjunction with The Necessary Stage and The Birmingham Repertory Theatre, the M1 Youth Connection brought Theatre and the Arts to young people. An excellent platform to explore the beauty of drama and literature, participants were exposed to the various forms and genres of literary theatre. Local playwrights and actors gave talks on script-writing and the finer aspects of acting and drama.

Reading Programmes

To inculcate good reading habits among the young, the NLB developed special reading programmes to attract parents and children. The 'Scoop-A-Book' was launched during the school holidays to encourage children to discover the wonders in books.

The 'Born to Read, Read to Bond' programme was a joint collaboration between the NLB and the Ministry of Community Development and Sports, with the aim to encourage reading from a young age. Parents were involved to motivate their children and to make reading a family bonding activity.



Terry Ang
Musician

∞ Innovation

As a musician, I am constantly searching for greater inspiration for my music. I visit the library to do research on various music pieces, instruments and music structure. Not only am I able to trace the history and development of music through the library's books and CDs, but in the course of my research, I was also pleasantly surprised to find that the library carries a large range of music scores that are now out of print. Having the opportunity to analyse such music from various composers has helped me understand my own music development better, especially in my compositions and when I have to perform complicated pieces.



- 1 Taking library services to a whole new level: Woodlands Regional Library.
- 2 Participants experiencing the ease of use and convenience of NLB's new SMS alerts.
- 3 Full applause for NLB's National IT Literacy Programme, with PM Goh Chok Tong officiating its launch.

To deliver rich knowledge resources efficiently and conveniently to the people, the NLB endeavoured to use technology to take this effort beyond the scope of the traditional book and library.

The libraries are now digitally-networked hubs where users can receive information through multiple formats, electronic databases, as well as multimedia services. With the implementation of the Electronic Library Management System and the launch of eLibraryHub, the NLB has taken the lead in strategically applying the latest technologies to help Singaporeans learn and thrive in the global information age.

In addition, the NLB has, through the InterCity Digital Library Project, collaborated with libraries around the Asia Pacific region, to give users greater access to global information and resources.

Short Messaging Service (SMS) Alerts

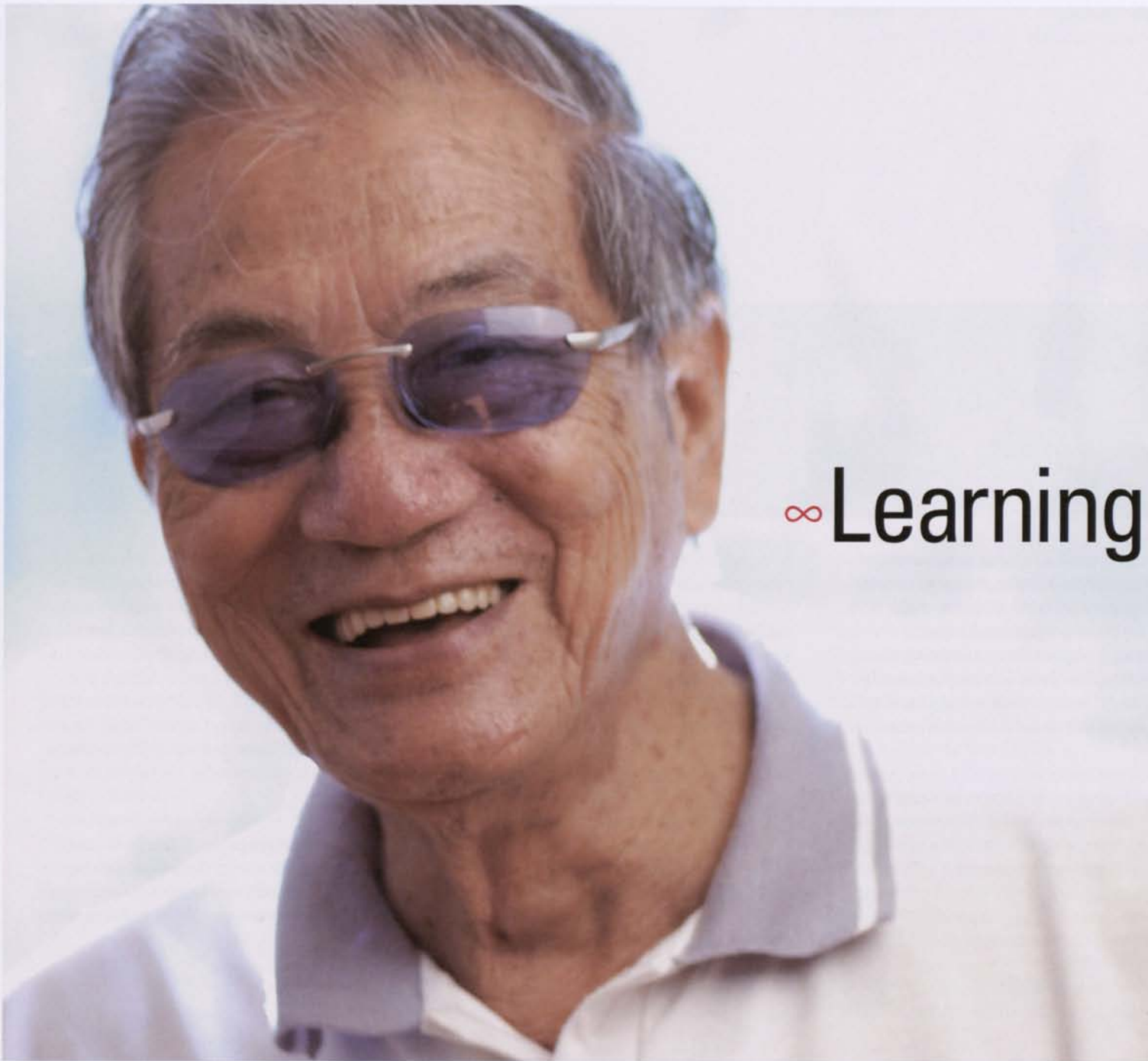
With the SMS a popular mode of communication among the three million mobile phone users in Singapore, library users can now make use of this technology to carry out library transactions.

The NLB partnered with mPayment and StarHub to provide library users with SMS service for library transactions. The SMS service allows library members to retrieve details of their library account, as well as renew books and make payment on fees or fines. They can also choose to receive reminder alerts before their borrowed books are due.

As a value-added service, the NLB launched its Pre-paid Account Top-Up scheme via SMS for eLibraryHub members to receive top-up alerts via SMS.

E-Programmes

In its efforts to promote continuous learning, the NLB implemented various schemes and programmes to help Singaporeans experience the unlimited range of possibilities of the Internet. It was appointed to develop and manage the National IT Literacy Programme, which not only equipped Singaporeans with essential computing skills, but also helped them stay in touch with technology to enhance their learning journey and quest for information. The NLB has developed more than 300 e-learning courses where skills training can be delivered conveniently through the web.



Lee Chung Hong
Retiree

∞ Learning

Reading has always been my passion. Now that I'm retired, I have more time to read up on the history and development of Chinese culture – something that has always interested me. Instead of having to buy such books, I have found the range at the library quite impressive and suited to my needs. The information and resources that I found on our culture, traditions, and heritage has further expanded my own understanding and has allowed me to impart this knowledge to my children and grandchildren. Hopefully, they too, will come to appreciate the library as I have.



- 1 A Malay cultural programme at Bedok Community Library.
- 2 Chinese painting a result of the Chinese cultural programme at Tampines Regional Library.
- 3 Professor Jayakumar officiating the opening of the World Tamil Teachers' Conference.

The NLB organised a wide spectrum of public activities and programmes to cater to Singaporeans from all walks of life. Not only did these programmes cater to knowledge acquisition and learning, they were also geared towards helping people apply such knowledge in work, play, social interaction and global competitiveness.

Mainstream programmes that were held on a regular basis included storytelling, arts and crafts, exhibitions, seminars, as well as talks and workshops. For FY 2001, a total of 4,042 programmes were organised. These were well received by members of the public, and were attended by 149,000 people.

To complement these programmes, specially-developed booklists were produced. These served to improve the borrowing levels, as people became more aware of the resources available at the library. Booklists include: 'Designing Our Future: The Genetic Revolution', 'Oh Baby – Parenting and Baby Care' and 'Truly, Madly, Deeply – Marriage'.

Attracting Visitors

The NLB introduced 10 thematic series specially designed to capture the attention of its target groups. These included themes such as the Life Sciences, IT, Ecology, Wellness, Xpressions@the Courtyard, Homemakers, and Health. Some of the themes that have proven popular will be extended to more libraries. A specific example is the Family Ties thematic series that has already been adapted to other public libraries around the island.

Cultural Programmes

To cater to the non-English speaking segment of the population, the NLB developed special programmes in Malay, Chinese, and Tamil. As part of this effort, specific libraries like the Bedok Community Library (Malay), the Tampines Regional Library (Chinese) and the Ang Mo Kio Community Library (Tamil), have been identified as prototypes for these special language programmes.

Strategic partnerships were also developed with leading language practitioners in order to tap their expertise for these programmes. Some of the events that were organised to bring these programmes closer to the specific communities included:



- 1 The 2001 winner of the Children's Chinese Creative Storytelling Competition.
- 2 The NLB regularly engages the media to strengthen its ties.
- 3 A long queue of people as they await the start of the NLB Book Sale.

World Tamil Teachers' Conference / Exhibition

Held on September 6–7, 2001 and attracting about 600 teachers from around the world, the event was opened by Minister of Law and Foreign Affairs, Prof Jayakumar and was attended by President S R Nathan.

Cerita-cerita Pahlawan 2001 (Warrior's Tales 2001)

Organised from April to November 2001, this Malay children's programme series was used to showcase Malay junior fiction.

Children's Chinese Creative Storytelling Competition

150 children participated in this competition that was held for one week in November 2001 to promote Chinese folktales and Chinese collections.

Special Interest Groups

Speaking the Web

To ensure that visually-handicapped people had no problems exploring and discovering the world of information and knowledge, the NLB collaborated with IBM, the Society of the Visually Handicapped, and the Independent Society of the Blind, to promote a ground-breaking self-voicing web browser.

Demonstrations of the new technology were held in November 2001 at library@orchard. This capability served to remove the limitations for the visually-handicapped in accessing library resources.

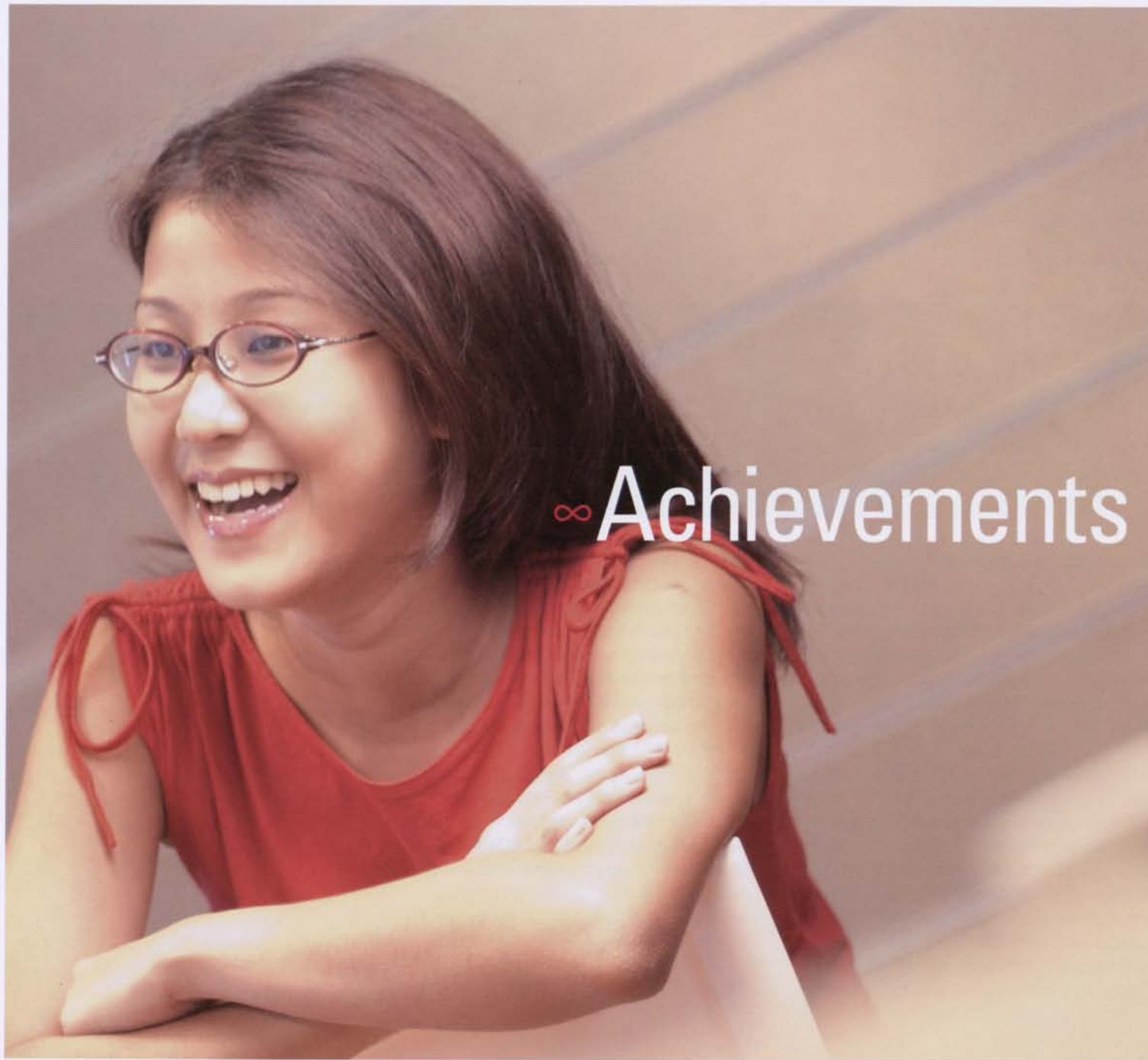
Media Focus

The media was an important strategic avenue to reach the population. The NLB worked closely with several media channels in Singapore to feature the resources and services of the libraries. To date, media partners include key language stations such as Suria, Vasantham, Oli 96.8FM, Tamil Murasu, TCS8 and Arts Central / Kids Central.

Through these ties, the NLB worked with the various partners to promote library programmes, introduce new and innovative services, as well as conduct book/programme reviews.

Book Sale

The NLB Book Sale, which aims to promote good reading habits, was held at the Singapore Expo in July 2001. 250,000 books were sold to the 65,000 people who attended the event.



Cheryl Pang
University Student

∞ Achievements

Did you know that a 0.5°C rise in global temperature could have a great impact on the environment? My classmates and I discovered this as well as a wealth of other facts and information while doing research at the library, for a science project on climatic changes. The reference section had so many relevant books, and their collection of multimedia resources further enhanced our understanding of the information. We were also amazed at some of the things we found while poring through the huge archives of old newspapers. We come back as often as possible to do research for all our subjects.



- 1 The launch of CONSAL Web, the regional library community portal.
- 2 A training session being held for the ASEAN librarians.
- 3 Participants at the e-tlas conference.

In pursuing its goal to deliver a useful pool of knowledge and resources, the NLB has developed partnerships and alliances with institutions worldwide to aggregate world-class knowledge, content, experience, and databases.

Not only did these partnerships serve to extensively widen the base of resources offered by the NLB's network of knowledge centres and libraries, but they have also created awareness for its libraries and knowledge system internationally.

Congress of Southeast Asian Librarians (CONSAL)

CONSAL Web, the library community portal for the region, was launched on April 24, 2001 by Mr David Lim, Minister of State for Information and the Arts. The portal acts as a resource, event and regional centre to facilitate closer regional ties with the NLB's counterparts in the region.

The NLB organised 2 training programmes for ASEAN librarians with the support of CONSAL. The Secretariat also visited the regional members in the Philippines, Brunei, Malaysia and Indonesia to discuss CONSAL projects. These visits were part of CONSAL's aim to identify and establish collaborative initiatives for knowledge and information in the ASEAN region.

In July and September 2001, the CONSAL Web Online Conferences were held in Singapore. Librarians, academics, and the NLB staff gathered to discuss themes such as 'Librarianship in the New Millenium' and 'Consultation on Higher Library Education'.

Emerging Trends in Library & Archival Services (e-tlas)

The e-tlas conference was jointly organised by the NLB, the National Heritage Board and the Reed Exhibition Companies to showcase the library infrastructure in Singapore. The theme of the conference was aptly titled 'Transformation of Centres of Information Excellence'.



- 1 A souvenir of the Treasures from the World's Great Libraries exhibition, this catalogue features selected items from the event.
- 2 The Hikayat Abdullah, seen here, is the autobiography of Munshi Abdullah Abdul Kadir, published in 1849. Abdullah was the interpreter and scribe to Sir Stamford Raffles.
- 3 The NLB delegates with members from the National Library of China and Shanghai.

Treasures from the World's Great Libraries

The NLB participated in the Treasures from the World's Great Libraries exhibition held from December 2001 to February 2002 at the National Library of Australia. Officially opened by the Governor General of the Commonwealth of Australia, the event featured exhibits from all over the world, including the "Hikayat Abdullah" and an unpublished letter by Sir Stamford Raffles in 1819, two rare pieces from the NLB's own archives.

Building Ties

As part of the NLB's Memorandum of Cooperation with regional city libraries, staff exchange programmes and visits were organised between the NLB delegations and those from the National Library of China and Shanghai between August and December 2001. These programmes were an excellent platform to encourage further ties with other regional countries and showcased the capabilities and technology being used by the libraries.



Lim Boon Chay

Chairman & Managing Director
Thong Siek Food Industry

∞ Future

While scouring the library for new business ideas and new food production techniques, I gained a greater insight into the fishball-making process. It was during one such visit that I discovered a unique method to separate proteins in fish, thus enabling me to produce whiter and tastier fishballs. This was a pivotal turning point for my business, which has been successful since then. I can even access library resources on the Internet from the comfort of my office. With my busy schedule, this flexibility allows me to do important research even if I have to go abroad. I would certainly recommend all budding entrepreneurs to make use of this indispensable resource. You'll be surprised at what you'll be able to find.



- 1 An artist's impression of the main entrance of the new National Library Building.
- 2 A view of the main lobby interior.
- 3 A dynamic perspective of the new National Library Building.

As Singapore moves rapidly through the information age, there becomes a greater need for its people to keep in tune with the knowledge and skills needed to maintain a competitive edge on a global scale. In this regard, the NLB will continue to focus on improving the quality and quantity of its knowledge and information banks to meet the increasing information needs of the people.

As unlimited growth possibilities become more evident, the NLB will continue to provide Singaporeans with information and resources to meet new challenges.

Statistical Summary

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Loan Statistics Report
For FY 2000 & FY 2001

Name of Library	FY 2000	FY 2001
Ang Mo Kio Community Library	1,409,155	1,306,280
Bedok Community Library	921,888	570,773
Bukit Batok Community Library	1,375,581	1,345,869
Bukit Merah Community Library	976,888	1,054,965
Bukit Panjang Community Library	1,210,712	1,110,862
Central Community Library	1,202,500	1,099,273
Cheng San Community Library	1,574,593	1,438,780
Choa Chu Kang Community Library	1,547,302	1,340,748
Geylang East Community Library	836,320	880,244
Jurong East Community Library	1,480,205	1,492,287
Jurong West Community Library	1,274,574	1,126,804
library@orchard	1,060,334	1,130,927
Marine Parade Community Library	1,355,335	1,468,810
Pasir Ris Community Library	784,348	1,713,240
Queenstown Community Library	863,433	897,466
Sembawang Community Library	926,782	1,119,559
Tampines Regional Library	1,790,380	1,679,603
Toa Payoh Community Library	1,751,534	1,806,185
Woodlands Regional Library	—	2,650,301
Yishun Community Library	1,150,904	1,059,862
Total	23,492,768	26,292,838
Community Children's Libraries	1,541,122	1,654,771
National Reference Library	554	5,699
Grand Total	25,034,444	27,953,308
Percentage	1.27%	11.66%

Membership Statistics Report
For FY 2000 & FY 2001

Name of Library	FY 2000	FY 2001
Ang Mo Kio Community Library	235,857	242,313
Bedok Community Library	218,863	225,709
Bukit Batok Community Library	25,859	29,224
Bukit Merah Community Library	104,958	108,398
Bukit Panjang Community Library	22,374	28,802
Central Community Library	170,194	182,711
Cheng San Community Library	53,889	58,741
Choa Chu Kang Community Library	59,568	63,652
Geylang East Community Library	76,170	80,281
Jurong East Community Library	234,984	235,548
Jurong West Community Library	53,391	55,405
library@orchard	12,768	17,879
Marine Parade Community Library	93,501	97,927
Pasir Ris Community Library	8,264	20,792
Queenstown Community Library	129,718	136,232
Sembawang Community Library	9,285	18,135
Tampines Regional Library	101,940	106,585
Toa Payoh Community Library	187,306	196,517
Woodlands Regional Library	—	27,100
Yishun Community Library	33,831	38,837
Total	1,832,720	1,970,788
Community Children's Libraries #	27,589	25,346
National Reference Library	—	81
Grand Total	1,860,309	1,996,215
Percentage	5.72%	7.31%
Premium Members**	28,294	19,450

excludes re-registration and expiration

** Only NLB members are eligible to register as Premium members.

Visitorship Statistics Report
For FY 2000 & FY 2001

Name of Library	FY 2000	FY 2001
Ang Mo Kio Community Library	837,259	801,610
Bedok Community Library	681,784	670,029
Bukit Batok Community Library	1,329,854	1,419,634
Bukit Merah Community Library	692,744	753,939
Bukit Panjang Community Library	900,532	967,982
Central Community Library/National Reference Library	1,240,254	1,182,433
Cheng San Community Library	1,236,010	1,269,166
Choa Chu Kang Community Library	1,188,755	1,377,319
Geylang East Community Library	750,825	743,574
Jurong East Community Library	1,164,947	1,225,476
Jurong West Community Library	866,237	1,145,836
library@orchard	1,639,809	1,701,504
Marine Parade Community Library	1,059,366	1,209,240
Pasir Ris Community Library	817,730	1,685,508
Queenstown Community Library	428,788	480,407
Sembawang Community Library	853,353	1,110,099
Tampines Regional Library	1,313,897	1,361,520
Toa Payoh Community Library	2,393,340	2,736,871
Woodlands Regional Library	—	4,224,033
Yishun Community Library	731,943	770,565
Total	20,127,427	26,836,745
Community Children's Libraries	969,257	960,537
Grand Total	21,096,684	27,797,282
Percentage	7.02%	31.76%

The following branches were closed during FY 2000 & FY 2001:

Branches	FY 2000	FY 2001
01 Old Marine Parade Community Library	13/05/2000 - 28/05/2000	
02 Ang Mo Kio Community Library	05/07/2000 - 06/07/2000	
03 Bedok Community Library	26/01/2001 - 17/11/2001	
04 Jurong West Community Library		16/04/2001 - 20/05/2001
05 library@orchard		27/06/2001 - 29/06/2001
06 Toa Payoh Community Library		02/07/2001 - 05/07/2001
07 Bukit Batok Community Library		09/07/2001 - 13/07/2001
08 Cheng San Community Library		20/09/2001 - 30/09/2001
09 Bukit Panjang Community Library		03/10/2001 - 11/10/2001
10 Choa Chu Kang Community Library		15/10/2001 - 28/10/2001
11 Yishun Community Library		29/10/2001 - 06/11/2001
12 All libraries		03/11/2001 (Polling Day)
13 Tampines Regional Library		15/12/2001 - 26/12/2001
14 Central Community Library & National Reference Library		14/01/2002 - 25/01/2002
15 Queenstown Community Library		31/01/2002 - 03/02/2002
16 Geylang East Community Library		18/03/2002 - 28/04/2002
17 Bukit Merah Community Library		25/03/2002 - 14/04/2002

Visitorship Statistics Report (cont'd)
For FY 2000 & FY 2001

The following branches were opened/re-opened during FY 2000 & FY 2001:

Branches	FY 2000	FY 2001
01 New Marine Parade Community Library	29/05/2000	
02 Ang Mo Kio Community Library	07/07/2000	
03 Sembawang Community Library	12/08/2000	
04 Pasir Ris Community Library	07/10/2000	
05 Jalan Kayu Community Children's Library	29/10/2000	
06 Punggol East Community Children's Library	11/11/2000	
07 Kampong Ubi Community Children's Library	01/02/2001	
08 Moulmein Community Children's Library	25/02/2001	
09 Woodlands Regional Library		28/04/2001
10 Jurong West Community Library		21/05/2001
11 library@orchard		30/06/2001
12 Toa Payoh Community Library		06/07/2001
13 Bukit Batok Community Library		14/07/2001
14 Cheng San Community Library		01/10/2001
15 Bukit Panjang Community Library		12/10/2001
16 Choa Chu Kang Community Library		29/10/2001
17 Yishun Community Library		07/11/2001
18 Ayer Rajah Community Children's Library		11/11/2001
19 Bedok Community Library		18/11/2001
20 Tampines Regional Library		27/12/2001
21 Central Community Library & National Reference Library		26/01/2002
22 Queenstown Community Library		04/02/2002

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Annual Report 2001/2002

Performance Indicators

FY 2000

FY 2001

Enquiries from public

(a) On-site #	653,333	1,289,261
(b) Reference Point [RP]	41,551	86,699
(c) Info-Products		
(ii) Alerts	108	129
(ii) Topical Brief	30	38
(iii) On-Demand	189	197
(iv) Enquiries from corporate clients	913	1,138

PANs

(a) No. of access	899,826	1,515,725*
(b) Internet access	650,865	990,430*
(c) Database access	45,374	52,051*
(d) CD-ROMs	35,709	77,686*
(e) Videos	36,860	20,028*

NLB Website [No. of log-ons]	3,441,629	10,552,844
SVC [No. of access]	112,630	169,867
TiARA [No. of access]	74,145	35,934

on-site enquiries include Reference Point enquiries

* For FY 2001 – access to PANs includes CCLs

Statistics Report for Other Usage Indicators

For FY 2000 & FY 2001

Collection by Language, Age Group
and Material
For FY 2000 & FY 2001

FY 2001	Books		Serials	
	No. of Titles	No. of Items	No. of Titles	No. of Items
Languages				
Malay	52,713	553,073	684	32,281
Chinese	154,571	1,695,183	1,999	81,569
Tamil	20,119	187,931	126	25,866
English	588,706	4,277,007	22,810	527,672
Total	816,109	6,713,194	25,619	667,388
Adults				
Malay	28,641	180,480	651	27,410
Chinese	122,028	892,579	1,838	72,347
Tamil	14,183	102,658	106	22,963
English	443,373	2,100,395	21,626	505,757
Total	608,225	3,276,112	24,221	628,477
Young People				
Malay	4,483	50,042	16	803
Chinese	10,001	92,597	92	2,622
Tamil	1,806	11,471	13	1,750
English	47,956	322,288	1,076	12,618
Total	64,246	476,398	1,197	17,793
Children				
Malay	19,589	322,551	17	4,068
Chinese	22,542	710,007	69	6,600
Tamil	4,130	73,802	7	1,153
English	97,377	1,854,324	108	9,297
Total	143,638	2,960,684	201	21,118

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Annual Report 2001/2002

Format	No. of Titles	No. of Items
Special Materials*		
Art print	224	350
Compact disc	6,360	17,719
Computer File + CD-ROMs	7,752	77,368
Digitised video	403	403
DVD	749	847
VCD	502	1,625
Filmstrip	447	614
Kit	27	149
Map	180	350
Microfiche	1,158	4,252
Microfilm	2,526	2,612
Music score	13,095	24,355
Recorded disc	2,070	2,540
Talking book	202	412
Tape recording	4,043	12,700
Tape slide	432	531
Videocassette	22,392	132,984
Videodisc + Laserdisc	867	4,105
Database	22	22
Other **	278	334
Total	63,729	284,272
Grand Total (Books, Serials + Special Materials)	905,457	7,664,854

* excludes items not bar-coded

** includes braille, game, motion picture, wall chart, flash card, picture collection

Summary of New Titles Catalogued
For FY 2000 & FY 2001

Summary of Books Acquired (Volumes)

Language	FY1999				FY2000				FY2001			
	Purchase	Gift	PPA	Total	Purchase	Gift	PPA	Total	Purchase	Gift	PPA	Total
Malay	48,710	122	148	48,980	85,650	42	246	85,938	59,067	182	124	59,373
Chinese	219,711	306	2,242	222,259	212,582	1,418	2,009	216,009	177,047	3,149	1,847	182,043
Tamil	15,038	14	61	15,113	41,189	37	80	41,306	25,056	10	46	25,112
English	539,783	1,323	4,201	545,307	582,976	2,018	3,910	588,904	422,175	6,843	5,585	434,603
Total	823,242	1,765	6,652	831,659 (-26.2%)	922,397	3,515	6,245	932,157 (+12.08%)	683,345	10,184	7,602	701,131 (-24.78%)

Summary of New Titles Catalogued

Language	FY1999			FY2000			FY2001		
	Adult	Children	Total	Adult	Children	Total	Adult	Children	Total
Malay	1,028	578	1,606	3,107	1,927	5,034	4,108	1,878	5,986
Chinese	15,661	1,790	17,451	17,810	1,731	19,541	11,787	2,500	14,287
Tamil	403	54	457	1,495	320	1,815	3,722	454	4,176
English	52,160	3,411	55,571	46,422	6,636	53,058	36,927	4,355	41,282
Total	69,252	5,833	75,085 (+14.6%)	68,834	10,614	79,448 (+5.8%)	56,544	9,187	65,731 (-17.2%)

Audited Accounts

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41	Consolidated Statement of Changes in Capital Account and Accumulated Deficit		

Auditors' Report to The National Library Board

We have audited the financial statements of the National Library Board (the "Board") and the consolidated financial statements of the Group for the financial year ended 31 March 2002 set out on pages 39 to 61. These financial statements are the responsibility of the Board. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we plan and perform our audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Board's management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion,

- (a) the accompanying financial statements of the Board and consolidated financial statements of the Group are properly drawn up in accordance with the provisions of the National Library Board Act (Chapter 197) ("Act") and Singapore Statements of Accounting Standard and so as to give a true and fair view of the state of affairs of the Board and of the Group at 31 March 2002 and of the results and changes in capital account and accumulated deficit of the Board and of the Group for the financial year ended on that date; and
- (b) the accounting and other records required by the Act to be kept by the Board have been properly kept in accordance with the provisions of the Act, including records of all assets of the Board whether purchased, donated or otherwise.

During the course of our audit, nothing came to our notice that caused us to believe that the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Board during the year have not been in accordance with the provisions of the Act.

We are satisfied that the financial statements of the subsidiaries that have been consolidated with the financial statements of the Board are in form and content appropriate and proper for the purposes of the preparation of the consolidated financial statements and we have received satisfactory information and explanation as required by us for those purposes.

The auditors' report on the financial statements of the subsidiaries were not subject to any qualification.

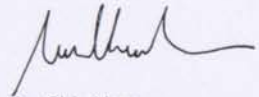


PricewaterhouseCoopers
Certified Public Accountants

Singapore, 27 June 2002

	Notes	The Board		The Group	
		2001/2002 \$	2000/2001 \$	2001/2002 \$	2000/2001 \$
Operating income	3	15,923,148	12,711,453	16,491,373	12,861,453
Operating expenditure		(180,986,030)	(165,457,914)	(183,139,835)	(165,695,339)
Operating deficit	4	(165,062,882)	(152,746,461)	(166,648,462)	(152,833,886)
Finance income	6	161,361	339,727	167,311	339,727
Deficits before grants		(164,901,521)	(152,406,734)	(166,481,151)	(152,494,159)
Grants					
Operating grants	8	92,884,757	87,620,096	94,032,964	87,620,096
Development grants	9	47,979,727	44,248,083	47,979,727	44,248,083
Deferred capital grants amortised	10	23,099,990	12,949,186	23,099,990	12,949,186
Deficit for the year		(937,047)	(7,589,369)	(1,368,470)	(7,676,794)

Income and Expenditure Statements
For the financial year ended 31 March 2002


Tan Chin Nam
Chairman


Christopher Chia
Chief Executive

27 June 2002

Balance Sheets
As at 31 March 2002

	Notes	The Board		The Group	
		2001/2002 \$	2000/2001 \$	2001/2002 \$	2000/2001 \$
Current assets					
Cash and cash equivalents	12	66,556,427	23,918,151	67,995,374	24,010,317
Receivables		1,143,667	846,809	1,239,657	846,809
Due from a subsidiary	13	7,369	5,000	–	–
Loan to a subsidiary	13	2,000,000	–	–	–
Other current assets	14	4,165,247	2,760,872	4,316,258	2,760,872
		73,872,710	27,530,832	73,551,289	27,617,998
Non-current assets					
Investment in subsidiary	13	2	2	–	–
Property, plant and equipment	15	174,345,124	164,602,685	174,514,730	164,602,685
		174,345,126	164,602,687	174,514,730	164,602,685
Total assets		248,217,836	192,133,519	248,066,019	192,220,683
Current liabilities					
Trade and other payables	16	24,337,507	22,978,925	24,725,138	23,153,514
Defined benefit pension plan	17	2,493,894	1,491,411	2,493,894	1,491,411
Due to a subsidiary	13	20,600	–	–	–
Development grant received in advance	9	45,392,997	533,809	45,392,997	533,809
Security and other deposits		350,737	291,490	350,737	291,490
		72,595,735	25,295,635	72,962,766	25,470,224
Net assets		175,622,101	166,837,884	175,103,253	166,750,459
Capital account	11	10,334,137	10,334,137	10,334,137	10,334,137
Accumulated deficit		(9,057,160)	(8,120,113)	(9,576,008)	(8,207,538)
		1,276,977	2,214,024	758,129	2,126,599
Deferred capital grants	10	174,345,124	164,623,860	174,345,124	164,623,860
		175,622,101	166,837,884	175,103,253	166,750,459

41 Audited Accounts

Annual Report 2001/2002

Notes	Capital account \$	Accumulated deficit \$	Total \$
Balance at 1 April 2001	10,334,137	(8,207,538)	2,126,599
Deficit for the financial year	–	(1,368,470)	(1,368,470)
Balance at 31 March 2002	10,334,137	(9,576,008)	758,129
Balance at 1 April 2000	10,334,137	(530,744)	9,803,393
Deficit for the financial year	–	(7,676,794)	(7,676,794)
Balance at 31 March 2001	10,334,137	(8,207,538)	2,126,599

**Consolidated Statement of Changes in
Capital Account and Accumulated Deficit**
For the financial year ended 31 March 2002

**Statement of Changes in Capital Account
and Accumulated Deficit – The Board**
For the financial year ended 31 March 2002

	Notes	Capital account \$	Accumulated deficit \$	Total \$
Balance at 1 April 2001		10,334,137	(8,120,113)	2,214,024
Deficit for the financial year		–	(937,047)	(937,047)
Balance at 31 March 2002		10,334,137	(9,057,160)	1,276,977
Balance at 1 April 2000		10,334,137	(530,744)	9,803,393
Deficit for the financial year		–	(7,589,369)	(7,589,369)
Balance at 31 March 2001		10,334,137	(8,120,113)	2,214,024

Notes	The Group	
	2001/2002 \$	2000/2001 \$
Cash flows from operating activities		
Deficit before grants	(166,481,151)	(152,494,159)
Adjustments for:		
Depreciation of property, plant and equipment	23,087,350	12,898,121
Loss on disposal of property, plant and equipment	75,090	37,310
Loss arising from property, plant and equipment written off	–	(93,072)
Interest income	(167,311)	(339,727)
Deficit before working capital changes	(143,486,022)	(139,991,527)
Change in operating assets and liabilities		
Receivables	(400,120)	(131,679)
Other assets	(1,555,386)	977,016
Trade and other payables	2,633,353	7,275,808
Net cash used in operating activities	(142,808,175)	(131,870,382)
Cash flows from investing activities		
Purchase of property, plant and equipment	(33,074,485)	(116,528,002)
Proceeds from disposal of property, plant and equipment	–	13,757
Interest received	174,584	305,120
Net cash used in investing activities	(32,899,901)	(116,209,125)
Cash flows from financing activities		
Government grants received	219,693,133	144,500,998
Net cash generated from financing activities	219,693,133	144,500,998
Net (decrease)/increase in cash and cash equivalents	43,985,057	(103,578,509)
Cash and cash equivalents at the beginning of the year	24,010,317	127,588,826
Cash and cash equivalents at the end of the year	67,995,374	24,010,317

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Consolidated Cash Flow Statement
For the financial year ended 31 March 2002

Notes to the Financial Statements

For the financial year ended 31 March 2002

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

1. General

The National Library Board is domiciled and incorporated in Singapore, and established under the National Library Board Act (Chapter 197). The address of its registered office is:

1 Temasek Avenue
#06-00 Millenia Tower
Singapore 039192

Under the National Library Board Act (Chapter 197), the National Library Board shall:

- (a) establish and maintain libraries, and provide library information services;
- (b) promote reading and encourage learning through the use of libraries and their services;
- (c) provide a repository for library materials published in Singapore; acquire and maintain a comprehensive collection of library materials relating to Singapore and its people;
- (e) establish standards for the training of library personnel;
- (f) provide advisory and consultancy services concerning libraries and library information services;
- (g) compile and maintain a national union catalogue and a national bibliography; and
- (h) advise the Government on national needs and policies in respect of matters relating to publicly-funded libraries and library information services in Singapore.

2. Significant accounting policies

(a) Basis of preparation

The financial statements are prepared in accordance with the historical cost convention.

The financial statements are prepared in accordance with and comply with Singapore Statements of Accounting Standard. The financial statements are expressed in Singapore Dollars.

During the financial year ended 31 March 2002, the Board adopted the following standards:

SAS 8 (Revised 2000)	Net Profit or Loss for the Period, Fundamental Errors and Changes in Accounting Policies
SAS 10 (Revised 2000)	Events after the Balance Sheet Date
SAS 12 (Revised 2001)	Income Taxes
SAS 17 (Revised 2000)	Employee Benefits
SAS 22 (Revised 2000)	Business Combinations
SAS 31	Provisions, Contingent Liabilities and Contingent Assets
SAS 32	Financial Instruments - Disclosure and Presentation
SAS 34	Intangible assets
SAS 36	Impairment of assets

(b) **Basis of Consolidation**

The consolidated financial statements include the financial statements of the Board and all its subsidiaries made up to the end of the financial year. The results of subsidiaries acquired or disposed of during the financial year are included in or excluded from the consolidated income statement from the date of their acquisition or disposal. Intercompany balances and transactions and resulting unrealised profits are eliminated in full on consolidation. Where necessary, accounting policies for subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

(c) **Capital account**

Government assets transferred in for the establishment of the Board are taken into the Capital account.

(d) **Grants**

Government grants and contributions from other organisations utilised for the purchase/construction of depreciable assets are taken to the Deferred Capital Grants account.

Deferred capital grants are recognised in the income and expenditure statement over the periods necessary to match the depreciation of the assets purchased with the related grants. Upon disposal of property, plant and equipment, the balance of the related deferred capital grants is recognised in the income and expenditure statement to match the net book value of the assets written-off.

Government grants to meet the current year's operating expenses are recognised as income in the same year.

(e) **Revenue recognition**

Professional library services are rendered to government ministries and statutory boards and fees charged are recognised when services are rendered. Fees are charged based on fixed charging formula approved by the supervisory ministry.

Income from the rental of library facilities are recognised when services are rendered and charges are based on rates approved by the supervisory ministry.

Book fines are accounted for when received.

Interest income from bank account balances are recognised on the accrual basis.

Other income comprises mainly consultancy services, multi-media sessional charges and amounts from Cluster Development Fund. Fees charged on consultancy services, multi-media sessional charges and amounts from Cluster Development Fund are recognised when the relevant services are rendered.

(f) **Taxation**

The National Library Board is a tax-exempted institution under the provisions of the Income Tax Act (Chapter 134).

The subsidiaries of the Board are subject to local income tax legislation.

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

2. Significant accounting policies (cont'd)

Current taxation is provided based on the tax payable on the income for the period that is chargeable to tax.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. The principal temporary differences arise from depreciation on property, plant and equipment. Tax rates enacted or substantively enacted by the balance sheet date are used to determine deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

(g) **Leases**

Operating lease payments are charged to the income statement on a straight line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

(h) **Employee benefits**

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave and long-service leave as a result of services rendered by employees up to the balance sheet date.

Provision for retirement benefits

The Board operates unfunded defined benefit schemes for certain employees under the provisions of the Pensions Act (Chapter 225).

Retirement benefits for employees are assessed using the projected unit credit method: the cost of providing for retirement benefits is charged to the income statement so as to spread the regular cost over the service lives of employees. The provision for retirement benefit is measured as the present value of the estimated future cash outflows using interest rates of Singapore Government Securities which have terms to maturity approximating the terms of the related liability. Actuarial gains and losses are recognised over the average remaining service lives of employees. Such benefits are unfunded.

(i) **Cash and cash equivalents**

For the purposes of the cash flow statement, cash and cash equivalents comprise cash in hand and deposits held at call with banks.

(j) **Trade debtors**

Trade debtors are carried at anticipated realisable value. Bad debts are written off and specific provisions are made for those debts considered to be doubtful.

(k) **Investments in subsidiaries**

Investment in subsidiaries that are intended to be held for the long term is stated in the financial statements of the Board at cost less provision. This provision is made in recognition of a diminution in the value of the investment which is other than temporary, determined on an individual basis.

(l) **Depreciation of property, plant and equipment**

Property, plant and equipment is stated at cost less accumulated depreciation. Depreciation is calculated on the straight-line basis to write off the cost of the assets over their estimated useful lives as follows:

	Years
Leasehold premises	30 - 60
Motor vehicles	5
Building improvements and renovation	3 - 5
Furniture and fittings	5
Office equipment	5
Computer hardware and operating system software	4

No depreciation is provided for works-of-art and projects-in-progress.

Depreciation is charged from the month of acquisition and no depreciation is charged in the month of disposal. Fully depreciated assets are retained in the financial statements until they are no longer in use. Property, plant and equipment costing \$2,000 and less each are charged to the income and expenditure statement in the year of purchase.

Movable property, plant and equipment belonging to the National Library prior to its conversion to a statutory board were transferred at net book value to the Board when it was established and depreciated over their remaining useful lives.

(m) **Expenditure on books, periodicals and serials**

Expenditure on books, periodicals and serials are charged to the income and expenditure statement in the year of purchase.

(n) **Foreign currencies**

Foreign currency assets and liabilities at balance sheet date are converted to Singapore dollars at the rates of exchange ruling at the balance sheet date. Foreign currency transactions during the year are converted into Singapore dollars at the rates of exchange ruling on the transaction dates. Differences on exchange are included in the income and expenditure statement.

(o) **Financial risk management**

The Board's and the Group's activities do not expose it to any significant foreign exchange risk and there is no significant concentration of credit risk. The Board's and Group's income and operating cash flows are substantially independent of changes in market interest rates. There is no significant liquidity risk. The Board and Group maintain sufficient cash and rely on funding received from the Government to meet its operating and capital requirements.

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

3. Operating income

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Professional library services	4,830,486	3,996,938	4,830,486	3,996,938
Book fines	2,145,683	1,867,971	2,145,683	1,867,971
Membership fees	377,502	355,125	377,502	355,125
Consultancy fees	2,023,832	2,059,267	2,023,832	2,059,267
Other income	6,545,645	4,432,152	7,113,870	4,582,152
	15,923,148	12,711,453	16,491,373	12,861,453

4. Operating deficit

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Operating deficit is arrived at after:				
<i>Charging</i>				
Audit fees	68,000	67,000	87,000	78,000
Bad debts	256	528	256	528
Board members' allowances	56,667	57,500	56,667	57,500
Books, periodicals and serials	34,327,557	37,066,693	34,327,557	37,066,693
Depreciation on property, plant and equipment	23,032,075	12,898,121	23,087,350	12,898,121
Entertainment	36,446	35,968	37,259	35,877
Loss on disposal of property, plant and equipment	75,090	37,310	75,090	37,310
Manpower development and staff welfare	3,056,837	2,769,021	3,063,453	2,769,021
Rental expense	17,158,833	18,088,299	17,318,455	18,088,299
Travelling	564,989	612,956	688,153	612,956
Property, plant and equipment written off	—	93,072	—	93,072

5. Staff costs

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Wages and salaries	39,948,110	36,244,005	40,332,700	36,244,005
Employer's contribution to Central Provident Fund	5,776,928	3,737,872	5,846,980	3,737,872
Other employee benefits	2,871,036	453,611	2,871,036	453,611
	48,596,074	40,435,488	49,050,716	40,435,488
Number of persons employed at the end of the financial year:				
Full-time	917	877	931	877
Part-time	354	396	354	396
	1,271	1,273	1,285	1,273

6. Finance income

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Interest income - Bank	161,361	339,727	167,311	339,727

7. Tax

The Board is a tax-exempted institution under the provisions of the Income Tax Act (Chapter 34).

There is no income tax charge on the results of the Group for the financial year due to the utilisation of unabsorbed tax losses brought forward and tax losses incurred by corporations in the Group during the financial year.

As at 31 March 2002, the Group has tax losses amounting to approximately \$305,000 (2001: \$76,000) and unutilised capital allowances of \$2,000 available for off-setting against future taxable income subject to the provisions of tax legislation. The deferred tax benefit on these tax losses have not been recognised in the financial statements.

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

8. Operating grants

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Operating grants received during the year				
Less:	94,996,288	88,774,900	96,144,495	88,774,900
Amount transferred to deferred capital grants (Note 10)	(2,111,531)	(1,154,804)	(2,111,531)	(1,154,804)
	92,884,757	87,620,096	94,032,964	87,620,096

9. Development grants

Development grants received from the Government are used for implementing approved development projects. Except for capital expenditure on community children's libraries, all other capital-related expenditure costing above \$2,000 are capitalised as property, plant and equipment. Other project costs and expenditure including books, are charged to the income and expenditure statement in the year of purchase.

	The Board and the Group	
	2001/2002	2000/2001
	\$	\$
Development grants received in advance brought forward	533,809	104,428,992
Development grants received during the year	123,548,638	55,726,098
	124,082,447	160,155,090
Less:		
Development grants received in advance	(45,392,997)	(533,809)
Amount transferred to deferred capital grants (Note 10)	(30,709,723)	(115,373,198)
	(76,102,720)	(115,907,007)
Development grants utilised for the year	47,979,727	44,248,083
Comprising:		
Books and periodicals	22,069,836	18,568,281
Computer and other professional services	16,198,444	13,798,286
Salaries	1,470,645	895,692
Others	8,240,802	10,985,824
	47,979,727	44,248,083

10. Deferred capital grant

	The Board and the Group	
	2001/2002	2000/2001
	\$	\$
Balance as at 1 April	164,623,860	61,138,116
Development grants utilised (Note 9)	30,709,723	115,373,198
Amount utilised transferred from operating grants (Note 8)	2,111,531	1,154,804
Reclassification	–	(93,072)
	197,445,114	177,573,046
Less:		
Deferred capital grants amortised	(23,099,990)	(12,949,186)
Balance as at 31 March	174,345,124	164,623,860

11. Capital account

The Capital Account comprises the net book value of movable property, plant and equipment, imprest floats and specific donations and miscellaneous project account balances held by the former National Library, which were transferred to the Board on its establishment on 1 September 1995.

12. Cash and cash equivalents

Cash and cash equivalents included in the consolidated cash flow statement comprise the following balance sheet amounts:

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Fixed deposits	1,974,715	1,809,748	1,974,715	1,809,748
Cash and bank balances	64,581,712	22,108,403	66,020,659	22,200,569
	66,556,427	23,918,151	67,995,374	24,010,317

The fixed deposits have been pledged with a bank as security for general banking facilities granted.

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

13. Subsidiaries

Details of subsidiaries are as follows:

Details of subsidiaries are as follows:						
Name of subsidiary	Principal activities	Country of incorporation & place of business	Percentage of equity holding		Cost of investment	
			2001/2002 %	2000/2001 %	2001/2002 \$	2000/2001 \$
<u>Held by National Library Board</u>						
Cybrarian Holdings Pte Ltd	Investment holding	Singapore	100	100	2	2
<u>Held by Cybrarian Holdings Pte Ltd</u>						
Cybrarian Ventures Pte Ltd	Investment holding	Singapore	100	100	-	-
<u>Held by Cybrarian Ventures Pte Ltd</u>						
One Learning Place Pte Ltd	Provision of computer and information technology literacy and internet-related training courses	Singapore	100	-	-	-
Elpedia Pte Ltd	Developing, managing and providing library-related information technology services	Singapore	100	-	-	-
Library Exchange Pte Ltd*	Provision of e-commerce services related to the trading of books	Singapore	100	-	-	-
					2	2

* Audited financial statements for the financial year ended 31 March 2002 are not required to be prepared under the laws of country of incorporation as this subsidiary was newly incorporated during the financial year.

(a) Acquisition of additional interest in subsidiary

On 1 March 2002, a wholly-owned subsidiary, Cybrarian Ventures Pte Ltd acquired an additional 2,499,800 ordinary shares of \$0.01 each in the share capital of One Learning Place Pte Ltd ("OLP") by way of conversion of a convertible loan of \$24,998. The net tangible liability of OLP as at the date of the acquisition of additional interest was \$202,481. Subsequent to the acquisition of additional shares in OLP, the Group's effective interest in OLP remained unchanged.

(b) Due from and due to a subsidiary

The non-trade amount due from and due to a subsidiary is unsecured, interest-free and have no fixed terms of repayment. The amount is intended to be settled within the next twelve-month period.

(c) Loan to a subsidiary company

Pursuant to a loan agreement between the Board and a subsidiary, the loan to a subsidiary is unsecured, interest free, repayable on demand and is convertible by the Board at any time prior to 31 March 2004 into ordinary share capital of the subsidiary.

(d) Carrying amounts and fair values

The carrying amounts of balances due from and due to a subsidiary and the loan to a subsidiary company approximate their fair values.

14. Other current assets

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Net Goods and Services Tax recoverable	–	173,879	–	173,879
Advance payment	58,704	61,800	147,792	61,800
Other debtors	693,043	205,964	693,043	205,964
Deposits	2,087,754	1,777,389	2,141,481	1,777,389
Prepayments	1,325,746	541,840	1,333,942	541,840
	4,165,247	2,760,872	4,316,258	2,760,872

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

15. Property, plant and equipment
The Board

	Leasehold premises	Motor vehicles	Building improvement & renovation
	\$	\$	\$
Cost			
At 1 April 2001	–	435,450	45,863,065
Additions	1,911,186	–	3,056,767
Disposal	–	–	(5,000)
Transfer	99,152,768	–	14,389,305
At 31 March 2002	101,063,954	435,450	63,304,137
Accumulated depreciation			
At 1 April 2001	–	143,227	12,112,602
Disposal	–	–	(2,250)
Depreciation charge	2,997,131	68,892	11,466,797
At 31 March 2002	2,997,131	212,119	23,577,149
Net book value			
At 31 March 2002	98,066,823	223,331	39,726,988
Net book value			
At 31 March 2001	–	292,223	33,750,463

Furniture & fittings \$	Office equipment \$	Computer hardware & software \$	Works of art \$	Projects-in- progress \$	Total \$
3,300,758	9,643,865	35,995,861	908,170	108,726,980	204,874,149
40,155	5,564,492	3,506,547	298,800	18,471,657	32,849,604
(43,963)	(105,344)	(1,131,153)	—	—	(1,285,460)
—	(555,778)	1,059,786	—	(114,046,081)	—
3,296,950	14,547,235	39,431,041	1,206,970	13,152,556	236,438,293
2,012,555	6,526,776	19,476,304	—	—	40,271,464
(39,434)	(73,478)	(1,095,208)	—	—	(1,210,370)
478,294	1,626,670	6,394,291	—	—	23,032,075
2,451,415	8,079,968	24,775,387	—	—	62,093,169
845,535	6,467,267	14,655,654	1,206,970	13,152,556	174,345,124
1,288,203	3,117,089	16,519,557	908,170	108,726,980	164,602,685

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

15. Property, plant and equipment (cont'd)
The Group

	Leasehold premises	Motor vehicles	Building improvement & renovation
	\$	\$	\$
Cost			
At 1 April 2001	–	435,450	45,863,065
Additions	1,911,186	–	3,081,388
Disposal	–	–	(5,000)
Transfer	99,152,768	–	14,389,305
At 31 March 2002	101,063,954	435,450	63,328,758
Accumulated depreciation			
At 1 April 2001	–	143,227	12,112,602
Disposal	–	–	(2,250)
Depreciation charge	2,997,131	68,892	11,473,336
At 31 March 2002	2,997,131	212,119	23,583,688
Net book value			
At 31 March 2002	98,066,823	223,331	39,745,070
Net book value			
At 31 March 2001	–	292,223	33,750,463

Furniture & fittings \$	Office equipment \$	Computer hardware & software \$	Works of art \$	Projects-in- progress \$	Total \$
3,300,758	9,643,865	35,995,861	908,170	108,726,980	204,874,149
95,154	5,567,783	3,648,517	298,800	18,471,657	33,074,485
(43,963)	(105,344)	(1,131,153)	—	—	(1,285,460)
—	(555,778)	1,059,786	—	(114,046,081)	—
3,351,949	14,550,526	39,573,011	1,206,970	13,152,556	236,663,174
2,012,555	6,526,776	19,476,304	—	—	40,271,464
(39,434)	(73,477)	(1,095,208)	—	—	(1,210,370)
488,376	1,626,725	6,432,890	—	—	23,087,350
2,461,497	8,080,024	24,813,986	—	—	62,148,444
890,452	6,470,502	14,759,025	1,206,970	13,152,556	174,514,730
1,288,203	3,117,089	16,519,557	908,170	108,726,980	164,602,685

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

16. Trade and other payables

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Trade payables	19,295,122	17,365,159	19,410,465	17,365,159
Other payables	584,382	368,070	587,060	368,070
Net Goods and Services Tax payable	18,398	—	50,999	—
Deferred revenue	—	—	30,303	—
Accrued operating expenses	4,439,605	5,245,696	4,646,311	5,420,285
	24,337,507	22,978,925	24,725,138	23,153,514

17. Provision for retirement benefits

(a) The amounts recognised in the balance sheet are as follows:

	The Board and the Group	
	2001/2002	2000/2001
	\$	\$
Liability in the balance sheet	2,493,894	1,491,411
Unrecognised transitional liability	1,599,054	*
Present value of unfunded obligations	4,092,948	*

The Board operates unfunded defined benefit retirement plans for certain employees under the provisions of the Pension Act (Chapter 225). Benefits are payable based on the last drawn salaries of the respective employees and the employees' cumulative service period served with the Board at the time of retirement. Prior to the adoption of SAS 17, retirement benefits have been provided for based on the estimated pension benefits payments expected to be paid.

With the adoption of SAS 17 in the current financial year, provision is made using the projected unit credit method described in Note 2(h). Based on this method, the present value of unfunded obligations exceeded the amount provided for by the Board under the previous policy. This excess is expensed over five financial years, beginning in the current financial year, as permitted by the transitional provisions of SAS 17.

(b) Movement in the liability recognised in the balance sheet

	The Board and the Group	
	2001/2002	2000/2001
	\$	\$
Balance at 1 April	1,491,411	1,630,155
Expense for the year	1,146,562	453,661
Retirement benefits paid	(144,079)	(592,405)
Balance at 31 March	2,493,894	1,491,411
Unrecognised defined pension benefit obligation	1,599,054	*
	4,092,948	1,491,411

(c) The amounts recognised in the income statement are as follows:

	The Board and the Group	
	2001/2002	2000/2001
	\$	3
Transitional liability recognised	399,763	*
Current service cost	629,684	*
Interest cost	117,115	*
	1,146,562	453,661

The principal assumptions used were as follows:

	The Board and the Group
	2001/2002
	\$
Discount rate	3.5%
Salary increment rate	3%

* Certain comparative information for the financial year 2000/2001 is not shown in this note as the information was not readily available when SAS 17 was adopted by the Board and the Group for the 2001/2002 financial statements. The cost of compiling such information outweighs its benefits.

Notes to the Financial Statements (cont'd)
For the financial year ended 31 March 2002

18. Commitments

(a) Capital commitments

Capital expenditure approved by the Board during the year but not provided for in the accounts is as follows:

	The Board and the Group	
	2001/2002	2000/2001
	\$	\$
Amount approved and contracted	67,398,767	27,874,206
Amount approved but not contracted	10,370	3,442,881

(b) Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are payable as follows:

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Not later than one financial year	15,039,387	12,507,143	15,234,696	12,507,143
Later than one financial year	13,176,020	8,572,611	13,403,878	8,572,611
	28,215,407	21,079,754	28,638,574	21,079,754

19. Contingent liabilities

	The Board and the Group	
	2001/2002	2000/2001
	\$	\$
Obligations in respect of normal trade guarantees issued by the bank	1,387,586	1,392,863

20. Related party transactions

	The Group	
	2001/2002	2000/2001
	\$	\$
Fees paid to a company in which a director of a subsidiary is a member	96,000	—

21. Government grants

Total grants received from the Government and utilised by the Board and the Group since the establishment of the Board was \$898,069,423 (2001: \$728,383,685) and \$899,217,630 (2001: \$728,383,685) respectively.

	The Board		The Group	
	2001/2002	2000/2001	2001/2002	2000/2001
	\$	\$	\$	\$
Capital grants	237,646,076	204,824,822	237,646,076	204,824,822
Operating grants	474,962,679	382,077,922	476,110,886	382,077,922
Development grants	189,460,668	141,480,941	189,460,668	141,480,941
	902,069,423	728,383,685	903,217,630	728,383,685

22. Comparatives

Where necessary, comparative figures have been adjusted to conform with changes in presentation in the current year. Where applicable, the comparatives have been adjusted or extended to take into account the requirements of the revised and new Singapore Statements of Accounting Standard ("SAS") which the Board and the Group adopted during the financial year ended 31 March 2002.

23. Authorisation of financial statements

These financial statements were authorised for issue in accordance with a resolution of the Board on 27 June 2002.

Community Libraries (CL)

Ang Mo Kio Community Library

4300 Ang Mo Kio Avenue 6
Singapore 569834
Tel: 6553 5500 Fax: 6553 5519

Bedok Community Library

21 Bedok North St 1
Singapore 469659
Tel: 6332 3255 Fax: 6244 4917

Bukit Batok Community Library

1 Bukit Batok Central Link
#03-01 West Mall
Singapore 658713
Tel: 6794 6292 Fax: 6794 6291

Bukit Merah Community Library

3779 Jalan Bukit Merah
Singapore 159462
Tel: 6375 5111 Fax: 6375 5128

Bukit Panjang Community Library

1 Jelebu Road
#04-16/17 Bukit Panjang Plaza
Singapore 677743
Tel: 6767 1020 Fax: 6767 1030

Central Community Library

91 Stamford Road
National Library Building
Singapore 178896
Tel: 6332 3645 Fax: 6332 3642

Cheng San Community Library

90 Hougang Avenue 10
#03-11 NTUC Hougang Mall
Singapore 538766
Tel: 6488 4100 Fax: 6488 4109

Choa Chu Kang Community Library

21 Choa Chu Kang Ave 4
#03-01 Lot 1 Shoppers' Mall
Singapore 689812
Tel: 6765 8616 Fax: 6765 8617

Geylang East Community Library

50 Geylang East Avenue 1
Singapore 389777
Tel: 6332 3255 Fax: 6842 8081

Jurong East Community Library

21 Jurong East Central 1
Singapore 609430
Tel: 6665 0301 Fax: 6665 0312

Jurong West Community Library

1 Jurong West Central 2
#04-01/04 Jurong Point
Singapore 648886
Tel: 6793 6900 Fax: 6793 6906

library@orchard

391 Orchard Road
#05-22-26 Ngee Ann City Podium Block
Singapore 238872
Tel: 6838 5188 Fax: 6838 5190

Marine Parade Community Library

278 Marine Parade Road
Marine Parade Community Building
Singapore 449282
Tel: 6332 3255 Fax: 6346 2130

National Reference Library

91 Stamford Road
National Library Building
Singapore 178896
Tel: 6332 3255 Fax: 6332 3248

Pasir Ris Community Library

1 Pasir Ris Central St 3
#04-01/06 White Sands
Singapore 518457
Tel: 6585 5313 Fax: 6585 5314

Queenstown Community Library

53 Margaret Drive
Singapore 149297
Tel: 6471 9046 Fax: 6471 9973

Sembawang Community Library

30 Sembawang Drive
#03-01 Sun Plaza
Singapore 757713
Tel: 6852 8181 Fax: 6852 8180

Tampines Regional Library

31 Tampines Ave 7
Singapore 529620
Tel: 6788 8266 Fax: 6788 8269

Toa Payoh Community Library

6 Toa Payoh Central
Singapore 319191
Tel: 6332 3255 Fax: 6354 5067

Woodlands Regional Library

900 South Woodlands Drive
#01-03 Woodlands Civic Centre
Singapore 730900
Tel: 6332 3255 Fax: 6767 3936

Yishun Community Library

Blk 290 Yishun St 22 #03-401
Singapore 760290
Tel: 6756 9298 Fax: 6756 9290

Note: library@esplanade and Sengkang Community Library due to open in September 2002 and December 2002 respectively.

Aljunied-Kembangan

Blk 125 Hougang Ave 1
#01-1470 Singapore 530125
Tel: 6280 3245 Fax: 6280 1269

Yio Chu Kang

Blk 211 Ang Mo Kio
Ave 3 #01-1446
Singapore 560211
Tel: 6452 7450 Fax: 6452 7552

Ayer Rajah

Blk 43 Teban Gardens Road #01-397
Singapore 600043
Tel: 6566 8701 Fax: 6566 8701

Bishan East

Blk 115 Bishan St 12 #01-70
Singapore 570115
Tel: 6356 3937 Fax: 6356 3937

Bishan-Toa Payoh North

Blk 238 Bishan St 22 #01-232
Singapore 570238
Tel: 6553 1293 Fax: 6553 1730

Braddell Heights

Blk 235 Serangoon Ave 3 #01-08
Singapore 550235
Tel: 6284 2415 Fax: 6284 2415

Bukit Batok

Blk 229 Bukit Batok East Ave 3 #01-118
Singapore 650229
Tel: 6563 1303 Fax: 6563 1303

Bukit Panjang

Blk 270 Bangkit Road #01-22
Singapore 670270
Tel: 6764 4539 Fax: 6764 0691

Bukit Timah

Blk 13 Toh Yi Drive #01-07
Singapore 590013
Tel: 6467 3346 Fax: 6466 0365

Changi Simei

Blk 120 Simei St 1 #01-476
Singapore 520120
Tel: 6426 9395 Fax: 6426 9395

Tampines-Changkat

Blk 316 Tampines St 33 #01-186
Singapore 520316
Tel: 6260 8180 Fax: 6260 7009

Clementi

Blk 322 Clementi Ave 5 #01-235
Singapore 120322
Tel: 6766 1887 Fax: 6766 1887

Eunos

Blk 606 Bedok Reservoir Rd #01-716
Singapore 470606
Tel: 6445 7303 Fax: 6445 7303

Jurong Central

Blk 312 Jurong East St 32 #01-319
Singapore 600312
Tel: 6565 9217 Fax: 6565 7193

Hong Kah North

Blk 322 Bukit Batok St 33 #01-16
Singapore 650322
Tel: 6563 2471 Fax: 6563 2471

Nanyang

Blk 836 Jurong West St 81 #01-65
Singapore 640836
Tel: 6791 7683 Fax: 6791 7683

Jalan Besar

Blk 103 Towner Road #01-296
Singapore 322103
Tel: 6296 2654 Fax: 6296 1954

Jalan Kayu

Blk 520 Serangoon North Ave 4 #01-178
Singapore 550520
Tel: 6481 7639 Fax: 6481 7639

Taman Jurong

Blk 334 Kang Ching Rd #01-260
Singapore 610334
Tel: 6261 4726 Fax: 6261 4702

Kaki Bukit

Blk 554 Bedok North St 3 #01-211
Singapore 460554
Tel: 6244 0242 Fax: 6244 0242

Kampong Ubi

Blk 341 Ubi Ave 1 #01-915
Singapore 400341 6
Tel: 745 3578 Fax: 6745 6749

Marsiling

Blk 301 Woodlands St 31 #01-231
Singapore 730301
Tel: 6365 3772 Fax: 6365 3772

Moulmein

Blk 52 Kent Road #01-23
Singapore 210052
Tel: 6299 4356 Fax: 6299 4356

Mountbatten

51 Kampong Arang Road
Ground Floor Katong Community Centre
Schoolhouse By The Bay
Singapore 438178
Tel: 6345 9798 Fax: 6345 9798

Community Children's Libraries (CCL)

Community Children's Libraries (CCL)
(cont'd)

Nee Soon Central

Blk 644 Yishun St 61 #01-312
Singapore 760644
Tel: 6757 0286 Fax: 6752 4469

Nee Soon East

Blk 356 Yishun Ring Rd #01-1828
Singapore 760356
Tel: 6753 1870 Fax: 6759 3108

Nee Soon South

Blk 812 Yishun Ring Rd #01-4155
Singapore 760812
Tel: 6755 9705 Fax: 6755 9705

Pasir Ris East

Blk 105 Pasir Ris St 12 #01-87
Singapore 510105
Tel: 6581 1916 Fax: 6585 0863

Pasir Ris West

Blk 613 Elias Road #01-130
Singapore 510613
Tel: 6581 6713 Fax: 6585 6263

Pasir Ris East

Blk 253 Pasir Ris St 21 #01-233
Singapore 510253
Tel: 6581 1424 Fax: 6581 1424

Tampines North

Blk 479 Tampines St 44 #01-241
Singapore 520479
Tel: 6260 7287 Fax: 6260 7287

Paya Lebar

Blk 234 Hougang Ave 1 #01-252
Singapore 530234
Tel: 6281 0257 Fax: 6281 5620

Punggol South

Blk 542 Hougang Ave 8 #01-1289
Singapore 540542
Tel: 6385 3938 Fax: 6385 3938

Punggol South

Blk 124 Rivervale Road #01-181
Singapore 540124
Tel: 6489 7156 Fax: 6489 7157

Aljunied-Hougang

Blk 662 Hougang Ave 4 #01-411
Singapore 530662
Tel: 6387 8251 Fax: 6387 8252

Sembawang

Blk 716 Woodlands Drive 70 #01-124
Singapore 730716
Tel: 6365 1466 Fax: 6368 6124

Serangoon

Blk 125 Serangoon North Ave 1 #01-127
Singapore 550125
Tel: 6284 8142

Tampines Central

Blk 860 Tampines Ave 5 #01-635
Singapore 520860
Tel: 6260 0985 Fax: 6260 0985

Tampines East

Blk 254 Tampines St 21 #01-464
Singapore 521254
Tel: 6787 9893 Fax: 6787 9893

Tampines West

Blk 938 Tampines Ave 5 #01-155
Singapore 520938
Tel: 6782 6370 Fax: 6782 6370

Thomson

Blk 308 Shunfu Road #01-165
Singapore 570308
Tel: 6258 0170 Fax: 6258 0170

Toa Payoh East

Blk 231 Toa Payoh Lor 8 #01-192
Singapore 310231
Tel: 6356 3120 Fax: 6356 3120

Whampoa

Blk 85 Whampoa Drive #01-260
Singapore 320085
Tel: 6254 3823 Fax: 6254 3823

Yew Tee

Blk 787 Choa Chu Kang North 6 #01-206
Singapore 682787
Tel: 6762 3269 Fax: 6762 3269

Yio Chu Kang

Blk 610 Ang Mo Kio Ave 4 #01-1237
Singapore 560610
Tel: 6452 9983 Fax: 6452 9983

Yuhua

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