

2013

國家文化藝術基金會年報

NATIONAL CULTURE & ARTS FOUNDATION
ANNUAL REPORT 2013



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National Culture & Arts Foundation

Annual Report 2013

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PART I

Organization

I. Organization

Since its establishment in January of 1996, the National Culture and Arts Foundation has pursued its goal of fostering the cultural environment in Taiwan through project funding. The National Culture and Arts Foundation Founding Provisions clearly delineates NCAF's scope of service as: supervising cultural programs, subsidizing cultural undertakings, awarding grants to arts professionals and implementing the cultural mission set forth in the foundation's grant regulations.

The NCAF Board of Directors is composed of arts professionals, scholars, experts, representatives from related governmental organs and community members appointed by the president of the Executive Yuan on recommendations from the Council of Cultural Affairs. The chairman of the board is selected from among the Board of Directors by its members to represent NCAF to the public and to preside over internal board affairs. To maximize the efficiency of the board's operation and policy making process, members are grouped based on complementary areas of specialty into the Grants Review Committee, Fund Management Committee and Policy Committee.

The Board of Supervisors comprises five members who are appointed in the same manner as the Board of Directors. The chief supervisor is selected from among the Board of Supervisors by its members. Additionally, the board has established the position of auditor who is supervised by the board and reports directly to the chief supervisor. The auditor evaluates the internal operations of the board to insure its financial and business affairs are effectively implemented.



I. Organization

The Board of Directors establishes the Executive Department, appoints its president and supervises the department through this director. The Executive Department consists of the Research and Development Department, Grants Departments 1 and 2, the Resource Development Department, Administration Department and Finance Department. Responsibilities of each Executive Department are as follows:

Research and Development Department: development direction and policy planning for the foundation; preparation of art-related information; surveys, statistics, analysis and research for arts and culture grants; and other projects.

Grants Department 1: professional work for group-one grant categories (music, dance, drama and audiovisual media) including planning, public advocacy, promotion, and implementation; and other projects.

Grants Department 2: professional work for group-two grant categories (literature, fine arts, cultural heritage) including planning, public advocacy, promotion, and implementation; and other projects.

Resource Development Department: professional work including but not limited to fund raising, public relations, publishing, and National Award for Arts.

Administration Department: professional work including but not limited to operation of board meeting, human resources, documents, official foundation seal, treasury, and general affairs.

Finance Department: professional work including but not limited to financial planning, budget management, expense auditing, accounting supervision, and year-end accounting.

PART II

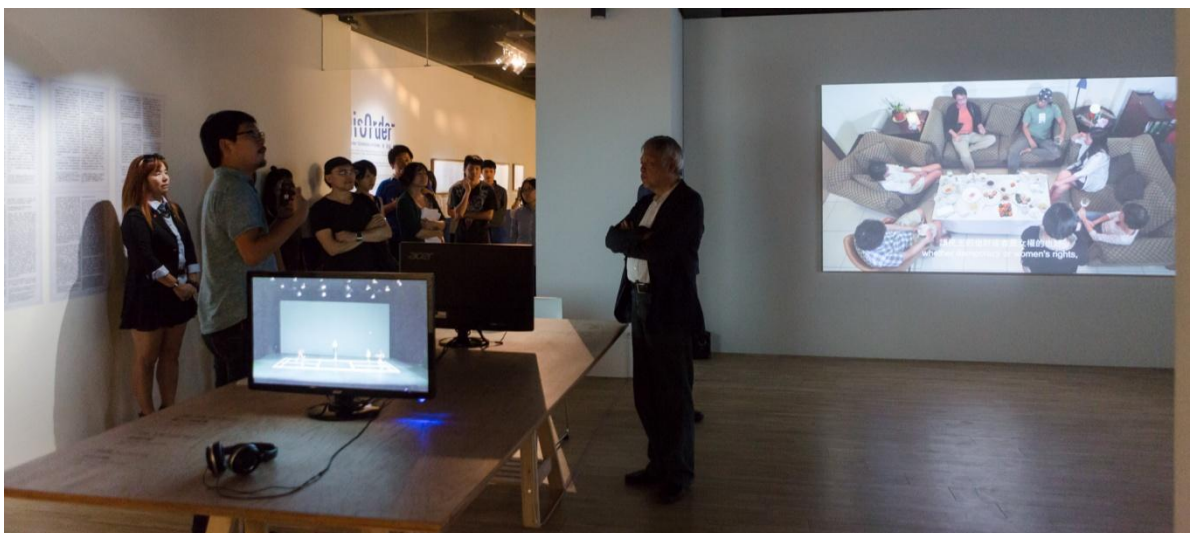
Grants

II. Grants

NCAF endeavors to create a grant program that amply meets the needs of Taiwan's arts and culture environment while making the best use of limited funds. The granting system operates under the principles of impartiality, openness and transparency, as set forth in the Grant Application Guidelines established by the Board of Directors. Furthermore, the publication of application information, scheduling of the granting process, convening of judges panels, announcement of board-ratified results, supervision of granted projects and all follow-up evaluations are conducted based on the Grant Application Guidelines.

In 2013, regular grants accounted for the largest portion of allocated resources. Of the total funds granted, 81% went to regular grants and 19% to project grants. The Project Grants Program was established to address the urgent, specific requirements of art programs in the evolving arts environment of Taiwan. Project grants are designated to initiate strategic programming in coordination with regular grants and develop the arts and culture environment more effectively.

Project grants are restricted in number and raise the total fund allocation of a given program to meet specific objectives. In 2013, 36.1% of regular grant applications were funded with an average amount of \$166,712 NTD each; and were funded with an average amount of \$512,762 NTD of project grant applications. Because of increased restrictions on project grants, applications have become more competitive and detailed in outlining project proposals, so as to stand out from other applications.



II. Grants



The following special programs were extended in 2013: the Documentary Presentation Project; Young Stars Project. Integrated programs extended in 2013 under the Arts and Business Project banner, which aims to encourage participation and coordinate funding from corporate sponsors, include: the Creative Writing (Novel) Project; Performing Arts Pursuit of Excellence Program; Learning through Arts — Art Education Project; Taiwanese Opera Renaissance Project, Production Grants to Independent Curators in Visual Arts; and Curator's Incubator Program; Glove Puppetry Production and Performance; Advanced Training Abroad Program and Online Performing Arts Review.

PART III

Art and Business Projects

III. Art and Business Projects

A large support system is necessary to turn artistic creativity into publicly presentable projects, and making this system run smoothly is essential to the future development of the arts and cultural environment. NCAF consistently tracks specific aspects of development and overall trends as part of its mission of financial support for the arts. In addition to administering its regular grant program, NCAF also initiates cooperative ventures with private enterprises, acquiring and allocating resources to invest in cultural programs with high potential and important, strategic and immediate development needs.

In the early stages of corporate sponsorship for the arts, resources primarily moved unilaterally, however, after twenty to thirty years of sponsorship, a new stage of partnerships between the arts and corporations began in western countries. In recent years, similar attempts have been made in Taiwan, including the Friends of NCAF program, a platform established by NCAF where arts and business relationships are forged.

Since the February 2004 establishment of Friends of NCAF with the recruitment of corporate members interested in arts-based cooperative ventures, numerous programs have been facilitated at forums, luncheons and dinners where opportunities and mutual understanding have been fostered. To date, NCAF has implemented a number of

cooperative programs in the areas of performance, visual arts, art education, the cultivation of talented arts professionals and publishing through Friends of NCAF.



III. Art and Business Projects

In 2013, Friends of NCAF implemented the following projects joining the arts with corporate sponsors: the Creative Writing (Novel) Project; Performing Arts Pursuit of Excellence Program; Learning through Arts — Art Education Project; Taiwanese Opera Renaissance Project, Production Grants to Independent Curators in Visual Arts; and Curator's Incubator Program; Glove Puppetry Production and Performance; and Advanced Training Abroad Program. Friends of NCAF promoted the performing art through the Online Performing Arts Review, sponsored and initiated by National Securities & Finance Group Foundation and Reliable Source Industrial Company, which was an entirely new format for NCAF programming and presented the most updated professional review on latest events in the performing arts field.

In June of 2011 foundation Chairman Stan Shih and Friends of NCAF Director Andrew Chew, along with many corporate sponsors, established the Arts Up Project, which aims to develop Taiwan's arts environment by fostering collaboration between the art and business worlds. A self sufficient business model was established through corporate contributions made in the early stages of the program, which anticipates drawing corporate resources into the arts, based on trends of venture philanthropy and the establishment of social enterprises in the private sector.



PART IV

National Award for Arts

IV. National Award for Arts



To encourage outstanding, successful artists, NCAF established the National Award for the Arts in 1997. Awards are granted to prominent artists in the fields of literature, visual arts, music, dance, theater, architecture and film who meet NCAF's exacting standards. Within the art world of Taiwan, the award has been widely acknowledged as the highest honor bestowed upon artists.

Recipients of the National Award for Arts, having attained the highest success in their respective fields by passionately pursuing the wisdom which inheres in art, provide insights that are of inestimable value to society. For this reason, NCAF hosts an award ceremony, publishes an award catalogue and programs a series of promotional activities which extend the educational benefit of the awarded artwork while allowing society to appreciate the achievement and character of each recipient. Items include the Documentary on Award Recipients produced, promotion of the National Award for Arts Resident Artist Program. These activities bring recipients' achievements into everyday life, so that they may be more closely and easily appreciated by society.

IV. National Award for Arts

The Seventeenth Annual National Award for Arts was conducted based on the eighth edition of the National Award for Arts Policy Guidelines (passed by the fifth term of the board at their eleventh meeting which took place on September 10, 2012), and confers a maximum of seven awards in the categories of literature, visual art, music, dance, theater, architecture and film. NCAF appoints the Nomination Committee and organizes preliminary and final adjudication panels, which pass decisions based on a two-thirds majority, ensuring appropriate rigor in the nomination and selection processes of the National Award for Arts.

The Seventeenth Annual National Award for Arts accepted award recommendations from November to the end of December of 2012. The Nomination Committee met from March 1 to 3, 2013 to handle nomination procedures. Juries were convened from May 2 to 10 to select one candidate from each category, and on June 19 the final adjudication panel selected five winners for the 2013 awards. After the panel submitted their results to the Board of Directors on June 24, the list of awardees was publicly announced.

The following four artists were presented with the 2013 National Award for Arts at a ceremony at Taipei National University of the Arts on November 26th: director Lee Ang, writer Sung Tse-lai, playwright Chi, Wei-jan, composer Chen, Mao-shuen.



Director, Lee Ang



Writer, Sung Tse-lai



Playwright, Chi Wei-jan



Composer, Chen Mao-shuen

PART V

Research and Development

V. Research and Development

The Research and Development Department of the NCAF performs a variety of services for the organization, including developing new funding measures, forward-looking policies, and a database of information on arts and culture. In the main, the unit works on four areas:

Organizational development and policy drafting

Plan out short-, medium-, and long-term policy goals for the NCAF in line with its statutory purposes, and work within the bounds of current cultural policy, legal amendments, the social environment, and trends in culture/the arts to revise the organization's direction and approaches.

Surveys on culture/the arts and research on funding policy

The NCAF analyzes each funding case to ascertain what the real-time needs of the culture/art world are and to determine what trends are forming among national culture agencies and art/culture funding systems. This helps the NCAF determine how to improve the domestic funding system and craft a more effective funding policy.



V. Research and Development

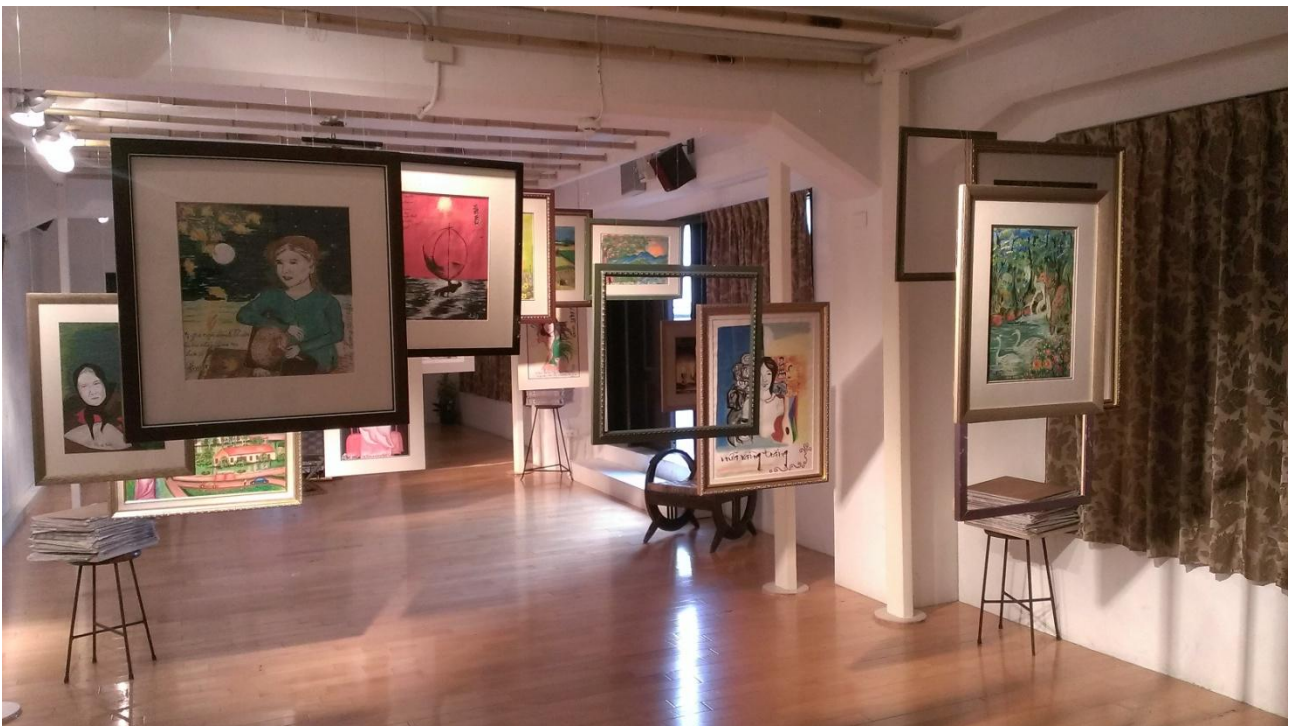
Strategies that will enliven the cultural environment

The NCAF supports a forward-looking artistic environment by developing innovative and effective programs that build knowledge value based on an analysis of trends, and by constructing a comprehensive support system for the development of culture and the arts. This includes helping individual artists form art collectives, and helping corporations employ cultural creativity to improve their competitiveness and create new value in conjunction with those in the cultural sphere.

A culture database

So that society at large may benefit from the NCAF's funding and research efforts, the organization is compiling a list of successful funding cases; survey research results; cases in which artists, enterprises, and cultural creative/social groups cooperated or had innovative exchanges; reports on the state of culture and the arts; as well as major trends. When this collection is complete, it will be shared with the public.

The R&D Department's success depends on its forging linkages with industry, government, and academia. The department taps into the collective knowledge of government agencies, institutions of higher learning, private groups, artists, and cultural workers to create policy and do research which are the cornerstone of the NCAF's continued progress, and From which will be created a database on culture and the arts.



PART VI

Resource Development

VI. Resource Development



The primary purpose of NCAF is to actively assist in the creation and operation of a favorable exhibition and performance environment for art professionals. Experience implementing this mission, however, has proven the limitations of government resources in light of the work that needs to be done. Therefore, providing timely assistance for arts development and tapping other potential resources have become the foundation's working goals.

Years of valuable experience operating its grant program and conducting research and development and fundraising work have not only established considerable public trust in NCAF, but also have made it possible for the foundation to effectively integrate the resources of governmental and private organizations with the academic and business worlds. On the basis of this practical experience, NCAF has been able to effectively provide the art world with service and create a platform for cooperative exchange among these different groups while implementing its internal programs. The ultimate goal of these undertakings is to heighten the potential of art industries while working for long-term resource collection and disbursement.

VI. Resource Development



In 2013, NCAF's resource development work focused on three areas: the Friends of NCAF, resource integration and public service. The foundation actively facilitated programming with Friends of NCAF in addition to planning several art and culture visits designed to sustain operation of the Friends of NCAF organization.

And in cooperation with a private bank, NCAF continued issuing its Art Card credit card as well as maintained the A&B Website with the Friends of NCAF to fulfill its mission of resource integration. It is hoped that these projects will continue to promote the arts and beneficial cooperative ventures between art and business.

The foundation promoted international exchange by continuing the regular introduction of excerpts from culture-related research and the latest information in various countries. These reports further understanding of recent trends in cultural policy making and the operation of cultural organizations around the world, as well as provide future reference for the administration of NCAF grants.

Public service work was mainly fulfilled by the publication of NCAF Journal, the NCAF Annual Report and operation of the foundation's website. The publication of NCAF online Journal continues to meet the foundation's policies of making public grant-related information available, introducing young talent and exchanging information between readers, artists and the foundation. This year the foundation also continued to make public its latest news and provide services through its easy to use NCAF Website, as well as use community network Youtube and Facebook to share information in a timely manner, thus extending the foundation's service scope and efficiency.

PART VII

Finance

VII. Finance

Funding for NCAF comes primarily from interest earned on the foundation's capital assets, and a smaller portion comes through public fund raising efforts. Due to the volatility of financial markets, management of the financial affairs of the foundation is based on the principals of stability, greatest benefit and dispersal of risk. Giving consideration to both safety and earnings, the foundation seeks reasonable returns on investment to more effectively allocate funds. In 2013, the foundation adjusted its financial program, distributing its more than six-billion NT dollars in self administering funds and investments into three categories: 2 billion was placed in long term investments in stock, 2 billion on fixed deposit, and 2 billion in fixed-income products. NCAF's investment income in 2013 totaled 0.297 billion NTD, creating 23 million NTD budget surplus for the year.

Table

Table1 : 2013 Annual Regular Grants Analysis

Category	Literature	Fine Arts	Music	Dance	Drama	Cultural Heritage	Audiovisual Media	Development of Arts and Culture Environment	Total
Applications Received	229	436	553	179	355	60	83	57	1,952
Activity Costs (NT\$)	74,843,484	296,477,288	514,988,133	327,923,851	595,986,517	31,624,640	108,575,916	74,028,035	2,024,447,864
Funding Applied For (NT\$)	59,985,303	175,469,970	139,895,324	127,050,582	138,651,730	20,985,135	47,578,360	49,390,969	759,007,373
Projects Approved by Board of Directors	70	126	217	104	128	23	17	19	704
Ratio of Approvals to Applications	30.6%	28.9%	39.2%	58.1%	36.1%	38.3%	20.5%	33.3%	36.1%
Amount Applied for in Approved Grant Applications (NT\$)	20,194,367	59,525,449	62,616,613	92,315,282	52,384,865	9,506,912	12,198,050	9,591,556	318,333,094
Funding Approved by Board of Directors (NT\$)	9,390,000	20,700,000	23,809,429	27,542,000	23,614,000	2,735,000	5,940,000	3,635,100	117,365,529
Ratio of Approved Funding to Applied for Funding	15.65%	11.80%	17.02%	21.68%	17.03%	13.03%	12.48%	7.36%	15.46%
Ratio of Approved Funding to Amount Applied for in Approved Grant Applications	46.50%	34.78%	38.02%	29.83%	45.08%	28.77%	48.70%	37.90%	36.87%

Table2 : Projects and Funding Analysis

Category	Total Received Applications	Activity Costs (NT\$)	Funding Applied For (NT\$)	Projects Approved by Board of Directors	Ratio of Approved Projects to Applications	Funding Approved by Board of Directors	Ratio of Approved Funding to Applied for Funding
1997 Total	1,603	2,355,634,121	1,119,824,981	622	38.8%	110,677,340	30.0%
1998 Total	1,698	2,138,430,033	990,364,800	802	47.2%	160,245,934	44.1%
1999 Total	2,098	2,278,645,051	1,000,310,143	902	43.0%	199,424,060	47.3%
July 1999 – December 2000 Total	3,038	3,511,392,410	1,633,058,234	1,213	39.9%	299,949,919	42.1%
2001 Total	1,916	2,471,793,932	1,124,973,042	694	36.2%	164,145,705	37.9%
2002 Total	1,165	1,356,354,722	570,440,654	495	42.5%	102,771,210	40.4%
2003 Total	1,300	1,487,031,645	621,864,770	540	41.5%	119,337,920	40.1%
2004 Total	1,233	1,473,639,109	588,856,399	549	44.5%	118,073,505	36.8%
2005 Total	1,393	1,640,789,948	625,939,220	594	42.6%	117,907,400	35.2%
2006 Total	1,332	1,561,539,593	586,237,500	602	45.2%	104,211,629	36.7%
2007 Total	1,427	1,568,584,410	534,429,394	684	47.9%	112,895,766	37.2%
2008 Total	1,504	1,489,921,858	550,972,158	598	39.8%	108,820,560	43.3%
2009 Total	1,672	1,533,668,983	648,501,429	644	38.5%	105,660,570	38.4%
2010 Total	1,733	1,893,600,855	690,147,546	688	39.7%	122,526,020	41.9%
2011 Total	1,816	1,716,126,546	651,574,419	703	38.7%	117,507,590	43.1%
2012 Total	1,818	2,465,569,491	717,810,503	676	37.2%	107,416,600	38.6%
2013 Total	1,952	2,024,447,864	759,007,373	704	36.1%	117,365,529	36.9%

Table3 : Projects and Funding Analysis

Year	First Time Grant Recipients					Cumulative Total to Date for Groups + Individuals
	Groups	Cumulative Total to Date for Groups	Individuals	Cumulative Total to Date for Individuals	Total – Groups + Individuals	
1997	217	217	237	237	454	454
1998	128	345	294	531	422	876
1999	91	436	289	820	380	1256
July 1999 – December 2000	136	572	214	1034	350	1606
2001	57	629	107	1141	164	1770
2002	48	677	84	1225	132	1902
2003	41	718	78	1303	119	2021
2004	56	774	91	1394	147	2168
2005	65	839	95	1489	160	2328
2006	77	916	79	1568	156	2484
2007	70	986	106	1674	176	2660
2008	52	1038	120	1794	172	2832
2009	61	1099	135	1929	196	3028
2010	61	1160	129	2058	190	3218
2011	63	1223	139	2197	202	3420
2012	56	1279	144	2341	200	3620
2013	68	1,347	106	2,447	174	3,794

Table4 : Balance Sheets

ACCOUNT	2013.12.31		2012.12.31	
	Amount	%	Amount	%
Current Assets	2,254,823,881	35.54	2,499,966,011	40.48
Cash and Cash Equivalents	2,238,863,331	35.29	2,409,983,224	39.02
Marketable Services (net)	-	0.00	77,965,181	1.26
Accounts Receivable	1,191,485	0.02	338,559	0.01
Other Receivables	13,743,576	0.22	10,609,467	0.17
Prepaid Expenses	720,855	0.01	741,791	0.01
Prepayments	111,256	0.00	322,504	0.01
Other Current Assets	193,378	0.00	5,285	0.00
Funds and Investment	4,080,983,345	64.32	3,666,795,370	59.37
Available- for-sale Financial Assets - Noncurrent	4,080,983,345	64.32	3,666,795,370	59.37
Net Value of Fixed Assets	6,961,768	0.11	7,148,373	0.12
Costs:				
Communication Equipment	903,003	0.01	903,003	0.01
Information Equipment	4,476,809	0.07	4,438,881	0.07
Office Equipment	4,552,073	0.07	4,552,073	0.07
Other Equipment	6,937,863	0.11	6,937,863	0.11
Leasehold Improvements	501,371	0.01	501,371	0.01
Less: Accumulated Depreciation	(10,409,351)	(0.16)	(10,184,818)	(0.16)
Intangible Assets	-	0.00	36,667	0.00
Intangible Assets	-	0.00	36,667	0.00
Other Assets	1,929,456	0.03	1,929,456	0.03
Refundable Deposits	1,929,456	0.03	1,929,456	0.03
TOTAL ASSETS	6,344,698,450	100.00	6,175,875,877	100.00
Current Liabilities	169,367,381	2.67	162,430,321	2.63
Grants Payable	127,305,100	2.01	127,402,630	2.06
Accrued Expense	22,075,650	0.35	9,029,541	0.15
Other Payables	107,475	0.00	-	0.00
Advance Receipts	19,794,253	0.31	25,824,524	0.42
Other Current Liabilities	84,903	0.00	173,626	0.00
Total Liabilities	169,367,381	2.67	162,430,321	2.63
Funds and Surplus	6,047,199,776	95.31	6,047,199,776	97.92
Flotation Fund	2,000,000,000	31.52	2,000,000,000	32.39
Donated Funds	4,047,199,776	63.79	4,047,199,776	65.53
Surplus	(23,520,910)	-0.37	(75,280,035)	-1.22
Accumulated Surplus	(23,520,910)	-0.37	(75,280,035)	-1.22
Net Adjustment Items	151,652,203	2.39	41,525,815	0.67
Unrealized Surplus on Financial Instruments	151,652,203	2.39	41,525,815	0.67
Net Worth	6,175,331,069	97.33	6,013,445,556	97.37
Total Liabilities & Net Worth	6,344,698,450	100.00	6,175,875,877	100.00

Table5: Statement of Change in Fund and Surplus

ITEMS	Flotation Fund	Donated Funds	Accumulated Surplus	Unrealized Surplus on Financial Instruments	Total
Balance as of January 1, 2012	2,000,000,000	4,047,199,776	(126,653,953)	(119,145,310)	5,801,400,513
Surplus for 2012	-	-	51,373,918	-	51,373,918
Unrealized Surplus on Financial Instruments	-	-	-	160,671,125	160,671,125
Balance as of December 31, 2012	2,000,000,000	4,047,199,776	(75,280,035)	41,525,815	6,013,445,556
Adjustment: Donations from Republic of China(Taiwan) Centenary Foundation			(225,000)		(225,000)
Surplus for 2013	-	-	51,984,125	-	51,984,125
Unrealized Surplus on Financial Instruments	-	-	-	110,126,388	110,126,388
Balance as of December 31, 2013	2,000,000,000	4,047,199,776	(23,520,910)	151,652,203	6,175,331,069

Table6: Income and Expenditure Statements

Item	2013.1.1~2013.12.31		2012.1.1~2012.12.31	
	Amount	%	Amount	%
INCOME				
Donation-related Income	40,426,897	13.60	15,512,277	18.77
Engagement-related income	4,262,647	1.44	2,254,251	2.73
Financial Income Interest Income	33,343,352	11.22	59,646,772	72.19
Net Investment Loss	214,387,239	72.14	-	0.00
(investment income 250,283,959, investment loss 35,896,720)				
Non-operating Income	4,780,041	1.61	6,578,193	2.41
TOTAL INCOME	297,200,176	100.00	273,109,150	100.00
EXPENDITURE				
Office and General Expenses	42,093,232	14.16	41,754,102	15.29
Grant-related Expenses	150,485,573	50.63	145,675,927	53.34
Award-related Expenses	11,311,235	3.81	10,571,244	3.87
Donation-related Expenses	2,550,825	0.86	2,238,684	0.82
Service Expenses	23,797,348	8.01	11,441,331	4.19
Engagement-related Expenses	4,262,647	1.43	2,961,463	1.08
Financial Expenses- Net Investment Loss	10,715,191	3.61	7,092,481	2.60
Other Operating Expenses	42,093,232	14.16	41,754,102	15.29
TOTAL EXPENDITURE	245,216,051	82.51	221,735,232	81.19
ANNUAL SURPLUS (DEFICIT)	51,984,125	17.49	51,373,918	18.81

Table7: Cash Flow Statement

Item	Current Year (2013.1.1~2013.12.31)		Previous Year (2012.1.1~2012.12.31)	
	Subtotal	Total	Subtotal	Total
Operating Cash Flow:				
Surplus (Deficit)	51,984,125		51,373,918	
Adjustments:				
	(225,000)		-	
Depreciation	766,105		1,337,182	
Amortization	36,667		63,596	
In-kind Donation Expenses	-		351,204	
In-kind Donation Revenue	-		(729,825)	
Gain on Valuation of Financial Assets	-		(6,776,740)	
Decrease (Increase) of Notes and Accounts Receivable	(852,926)		967,613	
Decrease (Increase) of Other Receivables	(3,134,109)		17,158,247	
Increase (Decrease) in Accrued Expenses	232,184		192,070	
Decrease in Other Payables	(188,093)		46,975	
Increase (Decrease) in Grants Payable	(97,530)		11,787,135	
Increase (Decrease) in Accrued Expenses	13,046,109		(3,248,897)	
Decrease in Other Payables	107,475		(165,867)	
Increase (Decrease) Advance Receipts	(6,030,271)		4,154,035	
Increase in Other Current Liabilities	(88,723)		18,988	
Net Operating Cash Inflow (Outflow)		55,556,013		76,529,634
Investment Cash Flow:				
Price Increase of Various Financial Assets	(226,096,406)		(1,630,832,296)	
Purchase of Fixed Assets	(579,500)		(450,055)	
Increase (Decrease) in Refundable Deposits	-		-	
Net Outflow of Investment Cash		(226,675,906)		(1,631,282,351)
Finance Cash Flow:				
Funds Transfer from Council of Cultural Affairs	-		-	
Net Cash Inflow(Outflow) from Financial Activity		-		-
Net Decrease in Cash and Cash Equivalents		(171,119,893)		(1,554,752,717)
Start of Period Total Cash and Cash Equivalents		2,409,983,224		3,964,735,941
End of Period Total Cash and Cash Equivalents		2,238,863,331		2,409,983,224

National Culture and Arts Foundation

Chairman:	Stan Shih
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Address: Room 202, 2F, No 136, Section 3, Jen Ai Road, Taipei City, Taiwan 10638

Telephone: +886-2-27541122

FAX: +886-2-27072709

Website: <http://www.ncaf.org.tw>

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