

INNOVATIONS THROUGH PARTNERSHIPS

National Library Board Annual Report 2022 / 2023



INTRODUCTION

Introduction

Joint Message from
Our Chairman & CEO

Highlights of the Year

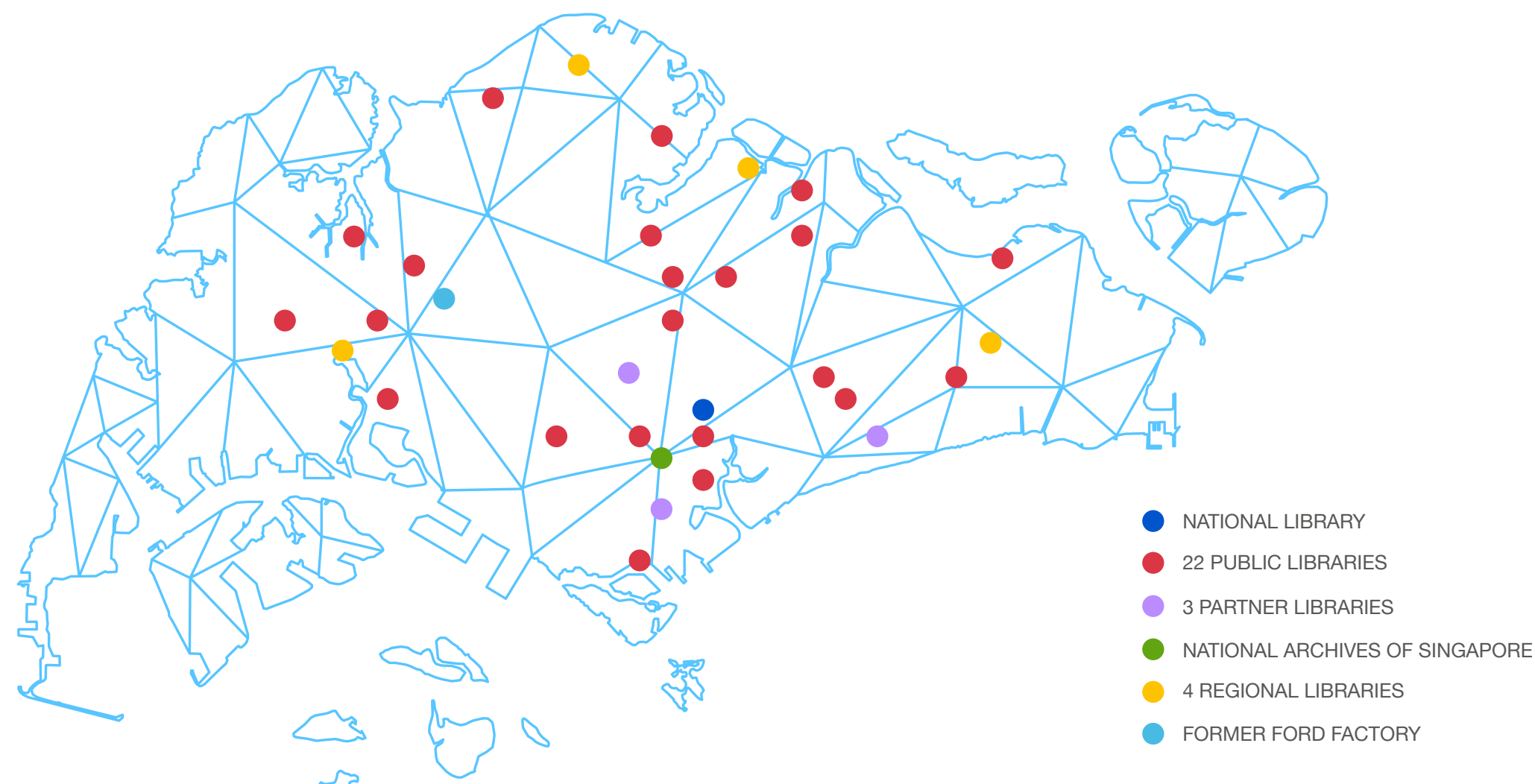
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Our network of libraries is conveniently located across Singapore to ensure reading and learning are accessible to everyone. Besides promoting reading and learning, the National Library Board (NLB) also offers reference services and preserves our nation's cultural and literary heritage under the National Library.

We also welcome the public to tap on the rich resources in the National Archives of Singapore (NAS), comprising letters, government records, maps, photographs, oral history interviews and audio-visual recordings, with some documents dating as far back as the 1800s.

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MR LEE SEOW HIANG
CHAIRMAN

MR NG CHER PONG
CHIEF EXECUTIVE OFFICER

JOINT MESSAGE FROM OUR CHAIRMAN & CEO

“

It has been an exciting year of experimentation and co-innovation in NLB. COVID-19 has unwittingly served as a springboard for us to think out of the box and trial new initiatives, services, programmes, and forge new partnerships. As interest for reading and learning continued to grow after the pandemic, our visitorship rose by 5 million in 2022 to 16.5 million, and physical and digital loans grew to 38.6 million. Thus, NLB is constantly exploring new initiatives to meet the varying needs of our patrons.

The Punggol Regional Library which opened this year is an example of co-innovation. It is chock full of new features, services and programmes for everyone. The first two levels which opened in January 2023, offer fresh and exciting discovery opportunities for children and parents, and accessible features for persons with disabilities. We are heartened by the positive responses – in the first two months of the soft opening, we have welcomed more than 90,000 patrons, for just two floors which were opened then. This is comparable to our average visitorship in other regional libraries that are fully opened!

We are grateful too for the enduring partnerships with our volunteers, the community and industry, that have helped to achieve our breakthroughs despite the still challenging times.

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A SHARED VISION WITH PARTNERS

Earlier this year, we marked the 10th anniversary of the library@chinatown, our first partner library that is fully supported by the Kwan Im Thong Hood Cho Temple and CP1 Pte Ltd, and run by volunteers. It was an unprecedented step for us back in 2013, to try a new model of library that is fully supported and run by the community. This model for how volunteers, the community and partners can help co-create a space for all to read, learn and discover in, has also enabled many to deepen their understanding and appreciation of Chinese heritage and culture. The Kwan Im Thong Hood Cho Temple has generously committed to fund the library operations for the next five years, just like how they have done in the past ten years.

The library@chinatown established the model for how volunteers, the community and partners, can help co-create a space for all to read, learn and discover in. This has led to more community and volunteer-supported spaces across our network, including at our newest library in Punggol.

With our community partners, we developed new services like the Borrow-n-Go check-out channel and the Priority Use logo to mark out sections and services prioritised for persons with disabilities at Punggol Regional Library. International partners, such as foreign embassies, high commissions and libraries, have also helped built a world of knowledge through the World and Us Zone by contributing books to the collection. The new accessible features have been well-received, and will help to shape our evolving blueprint for future libraries and archives.

Partnerships like these, between the community and NLB, are precious and we greatly appreciate the time, energy and passion of all our volunteers who are helping to build a reading and learning culture across all ages. As we embark on greater plans to expand our service offerings, we hope to get the support of more community stewards and grow our volunteer community from 2,000 in 2021 to 6,500 by 2026. As our volunteers continue to share their invaluable time, ideas and know-how to enhance the reading, learning and discovery opportunities for our patrons, we invite more partners and the community to collaborate with us on this journey.



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GROWING AND IMPROVING NEW CHANNELS



If you were taking a walk at Gardens by the Bay, Jurong Lake Gardens, East Coast Park or Pasir Ris Park over the past year, you might have spotted NLB in the midst. Together with partners like NParks and the sustainability community, we planted Nodes at Parks as a way to bring our resources to where you are. Through such a partnership, NLB is bringing the best of both digital and physical libraries and archives to you, as we present what we offer and reconnect patrons with the joy of reading and learning.

In addition to Nodes at Parks, we also set up nodes in malls, schools and even offices. With over 1.6 million visitors to Nodes at more than 20 locations in the past year, its success has spurred us to continue to partner with the community to bring more Nodes to new locations.

We are also happy to share that our book delivery subscription service, The Little Book Box, has been popular, with more than 1,000 monthly subscribers since its roll-out. We scaled up the subscription service by making its collection locations more convenient and at lower monthly fees.

An innovation launched in 2022, Curiocity went on to its second run to further encourage the public to discover Singapore’s rich history through interactive and immersive experiences around the Bras Basah-Bugis District. In collaboration with the National Heritage Board, we launched Curiocity Encounters: Singapore Night Festival 2022 in August, where we set up installations in the area to share stories about Singapore’s heritage and identity drawn from the collections in our libraries and archives.



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While we experimented with new channels, services and features within the libraries and archives, we also considered feedback from the public and refined ideas further. One example is the Grab-n-Go self-checkout service at the National Library Building, which leveraged technology to enable the contactless borrowing of books. This led us to gather feedback, refine and extend the improved self-checkout service to our first pop-up Manga library in a mall. The Manga Library at City Square Mall was a haven for graphic novel readers. Working with our partners, we designed a robot concierge based on local comic character Mr Kiasu, that could recommend books and guide our patrons on Grab-n-Go. We hope to be able to implement this Grab-n-Go self-checkout service at more libraries in the near future.

So whether you are on the move, at the park, or in our physical libraries and archives, you will be able to read, discover and learn according to your needs and preferences.

INNOVATING FOR THE FUTURE

All in all, partnerships with the community, industry, and volunteers will continue to remain vital in our journey of innovation and experimentation to reimagine our libraries and archives. NLB is also constantly on the lookout for new technological innovations which can provide more seamless and meaningful library services to you, our valued patron.

We launched LAB25 (Libraries and Archives Blueprint 2025) with a promise that we will work closely with partners and you to reshape the future of libraries and archives. We have been doing so in the most challenging of times, and will look forward to your continued support, to make our libraries and archives the learning sanctuary we all seek!



TinkerTots

HIGHLIGHTS *of the year*

TinkerTots where children can play with educational toys and learn about the world through simple tinkering activities at Punggol Regional Library, Level 1.

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OUR PATRONS

61.7%
OVERALL REACH



8.3 out of 10
OVERALL CUSTOMER
SATISFACTION

OUR NODES

MORE THAN
1.62M
VISITORS

ACROSS
MORE THAN
20
LOCATIONS

NLB's Nodes bring the whole library experience closer to you, beyond its physical walls through our content and services, wherever you are.

OUR VISITORSHIP

16.5M

across our network of libraries,
the National Archives of Singapore
and the Former Ford Factory



**TOTAL
VISITORSHIP**
↑ grew by 5M
from 2021

MOST VISITED LIBRARY
**JURONG REGIONAL
LIBRARY**

1.05M
visits

OUR USAGE

38.6M

OVERALL LOANS

↑ grew by 0.7M
from 2021



DIGITAL LOANS

13M

↑ grew by 0.5M
from 2021

PHYSICAL LOANS

25.6M

↑ grew by 0.2M
from 2021



82.7M

DIGITAL USAGE*



↑ grew by 2.1M
from 2021

*Number of pageviews to NLB's website and usage of
subscribed e-Books and e-Databases

2.28M

Average number of sessions
to NLB Mobile App per month

OUR PROGRAMMES & EXHIBITIONS



~18,000
NLB PROGRAMMES



16 EXHIBITIONS

TOTAL NO. OF PARTICIPANTS
AT NLB'S PROGRAMMES
& EXHIBITIONS

2.04M

↑ grew by 0.62M
from 2021

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Popular Offerings in 2022



PHYSICAL BOOKS

ADULTS

- 1 The Almost Complete Collection of True Singapore Ghost Stories: Book 1 - *Russell Lee*
- 2 The Celestial Zone X.II (Chinese) - *Huang Zhanming*
- 3 When Breath Becomes Air - *Paul Kalanithi*

CHILDREN

- 1 Plants vs Zombies 2, Weapon Secrets: Ask and I Shall Answer (Chinese) - *Xiao Jiang Nan*
- 2 Plants vs Zombies 2, Dinosaur Comics (Chinese) - *Xiao Jiang Nan*
- 3 Plants vs Zombies 2, Jipin Hilarious Comic Strips 2 (Chinese) - *Xiao Jiang Nan*

PROGRAMMES

- 1 Read for Books
- 2 Book Bugs: Rescuers of Stories Lost
- 3 Curiocity



E-BOOKS

ADULTS

- 1 This is What Inequality Looks Like - *Teo You Yenn*
- 2 It Ends with Us - *Colleen Hoover*
- 3 The Spanish Love Deception - *Elena Armas*

CHILDREN

- 1 Cat Kid Comic Club Series, Book 1 - *Dav Pilkey*
- 2 Mothering Heights: Dog Man Series, Book 10 - *Dav Pilkey*
- 3 Perspectives: Cat Kid Comic Club Series, Book 2 - *Dav Pilkey*

E-LEARNING COURSES

- 1 100 Days of Code: The Complete Python Pro Bootcamp for 2023
- 2 The Complete 2023 Web Development Bootcamp
- 3 The Complete Python Bootcamp from Zero to Hero in Python



AUDIO BOOKS

- 1 Harry Potter and the Chamber of Secrets: Harry Potter Series, Book 2 - *J.K. Rowling*
- 2 Atomic Habits: An Easy and Proven Way to Build Good Habits & Break Bad Ones - *James Clear*
- 3 Harry Potter and the Goblet of Fire: Harry Potter Series, Book 4 - *J.K. Rowling*



EXHIBITIONS

- 1 Mapping the World: Perspectives from Asian Cartography
- 2 Libraries Transforming: Our Journey from Past to Future
- 3 Tamil Cholai

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APRIL



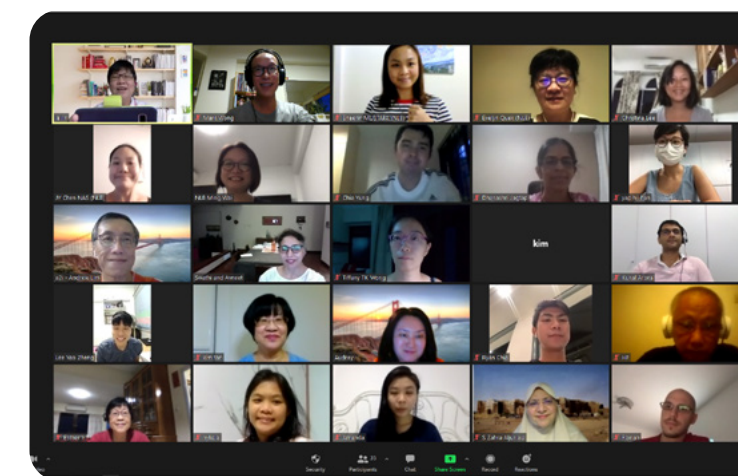
In collaboration with Tamil Language Festival 2022, Woodlands Regional Library opened **Tamil Cholai** – translated as “Tamil Garden” – Singapore’s largest Tamil literary collection with over 20,000 physical items. It gives patrons a deeper understanding of Singapore’s multi-cultural heritage through specially-curated works on Indian arts, culture and traditions in English, Chinese, Malay and Tamil.

MAY



NLB’s pilot **Grab-n-Go** leverages RFID technology to enhance the library experience with a self-checkout system. Patrons could simply scan their ID or NLB eCard at the gantry upon entry, and at the exit gantry scan their ID or NLB eCard to conveniently check out the books.

AUGUST



The Oral History Centre (OHC) began recording Singapore’s experiences of the COVID-19 project since August 2020. Concluding in 2022, the centre worked closely with the community and remotely trained 84 volunteer interviewers. More than 120 interviews spanning close to 200 hours of recordings are available for access on Archives Online.



The World Wide Fund for Nature Singapore (WWF-Singapore) donated a tiger sculpture **Tribal Gold** to Choa Chu Kang Public Library to mark NLB’s long-term collaboration with WWF-Singapore since 2018. Patrons can scan a QR on the sculpture to access an interactive Curiosity story map that tells the story of how Singapore’s last reported wild tiger was killed, and better understand environmental issues and promote wildlife conservation.

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AUGUST

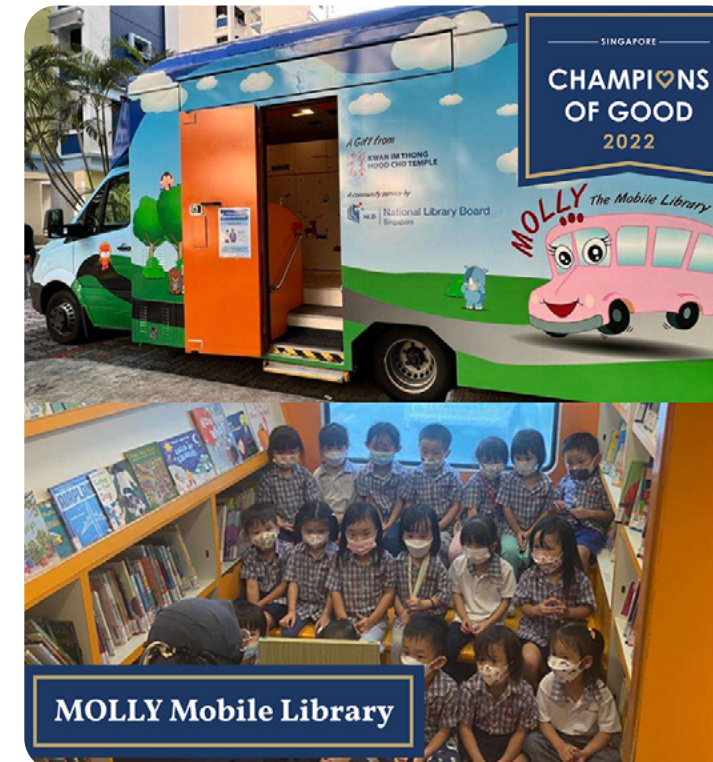


Curiosity Encounters: Singapore Night Festival 2022 told the little-known stories of Singapore through installations and programmes on the nation's past. In collaboration with the National Heritage Board and in partnership with Singapore Night Festival 2022, the project shone a light on overlooked aspects of Singapore's history.



NLB inked a **Memorandum of Understanding with the Singapore Computer Society (SCS)** to formalise both parties' commitment to further public education in digital knowledge and skills. SCS has partnered with NLB to organise programmes that inspire people to learn about information technology trends and innovations, and empower people to apply technology to their daily lives.

SEPTEMBER



In recognition of NLB's continuous efforts to create learning opportunities for Singaporeans from all walks of life, NLB was presented with the **Champions of Good Award by the National Volunteer and Philanthropy Centre**. We worked with various partners to provide initiatives, including the kidsREAD programme; MOLLY the Mobile Library, which offers library access to children; and The Little Book Box, a book subscription service for kids and many more. Free Little Book Box subscriptions for 200 children were provided monthly through The Straits Times School Pocket Money Fund to make reading accessible to all.



NLB and the Lee Kuan Yew Fund for Bilingualism signed a Memorandum of Understanding to provide more Mother Tongue Language (MTL) resources and programmes to promote bilingualism from a young age, and grow the pool of local MTL writers.



NLB showed appreciation to our donors who had generously contributed more than 3,000 items to our collections in FY22 at the annual **Donors' Appreciation Night**. Highlights from the donations include primary materials relating to the Singapore Chinese Medical Union dating back to their founding year in 1929 and art prints documenting the Japanese military campaign and occupation of Southeast Asia during World War II.

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OCTOBER



NLB was conferred the **President's Volunteerism and Philanthropy Award** in recognition of our efforts in achieving excellence in giving to the community. This pinnacle award was only possible with the help of our partners and volunteers.



In collaboration with the Bioethics Advisory Committee, the **Bioethics Corner** was opened at the Lee Kong Chian Reference Library to cater to the growing importance and interest in ethical issues relating to healthcare and biomedical sciences. About 13,600 books and 5,500 e-books related to bioethics are available at the library and via the NLB Mobile App, with more to be added over the next two years.

NOVEMBER



As part of the **National Reading Movement** to encourage Singaporeans to "Read More, Read Widely and Read Together", NLB's multi-format e-Resources are made available through KrisWorld, Singapore Airlines' in-flight entertainment system, in a tie-up between NLB and the national carrier. SIA passengers can now enjoy NLB content while flying, with content regularly refreshed every few months.



Our **Historical Asian Children's Literature Collection** was added to the UNESCO Memory of the World Committee for Asia Pacific Regional Register. This multilingual collection includes one-of-a-kind books, and features around 5,000 titles published between 1890 and 1990.

DECEMBER



Bringing the community together over football, NLB hosted **live screenings of the FIFA World Cup 2022 finals and third-place play-off** on two evenings at the Plaza of the National Library Building. Featuring a massive 300-inch screen, patrons enjoyed the experience which included fringe activities such as screenings of NLB's specially produced video on Singapore's football history, trivia quizzes and food vendors offering quick bites.



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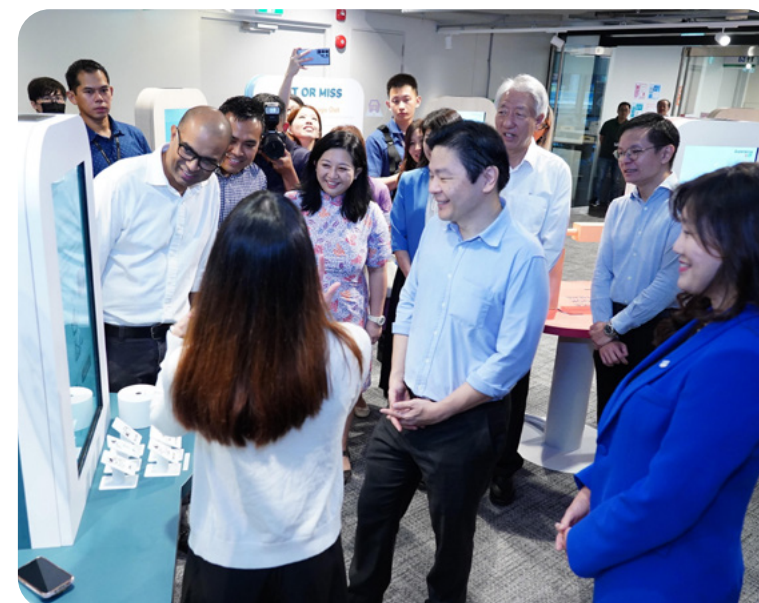
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JANUARY



Punggol Regional Library opened its first two floors to the public in January, with dedicated offerings for children. As part of its ongoing efforts to make its libraries and archives accessible for everyone, NLB also introduced accessible features to cater to persons with disabilities. These features were developed with input from the community, and will continue to be fine-tuned.



FEBRUARY



Fully run by volunteers and funded by the community, the **library@chinatown** celebrated its 10th anniversary. The Kwan Im Thong Hood Cho Temple, CP1 Pte Ltd, and the volunteers have been instrumental in its success. We are grateful for the Kwan Im Thong Hood Cho Temple's commitment to fund the library's operations for the next five years.



NLB's first pop-up **Manga Library** opened from 20 February to 13 August 2023, not only had a collection of more than 5,000 copies of manga books but was also the first fully self-service Grab-n-Go library in a mall. Patrons also enjoyed a wide variety of creative digital manga on e-Reads screens and discovered more about Singapore's comics scene.



NLB worked with National Arts Council to translate *Squat for Tradition, Sit for Modernity* 《蹲向传统或坐看现代》 into English, Malay and Tamil, in the third instalment of the **One Story** series. Launched on 25 February 2023, the Chinese short story by Cultural Medallion recipient Chia Joo Ming explored themes of tradition versus modernity, home and family.



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MARCH



As part of the sustainability initiative, three **Book Nodes** were launched in partnership with Foreword Coffee Roasters, so patrons could enjoy their beverages while reading NLB's used library books. Patrons can also scan a QR code on the recycled bookshelves for a list of curated e-Resources.



The **Malay, Indian, Eurasian and Chinese Community Oral History Committees** (COHCs) began their third term in January 2022 and by March 2023, added 55 interviews (306 hours) to the Community-driven Oral History Project. Since 2017, the COHCs have been appointed to help ensure that Oral History Centre (OHC)'s collection is inclusive and diverse. The COHCs help assess OHC's collection, guide interview themes, identify potential interviewees and provide linkups with potential interviewers. With their help, 216 interviews (764 hours) have been collected since the project began.



NLB's Nodes at Parks initiative extended its run by moving to new locations beyond the parks and gardens. NLB partnered with the SG Eco Fund and NParks to kickstart two installations to promote eco-consciousness. The roving Sustainability Showcase also made its way to other partner locations including Changi General Hospital, Plaza Singapura, City Square Mall and The Centrepont.

LOOKING AHEAD

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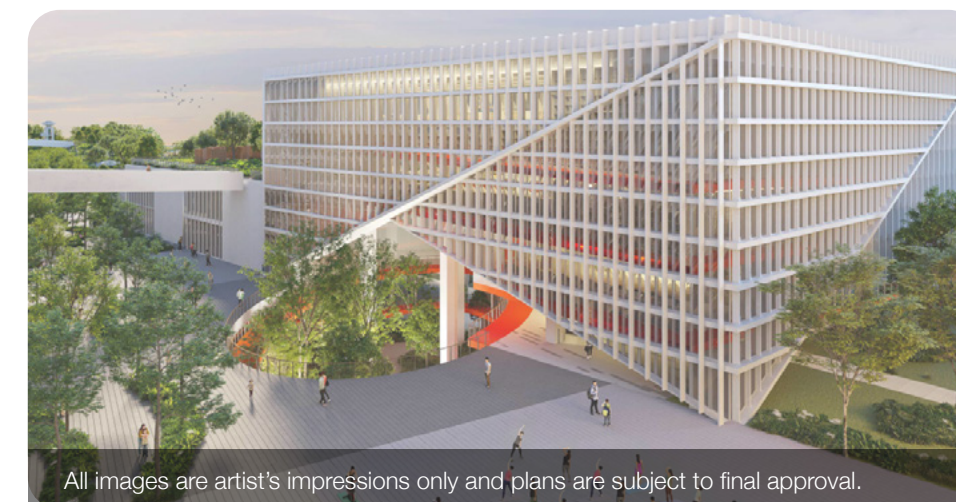
ONGOING PLANS AND INITIATIVES



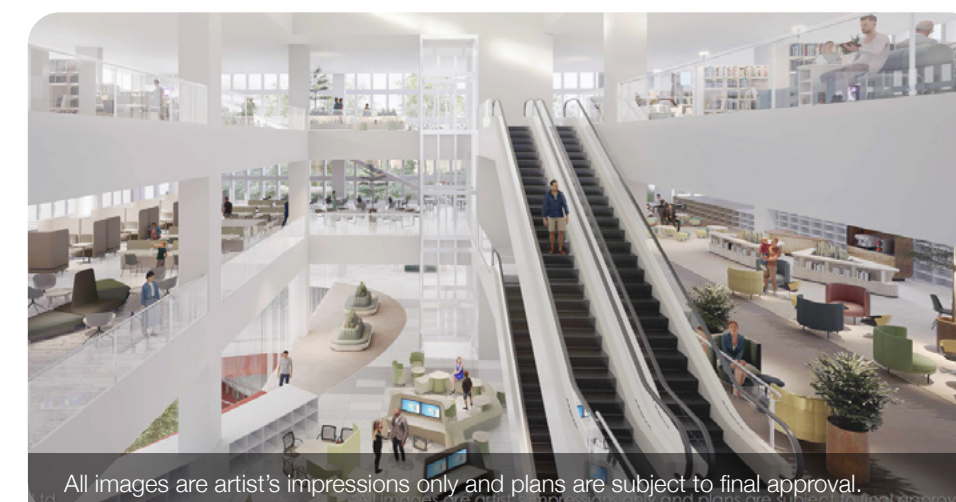
Since the roll-out, **The Little Book Box**, our book delivery subscription service, has been reaching the homes of an average of more than 1,000 monthly subscribers, with more than 220,000 children's books delivered. Targeted at young readers aged four to nine, the collection is specially curated by our librarians to suit children's interests and nurture their love for reading.



As part of our LAB25 goals to continue to systematically rejuvenate our libraries, and better serve our patrons, **Marine Parade Public Library** and **Central Public Library** have been temporarily closed for revamps from May and June 2022 respectively. Alternative services are still available for patrons of these two libraries to read, discover and learn, including the pilot Grab-n-Go service on Level 5 of the National Library Building and the 24-hour Book Dispenser, located outside FairPrice Finest at 6 Marine Parade Central.



The Toa Payoh Integrated Development will also be a community destination with a new and bigger library to replace the existing one. NLB will work with partners and the community to offer services that will enhance the experience of our patrons, providing a place to better serve residents in the central region, alongside a suite of other offerings at the new Integrated Development. The project is a collaboration between Sport Singapore, the Ministry of Health and National Healthcare Group Polyclinics, National Library Board and National Parks Board.





Exterior of the National Library Building, Singapore

OUR BOARD & *Management*

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BOARD MEMBERS



MR LEE SEOW HIANG

Chairman,
NLB Board

Chairman,
People and Workplace
Transformation
Committee

Chief Executive Officer,
Changi Airport Group



DR ELMIE NEKMAT

Chairman,
Digital Services and Customer
Experiences Committee

Associate Professor,
Communications and New
Media and **Assistant Dean
(Research),** Faculty of Arts
and Social Sciences, National
University of Singapore



MR KHOR UN-HUN

Chairman,
Finance Committee

Director,
The Loft Hotel Company
Pte Ltd



MS MELISSA KWEE

Chairman,
Services and
Engagement Committee

Former Chief Catalyst,
National Volunteer &
Philanthropy Centre



**MR SURINDER DEVRAJ
KATHPALIA**

Chairman,
Audit and Risk Committee

Director,
Priderock Investments



PROFESSOR TAN TAI YONG

Chairman,
Content and Collections
Committee

President,
Singapore University of
Social Sciences



MR CHNG HAK-PENG

Member,
Content and Collections
Committee

**Former Chief Executive
Officer,**
Singapore Symphony Group



MR DENNIS GOH

Member,
Digital Services and
Customer Experiences
Committee

**Co-Founder and
Executive Chairman,**
Lyte Ventures Pte Ltd



MS HONOR HARGER

Member,
Services and Engagement
Committee

Vice-President,
ArtScience Museum and
Vice-President, Attractions,
Marina Bay Sands

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BOARD MEMBERS



MS JANICE GOH

Member,
Finance Committee and
Services and Engagement
Committee

Member, Advisory Panel,
Society for WINGS



MS LIM BEE KWAN

Member,
Audit and Risk Committee

Chief Executive Officer,
Assurity Trusted Solutions



MS LIM HUI CHEN JANE

Member,
People and Workplace
Transformation
Committee

Deputy Secretary, Trade,
Ministry of Trade and
Industry



MR LING TOK HONG

Member,
Finance Committee

**Partner, Mergers &
Acquisitions Leader,
Private Equity Leader,**
PricewaterhouseCoopers
Advisory Services Pte Ltd



MS LOH WOON YEN

Member,
Services and Engagement
Committee

Managing Editor,
Chinese Media Group,
SPH Media Trust



DR NORSHAHRIL BIN SAAT

Member,
Content and Collections
Committee

Senior Fellow,
ISEAS-Yusof Ishak
Institute



MR ONG SIN WEI

Member,
Audit and Risk
Committee

Partner,
WongPartnership LLP



**MS SANDHYA
DEVANATHAN**

Member,
Digital Services and
Customer Experiences
Committee

**Vice-President and
Head, India**
Meta Platforms, Inc



MRS SYLVIA LEE

Member,
People and Workplace
Transformation
Committee

Founder and Director,
EmancipAsia Ltd

OUR BOARD & MANAGEMENT





BOARD SUB-COMMITTEE CO-OPTED MEMBERS

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MR KOH CHI WEE, KELVIN

Services and Engagement Committee

Chief Executive Officer,
Movement for the Intellectually Disabled of Singapore

MS LINDA DOROTHY DE MELLO

Services and Engagement Committee

Director of Citizen & Sector Engagement,
National Arts Council

MR TAN YONG SENG

Audit and Risk Committee

Head, Group IT Security, Risk and Compliance,
Great Eastern

MR WILSON YEO

Audit and Risk Committee

Group Head, Risk & Assurance,
ST Engineering

DR AZHAR IBRAHIM

Content and Collections Committee

Deputy Head (Department of Malay Studies),
National University of Singapore

MR KUA BAK LIM

Content and Collections Committee

Independent Chinese Historian

DR SHASHI JAYAKUMAR

Content and Collections Committee

Head, Centre of Excellence for National Security,
S Rajaratnam School of International Studies

MR SITHURAJ PONRAJ

Content and Collections Committee

Director,
Cyber Security Agency of Singapore

MR JAYSON GOH

Digital Services and Customer Experiences Committee

Executive Vice-President, Airport Management,
Changi Airport Group

MR YONG YUN SEONG

Digital Services and Customer Experiences Committee

Senior Director,
Expedia, Inc

MS GRACE HO

Digital Services and Customer Experiences Committee

Chief Executive Officer,
UPGRAIN Foods

MR JOEY TAN

Digital Services and Customer Experiences Committee

Head of Sustainability, ASEAN,
Amazon Web Services

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OUR BOARD & MANAGEMENT



SENIOR MANAGEMENT COMMITTEE



MR NG CHER PONG

Chief Executive Officer



MS CATHERINE LAU

Deputy Chief Executive
Officer,
Archives & Libraries Group



MR GENE TAN

Chief Librarian/Chief
Innovation Officer,
Partnership & Strategy Group



MR WILLIAM TAN

Assistant Chief
Executive,
Corporate Group



MR RICHARD LEE

Assistant Chief Executive &
Chief Information Officer,
Technology Services Group



MR HO KA WEI

Director,
Corporate
Communications
Division



MS SHARON HENG

Director,
Internal Audit



MS DAPHNE ONG

Director,
People Matters Division



MS CHOW WUN HAN

Director,
Collection Planning &
Development,
Archives & Libraries Group

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OUR BOARD & MANAGEMENT

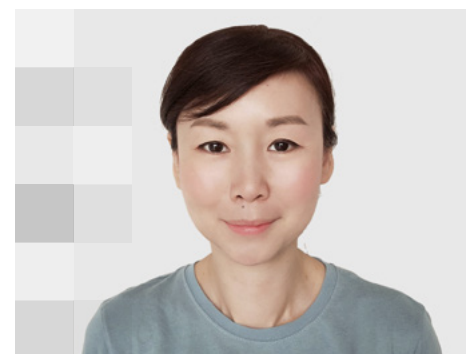


SENIOR MANAGEMENT COMMITTEE



MS RITA GOH

Director,
Digital Experience,
Archives & Libraries Group



MS JULIA CHEE

Director and Chief
Archivist,
National Archives of
Singapore,
Archives & Libraries Group



MS ALICIA YEO

Director,
National Library,
Archives & Libraries Group



MR WAN WEE PIN

Director,
Planning & Development,
Archives & Libraries Group



**MS RANEETHA D/O
RAJARATNAM**

Director,
Programmes & Services,
Archives & Libraries Group



MS TAN CHUI PENG

Director,
Public Libraries,
Archives & Libraries Group
(From 1 Jan 2023)



MR LEE KEE SIANG

Director,
Resource Discovery &
Management,
Corporate Group
(Till 31 Dec 2022)

Senior Adviser to Director,
Resource Discovery &
Management,
Corporate Group
(From 1 Jan 2023 to 31
Mar 2023)



MR IAN YAP

Director,
Public Libraries,
Archives & Libraries Group
(Till 31 Dec 2022)

Director,
Resource Discovery &
Management,
Corporate Group
(From 1 Jan 2023)



MS LOY WEE ING

Director,
Finance, Procurement &
Administration,
Corporate Group

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SENIOR MANAGEMENT COMMITTEE



MS LIM MENG MEE

Chief Procurement Officer,
Finance, Procurement &
Administration,
Corporate Group



MR ERIC CHIN

General Counsel,
Legal & Chief
Sustainability Officer,
Corporate Group



MR CHIN YEW LEONG

Director,
Properties & Facilities
Management,
Corporate Group



MS SOH LIN LI

Director,
Partnership,
Partnership & Strategy Group



DR NARINDER KAUR

Chief of Service &
Organisational Excellence,
Service Excellence Office,
Partnership & Strategy Group



MS VALERIE CHENG

Director,
Strategy,
Partnership & Strategy Group



MR LIM TZE MIN

Director,
Data Office,
Partnership & Strategy Group



**MR RAMACHANDRAN
NARAYANAN**

Director and
Deputy Chief Information
Officer,
Cybersecurity &
Infrastructure,
Technology Services Group



MS CINDY GOH

Director,
Digital & Library Services,
Technology Services Group

DONORS WHO ENRICHED OUR COLLECTIONS AND ARCHIVES

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National Library's Rare Collection

Individuals

- Ms Amanah Mustafi
- Family of Mdm Ang Twa Phong
- Family of Mrs Ann Wee
- Mr Bernie Leung
- Family of Mr Chang Kwang Seh
- Mr and Mrs John and Cynthia Koh
- Dr John Bastin
- Mr Koh Beng Swee and Dr Angeline Koh
- Ms Krishnasamy Bhavani
- Mr Leong Kwok Yan
- Mr Lim Shao Bin
- Ms Teo Swee Leng
- Mr William Kee Peng Boon
- Family of Wu I Shiang

Organisations/Groups

- Singapore Chinese Medical Union
- The Malay Heritage Foundation Ltd

National Library's Singapore & Southeast Asia Collections

Individuals

- Ms Amy SG Lam
- Family of Mr Ang Chwee Chai
- Mr Ann Jong Juan (aka Han Lao Da)
- Batey Ads Singapore team (1972-2003)
- Mr Chan Sau Yan Sonny
- Family of Chew Chin Nam
- Mr Chew Kok Chang (aka Zhou Can)
- Family of Chng Seok Tin
- Ms Chua Siew Siew
- Miss Cynthia Nora Oh
- Mdm Doreen Wong Pui Tong
- Mr François Cuenod
- Mr and Mrs George Hicks
- Dr Goh Chong Chia
- Mrs Gretchen Liu
- Dato' H.S. Barlow
- Mr Heng Ser Piah
- Dr Hirman Mohamed Khamis
- Dr Ho Chee Lick
- Mrs Joan Gregory
- Family of Dr K. Ramiah



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National Library's Singapore & Southeast Asia Collections

Individuals (Continued)

- Mdm Kamariah Abu Samah
- Mr Law Wai Lun
- Dr Lee Peng Hui
- Mrs Liesel Strauss
- Family of Mdm Lim Ah Yeo
- Ms Lim Fei Shen
- Mr Lim Tze Peng
- Family of Liu Kang
- Mr Ng Ching Huei
- Family of Mr and Mrs Ong Kim Leong
- Mr Paul Jenkins
- Family of Mr Quek Ann Soon
- Mr Richard Chua CK
- Mr Robin P.E. Chee
- Family of Roy Daniel
- Family of the late Mr Se Ve Shanmugam
- Madam Som Binte Mohamed Said
- Family of Mr Tan Chin Hee
- Mr Tan Huan Lin, Andrew
- Mr Tan Teck Ling
- Family of Mr Teo Bee Yen

- Dr Tham Seong Chee
- Mr Theo A. Strijker
- Mr Thomas Yeo
- Mr Wee Cheng Leong William
- Dr William L. Gibson
- Prof Wong Yoon Wah and Mdm Lew Poo Chan (Dan Ying)
- Mr Yeo Oi Sang

Organisations/Groups

- Nature Society (Singapore)
- Roman Catholic Archdiocese of Singapore
- RSP Architects Planners & Engineers (Pte) Ltd
- Singapore Actuarial Society
- Singapore Chin Woo (Athletic) Association
- Sri Warisan Som Said Performing Arts Ltd
- William Lim Associates and W Architects Pte Ltd

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National Archives' Collection

Individuals

- Mr David Lim Yew Lee
- Ms Dorothy P. Y. Chan
- Family of Dr William Chan Wai Lim and Mrs Chan Tsok Fah
- Family of Mr Hong Fah Loon
- Ms Irene Ng
- Dr Loh Kah Seng
- Mr Michael Freeman and Mr James Vincent
- Mr Paul Piollet
- The Estate of the late Ms Patricia Wong Kin May
- Mr Ronni Pinsler
- Dr Shih Hui Min
- Mr Thomas Goskar

Organisations/Groups

- Rediffusion (2012) Pte Ltd
- Toy Factory Productions Ltd

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SPONSORS FOR OUR LIBRARY AND ARCHIVES

Chinese Children's Collection in Tampines Regional Library

- Chou Sing Chu Foundation

Green Grove at Choa Chu Kang Public Library

- CapitaLand Hope Foundation

library@chinatown

- CP1 Pte Ltd
- Kwan Im Thong Hood Cho Temple

library@harbourfront

- Mapletree Pan Asia Commercial Trust

Mobile Libraries

- Kwan Im Thong Hood Cho Temple

My Tree House, The World's First Green Library for Kids

- City Developments Limited

Special Thanks

Inclusive Services

- The Fullerton Hotel Singapore

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Time Of Your Life Celebration

- Singapore University of Social Sciences

Tech Bazaar

- AMP Lab
- Cognizant
- Cycling Without Age Singapore (CWAS)
- GovTech x SGH (Project Pensieve)
- IDS Medical Systems (Singapore)
- LDR Technology
- Lion Befrienders
- Mandarin Opto-Medic
- Mind Palace
- Mr Chong Wei Min
- Mr Ivan Chew
- SG Enable
- Dr Kelvin Tan
- vEarth

National Reading Movement – Reading Nodes

- Arts House Limited (Singapore Writers Festival and Textures)
- Marina One
- MUJI (Singapore) Pte Ltd
- National Gallery Singapore (October Gathering)
- Singapore Airlines

National Reading Movement – Read for Books

- Ministry of Manpower (Migrant Worker Library)

WondeRead

- Ananias Choa Chu Kang
- Ananias Clementi
- Big Heart Kheng Cheng School
- Big Heart Marsiling Primary School
- Big Heart Yu Neng Primary School
- Chong Pang Community Centre
- Clementi Primary School
- Ernst & Young LLP
- Hearty Care Centre
- Hougang Sheng Hong Student Care Centre
- Junyuan Primary School
- Lakeside Family Services (Jurong West Centre)
- Mediacorp Pte Ltd
- Prison Support Services, Kids in Play
- Serangoon Moral Student Care Centre
- Social Service Office @ Sengkang
- The Ritz-Carlton Residences Singapore
- Thong Keng Student Care Centre
- Woodgrove Primary School
- Yishun Primary Student Care Centre

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Arts Learning Focus Area – artseen

- National Arts Council

Arts Learning Focus Area

- Generation XP (Singapore Comic Con 2022)
- National Gallery Singapore
- Singapore Art Museum

Manga Library@City Square Mall

- City Square Mall
- Dex-Lab Pte Ltd
- Mr Johnny Lau
- Shogakukan Asia Pte Ltd

Nodes at *SCAPE

- Happiness Initiative
- MAGES Institute
- RaceHub
- Urban Origins
- *SCAPE Co., Ltd

Theatre Nodes

- Wild Rice Ltd

Book Nodes

- Foreword Coffee Roasters
- Temasek Shophouse
- Yong Siew Toh Conservatory of Music

Loo Book Nodes

- Mr Johnny Lau
- The Assembly Place

Nodes at Singapore Comic Con 2022

- Mr Johnny Lau
- Generation Experience

Nodes at Hospitals

- Ng Teng Fong General Hospital

Nodes at Hub & Spoke Café

- Changi Airport Group

Nodes at Changi Cottage

- Civil Service Club Singapore

Blackbox Innovation Festival 2022

- Amazon Web Services
- Microsoft
- NCS Singapore

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Nodes at Parks

- Admiralty Secondary School
- Changi General Hospital
- ChopeValueSG
- Choa Chu Kang Secondary School
- Confetti Snacks
- Creuse by Xcel Industrial Supplies Pte Ltd
- Gardens by the Bay
- Insectta
- Kuo Chuan Presbyterian Secondary School
- Nanyang Polytechnic
- Netafarm
- Ngee Ann Secondary School
- National Parks Board
- Plaza Singapura
- Republic Polytechnic
- SG Eco Fund (Ministry of Sustainability and the Environment)
- Shiok Meats
- Spectra Secondary School
- The Plastic Project
- Yusof Ishak Secondary School
- Zhonghua Secondary School

LampPost Bag Project

- DDB Worldwide Pte Ltd
- NDP 2021 Committee
- Sembawang Family Service Centre

Sight Photo Exhibition Nodes

- JTC Corporation

Back-to-Office Nodes

- Advanced MedTech Corporate Pte. Ltd
- Agency for Science, Technology and Research
- Autodesk Asia Pte Ltd
- CapitaLand Group
- Carousell Group
- Chugai Pharmabody Research Pte Ltd
- City Developments Limited
- DBS Trustee Limited/Soilbuild Business Space REIT
- Frasers Property Singapore
- Government Technology Agency
- Home Team Science and Technology Agency
- Mediacorp Pte Ltd
- Ministry of Home Affairs
- PropertyGuru Group
- Society of WINGS
- Williams-Sonoma Singapore Pte Ltd



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National Reading Movement – Read for Books

- Bubbly Books Pte Ltd
- Kinokuniya Bookstores of Singapore Pte Ltd
- Scholastic Education International (Singapore) Pte Ltd
- Straits Times Press

Digital Learning Focus Area

- Singapore Computer Society

Soft Opening of Punggol Regional Library

- ACRES
- Esplanade Offstage
- MINDS Fernvale Gardens School
- My First Skool @ 2 Punggol Drive
- My First Skool @ 6 New Punggol Road
- Nature Photographic Society, Singapore
- Northeast Otter Network
- Oasis Primary School
- Presbyterian Preschool Services
- Singapore Birds Project
- Smithsonian Institution
- The Singapore Association for the Deaf (SADeaf)

Words That Move at Punggol Regional Library (L1)

- Amiroudine
- Liang Wern Fook
- Norisah A Bakar
- Ronald JJ Wong

World and Us Zone at Punggol Regional Library (L2)

- Embassy of Angola
- High Commission of Australia
- Embassy of Brazil
- High Commission of Canada
- Capital Library of China
- Embassy of Hungary
- High Commission of India
- Embassy of Ireland
- Embassy of Italy
- Embassy of the Republic of Korea
- Norwegian Library
- Embassy of Peru
- Embassy of Philippines
- National Library of the Philippines
- Embassy of Poland
- Embassy of Portugal
- Embassy of Timor Leste
- Embassy of Turkey
- Sharjah Library, United Arab Emirates

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Partners for Community-owned Libraries and Reading Spaces

- Admiralty Medical Centre
- All Saints Home (Jurong East)
- AWWA Rehab & Daycare Centre
- Brickland Sunshine Residents' Network
- Care Corner Active Ageing Hub (Toa Payoh East)
- Care Corner Seniors Services Ltd – SAC (WL569A)
- Changi Simei Community Club
- Choa Chu Kang Zone 7 Residents' Committee
- Fei Yue Senior Activity Centre (Bukit Batok)
- Foundation of Rotary Clubs Singapore, Eldercare & Caregivers Centre
- Ghim Moh Gardens Residents' Committee
- Jalan Besar Boon Keng Ville Residents' Committee
- Limbang Park Residents' Committee
- Mendaki @ Choa Chu Kang
- Marine Terrace Walk Residents' Committee
- MOM-ACE Group (Kranji Recreation Centre)
- MOM-ACE Group (Pasir Panjang Residences)
- Muhammadiyah Welfare Home
- Nee Soon Link Community Club
- NTUC Health Active Ageing Centre (Kampung Admiralty)
- NTUC Health Senior Activity Centre (Bukit Batok West)
- NTUC Health Senior Activity Centre (Bukit Merah)
- NTUC Health Nursing Home (Jurong Spring)
- NTUC Health Senior Activity Centre (Boon Lay)
- NTUC Health Senior Activity Centre (Mount Faber)
- NTUC Health Active Ageing Centre (Redhill)
- NTUC Health Senior Activity Centre (Telok Blangah)
- Our West Coast Library
- Punggol West Citizens' Consultative Committee
- REACH Senior Centre @ Bukit Gombak Vista
- SASCO Senior Citizens' Home
- Sengkang Community Hospital
- Sengkang West Zone K Residents' Committee
- Singapore Prison Service
- Skool4Kidz Preschool @ Sembawang Canberra East Crown Sree
- Narayana Mission Nursing Home
- St Andrew's Senior Care (Henderson)
- St Andrew's Community Hospital
- St Luke's ElderCare Ang Mo Kio Polyclinic Centre
- St Luke's Hospital
- Taman Jurong Community Club
- Tiong Bahru Community Centre
- Tsao Foundation ComSA Whampoa Centre
- UOL Property Investments Pte Ltd
- WeLL Centre
- Wellness Kampung @ 115 c/o Yishun Health
- Wellness Kampung @ 260 c/o Yishun Health
- Wisma Geylang Serai
- Zhenghua Blossom Palmview Residents' Network

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CORPORATE GOVERNANCE

NLB is a statutory board established under the National Library Board Act (Chapter 197) (NLB Act). The NLB Act sets out the NLB's functions and powers. As a statutory board, NLB is also subject to the governance framework set out under the Public Sector (Governance) Act (No. 5 of 2018). A Board comprising the Chairman and 17 non-executive members from sectors such as academia, the finance and social sectors, and public institutions, guides NLB in the performance of its functions and the provision of services to the public. With their diverse backgrounds and experience, members of the Board are well placed to provide NLB with strategic leadership, as well as to put in place effective controls to meet the highest standards of governance.

The Board reviews and oversees NLB's plans, performance and policies, ensures accountability in its operations, and develops mechanisms for gathering and responding to stakeholders' feedback. Board members helm six committees. These are the Audit and Risk Committee, the Finance Committee, the People and Workplace Transformation Committee, the Content and Collections Committee, the Services and Engagement Committee, and the Digital Services and Customer Experiences Committee. Four Board meetings were convened in FY2022, on 20 May 2022, 23 August 2022, 15 November 2022, and 21 February 2023. Please refer to pages 33 to 35 for the attendance for board meetings.

An Internal Audit Unit further strengthens NLB's corporate governance. Reporting directly to the Chairman of the Audit and Risk Committee and administratively to the Chief Executive Officer, the Internal Audit Unit reviews the adequacy and effectiveness of NLB's internal control system. This may include evaluating policies, procedures and systems to assess the integrity of financial and operating information, compliance with laws and regulations, and economical and efficient use of resources. All NLB staff also uphold public trust by complying with a Code of Ethics and Conduct.

NLB staff are empowered to report potential ethical breaches confidentially to the Chief Executive Officer, Director (People Matters Division), or the Internal Audit Unit. As a charity, NLB adheres to the recommended guidelines set out in the Code of Governance for Charities and Institutions of Public Character proposed by the Charity Council (the Code). NLB openly discloses its corporate governance practices covering board governance, conflict of interest policy and other relevant governance practices and controls on an annual basis via the submission of the Governance Evaluation Checklist. Any deviations from the Code are explained as part of this annual submission. NLB continually seeks to improve governance to maintain the trust and confidence of our stakeholders.



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The members of the Board are paid allowances based on a tiered structure, which takes into consideration the different workload and responsibilities held by the various members. The members of the Board are paid allowances based on the rates set by the Public Service Division which range from \$5,625 to \$22,500.

NLB manages its reserves proactively to ensure funding sustainability for operating expenditure as well as long-term commitments. The parameters of the cash reserve policy on the minimum and maximum cash reserves,

taking into account working capital needs and long-term commitments, are reviewed and approved once every three years by the Finance Committee of the Board. The quantum of minimum and maximum cash reserves, based on the approved parameters, is reviewed annually by the Finance Committee of the Board. Our Board regularly reviews our financial results and position via management reports. The cash reserve as at the balance sheet date was below one year's annual expenditure.

ATTENDANCE FOR BOARD MEETINGS

S/N	Name & Designation	Appointment	Attendance			
			Previous Board Term (1 September 2021 – 31 August 2022)		New Board Term (Starting 1 September 2022)	
			20 May 2022	23 August 2022	15 November 2022	21 February 2023
1	Mr Lee Seow Hiang Chief Executive Officer, Changi Airport Group	Chairman	Y	Y	Y	Y
2	Dr Elmie Nekmat Associate Professor, Communications and New Media and Assistant Dean (Research), Faculty of Arts and Social Sciences, National University of Singapore	Member	Y	Y	Y	N
3	Mr Khor Un-Hun Director, The Loft Hotel Company Pte Ltd	Member	Y	Y	Y	Y

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S/N	Name & Designation	Appointment	Attendance			
			Previous Board Term (1 September 2021 – 31 August 2022)		New Board Term (Starting 1 September 2022)	
			20 May 2022	23 August 2022	15 November 2022	21 February 2023
4	Ms Melissa Kwee Former Chief Catalyst, National Volunteer & Philanthropy Centre	Member	Y	Y	Y	N
5	Mr Surinder Devraj Kathpalia Director, Priderock Investments	Member	Y	Y	Y	Y
6	Professor Tan Tai Yong President, Singapore University of Social Sciences	Member	Y	Y	Y	Y
7	Mr Chng Hak-Peng Former Chief Executive Officer, Singapore Symphony Group	Member	Y	N	Y	Y
8	Mr Dennis Goh Co-Founder and Executive Chairman, Lyte Ventures Pte Ltd	Member	Y	N	Y	Y
9	Ms Honor Harger Vice-President, ArtScience Museum and Vice-President, Attractions, Marina Bay Sands	Member	Y	Y	Y	Y
10	Ms Janice Goh Member, Advisory Panel, Society for WINGS	Member	Y	Y	Y	N
11	Ms Lim Bee Kwan Chief Executive Officer, Assurity Trusted Solutions	Member	Y	Y	Y	N

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S/N	Name & Designation	Appointment	Attendance			
			Previous Board Term (1 September 2021 – 31 August 2022)		New Board Term (Starting 1 September 2022)	
			20 May 2022	23 August 2022	15 November 2022	21 February 2023
12	Ms Lim Hui Chen Jane Deputy Secretary, Trade, Ministry of Trade and Industry	Member	N	Y	N	Y
13	Mr Ling Tok Hong Partner, Mergers & Acquisitions Leader, Private Equity Leader, PricewaterhouseCoopers Advisory Services Pte Ltd	Member	Y	N	Y	N
14	Ms Loh Woon Yen Managing Editor, Chinese Media Group, SPH Media Trust	Member	Y	Y	Y	N
15	Dr Norshahril Bin Saat Senior Fellow, ISEAS-Yusof Ishak Institute	Member	Y	Y	N	Y
16	Mr Ong Sin Wei Partner, WongPartnership LLP	Member	Y	Y	Y	Y
17	Ms Sandhya Devanathan Vice-President and Head, India Meta Platforms, Inc	Member	N	Y	Y	N
18	Mrs Sylvia Lee Founder and Director, EmancipAsia Ltd	Member	Y	N	N	Y

Legend:
Y : Present N : Absent with apologies



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National Library Board Singapore

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NLB Singapore



National Library Board

National Library Board

FINANCIAL STATEMENT

2022/2023

Unique Entity No. T08GB0037J

National Library Board and its subsidiaries
for the financial year ended 31 March 2023.



National Library Board