



# ANNUAL REPORT 2022

**A NEW PARADIGM  
EMERGES**



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# PIVOTING TOWARDS



## Paradigm /'parədɪm/ noun

A prime example, framework or model of something.  
An archetype, that contains the fundamental assumptions, methodologies and worldviews that influence and shape our ever-evolving reality.

# THE FUTURE



A new horizon is before us. **A new paradigm.** One of change and uncertainty. Of technology and disruption. Of versatility and flexibility. In our rapidly changing world, learning is no longer only about acquisition of knowledge nor is it a once off activity. It is a continuous, ever-evolving process.

At SIM, we believe in constantly changing for the better. To constantly pivot for progress. Pivoting is not just a strategic move - it is part of our purpose as a lifelong learning institution. We believe it is our responsibility to prepare our learners to be ready for the future of work. Beyond that, we believe it is our purpose to ensure our learners thrive at every stage of life.

This philosophy is encapsulated in our tagline: Learn for Life, Thrive for Life.

That is how we set all our strategies - by always thinking a few steps ahead. Because in this era of rapid change, we understand it is important to pivot when the situation demands. But what's more important, is to pivot ahead of the change. To stay ahead of the curve.

## MESSAGE FROM CHAIRMAN AND PRESIDENT & CHIEF EXECUTIVE OFFICER

# MESSAGE FROM CHAIRMAN AND PRESIDENT & CHIEF EXECUTIVE OFFICER



As the world gradually emerges from the shadow of the COVID-19 pandemic, the past year has been a time of unprecedented change. While some leaders have struggled to adapt, others have thrived, embracing the challenges of the crisis, and found new ways to innovate and create value.

At the heart of this transformation has been technology, which has enabled us to stay connected, work remotely, and find new solutions to both old and new problems. As we move forward into a post-pandemic world, the power of technology continues to drive rapid change and transformation.

With this new era of technological advancement comes a challenge: the need for all of us to adapt and evolve in order to stay relevant. According to the World Economic Forum, up to 50% of workers will need to reskill by 2025 in order to keep up with the changing demands of the workplace.

At SIM, we have embraced this challenge as an opportunity to innovate and reinvent ourselves, to add new value for our learners and the workforce as a whole. And that is why our theme for this year is “A New Paradigm Emerges”, a celebration of the possibilities that lie ahead as we continue to push the boundaries of what is possible.

Our capacity to respond to the shocks brought about by the pandemic have held us in good stead. We review our financial and investment strategies regularly to ensure organisational stability and resilience. Our balance sheet remains strong so that we can continue to service the needs of the community.

## THE YEAR OF THE ‘NEW’

In Jul 2022, we embarked on a bold new journey of reinvention and renewal, driven by our unwavering commitment to lifelong learning and the pursuit of excellence. Our goal was to create a brand identity that reflected our vision for the future and our dedication to helping our learners stay ahead of the curve.

And we did just that. We unveiled a fresh new logo and tagline – Learn for Life, Thrive for Life – that captured the essence of who we are and what we stand for: a beacon of hope and inspiration for learners everywhere.

## MESSAGE FROM CHAIRMAN AND PRESIDENT & CHIEF EXECUTIVE OFFICER

But our rebrand was not just about aesthetics. It was a reflection of our deep-rooted belief in the power of education to transform lives and shape the future. We are committed to being a platform for people and organisations to acquire critical skills and knowledge, to meet the evolving challenges of the world we live in and to thrive sustainably.

To achieve this, we knew we had to better ourselves too. The Learning@SIM initiative elevates the competencies of our staff and builds new and better capabilities to raise the performance of our people.

Under SIM Global Education and SIM Academy, we introduced a range of new programmes and initiatives to suit varied learning pathways. We opened new overseas teaching centres in Indonesia and India, providing access to quality education for students without having to leave their home country for their first year of studies.

Under SIM Academy, we offered executive and business programmes for working professionals to develop industry-relevant skills and capabilities, empowering them to better navigate their careers. With over 11,000 individuals trained in over 300 programmes during the last year, our impact has been far-reaching and transformative.

## SHAPING THE FUTURE THROUGH INTEGRATED LEARNING

We partnered extensively with industry in envisioning the future of work, and in anticipating future skills needs. We also sought to deliver high-impact learning outcomes with several like-minded partner organisations in 2022.

Our collaboration with M1's subsidiary – AsiaPac – was targeted at diploma holders who wanted to equip themselves with skills for the infocomm technology sector, while pursuing their undergraduate studies. This allowed us to bridge academic learning with on-the-job training.

We signed a Memorandum of Understanding with NCS to collaborate in the areas of entry-level talent preparation, and workforce skilling within NCS' learning academy. This was an important milestone for both parties as it signified our joint objective to build today's capabilities and grow tomorrow's talent. Since the MOU, we have conducted five workshops on leadership skills.

We partnered HP Singapore in a Queen Bee initiative, supported by SkillsFuture Singapore, to upskill the manufacturing ecosystem with sustainability as a focus. We also worked with the Inland Revenue Authority of Singapore to enable greater agility in transformation for their staff, so that they can better navigate the future of work.

Working with these organisations illustrates our commitment to bringing industry-relevant, work-integrated programmes into mainstream learning. In doing so, we have brought skilled practitioners with speed-to-market delivery to our learners.



## MESSAGE FROM CHAIRMAN AND PRESIDENT & CHIEF EXECUTIVE OFFICER

The Singapore Government's call in Budget 2023 for closer integration between training institutions and enterprises affirms SIM's direction and gives us added motivation to keep pushing forward with our skills-based, industry-driven model.

Beyond individual partnerships, we also created a platform for over 110 business leaders from various industries to connect, share insights, and learn from each other in the form of our Future of Work Series. This has helped them better understand the need to futureproof their workforce through better means of skills-building. Our inaugural edition last year showed that corporate and industry partnerships are vital, and we look forward to more of such partnerships that will benefit the learning ecosystem.

## OUR NORTH STAR

SIM's purpose has always been to enable individuals, with or without the means – to have access to the best learning programmes to continually improve their socio-economic outcomes, as well as the outcomes of the organisations they serve.

Through the SIM People Development Fund, we continue to provide our support to Singaporeans from all walks of life. The fund was set up to support Singaporeans in realising their career potential through access to learning pathways and experiences.

Quality education and learning should be accessible to all regardless of financial situation or background. In 2022, we awarded a combined total of 278 scholarships and bursaries worth over S\$1.2 million to deserving applicants.

Beyond financial assistance, we also focused on enhancing employability. We worked with researchers from Project Zero (from the Harvard Graduate School of Education) to co-design a programme to help displaced or older Singaporean workers unlearn old habits and mindsets, and approach uncertain times with a fresh perspective. 40 unemployed Singaporeans holding past senior leadership positions took part in the pilot run, and 17 were since successfully placed in new jobs, with the placement process still ongoing.



## MESSAGE FROM CHAIRMAN AND PRESIDENT & CHIEF EXECUTIVE OFFICER

## ENVIRONMENTAL, SOCIAL, AND GOVERNANCE

We believe that our responsibility extends beyond just providing quality education. We are committed to making a positive impact on the world, and this is why Environmental, Social, and Governance (ESG) is at the heart of our long-term agenda.

Our efforts to reduce energy consumption in our buildings, minimise the use of resources like paper and plastic, and promote employability through career fairs and workshops are just a few of the steps we have taken to create a sustainable future.

But it is not just about what we do within our organisation. We are also dedicated to uplifting the wider community through various initiatives, and we are working to align our policies with responsible business practices. By prioritising ESG, we are striving to create a better world for ourselves and future generations.

## A TRIBUTE TO THE PAST, FOR OUR FUTURE

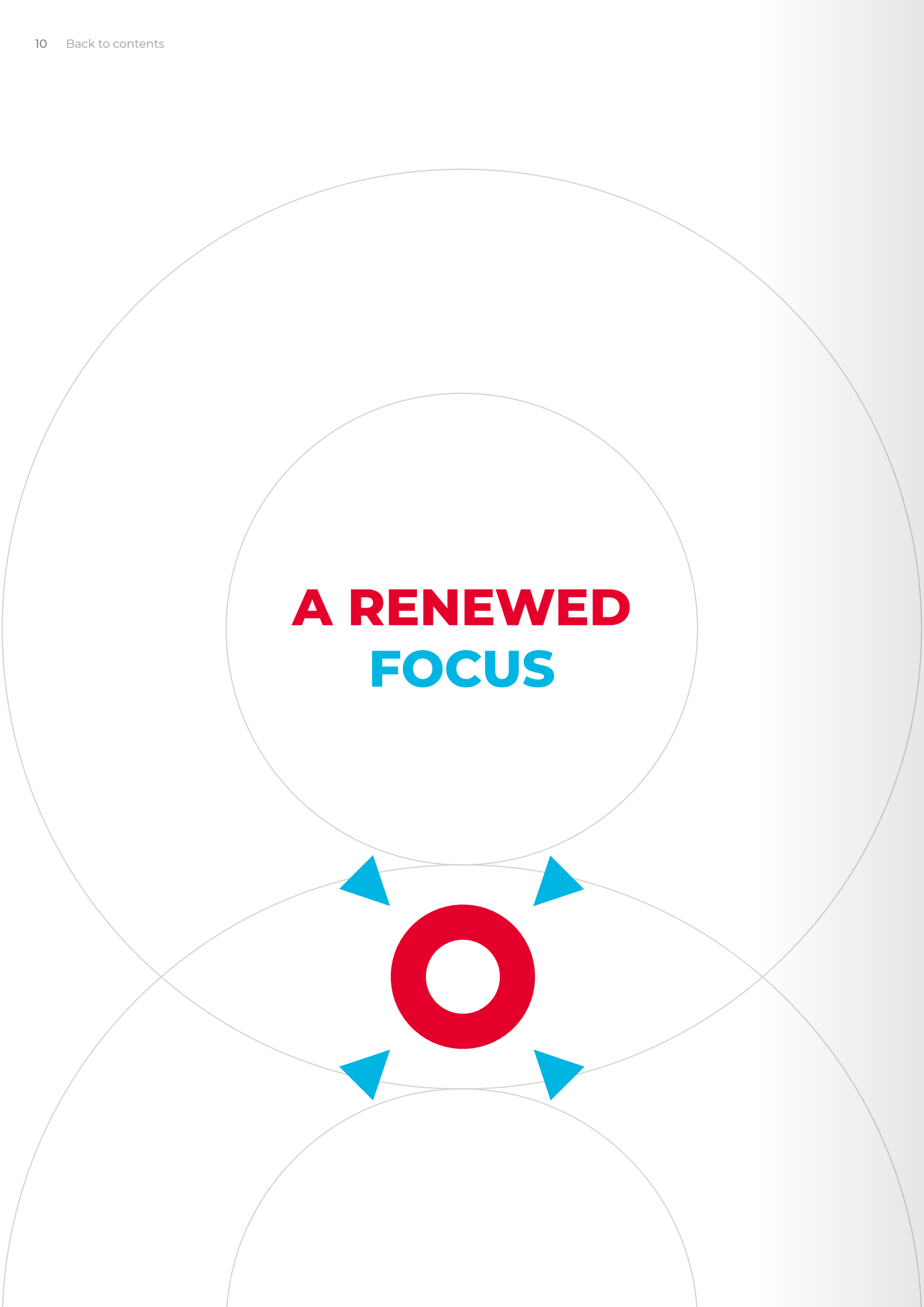
As we face an uncertain and ever-changing future, let us draw inspiration from our pioneers who have shaped SIM's history. We owe a debt of gratitude to our late Founding Chairman, Dr Richard Eu Keng Mun, who dedicated over three decades to SIM and tirelessly championed our purpose. He had the vision to seek the necessary funding to build our SIM Clementi Campus, which is home to over 16,000 learners annually and having served over 182,000 alumni in recent count.

Dr Eu believed in doing good for society, and his legacy birthed our social mission to help learners, both individuals and organisations, thrive through learning. This mission is the very essence of our SIM DNA. It drives us to continually evolve as an institution that enables communities and industries to grow and progress through new knowledge and skills.

As we face the challenges of today and tomorrow, let us embrace the power of education and learning to create a better world. Together, we can continue to build a legacy that will inspire generations to come with the value and joy of learning.







**A RENEWED  
FOCUS**

**REALIGNING OUR  
STRATEGIES FOR AGILITY**



What we focus on defines our reality, and our reality defines our actions. And we believe it is time for a renewed focus, a new construct of reality, and a whole new set of future-oriented action plans. As we realign our strategies to better respond to changing learning and industry needs, we shift our focus towards high-impact, high-value initiatives and programmes. In 2022, we successfully impacted 16,000 students from over 40 countries, trained 11,596 professionals and delivered 314 professional development programmes.

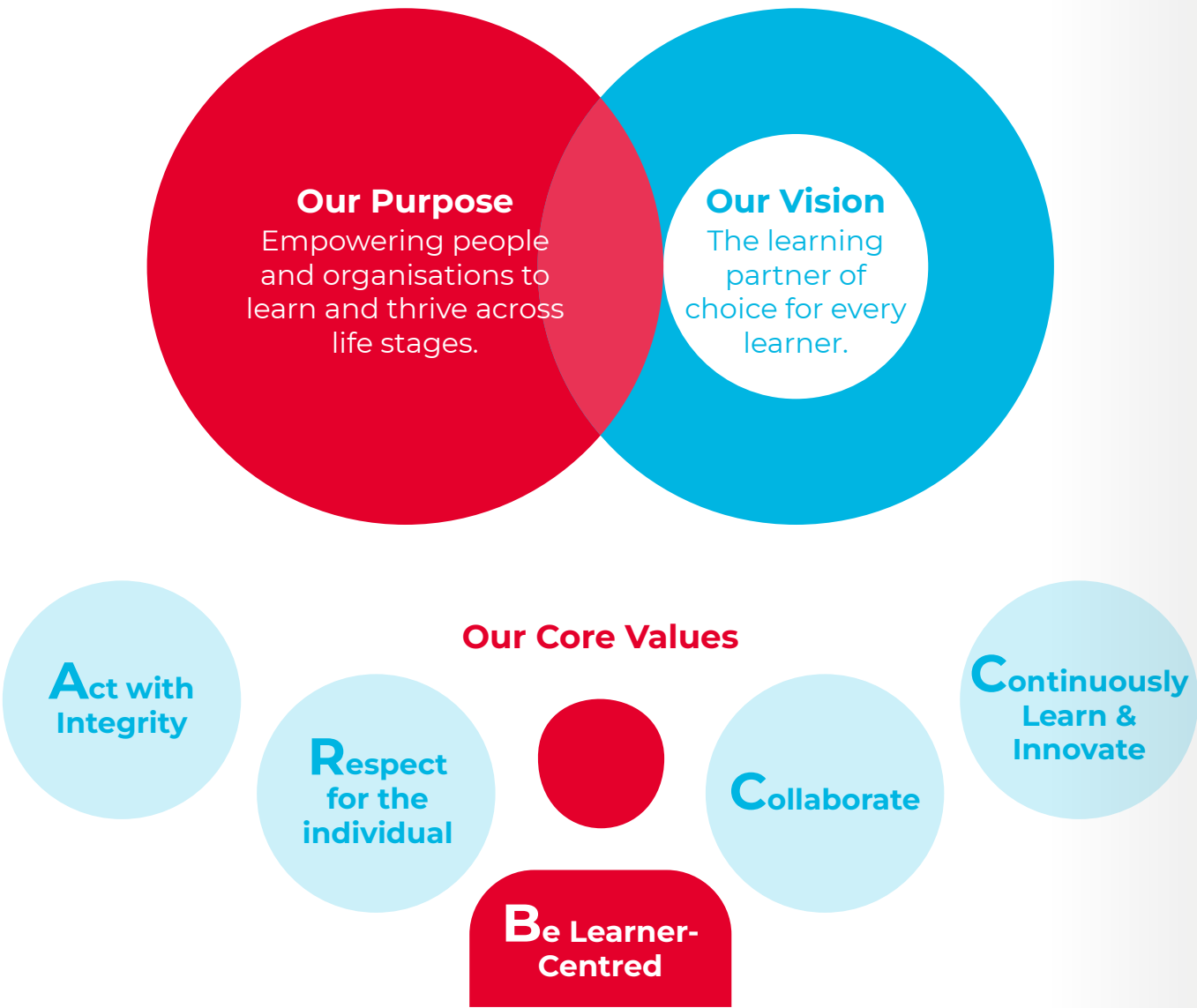




# WHO WE ARE

The Singapore Institute of Management (SIM) is one of the region's leading education and lifelong learning institutions, recognised for empowering individuals and enterprises to thrive across life stages through learning. Seeded by the Singapore Economic Development Board in 1964, SIM has, for close to 60 years, been leading in the development of work and industry skills for Singapore's growth.

Through harnessing new knowledge, skills and technology, SIM provides skills-based learning experiences that enable students, professionals, and enterprises to Learn for Life and Thrive for Life. SIM achieves this through SIM Global Education (SIM GE) and SIM Academy. SIM GE focuses on higher education pathways and SIM Academy focuses on Professional Development and Enterprise Solutions for career transitions and advancements, and integrated learning solutions for enterprises.



# SIM EXECUTIVE MANAGEMENT TEAM

**MR SEAH CHIN SIONG**  
President and  
Chief Executive Officer, SIM



**MR HO SEONG KIM**  
Chief Executive Officer,  
SIM Academy  
FROM 15 APR 2023



**DR KEVYN YONG**  
Chief Learning Officer,  
SIM Academy  
UNTIL 28 APR 2023



**MS SARA YIK**  
Chief Human Capital Officer



**PROFESSOR  
WEI KWOK KEE**  
Provost, SIM Global Education



**MS YEO PIAH LANG**  
Chief Financial Officer

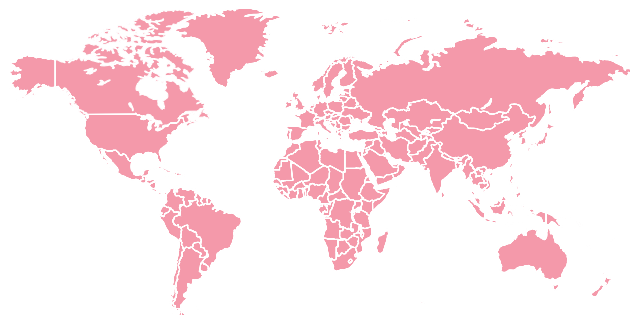




KEY HIGHLIGHTS

KEY STATISTICS

SIM GLOBAL EDUCATION



16,000  
students from over 40 countries

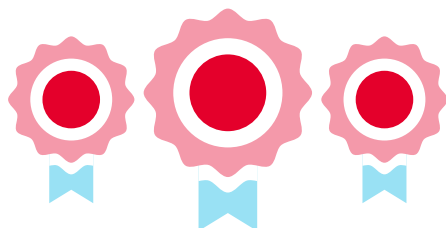


Over  
182,000  
alumni

SIM ACADEMY

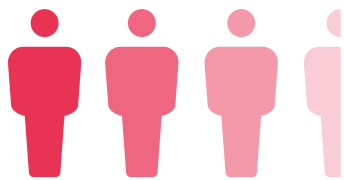


11,596  
professionals  
trained



314  
professional  
development  
programmes  
conducted

SINGAPORE CAMBODIA INTERNATIONAL ACADEMY



483  
students enrolled

KEY HIGHLIGHTS

KEY FINANCIAL STATISTICS<sup>1</sup>

GROUP <sup>2</sup>

Income		\$'000
2021		253,062
2022		285,142
Expenditure		\$'000
2021		202,455
2022		260,616
Excess of income over expenditure		\$'000
2021		50,607
2022		24,526
Capital expenditure		\$'000
2021		5,064
2022		7,333
Reserve level <sup>3</sup>		years
2021		2.7
2022		2.2

<sup>1</sup> For the year ended 31 December.

<sup>2</sup> Group comprises Singapore Institute of Management Group Limited, Singapore Institute of Management Holdings Pte Ltd, Singapore Institute of Management Pte Ltd, Singapore Institute of Management International Pte Ltd, SIM Xtension Pte Ltd, Singapore (Cambodia) International Academy Co., Ltd and SIM Academy Pte Ltd.

<sup>3</sup> Computed based on the formula: unrestricted funds<sup>4</sup>/total annual expenditure including capital expenditure. Singapore Institute of Management Group Limited will target to maintain a reserve level of one year taking into consideration its future income streams, and future operating and capital expenditure.

<sup>4</sup> Unrestricted funds comprises of cash balances, fixed deposits and financial assets at fair value through profit or loss.





## A NEW ERA FOR LIFELONG LEARNING



### REFINING OUR VALUES FOR GREATER IMPACT



A new era brings new challenges. At SIM, we view challenges not as obstacles, but rather, as opportunities. Opportunities to conceptualise new ideas, to recalibrate for greater precision, to add new value for our learners. We officially unveiled our new brand identity in 2022 as we forge forward together towards this new era. We stepped up our community efforts, with a total of 278 scholarships and bursaries worth \$1,241,717.50 awarded. Our people remain core to our investment strategies with \$875,771 invested in staff upskilling, and we continued to upgrade our facilities and infrastructure to enhance learning outcomes.

# A BRAND NEW HORIZON

To be future-ready is to be adaptive, forward-thinking and ready for transformation at every level. SIM once again demonstrated its readiness for holistic transformation in 2022 with an internal restructuring and external rebranding exercise. Officially unveiled on 20 Jul, the refreshed brand identity signals an exciting new horizon for SIM, learners and organisations alike.

## RENEWED EXPRESSION REFRESHED ASPIRATIONS

More than just a new look and re-design, the rebranding exercise involved a **complete transformation** of key SIM brand attributes including logos, tagline, brand colours as well as refreshed strategic goals, purpose and vision.



### OUR NEW LOGO AND TAGLINE

Like how SIM combines distinctive offerings into cohesive learning experiences, SIM's new logo is a creative composite of individual geometric shapes.

The new logo captures the future-forward nature of SIM as a lifelong learning institution and symbolises SIM's well-rounded approach to learning. The tagline, 'Learn for Life, Thrive for Life', reflects our philosophy towards learning and life, as well as how SIM's learners are nurtured to thrive in life and for life.

**From Singapore to the World**  
Circles portray the well-rounded global curriculum and holistic learning approach offered by **SIM Global Education**.

**Reaching Peak Potential**  
New horizons and fresh aspirations are represented by the triangles. Our learners, as depicted by the dot, go higher and further in their pursuits by upskilling themselves with **SIM Academy (Professional Development)**.

**Bridging Enterprise Learning and Corporate Excellence**  
Businesses ready for transformation and an education institution that is future-ready — these come together at **SIM Academy (Enterprise Solutions)** as depicted by the overlapping triangles.



### OUR BRAND COLOURS

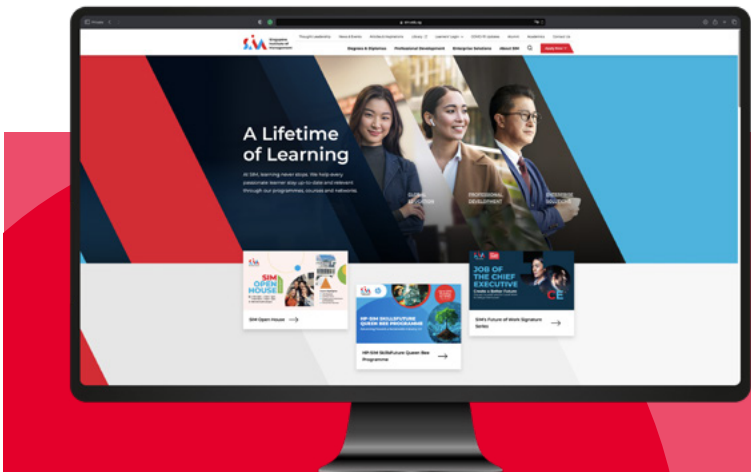
Our primary brand colours are SIM Red and SIM Light Blue. SIM Red represents SIM's Singaporean roots while SIM Light Blue represents our aspirations for the world and the future.



## ASPIRING TO EMPOWER AND INSPIRE

The grand rebranding launch at SIM's Clementi Campus in Singapore on 20 Jul brought together over 500 physical and 100 online guests, including SIM staff members, corporate partners, university partners, media and training partners.

The new brand was launched on stage by Chairman Ms Euleen Goh, President and CEO Mr Seah Chin Siong and Founder Member Mr Richard Eu. The event was filled with engaging activities including the creation of a unique user-generated launch mechanism animation made from over 100 staff pictures received from the pre-event virtual photobooth.



The event also saw the launch of our new brand film and the unveiling of our new SIM website, which unified our websites into one with consistent design and brand elements.



SIM REBRANDING

SIM ACROSS THE REGION

Following the official launch in Singapore, our new brand was also launched in **China, India, Indonesia, Malaysia, Thailand and Vietnam** in the subsequent months from Aug to Nov 2022. The events were attended by the media, partners of SIM, various key stakeholders and special guests.



SHOWCASING OUR NEW IDENTITY

Our campus façades and selected exterior and interior spaces showcased our vibrant brand identity in various forms. Following the launch, bus stop shelter ads, YouTube ads and digital display ads also announced our new look and shared our renewed brand promise to members of the public.



SIM REBRANDING

SIM REBRANDING: RESPONSE AND RESULTS



Generally positive response



541,000 impressions on LinkedIn



180+ pieces of media coverage



\$7.3 million PR value generated



DRIVING INTERNAL BRAND EQUITY

To add momentum to the rebranding exercise, a series of staff engagement activities were held at various levels throughout the organisation.



PRE- AND POST-LAUNCH BRAND ACTIVITIES

- Over 100 staff trained at five brand application workshops
- Brand talks at seven staff townhalls
- Brand teasers, content and contests on staff channels and SIM social media





# STEPPING UP OUR SUSTAINABILITY EFFORTS

We are here for the long run. At SIM, our goal is to create long-term value through sustainable and equitable practices. Our Environmental, Social and Governance (ESG) commitment is pillared by these four tenets - protect the environment, promote employability, care for community, and operate responsibly.



## PROTECT THE ENVIRONMENT

### Towards Green Mark Certification

An analysis was conducted to identify improvement points for Blocks B and C to meet Green Mark requirements. Among the steps taken include optimisation of the chiller control systems to conserve energy.

### Reduce Plastic & Paper

Consumption of copier paper also decreased notably as we shifted towards digitisation of documents.

### Energy-Saving Measures

An energy audit was conducted for Block C and a series of adjustments and replacements were made to improve energy system efficiency.



## PROMOTE EMPLOYABILITY

### Career Fairs

Two career fairs were organised in Feb and Oct 2022, attracting over 1,000 students and various top employers including Amazon, Shopee, PwC, OCBC and many more.

### Workshops and Activities

A wide range of workshops and programmes encompassing resume writing, interview skills, building powerful LinkedIn profiles and many more were offered. Organised by the Learners Advisory and Career Centre, the workshops benefitted 7,564 students and 455 PMETs.

### SGUnited Skills Programme

Through the programme, 88% of learners who sought career placement assistance with SIM were successfully placed within six months.



## CARE FOR COMMUNITY

### Home Refurbishment Project

Working in unison with the Youth Networks from Yew Tee and Limbang, close to 200 student volunteers from SIM-University of London's Student Representative Council successfully raised over \$5,000 to transform 15 homes.



### Let's Connect

In collaboration with the Ministry of Manpower (MOM), SIM student leaders from iCare organised 'Let's Connect', a fun-filled day with the migrant workers in Singapore to foster mutual understanding and cultural exchange.

### Scholarships and Bursaries

SIM awarded a combined total of **278 scholarships and bursaries** worth **\$1,241,717.50** to deserving applicants in 2022.



### Scholarships Awarded

Undergraduate Scholarship  
**15 awarded | \$225,000**

Diploma Scholarship  
**25 awarded | \$173,717.50**

Bursaries  
**232 awarded | \$813,000**

Crisis Fund  
**6 awarded | \$30,000**



## OPERATE RESPONSIBLY

### Responsible Investments and Board Practices

In line with the Singapore Green Plan 2030, SIM looked into Responsible Investing and expects a statement of position in 2023/2024.

### Responsible Procurement

To encourage eco-friendly practices, vendors with green labels on their products will be given higher rating during tender evaluations. Similarly, almost all newly procured SIM corporate stationery and collaterals are eco-friendly.



# RAISING OUR STANDARDS BY ELEVATING OUR PEOPLE

Human resource is our greatest resource. As reflected in our tagline ‘Learn for Life, Thrive for Life’, SIM supports staffs’ continuous learning and development and aspires to be a corporate university model for human capital development. Under the Learning@SIM initiative, we position our staff for meaningful career advancement in a way that elevates their performance impact across the organisation.

## 2022 HUMAN CAPITAL FAST FACTS



565 members of staff trained



33 training hours per staff



\$875,771 invested in training



Areas of training include: AWS Cloud, Service Excellence, Requisite Enterprise

## DIVERSITY, EQUITY AND INCLUSION

SIM has always been an advocate of diversity and inclusion in the workplace. In 2022 we took another significant step forward in that direction by putting that commitment in writing with a Diversity, Equity & Inclusion Policy implemented on 1 Aug.

The Disciplinary Policy & Procedure was revised on 24 Aug to raise awareness on sexual harassment by providing more information and resources to foster a safe, inclusive, and respectful environment. The SIM General Conduct Policy was also revised to incorporate the SIM Code of Business Ethics.

### Diversity and Inclusion at SIM in Numbers

Work Theme	Female %	Age Range	%	Race	%
Strategic Development	33.3%	<30	9.7%	Chinese	80.1%
Practice	48.8%	30 to <40	34.0%	Indian	5.6%
Service	57.6%	40 to <50	33.9%	Malay	7.8%
Quality	65.2%	50 to <60	16.6%	Others	6.5%
		60 & Above	5.8%		

## LIVING OUR VALUES AT SIM

An organisation's core values serve as an intuitive compass to navigate the often complex and unpredictable landscape of operating and shaping a learning organisation. To fully engage our staff and integrate these values into our daily professional roles, 21 Core Values workshops were conducted in various settings across SIM.

The workshops were designed to ensure each participant is able to recall our 5 BARCC Core Values, fully understand what they mean, and encourage them to embody and commit to display value-based behaviours. True to the SIM Core Value of ‘Collaborate’, 513 staff attended the workshops, making up 93% of headcount as of 1 Jul 2022.



### SIM CORE VALUE AWARDS 2022

SIM Core Value Awards recognises both individuals and teams that embody our SIM Core Values and have created sustained positive impact. All nominees and winners were recognised at various traditional and digital organisation-wide platforms.

## BEING MINDFUL OF MENTAL HEALTH

A mentally healthy employee is a happy and productive employee. By extension this creates a better work environment for all which ultimately benefits not only our staff members but also our learners. Mental health support and resources are always within reach at SIM.



#### Mindline.sg

A digital stress management platform set up in collaboration with various governmental and community bodies.



#### SIM x MindFi

SIM partnered with MindFi to offer on-the-go self-care and wellness solutions and also organised two group care sessions in Nov.



HUMAN CAPITAL



HAPPY FRIDAYS

Modern hybrid working arrangements may limit human interaction in certain situations. To bridge the gap, Happy Fridays were organised on a bi-monthly rotation basis to enhance human connections at the workplace over a casual setting with food and drinks.



SIM-PLY ONEDERFUL

An annual staff retreat organised by Organisational Development and various cluster representatives, about 500 SIM staff members attended the SIM-PLY ONEDERful hybrid event which included team bonding, virtual programmes and a variety of fun-filled activities.



SPORTY DINNER AND DANCE

SIM turned up the energy and sportiness in its first in-person dinner and dance after two years. Held at Fairmont Singapore on 16 Dec with the theme 'Sports Meet', staff members attended the event in their best sporty look.



HUMAN CAPITAL





# PUSHING THE DIGITAL FRONTIER

Digital is where the future is and as a future-oriented learning institution, we are excited about the wealth of opportunities for innovation that digitisation provides. Spearheaded by Digital Solutions, Platform & Infrastructure Group (DSPi), SIM is constantly optimising and growing its digital capabilities through various strategic digital transformation initiatives.

## MAKING TECHNOLOGY WORK FOR US

While many debate about AI vs humans, we believe in AI helping humans. SIM has embraced AI (Artificial Intelligence) with several models deployed in 2022.

### Admissions Forecasting

An AI model was created using past application trends to predict upcoming admissions rate. The model recorded an overall accuracy of 90%.

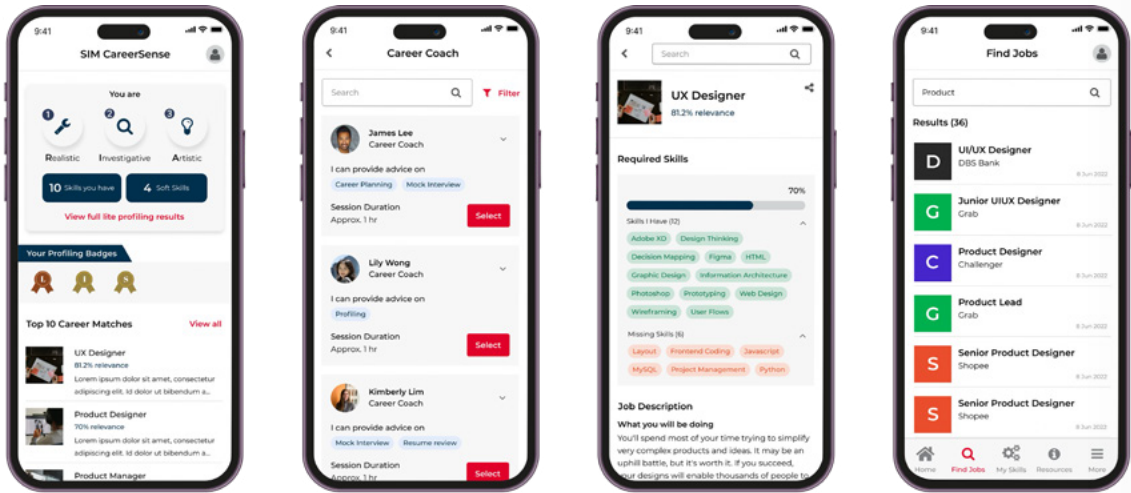
### Sentiment Analysis

To reduce manual work reviewing qualitative feedback from students, an AI model was deployed to consolidate data and discover major themes of interest.

## ENHANCING LEARNERS’ DIGITAL JOURNEYS

We are always on the lookout for opportunities to enhance student experience at every digital touchpoint. The Centre for Micro-Credentials’ (CMC) platform migrated to a new portal [cmc.sim.edu.sg](https://cmc.sim.edu.sg) in 2022, providing an improved end-user experience, navigation as well as a streamlined administrative process for staff.

A new mobile app, Career Sense was also launched to provide a one-stop tool for students and working professionals to gain access to resources and guidance from career advisors, coaches, mentors, and connect with potential employers.



# CAMPUS RENOVATION

Leveraging the versatile nature of our set up and learning from COVID-19, we changed the way we work and learn to be more resilient towards uncertainties and disruption.



### Multi-Use Lecture Theatre

We embarked on a pilot project to convert existing lecture theatres for multi-use. The new design encourages collaborative learning and doubles up as an activity space.

### Hybrid “W.I.R.ED” Workspaces

Our workspaces were transformed to facilitate greater networking, collaboration, and team bonding.



# W.I.R.ED

**WE-SPACE** - provides staff a space for collaboration, discussion, and ideation.



**ED-SPACE** - a space for work support essentials, such as printers, lockers, and storage facilities.



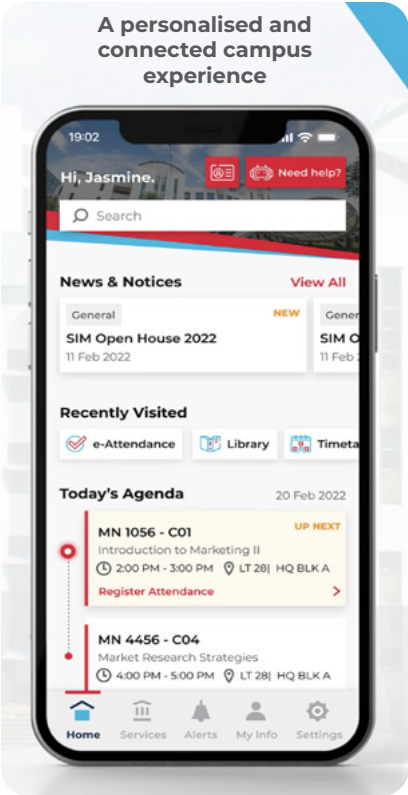


**Tay Eng Soon Library**

With a refreshed look in 2023, and to be more conducive, the library will cater to different needs with individual study carrels, group discussion rooms, pods, chill corner and 24/7 learning commons.

**EXPANDING OUR IT CAPABILITIES**

We continue our upward trajectory on the IT front with more useful and intuitive programmes deployed and more in the pipeline for 2023.



**MySIM App**

Allows students to self-service and find useful information easily.

**Enhanced Cybersecurity**

Multi-layer cybersecurity to better protect SIM's IT assets.

**ServiceNow**

A one-stop self-service portal that allows staff to request for IT assistance.

**Human Capital Management System**

Set for completion in 2023, the system will offer improved speed, UX and features.

**OPTIMISING LEARNER EXPERIENCES**

In order to continuously improve learner experience at SIM, we look both inward and outward – outward by listening closely to learner feedback and inward by continuously reviewing and optimising our internal business processes.



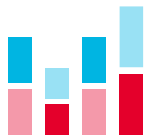
**Define**



**Measure**



**Analyse**



**Improve**



**Control**



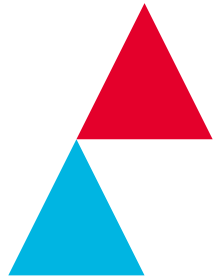
**Centralised Feedback Management System**

SIM introduced a more effective and efficient single platform to enable collection and analysis of customer feedback.

**Lean Six Sigma Programme**

14 staff members from SIM were awarded the Lean Six Sigma Green Belt in Dec 2022. The programme equips staff with knowledge and skills to optimise business processes.





## A NEW APPROACH



### RETHINKING LEARNING MODELS TO EMPOWER FUTURE LEADERS



To better chart the future, we must first challenge the present. We asked questions, we experimented, we pushed ourselves and our partners - to unlock new levels of learning excellence. In 2022, SIM Global Education successfully rolled out various new programmes, our Centre for Micro-Credentials broadened its course offerings, and we forged multiple new strategic partnerships to expand the impact and scale of our learning models. Working closely with our industry partners at SIM Academy, we continued to push for more innovative training modules that are market-driven and accurately address the latest industry needs.



# DELIVERING WORLD-CLASS EDUCATION FOR A GLOBAL IMPACT

At SIM, we believe education is not just about learning or acquisition of knowledge. It's about mastery. We define mastery as the ability to wield the knowledge acquired to create a concrete positive impact. Our skills-based approach is what sets SIM apart from other institutions. We believe in putting the knowledge into practice based on the latest industry best practices.

## ACADEMIC DEVELOPMENT



### 11th Education Conference

Held at SIM's Performing Arts Theatre under the theme 'Pedagogical transformation in the age of digital learning', our 11th Education Conference brought together over 160 associate lecturers, staff and overseas partners. Among the core topics discussed were pandemic challenges on education and how institutions can strike a balance between student engagement, motivation, learning and flexibility.



### Honouring Our Educators

Our educators are our heartbeat. We showed our appreciation for our educators who have worked tirelessly during our Faculty Appreciation event attended by over 200 faculty members. Held in hybrid format, the event saw the annual SIM Teaching Excellence Awards and SIM Teaching Merit Awards given out. In 2022, we also introduced the Lecturer Service Awards in recognition of 5, 10, 15, 20 and 25 years of service.



### Empowering Our Staff for Professional Excellence

A wide range of professional learning initiatives were introduced to further enhance pedagogical competencies among SIM staff. Over 260 staff benefited from various workshops, talks and podcasts covering topics such as academic integrity, hybrid teaching, blended learning, quality matters, learning design, neuroscience of learning and student engagement strategies.



## ACADEMIC PARTNER DEVELOPMENT AND MANAGEMENT



Awarded and developed by:  
Grenoble Ecole de Management, France

### Bachelor in International Business (Top-up)

Designed for students aiming to develop international business skills and knowledge, the programme is internationally recognised through the VISA de l'Etat and the Grade de Licence from the French Ministry of Higher Education, Research, and Innovation.

### Master of Science in Finance (Top-up)

Our French connection deepens further with another collaboration offering a Master programme designed to provide students an advanced knowledge in finance and understanding of the strategic impacts of financial decisions. The programme provides excellent preparation for the Chartered Financial Analysts® (CFA®) examinations, as it is based on the CFA® Candidate Body of Knowledge and is part of the CFA® Institute University Affiliation programme.



Awarded by: University of London, UK and developed by the Member Institution, University College London (UCL), UK

### Master of Science in Accounting and Financial Management

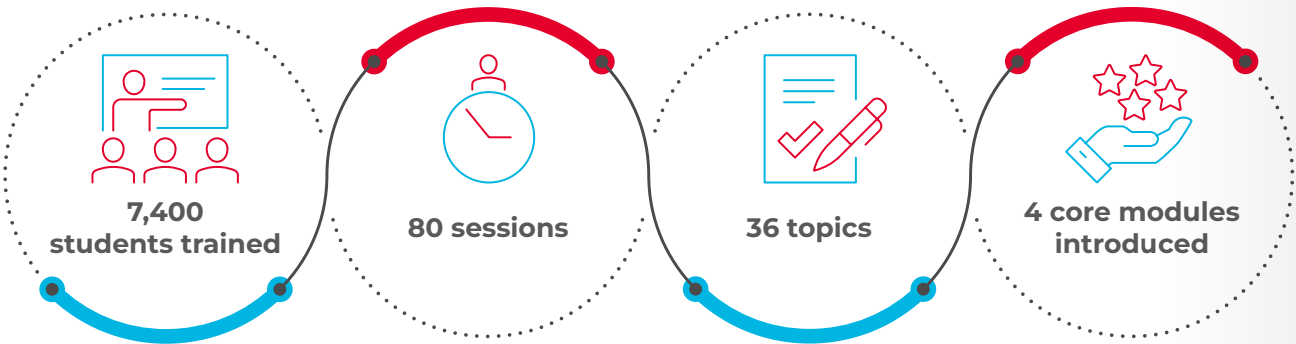
Developed in close partnership with the University of London and UCL School of Management, the programme provides students from non-financial industries with an opportunity to develop and apply Master's level financial knowledge which empowers them to engage with and contribute meaningfully to financial decision making within their current or future organisation.



CENTRE FOR MICRO-CREDENTIALS

Our Centre for Micro-Credentials (CMC) continued to expand its offerings in 2022 with a total of seven courses offered through industry partnerships with ICDL Asia and SMMILE Digital Pte Ltd, and more than 7,400 students successfully trained.

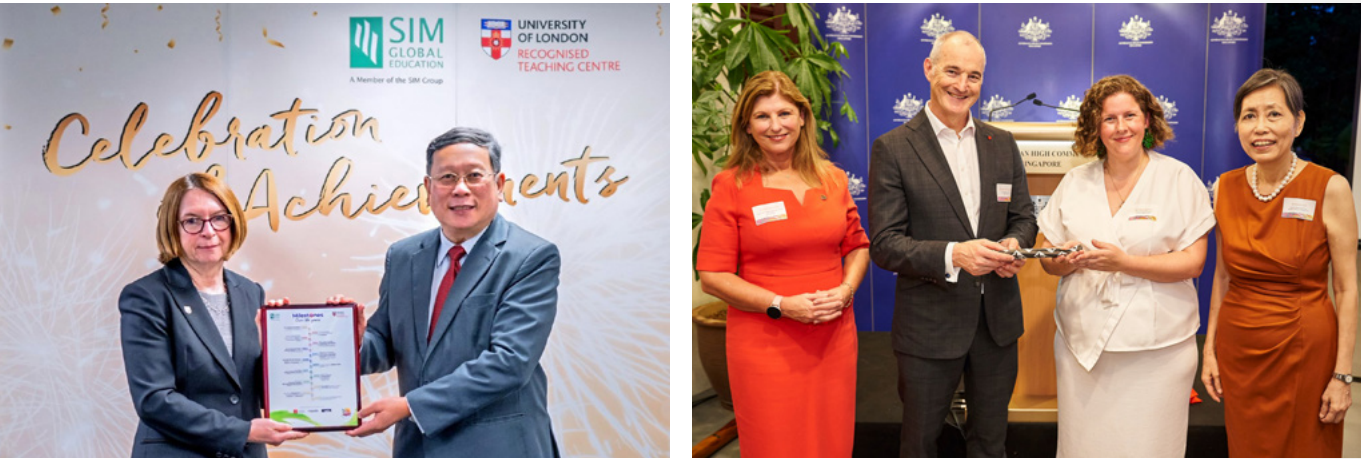
CMC HIGHLIGHTS



HIGHER EDUCATION

Faculty & University Partner Visits

SIM was graced by the presence of many distinguished guests in 2022. Among the notable visitors were Professor Wendy Thomson CBE, Vice-Chancellor of the University of London and Baroness Minouche Shafik DBE, Director of the London School of Economics and Political Science.



Celebrating Strong Partnerships

RMIT celebrated its 35th anniversary and its longstanding partnership with SIM over a week of celebrations in Aug 2022. The event included a celebratory dinner at the Australian High Commissioner's residence with RMIT alumni, VIPs and sponsors, joined by Charge of Australia to Singapore Ms Angela Robinson, and SIM's Chairman Ms Euleen Goh.

Scaling New Heights in Academic Performance

Our students' hard work and commitment to learning paid off in more ways than one in 2022 with many achieving new highs in their academic performance both at SIM and partner institutions.



New Programmes & Partnerships

SIM introduced a Graduate Diploma in Industry 4.0 and a Graduate Diploma in Business Sustainability in 2022, with another four Graduate Certificates namely Graduate Certificate in Industry 4.0, Graduate Certificate in Software Automation, Graduate Certificate in Business Sustainability and Graduate Certificate in Business Digitalisation set for commencement in 2023.

SIM also partnered Keypath Education to offer two new online graduate diploma programmes in Business Management and Data Science, along with five other graduate certificates in Analytics, Digital Marketing, Cybersecurity Management, Information Technology Management and Human Resource Management.

Expanding Our Students' Horizons

Exchange of ideas and experiences creates new knowledge, innovations and opportunities to foster better mutual understanding. 23 of our French course mates from Grenoble Ecole de Management joined us here at SIM in Sep 2022 to study for six months. Likewise, 22 of our students flew to University at Buffalo, New York, and 12 to RMIT University, Melbourne and experienced a full semester there. We also welcomed 25 students from University of Wollongong in Jun 2022 for workshops, seminars and various idea-sharing activities. A record 54 students attended the LSE Summer School in London with half of them in at least two three-week courses. 2022 also saw another record 16 students spending their final year in London for the LSE General Course.







University of Buffalo Open Day

Held on 4 Jun 2022, the University at Buffalo faculty, students and alumni came together to interact with prospective students with queries about the programmes offered. The Open Day was positively received with almost 200 new sign-ups recorded.



SIM-University of London Achievers' Event

Held on 5 Nov 2022, the annual SIM-UoL Achievers' Event was attended by over 100 staff, alumni and students. Opened by SIM Provost Professor Wei Kwok Kee, the event recognised 166 First Class Honours, 35 Prizes, 82 Commendations, and 35 Toppers. Faculty representatives flew in from London School of Economics, Goldsmiths and University of London.



University of London – SIM Lecture Series

After being online for two years, the UoL Lecture Series returned to the physical arena. UCL's Professor Alan Parkinson spoke on the Changing Accountancy Profession and a lively discussion followed with Mr Kon Yin Tong of Foo Kon Tan LLP and Mr Tan Lee Thong of Workday, moderated by UCL's Professor Lynsie Chew. The Lecture also launched the new University of London MSc in Accounting and Financial Management.

EduTrust Star Certification Award

SIM GE was awarded the EduTrust Star certification by the Committee for Private Education, part of SkillsFuture Singapore, effective 20 Aug 2022. The certification award is accorded to education institutions for attaining a commendable level of performance in managing their institutions and providing an outstanding quality of education and welfare for their students. As of May 2023, three out of about 120 EduTrust-certified PEIs have received this prestigious certification award.



Cert No.: EDU-1-1003  
Validity: 20/08/2022 – 19/08/2026

STUDENT DEVELOPMENT



Student Leaders' Awards & Appreciation Night

Over 200 student leaders attended the event which was packed with exciting performances from student clubs SIM Dreamwerkz and Esprimere Singing.



Equip Leaders Camp

Organised to strengthen our student leaders' collaborative and reflection skills, the camp attracted over 100 student leaders who participated in various team building activities. During the camp, student leaders were also introduced to the concept of Systems Leadership to help further develop their core leadership skills.



ASEAN University Games

Held in Ubon Ratchathani, Thailand, the games took place from 25 Jul - 7 Aug 2022 with a total of 14 athletes from SIM taking part. It was a fruitful outing for our students as they contributed one gold, seven silver, and six bronze medals to the Singapore University Team.



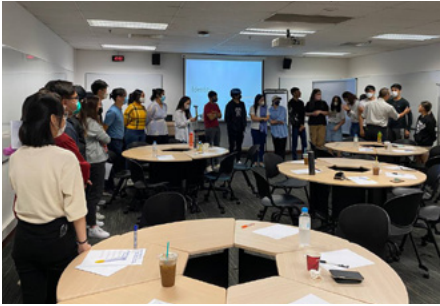
Singapore University Games

17 of our sports clubs participated in the first post-Covid Singapore University Games, held from 4 Sep to 30 Oct 2022. Our teams performed well and won eight golds, nine silvers, and 11 bronze medals.



Annual SIM Sports Awards Nite

Held on 28 Nov 2022 at the SIM Performing Arts Theatre, over 300 participants from various sports clubs attended the Caribbean-themed event to honour our athletes and dedicated sports teams.



Social & Emotional Learning Course

385 students registered for the courses which were designed to help them explore their inner emotions, build positive relationships and be a positive influence on one another.



STUDENT CLUB ACTIVITIES



**International Students Night**  
Seven international student clubs joined forces to organise the event on 5 Nov 2022. Attended by over 200 international students, the night was indeed eventful with songs and dances, fun games and a sumptuous dinner.



**Harvard National Model United Nations 2022 Conference**  
The HNMUN is the oldest, largest, and most diverse student-run Model United Nations conference in the world. It is an annual congregation of student representatives from over 40 countries, to simulate a United Nations conference and discourse presenting global issues. Students of our International Affairs Society participated for the 10th time at the conference, and our nine-member delegation represented the nation-state of Syria. The conference took place in Boston, USA from 10 to 13 Feb 2022. The outcome after each trip saw student participants gain global awareness and competencies, and education in foreign affairs.



**SIM DanceSport x The DanceSport Academy Charity Concert**  
Held on 17 Dec 2022 at SIM’s Performing Arts Theatre, the charity concert successfully raised \$10,000 for YYD Education Centre, a charity organisation that provides free enrichment classes for Primary Two to Six students from low-income families.

**SIM DreamWerkz Fusion Showcase**  
Organised by student club DreamWerkz, the showcase featured a friendly dance showdown for different dance groups across SIM. The event attracted over 380 attendees from all walks of life.



STUDENT RECRUITMENT

**Overseas Teaching Centres (OTC)**  
SIM’s OTCs provide overseas students access to quality education without having to relocate from their home country. We continued to expand our OTC presence, with two new centres established in Indonesia and India respectively, bringing the total to 12 centres in three countries, including China.



**International Student Office (ISO)**  
Set up in 2021, the ISO welcomed its first batch of new international students in 2022. The ISO strives to make transitioning to student life at SIM in Singapore a seamless experience by providing onboarding support, a buddy programme for new students as well as assistance with various immigration documentation and paperwork.



**Regional Partners’ Workshop**  
We reconnected physically with our regional partners in Nov 2022 after two years of hosting the event virtually. The two-day event welcomed 60 regional partners from across 17 countries and was an excellent opportunity for sharing of insights, latest developments and for our partners to witness Singapore’s post-Covid recovery. We look forward to more collaborations in the near future.

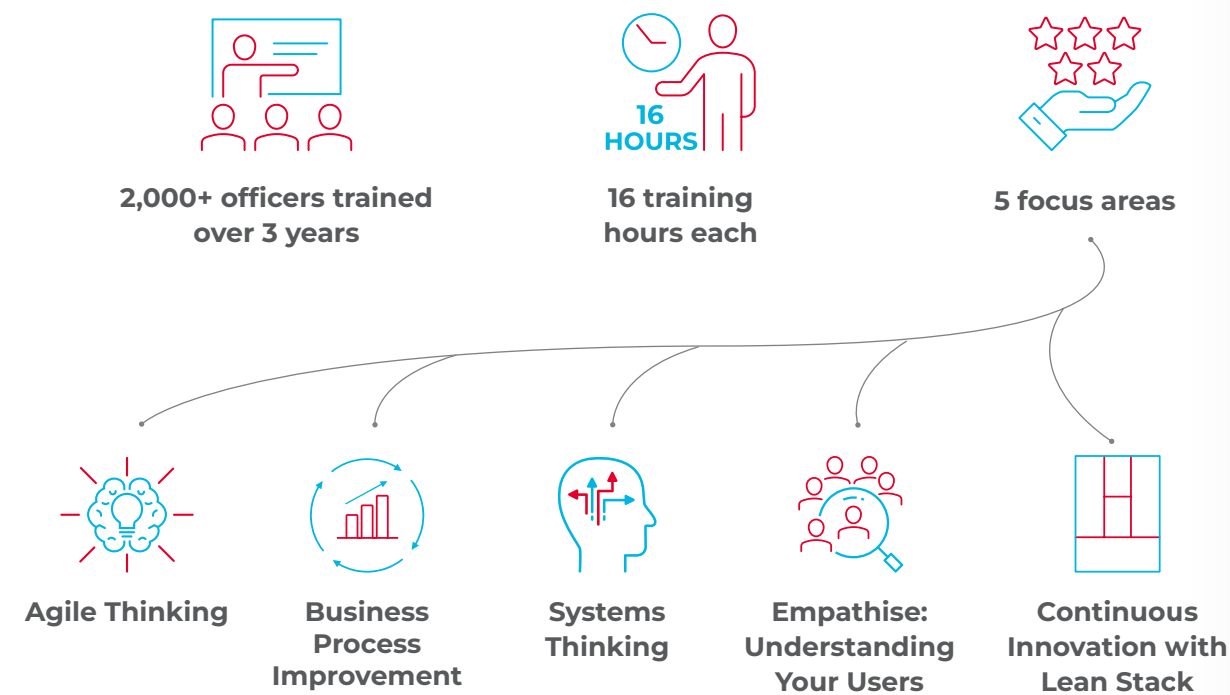


# EMPOWERING ORGANISATIONS & PROFESSIONALS TO STAY AHEAD

With our marketplace becoming increasingly disruption-prone and unpredictable, it is now more important than ever for organisations and professionals to be ready and equipped with the right knowledge and tools to stay ahead. SIM Academy's Professional Development arm offers executive and business programmes for working professionals to develop industry-relevant skills and capabilities for better career progression and transition. Similarly, the Enterprise Solutions arm helps companies develop their talent and human capital through customised solutions using SIM's very own integrated learning model.

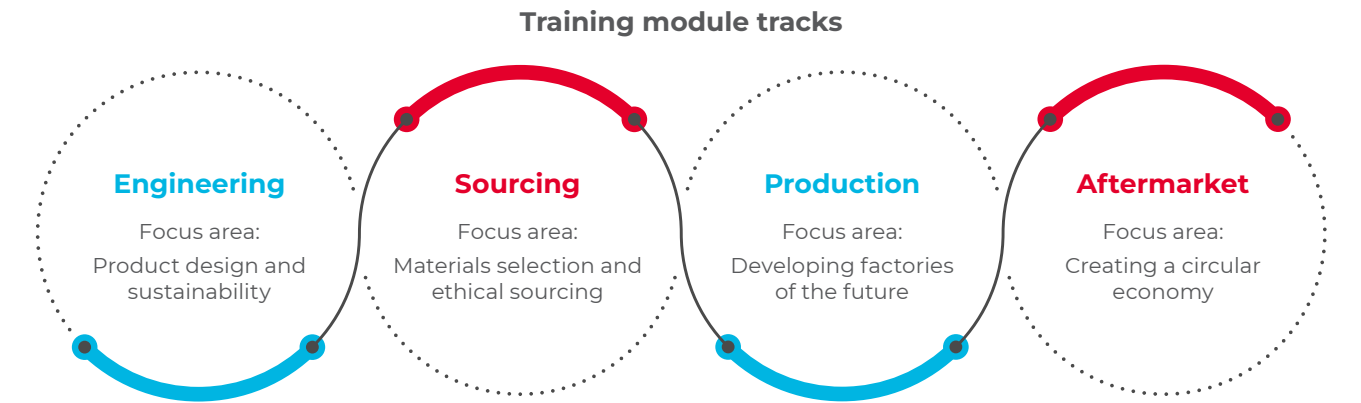
## Supporting Agile Transformation

SIM and the Inland Revenue Authority of Singapore (IRAS) worked together to create a bespoke programme for IRAS to help IRAS staff internalise new skills and mindsets on 'Know, Think and Do Agile', and navigate the future work landscape.



## Queen Bee Initiative - Supporting Sustainable Practices

SIM partnered HP Singapore and Skillsfuture Singapore to deliver training programmes aimed at strengthening and enhancing sustainable manufacturing and procurement capabilities in the manufacturing sector. SIM and HP Singapore co-developed the programme which consisted of 15 training courses divided into four specialised tracks.



## SGUnited Skills Programme

Following the success of our 2020 SGUnited Skills programme, SIM was appointed again in 2021 to roll out the SGUnited Skills Logistics and Transport programme. The programme has to date trained over 1,000 learners and 88% of those who have sought job placement assistance have been successfully placed in new jobs.



## Collaborating with researchers from Project Zero

Jointly funded by the SIM People Development Fund and e2i, the pilot programme 'Navigating Changes Successfully in the Workplace' was launched in 2022 to help displaced or older Singaporean workers unlearn old habits and mindsets to approach uncertain times with a fresh perspective and new ideas at work. A total of 40 unemployed learners participated, and 17 were successfully placed in jobs. SIM is developing plans to launch a full programme for 400 learners in 2023.



AIMING FOR HIGH-IMPACT COLLABORATIONS



Work and Study Programme with NCS

SIM inked an agreement with technology company NCS for a work and study programme poised to allow up to 200 staff at NCS to enrol in a part-time degree programme at SIM. It was a win-win situation for NCS and its staff as it allows the enrolled staff to upskill themselves at the same time and enable NCS to attract, develop, and retain human capital, which will ultimately uplevel the company's technology services and capabilities.



Strategic Partnership with NTUC affiliates

An MOU was signed with the Supply Chain Employees' Union (SCEU) and Tech Talent Assembly (TTAB) to collaborate on a series of initiatives under its SGUnited Skills Logistics Programme. Through the programme, SIM, SCEU and TTAB will work together to enhance the work prospects of individuals, especially mid-career professionals, managers, executives and technicians (PMETs) seeking a career in the logistics sector.



Work-Study-Train Programme with AsiaPac Technology

The first between MI's subsidiary – AsiaPac Technology Pte Ltd - and SIM, the programme is tailored for diploma holders looking to equip themselves with skills in the ICT sector while pursuing their undergraduate studies. Combining academic learning with on-the-job training, the programme will allow candidates to focus on AsiaPac Technology's key capabilities in the areas of end-user computing, cloud infrastructure management support as well as network and security support and more.

LEADING THE WAY FORWARD

Against a fast-changing landscape, we strive to prepare you for the future of work and learning through events which explore and encourage views from thought leaders on how individuals and institutions can thrive across different stages.

CENTRE FOR SYSTEMS LEADERSHIP

SG100 Futures Lab Workshop

Before reality is constructed, a vision is first conceptualised. Working together with the Ministry of Culture, Community and Youth and the National Volunteer and Philanthropy Centre, SIM's Centre for Systems Leadership organised a workshop from 7 to 9 Nov 2022 geared towards envisioning a desired future for Singapore. Catered towards leaders from the private and public sectors as well as the community, the workshop focused on co-sensing and co-creating a desired future for Singapore with an emphasis on leading from the emerging future.



Centre for Systems Leadership Conference

Themed 'SG100 – A Call for Systems Leadership Across Business, Society and Government', the conference was organised on 10 Nov 2022 to cross-pollinate best practices on tackling society's pressing issues. Attended by about 150 senior executives from the public, private, and people sectors, the event was opened by keynote speaker, Dr C. Otto Scharmer, the co-founder of the Presencing Institute from Massachusetts Institute of Technology (MIT). The conference also welcomed Mr Edwin Tong, Minister for Culture, Community and Youth & Second Minister for Law, who is also co-chair of the UNITE Pillar of the Forward SG movement led by Deputy Prime Minister Lawrence Wong, and special guest Mr Tan Chuan-Jin, Speaker of Parliament.

Building Our Core Capabilities Together

In line with our core values of continuous innovation and collaboration, our Centre for Systems Leadership conceptualised and conducted a joint retreat and planning session between Rainbow Centre and MINDS on 29 Sep 2022. A total of 29 senior staff came together to co-create a shared purpose and explore potential areas for collaboration.

In Conversation Series

At SIM, we are always on the lookout for new innovative methods and suitable platforms to effectively engage and establish meaningful dialogue with our stakeholders. On 15 Nov 2022, around 25 corporate and enterprise leaders attended the inaugural In Conversation Series, facilitated by Dr Daniel Kim at the Voco Hotel. The Community of Practice - Dancing with Uncertainty was also conducted on the same afternoon with Dr Kim, with 23 systems leadership practitioners and business leaders, to deepen the applied practices.



THOUGHT LEADERSHIP

Fireside Chat

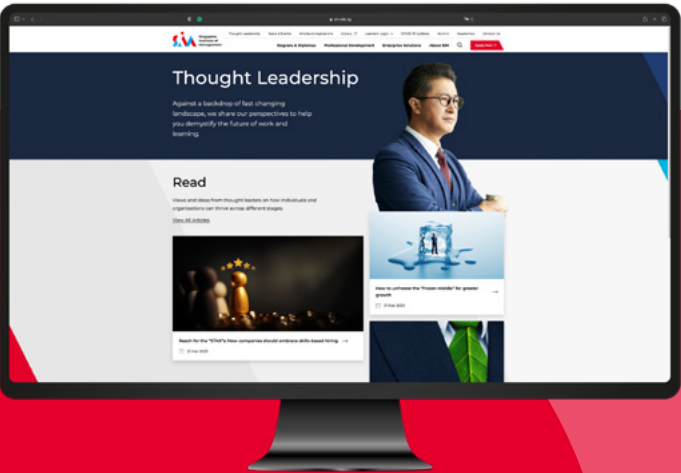
Over 20 systems leaders comprising board members and senior leaders from social service agencies and systems participated in a fireside chat at the SIM Management House on 8 Sep 2022. We also welcomed Mr Chiang Hock Woon from Sports SG and Mr Loke Wai Chiong from the Ministry of Health's Office for Healthcare Transformation who graciously joined us and shared their stories and experiences.

Elevating the Social Sector with Systems Leadership

The versatile nature of systems leadership principles makes its adoption and implementation seamless in a wide range of sectors, including the social sector. SIM's Centre for Systems Leadership assisted the National Council of Social Service to design and deliver a programme to develop systems leadership capability and capacity. This programme, targeted at senior leadership in social service, was first announced on 13 Jul 2022 at the Social Service Summit by NCSS President Ms Anita Fam and CEO Ms Tan Li San. The first cohort of this programme successfully started in early 2023.

Future of Work Series

The inaugural SIM Future of Work series was held on 20 Sep 2022 at the SIM Performing Arts Theatre, graced by Education Minister Mr Chan Chun Sing and attracted over 110 distinguished guests comprising C-suite leaders from a myriad of industries, who also heard from keynote speaker Sir James Dyson from Dyson. Themed 'Futureproofing Employability', the thought leadership event was aimed at exploring how workplaces and learning institutions can come together to address and future-proof the needs of individuals and industries. The event also featured two panel discussions: Future of Work and Future of Learning, which featured Ms Lee Hui Li, Managing Director of Microsoft Singapore, Mr Yuen Kuan Moon, GCEO of Singtel, Ms Feon Ang, Managing Director of LinkedIn, and Mr John Churchhill, Chief Technology Officer of Dyson.



Sharing Our Insights

Leadership is not always only about providing strategic direction and steering the ship. In many instances, leadership is also about sharing of useful insights. Selected thought leadership articles are now available on our website [sim.edu.sg/thought-leadership](http://sim.edu.sg/thought-leadership).

SINGAPORE (CAMBODIA) INTERNATIONAL ACADEMY (SCIA)

MAKING A DIFFERENCE THROUGH QUALITY EDUCATION

Since its inception in 2017, the Singapore (Cambodia) International Academy (SCIA) has been well-received by the community in Phnom Penh with consistently growing sign-ups each year. SCIA offers a unique blend of Singaporean-British education from nursery to high school designed to nurture, train and prepare students to be future-ready. Our Cambodian roots grew deeper in 2022, with over 480 new students signing up as SCIA celebrated its fifth anniversary. We continue our contributions as part of the community with over S\$350,000 worth of financial aid given to students in scholarships and bursaries.

ACADEMIC ACHIEVEMENTS



International Economics Olympiad

The International Economics Olympiad is an annual economics competition for high school students. Held in China in Aug 2022, this year's competition saw 200 students from 41 countries taking part. SCIA student Thao Chin Huor, joined by four other students from two international schools to represent Cambodia, did SIM and the country proud by clinching the Bronze award with his team.



ESSEC Case Competition for Future Leaders

Open to students in Asia, 150 school students from across Southeast Asia joined the competition. The challenge of the competition was to propose solutions to help a Singaporean company, Confetti Snacks, become a household name. Consisting of a team of five G12 students: Chy Panhavotey, Cheng Chanvatey, Vong Chung Heng, Pen Colin, and Luy Danita, SCIA's team's proposal won third place in the competition.



Business Spelling Bee Competition

SCIA and Paragon International School joined forces to organise a business spelling competition for the first time for G7-G9 students. Held in Apr 2022 at both schools, a total of 44 students participated and SCIA clinched the first and second places.



Copernicus Olympiad

In Jan 2022, SCIA students Kouch Suyi and Vathanak Say spent three days at NASA with over 1,500 students from 26 countries for Copernicus Olympiad's Physics and Astronomy global round. The competition involved examinations on topics such as vector basics, angular kinematics, formation of the solar system, and dark matter and energy. Kouch Suyi emerged the Gold award winner, and Vathanak Say received an Honourable Mention. For the Mathematics discipline, SCIA student Hay Vuthea Nithealy, won the Silver award.



## SINGAPORE (CAMBODIA) INTERNATIONAL ACADEMY (SCIA)

**Celebrating Five Years of Making a Positive Impact**

While we are proud to reach the 5-year milestone, we believe there are more important things to focus on – making a positive impact within the community. SCIA celebrated its fifth anniversary by giving back to the local community. Anniversary souvenirs were procured from Daughters of Cambodia, in a bid to bring greater awareness for an organisation dedicated to bringing about freedom and transformation for those trapped in the sex industry. These souvenirs were given out during SCIA's anniversary celebration on 18 Aug 2022, along with a cake-cutting ceremony and student performances. As part of anniversary celebrations, SCIA staff also went to Prey Veng to build a playground for a local kindergarten.

**Learning Journeys to Singapore & Japan**

SCIA conducted a Learning Journey to Singapore on 25-29 Sep 2022 where the students and their parents visited places of interest and soaked in the rich history and heritage of Singapore, appreciating its social cohesiveness and diverse cultures. They also visited SIM and several institutions of learning.

In Dec 2022, we embarked on another Learning Journey to Japan. Students learnt about disaster prevention, made traditional houtou noodles, visited The National Museum of Emerging Science and Innovation, and Oshino-Hakkai Village, part of the Mount Fuji UNESCO World Cultural Heritage site.



## SINGAPORE (CAMBODIA) INTERNATIONAL ACADEMY (SCIA)

**MOU SIGNINGS****A Win-Win Arrangement with Young SEAkors**

An agreement was signed on 17 May 2022 with Young SEAkors Cambodia, a non-profit organisation that brings together youths who are passionate about advancing the ASEAN-China region. A win-win arrangement, the agreement allows Young SEAkors to use SCIA's premises for their activities, and in return, SCIA students would be able to participate in their events.

**Leveraging on Siemens' Technology**

An MOU was signed between SCIA, Siemens Digital Industries Software Pte Ltd and STEAMING Cambodia on 20 Apr 2022, witnessed by Singapore Ambassador Teo Lay Cheng. The agreement allows for SCIA to become an Academic Partner and to use Siemens' software to certify digital, technology, and engineering talents at SCIA. STEAMING Cambodia will support SCIA with software and other services that will equip the students for Industry 4.0.

**Sharing Our Expertise with Cambodia Travel Goods and Leather Association**

On 6 Aug 2022, SCIA's Professional Development arm was officialised as 'Partner Training Institution' for Cambodia Travel Goods and Leather Association's members. With this agreement, SCIA will provide training on equipping and certifying members with skills which adhere to regulatory standards and management training to improve productivity and efficiency levels.





## CORPORATE GOVERNANCE AND INFORMATION



As a not-for-profit organisation under the purview of the Charities Act, SIM enforces stringent corporate governance guidelines to ensure that we are transparent and are compliant with legal regulatory requirements.

Assuming the overall governance of SIM is the Board of Directors. Comprising independent elected members, the Board is responsible for the strategic direction of SIM, provides governance and oversight on all financial, remuneration, risk and audit matters, and closely monitors compliance with control measures.

SIM adopts an enterprise-wide, systematic and integrated approach to risk management in identifying key risks and ensuring appropriate risk mitigation measures are in place, reviewed and monitored.

The Internal Audit Division, as part of SIM's corporate governance framework, supports the Board to oversee SIM's functions in whistleblowing, internal and external audits.



As part of good corporate governance, SIM has in place the Whistleblowing Policy and Conflict of Interest best practices. Under the latter, Board members or staff who have personal interests in business transactions or contracts that SIM may enter into or have vested interest in any organisation that SIM has dealings with, are required to declare such conflicts of interest to the Board or senior management immediately, and to abstain from any discussion or decision making on the matter of interest.

The Whistleblowing Policy extends the notion of corporate governance to all staff and vendors, allowing them to take responsibility in playing their part to help SIM achieve a greater level of public confidence in our corporate governance.



# SIM BOARD OF DIRECTORS

CHAIRMAN

**MS EULEEN GOH**

Non-Executive Chairman,  
SATS Ltd

VICE-CHAIRMAN

**PROFESSOR  
HSIEH TSUN-YAN**

Chairman and Lead  
Counsellor, LinHart Group

TREASURER

**MS SUSAN CHONG**

Chief Executive Officer,  
Greenpac (S) Pte Ltd

MEMBER  
FROM 2 JUN 2022

**MR ABEL ANG**

Group Chief Executive Officer,  
Advanced MedTech Holdings



MEMBER

**MR CHIA WEE BOON**

Managing Partner,  
Auxilium Pte Ltd

MEMBER

**MR DAVID CHUA**

Chief Executive Officer,  
National Youth Council

MEMBER  
FROM 2 JUN 2022

**MS VIVIAN CHUA**

Head of Services and  
Solutions (Greater Asia),  
HP PPS Asia Pacific Pte Ltd



MEMBER

**MR NAZRI OTHMAN**

Chief Executive Officer,  
PT Cardig Aero Services Tbk

MEMBER

**MS TINKU GUPTA**

Senior Managing Director &  
Chief Technology Officer,  
Singapore Exchange



MEMBER  
UNTIL 2 JUN 2022

**MR TAN CHOON SENG**

Chairman,  
Truscott Group

MEMBER

**MS MADELEINE LEE**

Managing Director,  
Athenaeum Pte Ltd



MEMBER

**MR YUEN KUAN MOON**

Group Chief Executive Officer,  
Singapore  
Telecommunications Ltd

MEMBER

**MS JENNIFER LEWIS**

Head of Advocacy &  
Partnership, Temasek Trust



EX-OFFICIO

**MR SEAH CHIN SIONG**

President and  
Chief Executive Officer,  
SIM





# SIM BOARD OF DIRECTORS MEETING ATTENDANCE

BOARD OF DIRECTORS <sup>1</sup>			MEETING ATTENDANCE IN 2022		
Name and Occupation	Designation in Board of Directors	Date of Appointment to Board of Directors	Board of Directors Meetings <sup>2</sup>	Board of Directors Committee Meetings	Total
Ms Euleen Goh Non-Executive Chairman, SATS Ltd	Chairman	14 Oct 2020	4	9	13
Professor Hsieh Tsun-yan Chairman and Lead Counsellor, LinHart Group	Vice-Chairman	14 Oct 2020	3	4	7
Ms Susan Chong Chief Executive Officer, Greenpac (S) Pte Ltd	Treasurer	14 Oct 2020	3	7	10
Mr Abel Ang Group Chief Executive Officer, Advanced MedTech Holdings	Member	2 Jun 2022	1	0	1
Mr Chia Wee Boon Managing Partner, Auxilium Pte Ltd	Member	14 Oct 2020	4	8	12
Mr David Chua Chief Executive Officer, National Youth Council	Member	1 Jun 2021	4	2	6
Ms Vivian Chua Head of Services and Solutions (Greater Asia), HP PPS Asia Pacific Pte Ltd	Member	2 Jun 2022	1	0	1
Ms Tinku Gupta Senior Managing Director & Chief Technology Officer, Singapore Exchange	Member	1 Jun 2021	2	4	6
Ms Madeleine Lee Managing Director, Athenaeum Pte Ltd	Member	14 Oct 2020	4	7	11
Ms Jennifer Lewis Head of Advocacy & Partnership, Temasek Trust	Member	18 Nov 2020	3	1	4
Mr Nazri Othman Chief Executive Officer, PT Cardig Aero Services Tbk	Member	14 Oct 2020	3	5	8
Mr Tan Choon Seng Chairman, Truscott Group	Member (until 2 Jun 2022)	14 Oct 2020	1	4	5
Mr Yuen Kuan Moon Group Chief Executive Officer, Singapore Telecommunications Ltd	Member	14 Oct 2020	3	0	3
Mr Seah Chin Siong President and Chief Executive Officer, SIM	Ex-Officio	14 Oct 2020	4	16	20

<sup>1</sup>No member of the Board of Directors was remunerated for his/her Board services in FY2022. SIM has no paid staff who are close members of the family of the Board of Directors or President and Chief Executive Officer.

<sup>2</sup>A total of 4 Board of Directors meetings were conducted in FY2022.

# LIST OF COMMITTEES

COMMITTEE	CHAIRMAN AND MEMBERS	
	Chairman	Members
Executive Committee	Ms Euleen Goh	Professor Hsieh Tsun-yan Ms Susan Chong Ms Madeleine Lee
Audit & Risk Committee	Mr Chia Wee Boon	Mr Tan Choon Seng (until 2 Jun 2022)  Mr David Chua Mr Nazri Othman
Finance & Investment Committee (until 2 Jun 2022)	Ms Madeleine Lee	Mr Tan Choon Seng (until 2 Jun 2022)  Mr Chia Wee Boon Ms Tinku Gupta
Finance Committee (commenced 2 Jun 2022)	Ms Susan Chong	Ms Madeleine Lee Ms Tinku Gupta
Investment Committee (commenced 2 Jun 2022)	Ms Madeleine Lee	Ms Euleen Goh Mr Chia Wee Boon
Human Capital Committee	Professor Hsieh Tsun-yan	Ms Euleen Goh Ms Susan Chong
Nomination Committee	Ms Euleen Goh	Ms Jennifer Lewis Mr Nazri Othman

# RELATED ENTITIES OF SIM

ENTITY	DIRECTORS
Singapore Institute of Management Holdings Pte Ltd Board of Directors	Mr Seah Chin Siong President and Chief Executive Officer, SIM  Professor Wei Kwok Kee Provost, SIM
SIM Academy Pte Ltd (formerly known as SIM AEC Pte Ltd) Board of Directors	Mr Seah Chin Siong President and Chief Executive Officer, SIM  Mr Ho Seong Kim Chief Digital Solutions, Platform and Infrastructure Officer, SIM  Dr Kevyn Yong Chief Learning Officer, SIM





SIM is a not-for-profit company limited by guarantee. It was incorporated on 4 Oct 2019, and was registered as a charity under the Charities Act (Chapter 37) since 16 Dec 2019.

SIM has its Constitution as its governing instrument. The principal activities of SIM include the provision of pre-employment and continuing education and training as well as other human capital development services for different segments of individual learners and organisations in Singapore and the region.

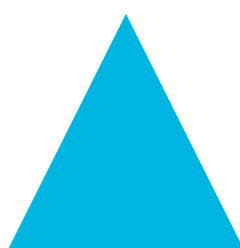
**Unique Entity Number**  
201933324M

**Registered Address**  
SIM Headquarters  
461 Clementi Road, Singapore 599491

**Auditor**  
Ernst & Young LLP  
Level 18, North Tower, One Raffles Quay, Singapore 048583

**Lawyers**  
K&L Gates Straits Law LLC  
9 Raffles Place, #32-00, Republic Plaza, Singapore 048619

**Principal Banker**  
DBS Bank Ltd  
12 Marina Boulevard, DBS Asia Central, Marina Bay Financial Centre Tower 3, Singapore 018982





# ANNUAL FINANCIAL STATEMENTS

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DIRECTORS' STATEMENT

The directors present their statement to the members together with the audited consolidated financial statements of Singapore Institute of Management Group Limited (the “Company”) and its subsidiaries (collectively, “the Group”) and the statement of comprehensive income, statement of financial position and statement of changes in reserve and funds of the Company for the financial year ended 31 December 2022.

Opinion of the directors

In the opinion of the directors,

- (i) the consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in reserves and funds of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2022, and the financial performance, changes in reserves and funds and cash flows of the Group and financial performance and changes in reserves and funds of the Company for the year ended on that date; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

Directors

The directors of the Company in office at the date of this statement are:

- Ms Goh Yiu Kiang Euleen
- Mr Hsieh Tsun Yan
- Mr Chia Wee Boon
- Ms Chong Suk Shien
- Ms Madeleine Lee Suh Shin
- Mr Yuen Kuan Moon
- Mr Nazri bin Othman
- Ms Lewis Jennifer Theresa
- Mr David Chua
- Ms Tinku Gupta
- Mr Abel Ang Boon Thong (Appointed on 2 June 2022)
- Ms Chua Bee Leng (Appointed on 2 June 2022)

Arrangements to enable directors to acquire shares or debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in any other body corporate.

The Company is a public company limited by guarantee and does not have a share capital. There are no matters to be disclosed under Section 9, Twelfth Schedule of the Singapore Companies Act 1967.

DIRECTORS' STATEMENT

Directors' contractual benefits

Since the end of the previous financial year, no director of the Company has received or become entitled to receive a benefit by reason of a contract made by the Company or a related corporation with the director, or with a firm of which the director is a member, or with a Company in which the director has a substantial financial interest.

Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the Board of Directors,

Ms Euleen Goh  
Director

Ms Chong Suk Shien  
Director

6 June 2023



INDEPENDENT AUDITOR’S REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

Independent auditor’s report to the member of Singapore Institute of Management Group Limited

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Singapore Institute of Management Group Limited (the “Company”) and its subsidiaries (collectively, the “Group”), which comprise the statements of financial position of the Group and the Company as at 31 December 2022, the statements of comprehensive income and statements of changes in reserves and funds of the Group and the Company and the consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of the financial position, statement of comprehensive income and statement of changes in reserves and funds of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967, Singapore Charities Act 1994, and other relevant regulations (the “Charities Act and Regulations”) and Financial Reporting Standards in Singapore (“FRSs”) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2022 and of the consolidated financial performance, consolidated changes in reserves and funds and consolidated cash flows of the Group and financial performance and changes in reserves and funds of the Company for the year ended on that date.

Basis for opinion

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

Other information

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our auditor’s report thereon.

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

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

INDEPENDENT AUDITOR’S REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

Independent auditor’s report to the member of Singapore Institute of Management Group Limited

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, Charities Act and Regulations and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

The directors’ responsibilities include overseeing the Group’s financial reporting process.

Auditor’s responsibilities for the audit of the financial statements

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

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

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



INDEPENDENT AUDITOR’S REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

Independent auditor’s report to the member of Singapore Institute of Management Group Limited

Auditor’s responsibilities for the audit of the financial statements (cont’d)

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act and Charities Act and Regulations to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act and Charities Act and Regulations.

Ernst & Young LLP

Public Accountants and  
Chartered Accountants  
Singapore  
6 June 2023

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	Note	GROUP		COMPANY	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Course, conference and consultancy fees	4	183,928	179,460	11,589	11,537
Grant income	5	1,558	14,094	1,360	11,861
Rental income	6	33,429	31,621	33,367	31,551
Group corporate service income from subsidiaries	4	–	–	52,863	49,206
Group corporate service income from third party	4	9,946	10,520	9,946	10,514
Investment income	7	5,036	14,917	6,214	16,622
Other income	8	51,245	2,450	50,304	35,696
Total income		285,142	253,062	165,643	166,987
<b>Expenditure</b>					
Course, conference and consultancy expenses		89,794	83,283	8,441	7,039
Donations to outside parties		512	207	148	6
Investment expenses	7	45,145	494	45,208	494
Finance expenses	9	1,283	1,243	–	–
Administrative and other expenses	10	123,882	117,228	130,114	96,108
Total expenditure		260,616	202,455	183,911	103,647
Excess of income over expenditure/ (expenditure over income) before income tax		24,526	50,607	(18,268)	63,340
Income tax expenses	12	1,886	1,860	–	–
Excess of income over expenditure/ (expenditure over income) after income tax		22,640	48,747	(18,268)	63,340
<b>Other comprehensive income:</b>					
<i>Items that will not be reclassified subsequently to income and expenditure:</i>					
Funds (utilised)/received		(61)	39	–	–
<i>Items that may be reclassified subsequently to income and expenditure:</i>					
Foreign currency translation		226	(845)	–	–
Other comprehensive income for the year net of tax		165	(806)	–	–
Total comprehensive income for the year		22,805	47,941	(18,268)	63,340

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



STATEMENTS OF FINANCIAL POSITION

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2022

	Note	GROUP		COMPANY	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
NON-CURRENT ASSETS					
Property, plant and equipment	13	121,801	147,678	105,836	129,246
Investment property	14	–	–	–	–
Investment in subsidiaries	15	–	–	10,500	3,500
Trade and other receivables	16	788	743	–	–
Loans to a subsidiary	20	–	–	–	27,576
Total non-current assets		122,589	148,421	116,336	160,322
CURRENT ASSETS					
Trade and other receivables	16	8,848	9,077	17,320	24,360
Unbilled receivables		610	392	579	392
Grant receivables		740	13,111	274	12,618
Prepayments		3,175	2,534	1,996	1,720
Derivatives	17	2,632	1,208	2,632	1,208
Financial assets at fair value through profit or loss	18	408,656	243,823	403,592	243,823
Cash and bank balances	19	108,834	227,881	48,860	170,042
Total current assets		533,495	498,026	475,253	454,163
TOTAL ASSETS		656,084	646,447	591,589	614,485

STATEMENTS OF FINANCIAL POSITION

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2022

	Note	GROUP		COMPANY	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
<b>LIABILITIES, RESERVES AND FUND BALANCES</b>					
CURRENT LIABILITIES					
Trade and other payables	21	54,087	66,782	15,635	19,164
Deferred capital grants	22	1,259	1,259	1,259	1,259
Derivatives	17	250	6	161	1
Lease liabilities	23	1,093	1,534	–	–
Income tax payable		2,111	1,725	–	–
Total current liabilities		58,800	71,306	17,055	20,424
NET CURRENT ASSETS		474,695	426,720	458,198	433,739
NON-CURRENT LIABILITIES					
Trade and other payables	21	1,603	991	–	–
Deferred capital grants	22	3,044	4,303	3,044	4,303
Lease liabilities	23	19,094	19,058	–	–
Deferred tax liabilities	24	87	138	–	–
Total non-current liabilities		23,828	24,490	3,044	4,303
TOTAL LIABILITIES		82,628	95,796	20,099	24,727
NET ASSETS		573,456	550,651	571,490	589,758
RESERVES AND FUND BALANCES					
General fund:					
Accumulated surplus		89,856	67,216	128,978	147,246
Merger reserve	25	482,542	482,542	442,512	442,512
Foreign currency translation reserve		633	407	–	–
		573,031	550,165	571,490	589,758
Other restricted funds	26	425	486	–	–
Total reserves and fund balances		573,456	550,651	571,490	589,758
TOTAL LIABILITIES, RESERVES AND FUND BALANCES		656,084	646,447	591,589	614,485

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



STATEMENTS OF CHANGES IN RESERVES AND FUNDS

STATEMENTS OF CHANGES IN RESERVES AND FUNDS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

Group	GENERAL FUND				Other restricted funds	Total
	Accumulated surplus	Merger reserve (Note 25)	Foreign currency reserve	Sub-Total		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 January 2021	18,469	482,542	1,252	502,263	447	502,710
Excess of income over expenditure for the year	48,747	–	–	48,747	–	48,747
<u>Other comprehensive income</u>						
Funds received, net	–	–	–	–	39	39
Foreign currency translation	–	–	(845)	(845)	–	(845)
Other comprehensive income for the year	–	–	(845)	(845)	39	(806)
Total comprehensive income for the year	48,747	–	(845)	47,902	39	47,941
At 31 December 2021 and 1 January 2022	67,216	482,542	407	550,165	486	550,651
Excess of income over expenditure for the year	22,640	–	–	22,640	–	22,640
<u>Other comprehensive income</u>						
Funds utilised, net	–	–	–	–	(61)	(61)
Foreign currency translation	–	–	226	226	–	226
Other comprehensive income for the year	–	–	226	226	(61)	165
Total comprehensive income for the year	22,640	–	226	22,866	(61)	22,805
At 31 December 2022	89,856	482,542	633	573,031	425	573,456

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN RESERVES AND FUNDS

STATEMENTS OF CHANGES IN RESERVES AND FUNDS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

Company	Accumulated surplus	Merger reserve (Note 25)	Total
	\$'000	\$'000	\$'000
At 1 January 2021	83,906	442,512	526,418
Excess of income over expenditure for the year, representing total comprehensive income for the year	63,340	–	63,340
At 31 December 2021 and 1 January 2022	147,246	442,512	589,758
Excess of (expenditure over income) for the year, representing total comprehensive income for the year	(18,268)	–	(18,268)
At 31 December 2022	128,978	442,512	571,490

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



CONSOLIDATED STATEMENT OF CASH FLOWS

CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	Note	2022 \$'000	2021 \$'000
<b>Operating activities</b>			
Excess of income over expenditure before income tax		24,526	50,607
Adjustments for:			
Depreciation of property, plant and equipment (including right-of-use assets) and investment property	10	33,204	34,173
(Gain)/loss on disposal of property, plant and equipment	8, 10	(18)	68
Gain on disposal of investment property	14	(49,000)	–
Write-back on allowance for expected credit losses on trade and other receivables	16	–	(227)
Written off on allowance for expected credit losses on trade and other receivables	16	47	–
Investment expenses/(income)		16,677	(5,345)
Interest income		(3,900)	(2,575)
Dividend income from quoted equity securities	7	(1,136)	(1,746)
Fair value changes arising from financial assets at fair value through profit or loss	7	28,468	(4,757)
Fair value changes arising from derivatives		84	(180)
Amortisation of deferred capital grants	5	(1,259)	(1,259)
Finance expenses	9	1,283	1,243
Foreign currency translation difference		173	(829)
<b>Operating cash flows before movements in working capital</b>		49,149	69,173
Trade and other receivables		572	7,465
Unbilled receivables		(218)	(156)
Grant receivables		12,371	(10,873)
Prepayments		(641)	(389)
Trade and other payables		(12,052)	(10,504)
Grants received in advance		–	(2,171)
Other restricted funds		(61)	39
<b>Cash flows from operations</b>		49,120	52,584
Income tax paid		(1,551)	(6,198)
<b>Net cash flows generated from operating activities</b>		47,569	46,386

CONSOLIDATED STATEMENT OF CASH FLOWS

CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

	Note	2022 \$'000	2021 \$'000
<b>Investing activities</b>			
Purchase of property, plant and equipment		(7,333)	(5,064)
Proceeds from disposal of property, plant and equipment		51	2
Proceeds from disposal of investment property		49,000	–
Placement with fund manager		(207,986)	(135,946)
Interest received		1,315	488
Withdrawal of fixed deposits		(27,630)	(15,400)
<b>Net cash flows used in from investing activities</b>		(192,583)	(155,920)
<b>Financing activities</b>			
Payment of principal portion of lease liabilities		(380)	–
Finance expense paid		(1,283)	(1,009)
<b>Net cash flows used in financing activities</b>		(1,663)	(1,009)
<b>Net decrease in cash and cash equivalents</b>		(146,677)	(110,543)
Cash and cash equivalents at the beginning of financial year		212,481	323,024
<b>Cash and cash equivalents at the end of financial year</b>	19	65,804	212,481

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

1. General information

Singapore Institute of Management Group Limited (the “Company”) is a public company limited by guarantee, incorporated and domiciled in Singapore. The Company is a registered charity under the Singapore Charities Act 1994.

The registered office and principal place of operations is located at 461 Clementi Road, Singapore 599491.

The principal activities of the Company are the provision of professional development, continuous education and training. It also functions as a Group Corporate Services Centre providing support services to its subsidiaries.

The principal activities of the subsidiaries are disclosed in Note 15 to the financial statements.

2. Summary of significant accounting policies

2.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with the provisions of the Singapore Companies Act 1967, Singapore Charities Act 1994, and Financial Reporting Standards in Singapore (“FRS”).

The financial statements have been prepared on a historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (“SGD” or “\$”) and all values in the tables are rounded to the nearest thousand (“\$’000”), except when otherwise indicated.

2.2 Adoption of new and amended standards

The Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 January 2022. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont’d)

2.3 Standards issued but not yet effective

The Group has not adopted the following standards applicable to the Group that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to FRS 8: Definition of Accounting Estimates	1 January 2023
Amendments to FRS 101 and FRS Practice statement 2: Disclosure of Accounting Policies	1 January 2023
Amendments to FRS 12: Deferred Tax related to Asset and Liabilities arising from a Single Transaction	1 January 2023
Amendments to FRS 1: Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to FRS 1: Non-current Liabilities with Covenants	1 January 2024

The directors expect that the adoption of the standards above will have no material impact on the financial statements in the period of initial application.

2.4 Basis of consolidation and business combinations

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.4 Basis of consolidation and business combinations (cont'd)

(a) Basis of consolidation (cont'd)

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as a reserves and funds transaction. If the Group loses control over a subsidiary, it:

- derecognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- derecognises the carrying amount of any non-controlling interest;
- derecognises the cumulative translation differences recorded in reserves and funds;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in the statement of comprehensive income; and
- re-classifies the Group's share of components previously recognised in other comprehensive income to income and expenditure or accumulated surplus, as appropriate.

(b) Business combinations

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which an asset or liability, will be recognised in the statement of comprehensive income.

In business combinations achieved in stages, previously held equity interests in the acquiree are remeasured to fair value at the acquisition date and any corresponding gain or loss is recognised in the statement of comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.4 Basis of consolidation and business combinations (cont'd)

(b) Business combinations (cont'd)

Non-controlling interest in the acquiree, that are present ownership interests and entitle their holders to a proportionate share or net assets of the acquiree are recognised on the acquisition date at either fair value, or the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in the statement of comprehensive income on the acquisition date.

Business combinations involving entities under common control

Business combinations involving entities under common control are accounted for by applying the pooling-of-interest method which involves the following:

- The assets and liabilities of the combining entities are reflected at their carrying amounts;
- No adjustments are made to reflect the fair values on the date of combination, or recognise any new assets or liabilities;
- No additional goodwill is recognised as a result of the combination;
- Any difference between the consideration paid/transferred and the equity 'acquired' is reflected within the equity as merger reserve; and
- The statement of comprehensive income reflects the results of the combining entities from the day of the business combination.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.5 Foreign currencies

The financial statements are presented in Singapore Dollars, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in income and expenditure.

On consolidation, the assets and liabilities of foreign operations are translated into SGD at the rate of exchange prevailing at the reporting date and their statements of comprehensive income are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in other comprehensive income ("OCI"). On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to income or expenditure.

2.6 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold land, building and improvements	4 to 50 years
Office equipment, furniture and fittings (excluding artifacts and paintings)	4 years
Motor vehicles	5 years
Computers	3 years

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.6 Property, plant and equipment (cont'd)

Artifacts and paintings are not depreciated and are carried at cost less accumulated impairment loss.

Assets under construction included in computers are not depreciated as these assets are not yet available for use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in income and expenditure in the year the asset is derecognised.

2.7 Investment property

Investment property is property that is owned by the Group that are held to earn rentals or for capital appreciation, or both, rather than for use in the production or supply of goods or services, or for administrative purposes, or in the ordinary course of business. Investment property comprises completed investment property and property that are being constructed or developed for future use as investment property. Property held under operating lease is classified as investment property when the definition of an investment property is met.

Investment property is measured initially at cost, including transaction costs. Subsequent to initial recognition, investment property is stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is computed on a straight-line basis over the estimated useful life of the investment property as follows:

Investment property	50 years
---------------------	----------

Investment property is derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in income and expenditure in the year of retirement or disposal.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.8 Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in income and expenditure.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in income and expenditure unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

2.9 Subsidiaries

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

In the Company's financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

The consolidated financial statements incorporated the financial statements of the Company and corporations controlled by the Company (its subsidiaries).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.10 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in income and expenditure.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income ("FVOCI") and FVPL. The Company only have debt instruments at amortised cost and FVPL.

*Amortised cost*

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in income and expenditure when the assets are derecognised or impaired, and through amortisation process.

*Derivatives*

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. Changes in the fair value of the derivative are recognised in the income and expenditure.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.10 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in income and expenditure.

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVPL, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in income and expenditure when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in income and expenditure.

(c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is presented in the statement of financial position, when and only when, there is a currently enforceable legal right to set off the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.11 Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a "12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a "lifetime ECL").

For trade receivables and unbilled receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtor's ability to pay.

The Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.12 Cash and bank balances

Cash and bank balances comprise of cash at bank and on hand, fixed deposits, highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.13 Provisions

Provisions are recognised when the Group and the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.14 Government grants

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

2.15 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) As lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.15 Leases (cont'd)

(a) As lessee (cont'd)

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets between 12 and 50 years.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.8 to the financial statements.

The Group's right-of-use assets are presented within property, plant and equipment in Note 13 to the financial statements.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.15 Leases (cont'd)

(a) As lessee (cont'd)

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of assets (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

(b) As lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 2.16(f). Contingent rents are recognised as revenue in the period in which they are earned.

2.16 Revenue recognition

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Course, conference and consultancy fees

Course, conference and consultancy fees are recognised on a straight-line basis over the duration of the programs.

(b) Group corporate service income

Revenue from provision of group corporate services are recognised on a straight-line basis over the period of service.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.16 Revenue recognition (cont'd)

(c) Donations

Donations are recognised in the financial year they are received.

(d) Interest income

Interest income is recognised on an accrual basis, by reference to the principal outstanding and at the effective interest rate applicable.

(e) Dividend income

Dividend income is recognised when the shareholders' rights to receive payment have been established.

(f) Rental income

Rental income is recognised on a straight-line basis over the term of the lease.

2.17 Employee benefits

(a) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) Employee leave entitlement

Employee entitlements to annual leave are recognised as a liability when they accrue to employees. The estimated liability for leave is recognised for services rendered by employees up to the end of the reporting period.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.17 Employee benefits (cont'd)

(c) Other employee benefits for Cambodia

Seniority pay

In 2018, the Cambodia Ministry of Labour and Vocational Training's ("MoLVT") Prakas No 443 dated 21 September 2018 mandated the payment of seniority indemnity for unspecified duration contracted employees with implementation guidelines issued on 22 March 2019. The said Prakas requires seniority payment equal to fifteen days per year payable as follows:

- Equal to 7.5 days in June; and
- Equal to 7.5 days in December.

For fixed duration contract, the Group provides employees with severance pay equivalent to 5% of the salary paid during the length of the contract.

2.18 Taxes

(a) Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the reporting period, where the Group operates and generates taxable income.

Current income taxes are recognised in income and expenditure except to the extent that the tax relates to items recognised outside income and expenditure, either in other comprehensive income or directly in reserves and funds. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.18 Taxes (cont'd)

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable income and expenditure; and
- In respect of taxable temporary differences associated with investments in subsidiaries, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable income and expenditure; and
- In respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.18 Taxes (cont'd)

(b) Deferred tax (cont'd)

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the end of each reporting period.

Deferred tax relating to items recognised outside income and expenditure is recognised outside income and expenditure. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in reserves and funds and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

(c) Goods and services tax ("GST")

Revenues, expenses and assets are recognised net of the amount of GST except:

- Where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

2. Summary of significant accounting policies (cont'd)

2.19 Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
  - (i) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
  - (ii) the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the statement of financial position of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

3. Significant accounting judgements and estimates

The preparation of the Group's consolidated financial statements requires the management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

3. Significant accounting judgements and estimates (cont'd)

3.1 Judgements made in applying accounting policies

In the process of applying the Group's accounting policies, management is of the opinion that there is no critical judgement involved that have a significant effect on the amounts recognised in the financial statements.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) Impairment of investment in subsidiaries

An impairment exists when the carrying value of an investment in subsidiaries exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next ten years. The recoverable amount is most sensitive to the annual growth rate of the business, the budgeted gross profit margin, the discount rate and the terminal growth rate used for the discounted cash flow model. The carrying amount of the investment as at 31 December 2022 is disclosed in Note 15 to the financial statements.

(b) Leases – Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

3. Significant accounting judgements and estimates (cont'd)

3.2 Key sources of estimation uncertainty (cont'd)

(c) Allowance for expected credit losses on loans to a subsidiary

The Group assesses the credit exposures of its loans due from a subsidiary. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, the Group estimates and recognises an allowance for expected credit losses that result from default events that are possible within the next 12 months.

The assessment of the allowance for expected credit losses on loans due from a subsidiary is a significant estimate, as the amount of loss allowance is sensitive to changes in circumstances and of forecasted free cash flow of the subsidiary.

The information about the allowance for expected credit losses on loans receivable from subsidiary is disclosed in Note 20 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

4. Revenue

(a) Disaggregation of revenue

	2022				2021			
	Course, conference and consultancy fees	Group corporate service income from third party	Other income*	Total	Course, conference and consultancy fees	Group corporate service income from third party	Other income*	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group Segments</b>								
<u>Geographical markets</u>								
Singapore	175,933	9,946	55,907	241,786	174,218	10,520	17,194	201,932
Cambodia	7,995	–	374	8,369	5,242	–	173	5,415
	183,928	9,946	56,281	250,155	179,460	10,520	17,367	207,347
<b>Timing of transfer of services</b>								
At a point in time	–	–	56,281	56,281	–	–	17,367	17,367
Over time	183,928	9,946	–	193,874	179,460	10,520	–	189,980
	183,928	9,946	56,281	250,155	179,460	10,520	17,367	207,347

\* Other income excludes grant and rental income.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

4. Revenue (cont'd)

(a) Disaggregation of revenue (cont'd)

	2022				2021			
	Course, conference and consultancy fees	Group corporate service income	Other income*	Total	Course, conference and consultancy fees	Group corporate service income	Other income*	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Company Segments</b>								
<u>Geographical markets</u>								
Singapore	11,589	62,809	56,518	130,916	11,537	59,720	52,318	123,575
	11,589	62,809	56,518	130,916	11,537	59,720	52,318	123,575
<b>Timing of transfer of services</b>								
At a point in time	–	–	56,518	56,518	–	–	52,318	52,318
Over time	11,589	62,809	–	74,398	11,537	59,720	–	71,257
	11,589	62,809	56,518	130,916	11,537	59,720	52,318	123,575

\* Other income excludes grant and rental income.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

4. Revenue (cont'd)

(b) Course fees received in advance

Information about course fees received in advance from contracts with customers are disclosed as follows:

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Course fees received in advance	23,754	33,832	172	199

Course fees received in advance relate to the Group's obligation to transfer services to students for which the Group has received advance payment from students for sale of course services. Course fees received in advance are recognised as revenue as the Group performs under the contract.

5. Grant income

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Jobs support scheme ("JSS") grant	–	2,837	–	1,343
Jobs growth incentive ("JGI") grant	299	969	101	230
Rental support scheme ("RSS") grant	–	7,458	–	7,458
Cash grant	–	1,571	–	1,571
Deferred capital grant amortised (Note 22)	1,259	1,259	1,259	1,259
	1,558	14,094	1,360	11,861

The JSS is a cash grant provided from the government in response to Covid-19 pandemic. JSS provides wage support to employers to help them retain their local employees during this period of economic uncertainty. Employers who have made CPF contributions for their local employees will qualify for the payouts under the scheme.

The JGI is a grant provided by the government to support employers in expanding local hiring. The amount of grant given depends on when the company hired the employee and their age. The JGI grant is recognised as other income in income and expenditure when there is new local hire for the month for which the related salary costs are recognised as expense.

The RSS grant is to provide Small and Medium Enterprises (SMEs) and Non-Profit organisations (NPOs) with rental support during the two Phase 2 Heightened Alert and Stabilisation Phase from July 2021 to November 2021.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

5. Grant income (cont'd)

The Cash grant is a support received from the government as part of the Fortitude Budget, for expanded rental relief for eligible tenants operating in qualifying non-residential properties.

The Group recognised the related grant receivables when there is reasonable assurance that the grant conditions are satisfied. Grant received in advance is recognised as grant income in the income and expenditure on a systematic basis over the months in which the related salary costs are recognised as expenses.

6. Rental income

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Rental income	33,429	31,621	33,367	31,551

7. Investment (income)/expenses

The following items have been included in arriving at the investment (income)/expenses:

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Investment income				
Dividend income from quoted equity securities	(1,136)	(1,746)	(1,136)	(1,746)
Fair value changes arising from investments in quoted unit trusts, equity and debt securities	–	(4,757)	–	(4,757)
Foreign exchange gain, net	–	(637)	–	(637)
(Gain)/loss from sale of investments:				
- Quoted equity securities	–	(5,455)	–	(5,455)
- Quoted debt securities	–	253	–	253
Interest income from:				
- Quoted debt securities	(2,034)	(2,033)	(2,034)	(2,033)
- Deposits	(1,866)	(542)	(984)	(338)
- Loans to a subsidiary	–	–	(2,060)	(1,909)
	(5,036)	(14,917)	(6,214)	(16,622)

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

7. Investment (income)/expenses (cont'd)

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Investment expenses				
Fair value changes arising from investments in quoted unit trusts, equity and debt securities	28,468	–	28,531	–
Foreign exchange loss, net	7,252	–	7,252	–
Loss from disposal of investment:				
- Quoted equity securities	7,921	–	7,921	–
- Quoted debt securities	888	–	888	–
Fund manager's fee	427	428	427	428
Others	189	66	189	66
	45,145	494	45,208	494

8. Other income

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Carpark	582	271	583	271
Donations	199	55	–	–
Foreign exchange gain, net	–	1,074	6	12
Gain on disposal of property, plant and equipment	18	–	–	–
Gain on disposal of investment property (Note 14)	49,000	–	49,000	–
Sundry income	1,446	1,050	715	413
Dividend income from a subsidiary	–	–	–	35,000
	51,245	2,450	50,304	35,696

9. Finance expenses

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	1,283	1,243	–	–

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

10. Administrative and other expenses

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Employee benefits expense (Note 11)	61,235	60,634	36,736	36,623
Depreciation of property, plant and equipment (including right-of-use assets) (Note 13)	33,204	33,850	29,509	29,166
Depreciation of investment property (Note 14)	–	323	–	323
Utilities and facility management expenses	19,021	14,309	15,197	10,872
Professional fees	3,097	2,362	2,682	1,939
Property tax expenses	3,710	3,640	3,710	3,640
Foreign exchange loss, net	213	–	–	–
Allowance for expected credit losses on amount due from a subsidiary	–	–	39,549	12,168
Loss on disposal of property, plant and equipment	–	68	12	58
Others	3,402	2,042	2,719	1,319
	123,882	117,228	130,114	96,108

11. Employee benefits expense

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Wages and salaries	53,484	52,463	32,028	31,595
Defined contribution plans	6,296	6,225	3,716	3,770
Other short-term benefits	1,455	1,946	992	1,258
	61,235	60,634	36,736	36,623



## NOTES TO THE FINANCIAL STATEMENTS

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

## 12. Income tax expenses

The Company is a registered charity and enjoys automatic income tax exemption under Section 13(1)(zm) of the Singapore Income Tax Act 1947.

## (a) Major components of income tax expense

The major components of income tax expense for the year ended 31 December 2022 and 31 December 2021 is:

	GROUP	
	2022	2021
	\$'000	\$'000
Current income tax		
- Current period	1,862	1,260
- Under provision in respect of prior years	75	669
	1,937	1,929
Deferred income tax		
- Origination and reversal of temporary differences	(51)	(69)
Income tax expense recognised in income and expenditure	1,886	1,860

## (b) Relationship between tax expense and excess of income over expenditure before income tax

The reconciliation between the tax expense and the product of accounting profit before tax multiplied by the applicable corporate tax rate for the year ended 31 December 2022 and 31 December 2021 is as follows:

	GROUP	
	2022	2021
	\$'000	\$'000
Excess of income over expenditure before income tax	24,526	50,607
Tax at the domestic rates applicable to profits in the countries where the Group operates	7,075	8,324
Adjustments:		
Income not subject to tax	(7,184)	(7,668)
Non-deductible expenses	2,117	1,776
Effect of partial tax exemption and tax relief	(191)	(1,867)
Under provision in respect of prior years	75	669
Deferred tax assets not recognised	63	626
Utilization of unrecognised deferred tax assets	(69)	-
Income tax expense recognised in income and expenditure	1,886	1,860

At the end of the reporting period, the Group has unutilised tax losses of approximately \$35,402,000 (2021: \$40,485,000), that are available for offset against future taxable profits for which no deferred tax asset has been recognised due to uncertainty of its recoverability. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation.

## NOTES TO THE FINANCIAL STATEMENTS

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

## 13. Property, plant and equipment

	Leasehold land	Building and improvements	Office equipment, furniture and fittings	Motor vehicles	Computers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group</b>						
<b>Cost:</b>						
At 1 January 2021	7,100	182,331	7,863	302	4,642	202,238
Additions	-	312	1,662	-	3,090	5,064
Disposals	-	-	(68)	-	(128)	(196)
Reclassification	-	(189)	58	-	131	-
Exchange differences	-	412	78	9	16	515
At 31 December 2021 and 1 January 2022	7,100	182,866	9,593	311	7,751	207,621
Additions	-	370	2,069	-	4,894	7,333
Disposals	-	(14)	(69)	-	(257)	(340)
Exchange differences	-	(41)	(8)	(1)	(2)	(52)
At 31 December 2022	7,100	183,181	11,585	310	12,386	214,562
<b>Accumulated depreciation:</b>						
At 1 January 2021	601	22,668	1,313	86	1,395	26,063
Depreciation for the year	721	27,303	3,636	113	2,077	33,850
Disposals	-	-	(58)	-	(69)	(127)
Exchange differences	-	96	41	6	14	157
At 31 December 2021 and 1 January 2022	1,322	50,067	4,932	205	3,417	59,943
Depreciation for the year	721	27,382	2,363	86	2,652	33,204
Disposals	-	-	(50)	-	(257)	(307)
Exchange differences	-	(56)	(20)	(1)	(2)	(79)
At 31 December 2022	2,043	77,393	7,225	290	5,810	92,761
<b>Net carrying amount:</b>						
At 31 December 2021	5,778	132,799	4,661	106	4,334	147,678
At 31 December 2022	5,057	105,788	4,360	20	6,576	121,801

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

13. Property, plant and equipment (cont'd)

	Leasehold land \$'000	Building and improvements \$'000	Office equipment, furniture and fittings \$'000	Motor vehicles \$'000	Computers \$'000	Total \$'000
<b>Company</b>						
<b>Cost:</b>						
At 1 January 2021	7,100	163,039	4,694	27	3,075	177,935
Additions	–	110	1,618	–	2,644	4,372
Disposals	–	–	(14)	–	(89)	(103)
At 31 December 2021 and 1 January 2022	7,100	163,149	6,298	27	5,630	182,204
Additions	–	119	2,047	–	3,952	6,118
Disposals	–	–	(66)	–	–	(66)
At 31 December 2022	7,100	163,268	8,279	27	9,582	188,256
<b>Accumulated depreciation:</b>						
At 1 January 2021	601	21,024	1,307	15	889	23,836
Depreciation for the year	721	25,244	1,897	12	1,292	29,166
Disposals	–	–	(14)	–	(30)	(44)
At 31 December 2021 and 1 January 2022	1,322	46,268	3,190	27	2,151	52,958
Depreciation for the year	721	25,267	1,440	–	2,081	29,509
Disposals	–	–	(47)	–	–	(47)
At 31 December 2022	2,043	71,535	4,583	27	4,232	82,420
<b>Net carrying amount:</b>						
At 31 December 2021	5,778	116,881	3,108	–	3,479	129,246
At 31 December 2022	5,057	91,733	3,696	–	5,350	105,836

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

13. Property, plant and equipment (cont'd)

Assets under construction

The Group's and the Company's property, plant and equipment included \$474,445 and \$318,015 (2021: \$526,000 and \$434,000) of assets under construction respectively which relate to expenditure for improvement of information technology applications. Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 23 to the financial statements.

14. Investment property

**Cost:**

At 1 January

Disposals

At 31 December

**Accumulated depreciation:**

At 1 January

Depreciation for the year

Disposals

At 31 December

**Net carrying amount**

GROUP AND COMPANY	
2022	2021
\$'000	\$'000

591	591
(591)	–
–	591

591	268
–	323
(591)	–
–	591
–	–

GROUP AND COMPANY	
2022	2021
\$'000	\$'000

**Statement of comprehensive income**

Direct operating expenses (including repairs and maintenance) arising from revenue generating property

Gain on disposal of investment property (Note 8)

Rental income

183	226
49,000	–
666	611

The fair value of the investment property as at 31 December 2021 was approximately \$37,500,000. The independent valuation was performed by and independent professional valuation firm on 31 December 2021.

On 1 December 2022, the Group sold the investment property for a cash consideration for \$49,000,000 and the gain on disposal has been recognised in the statement of comprehensive income.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

15. Investment in subsidiaries

COMPANY	
2022	2021
\$'000	\$'000
Unquoted equity shares at cost, at beginning of the year	3,500
Additional paid-up capital	7,000
Unquoted equity shares at cost, at end of the year	10,500

Unquoted equity shares at cost, at beginning of the year

Additional paid-up capital

Unquoted equity shares at cost, at end of the year

Details of the Company’s subsidiaries at 31 December 2022 and 31 December 2021 are as follows:

Name of subsidiary	Country of incorporation/ registration and operation	Principal activities	Proportion (%) of ownership interest and voting power	
			2022	2021
			%	%
<b>Held by the Company</b>				
Singapore Institute of Management Holdings Pte. Ltd. *	Singapore	Investment holding	100	100
SIM Academy Pte. Ltd. *	Singapore	Engaged in training courses and educational support services	100	100
<b>Held through Singapore Institute of Management Holdings Pte. Ltd.</b>				
Singapore Institute of Management Pte. Ltd. *	Singapore	Engaged in higher and continuing education	100	100
Singapore Institute of Management International Pte. Ltd. *	Singapore	Investment holding and providing management services for overseas ventures	100	100
SIM Xtension Pte. Ltd. *	Singapore	Engaged in training courses	100	100
<b>Held through Singapore Institute of Management International Pte. Ltd.</b>				
Singapore (Cambodia) International Academy Co., Ltd. #	Kingdom of Cambodia	Engaged in operating international schools and providing enrichment programs	100	100

\* Audited by Ernst & Young LLP, Singapore

# Audited by member firms of EY Global in the respective countries

Additional paid-up capital of SIM Academy Pte. Ltd.

During the financial year, 7,000,000 ordinary shares of SIM Academy Pte. Ltd. were issued at \$1 per share, of which the consideration for 6,000,000 shares were settled via capitalising the amounts due from subsidiary of \$6,000,000, and the remaining 1,000,000 shares were settled via cash consideration.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

16. Trade and other receivables

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Course fees receivable	2,086	2,571	717	680
Less: Allowance for expected credit losses	(135)	(88)	–	–
Course fees receivable, net	1,951	2,483	717	680
Other debtors	1,072	2,013	107	723
Group corporate services income due from third party	4,598	3,808	4,598	3,808
Amount due from subsidiaries				
-trade	–	–	5,200	2,486
-non-trade	–	–	5,915	15,998
Interest receivable	1,134	699	778	660
Deposits	881	817	5	5
Total trade and other receivables	9,636	9,820	17,320	24,360
Add: Cash and bank balances (Note 19)	108,834	227,881	48,860	170,042
Add: Loans to a subsidiary (Note 20)	–	–	–	27,576
Less: GST receivables	(339)	–	–	–
<b>Total financial assets carried at amortised cost</b>	<b>118,131</b>	<b>237,701</b>	<b>66,180</b>	<b>221,978</b>
Total trade and other receivables represented by:				
Current	8,848	9,077	17,320	24,360
Non-current	788	743	–	–
	9,636	9,820	17,320	24,360

Course fees receivable, other debtors and group corporate services income due from third party are non-interest bearing and are generally on 30 days’ terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Amount due from subsidiaries (trade) and amount due from subsidiaries (non-trade) are unsecured, non-interest bearing, repayable on demand and are to be settled in cash.

Included in deposits is an amount due from landlord for the lease of building in Cambodia for 14 years 11 months and 29 days inclusive of a security deposit amounting to \$1,349,800 (2021: \$1,352,000) to secure its full and faithful performance, which will be refunded to the Group upon termination or earlier expiration of the lease. At the initial recognition, fair value of the security deposit was computed based on interest rate at 6%.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

16. Trade and other receivables(cont'd)

Allowance for expected credit losses

The movement in allowance for expected credit losses of trade receivables and unbilled receivables computed based on lifetime ECL are as follows:

	GROUP	
	2022	2021
	\$'000	\$'000
<u>Movement in allowance accounts:</u>		
At beginning of the year	88	315
Charge/(write-back) for the year	47	(227)
At end of the year	135	88
	COMPANY	
	2022	2021
	\$'000	\$'000
Amount due from subsidiaries	20,310	18,484
Less: Allowance for expected credit losses	(9,195)	–
Net amount due from subsidiaries	11,115	18,484

Set out below is the movement in allowance for expected credit losses on amount due from a subsidiary:

	COMPANY	
	2022	2021
	\$'000	\$'000
As at 1 January	–	–
Allowance for expected credit losses	9,195	–
As at 31 December	9,195	–

Trade and other receivables denominated in foreign currencies as at 31 December are as follows:

	GROUP	
	2022	2021
	\$'000	\$'000
Euro	–	3
United States Dollar	462	1,309

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

17. Derivatives

The Group and the Company uses foreign exchange forward contracts to manage some of its transaction exposures. The foreign exchange forward contracts are not designated as cash flow hedges and are entered into for periods consistent with foreign currency exposure of the underlying transactions. The derivatives will mature within one year.

	2022			2021		
	Contract/ Notional amount	Assets	Liabilities	Contract/ Notional amount	Assets	Liabilities
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group</b>						
Forward foreign exchange contracts						
- Buy United States Dollar (USD)/Sell SGD	80,456	–	225	71,873	–	5
- Buy Sterling Pound (GBP)/Sell SGD	–	–	–	228	–	*
- Buy Euro (EUR)/Sell SGD	1,414	*	–	1,440	*	–
- Buy Japanese Yen (JPY)/Sell SGD	467	*	–	699	*	–
- Buy SGD/Sell JPY	921	–	14	1,422	22	–
- Buy SGD/Sell EUR	2,819	*	11	2,892	12	–
- Buy SGD/Sell GBP	–	–	–	456	–	1
- Buy SGD/Sell USD	185,151	2,632	–	170,617	1,174	–
		2,632	250		1,208	6

\* Less than \$1,000

	2022			2021		
	Contract/ Notional amount	Assets	Liabilities	Contract/ Notional amount	Assets	Liabilities
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Company</b>						
Forward foreign exchange contracts						
- Buy USD/Sell SGD	74,064	–	136	65,183	–	*
- Buy GBP/Sell SGD	–	–	–	228	–	*
- Buy EUR/Sell SGD	1,414	*	–	1,440	*	–
- Buy JPY/Sell SGD	467	*	–	699	*	–
- Buy SGD/Sell JPY	921	–	14	1,422	22	–
- Buy SGD/Sell EUR	2,819	*	11	2,892	12	–
- Buy SGD/Sell GBP	–	–	–	456	–	1
- Buy SGD/Sell USD	185,151	2,632	–	170,617	1,174	–
		2,632	161		1,208	1

\* Less than \$1,000



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

17. Derivatives (cont'd)

Foreign currency risk

Forward foreign exchange contracts entered into by the Group and the Company are used to hedge foreign currency risk arising from the Group and the Company's investments and future payments denominated in foreign currency.

While the Group enters into forward foreign exchange contracts with the intention to reduce the foreign exchange risk of expected receipts and payments, these contracts are not designated in hedge relationships and are measured at fair value through profit or loss.

18. Financial assets at fair value through profit or loss

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Quoted debt securities	158,218	67,068	158,218	67,068
Quoted equity securities	115,030	176,755	115,030	176,755
Quoted unit trusts	135,408	–	130,344	–
	408,656	243,823	403,592	243,823

In 2022, the quoted debt securities managed by the fund managers earned interest at rates ranging from 1.13% to 7.88% (2021: 1.00% to 5.88%) per annum. Interest was received on a semi-annual basis. The maturity dates of these financial assets ranged from January 2023 to December 2049 (2021: March 2022 to April 2077).

19. Cash and bank balances

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Cash and bank balances	21,837	46,867	9,893	22,689
Cash held by fund manager	8,967	6,953	8,967	6,953
Fixed deposits				
- with maturity period of up to 3 months	35,000	158,661	25,000	135,400
- with maturity period between 3 to 12 months	43,030	15,400	5,000	5,000
	108,834	227,881	48,860	170,042

Fixed deposits are interest bearing at average rates ranging from 1.94% to 4.38% (2021: 0.22% to 0.58%) per annum and are for a tenure of approximately 62 days to 365 days (2021: 18 days to 368 days).

Cash and cash equivalents comprise of cash on hand and at bank, cash held by fund manager and short-term fixed deposits with maturity period of up to 3 months.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

19. Cash and bank balances (cont'd)

For the purpose of presenting the statement of cash flows, cash and cash equivalents comprise the following:

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Cash on hand and at bank	21,837	46,867	9,893	22,689
Cash held by fund manager	8,967	6,953	8,967	6,953
Fixed deposits (with maturity period of up to 3 months)	35,000	158,661	25,000	135,400
	65,804	212,481	43,860	165,042

Cash and bank balances denominated in foreign currencies as at 31 December are as follows:

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	9	67	–	–
Sterling Pound	45	219	–	–
Euro	29	170	–	–
United States Dollar	1,313	712	506	319
Indian Rupee	2	–	–	–

20. Loans to a subsidiary

	COMPANY	
	2022	2021
	\$'000	\$'000
Loans to a subsidiary	42,522	39,744
Less: Allowance for expected credit losses	(42,522)	(12,168)
Net loans to a subsidiary	–	27,576

Set out below is the movement in allowance for expected credit losses on loans to a subsidiary:

	COMPANY	
	2022	2021
	\$'000	\$'000
As at 1 January	12,168	–
Allowance for expected credit losses	30,354	12,168
As at 31 December	42,522	12,168

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

20. Loans to a subsidiary (cont'd)

The loans to a subsidiary is unsecured, bear interests of 5% (2021: 5%) per annum and are to be settled in cash. The first repayment of the loans will be on July 2024 and the final repayment on June 2034. Accordingly, the loans have been classified as non-current.

During the year, the Company has provided an allowance for expected credit losses of \$30,353,700 (2021: \$12,168,000) on the unsecured loans to a subsidiary as the subsidiary has been suffering significant financial losses historically. The allowance for expected credit losses is determined based on the shortfall between the loans and the expected recoverable amount from the subsidiary.

21. Trade and other payables

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Trade payables	7,348	5,078	1,351	2,188
Other payables	5,116	7,242	5,043	5,684
Amount due to subsidiaries	–	–	17	500
Accruals	19,095	20,974	8,682	9,950
Deposits received	377	647	370	643
Course fee received in advance (Note 4b)	23,754	33,832	172	199
Total trade and other payables	55,690	67,773	15,635	19,164
Less: GST payables	(4,738)	(2,660)	(4,738)	(1,317)
Less: Deposits received	(377)	(647)	(370)	(643)
Less: Course fee received in advance	(23,754)	(33,832)	(172)	(199)
Add: Lease liabilities	20,187	20,592	–	–
Total financial liabilities carried at amortised cost	47,008	51,226	10,355	17,005
Total trade and other payables represented by:				
Current	54,087	66,782	15,635	19,164
Non-current	1,603	991	–	–
	55,690	67,773	15,635	19,164

Trade and other payables are non-interest bearing and normally settled on 30 to 90 days' term.

Amounts due to subsidiaries are trade and non-trade related, unsecured, non-interest bearing and repayable on demand.

As at 31 December 2022, the Group has outstanding liability on seniority payment and severance payment amounting to \$128,608 and \$108,591 (2021: \$282,000 and \$54,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

21. Trade and other payables (cont'd)

Trade and other payables denominated in foreign currencies as at 31 December are as follows:

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	168	94	9	94
Euro	17	28	–	–
Sterling Pound	207	98	9	–
United States Dollar	46	20	25	11

22. Deferred capital grants

	GROUP AND COMPANY	
	2022	2021
	\$'000	\$'000
At 1 January	5,562	6,821
Amortisation of deferred capital grants (Note 5)	(1,259)	(1,259)
At 31 December	4,303	5,562
Represented by:		
Current	1,259	1,259
Non-current	3,044	4,303
	4,303	5,562

23. Right-of-use assets/lease liabilities

Group as a lessee

The Group has lease contracts for properties used in its operations. Lease of properties have lease terms of 6 to 25 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets. This lease contracts that include extension and termination options and variable lease payments.

The Group also has certain leases with lease terms of 12 months or less and leases of low-value assets. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

23. Right-of-use assets/lease liabilities (cont'd)

Group as a lessee (cont'd)

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	GROUP	
	Leasehold land	Building
	\$'000	\$'000
At 1 January 2021	6,499	16,089
Depreciation for the year	(721)	(1,292)
Exchange differences	–	291
At 31 December 2021 and 1 January 2022	5,778	15,088
Depreciation for the year	(721)	(1,328)
Exchange differences	–	4
At 31 December 2022	5,057	13,764

Set out below are the carrying amounts of lease liabilities and the movements during the year and reconciliation of liabilities arising from financing activities:

	GROUP	
	2022	2021
	\$'000	\$'000
At 1 January	20,592	19,982
Accretion of interest	1,283	1,243
Exchange differences	(25)	376
Payments	(1,663)	(1,009)
At 31 December	20,187	20,592
Represented by:		
Current	1,093	1,534
Non-current	19,094	19,058
	20,187	20,592

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

23. Right-of-use assets/lease liabilities (cont'd)

Group as a lessee (cont'd)

The following are the amounts recognised in income and expenditure:

	GROUP	
	2022	2021
	\$'000	\$'000
Depreciation expense of right-of-use assets	2,049	1,893
Interest expenses on lease liabilities	1,283	1,243
Expenses relating to short-term leases (included in administrative expenses and course, conference and consultancy fee)	–	130
Expenses relating to leases of low-value assets (included in course, conference and consultancy fee)	158	154
Total amount recognised in income and expenditure	3,490	3,420

The Group had total cash outflows for leases of \$1,821,000 (2021: \$1,293,000) during the year.

24. Deferred tax liabilities

Deferred tax liabilities as at 31 December relates to the following:

	STATEMENT OF FINANCIAL POSITION		STATEMENT OF COMPREHENSIVE INCOME	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Group				
Deferred tax liabilities				
Differences in depreciation for tax purposes	87	138	(51)	(69)
Net deferred tax liabilities	87	138	–	–
Deferred tax income			(51)	(69)

25. Merger reserve

The merger reserve represents the difference between the consideration paid and net identified assets acquired pursuant to the Restructuring Exercises on 01 March 2020.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

26. Other restricted funds

Name of fund	Purpose
Sponsorship awards fund	To receive donations for the purpose of funding research activities and providing scholarships to eligible students respectively.

27. Related parties transactions

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Company and subsidiaries took place on terms agreed between the parties during the financial year and period:

	COMPANY	
	2022 \$'000	2021 \$'000
Group corporate service income from subsidiaries (Note 4)	52,863	49,206
Interest income from loans to a subsidiary	2,060	1,909
Course, conference and consultancy fees paid by subsidiaries	203	147

Compensation of key management personnel

The remuneration of key management during the year and period was as follows:

	GROUP		COMPANY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Short-term employee benefits	7,341	7,307	4,918	4,764
Contributions to Central Provident Fund	302	329	163	166
	7,643	7,636	5,081	4,930

The Human Capital Committee annually reviews and approves on behalf of the Company's directors the guidelines and quantum of incentive payments and annual increments for all staff.

Key management personnel comprises chief executive officers, executive management team, directors and equivalent.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

27. Related parties transactions (cont'd)

Number of key management personnel and immediate family members in remuneration bands for the Group is shown below:

	2022	2021
\$900,001 to \$1,000,000	1	1
\$800,001 to \$900,000	–	–
\$700,001 to \$800,000	1	1
\$600,001 to \$700,000	–	–
\$500,001 to \$600,000	2	2
\$400,001 to \$500,000	2	–
\$300,001 to \$400,000	3	2
\$200,001 to \$300,000	9	9
\$100,001 to \$200,000	3	8
\$100,000 and below	1	5
	22	28

28. Operating lease and commitments

(a) Capital commitments

Commitments contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

	GROUP		COMPANY	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Capital commitments in respect of property, plant and equipment	5,128	3,243	4,339	2,418

(b) Operating lease commitments – As lessors

The Group and the Company have entered into commercial property leases on its premises. These non-cancellable leases have remaining lease terms of between two months and three years. All leases include a clause to enable upward revision of the rental charge on an annual basis based on prevailing market conditions.

Minimum lease payments recognised as rental income in income and expenditure for the financial period ended 31 December 2022 of the Group and the Company amounted to \$33,428,000 and \$33,366,000 (2021: \$31,621,000 and \$31,551,000) respectively.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

28. Operating lease and commitments (cont'd)

(b) Operating lease commitments – As lessors (cont'd)

Future minimum rental receivable under non-cancellable operating leases at the end of the reporting period are as follows:

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Not later than one year	32,783	16,585	32,783	16,585
Later than one year but not later than five years	16,695	4,081	16,695	4,081
	49,478	20,666	49,478	20,666

29. Fair value of financial assets and liabilities

(a) Fair value hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 – Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

29. Fair value of financial assets and liabilities (cont'd)

(b) Assets and liabilities measured at fair value

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period.

FAIR VALUE MEASUREMENTS AT THE END OF THE REPORTING PERIOD USING				
	Quoted prices in active markets for identical instruments (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant un-observable inputs (Level 3)	Total
	\$'000	\$'000	\$'000	\$'000
Group				
2022				
Assets measured at fair value				
Financial assets:				
Derivatives	17			
Forward foreign exchange contracts	–	2,632	–	2,632
Financial assets at fair value through profit or loss	18			
Quoted debt securities	158,218	–	–	158,218
Quoted equity securities	115,030	–	–	115,030
Quoted unit trusts	135,408	–	–	135,408
Financial assets as at 31 December 2022	408,656	2,632	–	411,288
Liabilities measured at fair value				
Financial liabilities:				
Derivatives	17			
Forward foreign exchange contracts	–	250	–	250
Financial liabilities as at 31 December 2022	–	250	–	250

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

29. Fair value of financial assets and liabilities (cont'd)

(b) Assets and liabilities measured at fair value (cont'd)

FAIR VALUE MEASUREMENTS AT THE END OF THE REPORTING PERIOD USING					
	Note	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant un-observable inputs (Level 3) \$'000	Total \$'000
<b>Group</b>					
<b>2021</b>					
<b><i>Assets measured at fair value</i></b>					
<i>Financial assets:</i>					
<u>Derivatives</u>	17				
Forward foreign exchange contracts		–	1,208	–	1,208
<u>Financial assets at fair value through profit or loss</u>	18				
Quoted debt securities		67,068	–	–	67,068
Quoted equity securities		176,755	–	–	176,755
<b>Financial assets as at 31 December 2021</b>		243,823	1,208	–	245,031
<b><i>Liabilities measured at fair value</i></b>					
<i>Financial liabilities:</i>					
<u>Derivatives</u>	17				
Forward foreign exchange contracts		–	6	–	6
<b>Financial liabilities as at 31 December 2021</b>		–	6	–	6

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

29. Fair value of financial assets and liabilities (cont'd)

(b) Assets and liabilities measured at fair value (cont'd)

FAIR VALUE MEASUREMENTS AT THE END OF THE REPORTING PERIOD USING					
	Note	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant un-observable inputs (Level 3) \$'000	Total \$'000
<b>Company</b>					
<b>2022</b>					
<b>Assets measured at fair value</b>					
<i>Financial assets:</i>					
<u>Derivatives</u>	17				
Forward foreign exchange		–	2,632	–	2,632
<u>Financial assets at fair value through profit or loss</u>	18				
Quoted debt securities		158,218	–	–	158,218
Quoted equity securities		115,030	–	–	115,030
Quoted unit trusts		130,344	–	–	130,344
<b>Financial assets as at 31 December 2022</b>		403,592	2,632	–	406,224
<b>Liabilities measured at fair value</b>					
<i>Financial liabilities:</i>					
<u>Derivatives</u>	17				
Forward foreign exchange contracts		–	161	–	161
<b>Financial liabilities as at 31 December 2022</b>		–	161	–	161



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

29. Fair value of financial assets and liabilities (cont'd)

(b) Assets and liabilities measured at fair value (cont'd)

FAIR VALUE MEASUREMENTS AT THE END OF THE REPORTING PERIOD USING				
Note	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant un-observable inputs (Level 3) \$'000	Total \$'000
<b>Company</b>				
<b>2021</b>				
<b>Assets measured at fair value</b>				
<i>Financial assets:</i>				
<i>Derivatives</i>	17			
Forward foreign exchange	–	1,208	–	1,208
<i>Financial assets at fair value through profit or loss</i>	18			
Quoted debt securities	67,068	–	–	67,068
Quoted equity securities	176,755	–	–	176,755
<b>Financial assets as at 31 December 2021</b>	<b>243,823</b>	<b>1,208</b>	<b>–</b>	<b>245,031</b>
<b>Liabilities measured at fair value</b>				
<i>Financial liabilities:</i>				
<i>Derivatives</i>	17			
Forward foreign exchange contracts	–	1	–	1
<b>Financial liabilities as at 31 December 2021</b>	<b>–</b>	<b>1</b>	<b>–</b>	<b>1</b>

The following is a description of the valuation techniques and inputs used in the fair value measurement for assets and liabilities that are categorised within level 2 of the fair value hierarchy:

*Forward foreign exchange contracts*

Derivatives are valued using a valuation technique with market observable inputs. The most frequently applied valuation technique includes a forward pricing model, using present value calculations. The model incorporates various inputs including the foreign exchange spot and forward rates and interest rate curves. There were no credit value or debit value adjustments made in the determination of fair value of these securities.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

29. Fair value of financial assets and liabilities (cont'd)

(c) Assets and liabilities not measured at fair value but for which fair value is disclosed

The following table shows an analysis of the Group's assets and liabilities not measured at fair value, for which fair value is disclosed:

FAIR VALUE MEASUREMENTS AT THE END OF THE REPORTING PERIOD USING					
Note	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant un-observable inputs (Level 3) \$'000	Total \$'000	Carrying amount \$'000
<b>Group and Company</b>					
<b>2022</b>					
<b>Assets</b>					
Investment property	14	–	–	–	–
<b>2021</b>					
<b>Assets</b>					
Investment property	14	–	37,500	37,500	–

*Determination of fair value*

Investment property

The valuation of commercial investment property is based on comparable market transactions that consider sales of similar properties that have been transacted in the open market.

(d) Financial instruments whose carrying amount approximates fair value

The carrying amounts of cash and bank balances, trade and other receivables (current), course fees received in advance and trade and other payables (current), based on their notional amounts, reasonably approximate their fair values because they are short-term in nature.

NOTES TO THE FINANCIAL STATEMENTS  
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30. Financial risk management objectives and policies

The Group is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include foreign exchange risk, interest rate risk, credit risk, liquidity risk and market price risk.

The directors review and agree policies and procedures for the management of these risks, which are executed by the Head of Investment and Treasury. The Audit and Risk Committee of the Group provides independent oversight to the effectiveness of the risk management process. It is and has been throughout the current financial year and previous financial period, the Group's policy that no trading in derivatives for speculative purposes shall be undertaken.

The following sections provide details regarding the Group's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Foreign exchange risk

The Group's foreign currency exposures arise mainly from the exchange rate movements of the Australian Dollar, Euro, Sterling Pound and United States Dollar against the Singapore Dollar.

At the end of the reporting period, the carrying amounts of monetary assets and liabilities denominated in currencies other than the Group's and the Company's functional currency are as follows:

	GROUP			
	Assets 2022	Liabilities 2022	Assets 2021	Liabilities 2021
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	9	168	67	–
Euro	29	17	173	28
Sterling Pound	45	207	219	98
United States Dollar	1,775	46	2,021	20

	COMPANY			
	Assets 2022	Liabilities 2022	Assets 2021	Liabilities 2021
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	–	9	–	–
Sterling Pound	–	9	–	–
United States Dollar	506	25	319	11

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

30. Financial risk management objectives and policies (cont'd)

(a) Foreign exchange risk (cont'd)

Sensitivity analysis for foreign currency risk

If the relevant foreign currency strengthens by 10% against the functional currency of each Group entity, without considering the effect of the derivative financial instruments, income and expenditure will increase/(decrease) by:

	INCOME AND EXPENDITURE GROUP		INCOME AND EXPENDITURE COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	(16)	7	–	–
Euro	1	15	–	–
Sterling Pound	(16)	12	–	–
United States Dollar	173	200	48	31

If the relevant foreign currency weakens by 10% (2021: 10%) against the functional currency of each Group entity, there will be an equal and opposite impact on income and expenditure.

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises primarily from their cash at bank, fixed deposits and quoted debt securities.

The Group does not expect any significant effect on the Group's income and expenditure arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

At the reporting date, if the interest rates had been 100 (2021: 100) basis points higher/lower with all other variables held constant, the Group's and the Company's profit before tax would have been \$2.67 and \$2.07 million (2021: \$2.95 and \$2.37 million) higher/lower respectively, arising mainly as a result of higher/lower interest income/expenses on floating rate cash at bank, fixed deposits and quoted debt securities. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

30. Financial risk management objectives and policies (cont'd)

(c) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group and the Company's exposure to credit risk arises primarily from course fees receivables, other receivables, unbilled receivables and other related parties. For other financial assets (including cash at bank and derivatives), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group and the Company has adopted a policy of only dealing with creditworthy counterparties. The Group and the Company performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Group and the Company considers the probability of default upon initial recognition of asset and whether there has been significant increase in credit risk on an ongoing basis throughout each reporting period.

The Group and the Company has determined the default event on a financial asset to be when internal and or external information indicates that the financial asset is unlikely to be received, which generally is when there is significant difficulty of the counterparty. Financial assets are credit-impaired when:

- There is significant difficulty of the debtor;
- A breach of contract, such as a default or past due event;
- It is becoming probably that the debtor will enter bankruptcy or other financial reorganisation; or
- There is a disappearance of an active market for that financial asset because of financial difficulty.

Financial assets are written off when there is evidence indicating that the debtor meets the above credit-impaired conditions and has no realistic prospect of recovery.

The Group and the Company provides for lifetime expected credit losses for all course fees receivables, unbilled receivables and other receivables using a provision matrix. The provision rates are determined based on the Group and the Company's historical observed default rates and adjusted as appropriate to reflect the current conditions and estimates of future economic conditions.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

30. Financial risk management objectives and policies (cont'd)

(c) Credit risk (cont'd)

Summarised below in the information about the credit risk exposure on the Group's trade and other receivables using provision matrix:

	Current \$'000	Less than 90 days \$'000	More than 90 days \$'000	Total \$'000
<b>2022</b>				
Gross carrying amount	7,496	1,514	422	9,432
Allowance for expected credit losses	(4)	(41)	(90)	(135)
	7,492	1,473	332	9,297
<b>2021</b>				
Gross carrying amount	8,149	1,105	654	9,908
Allowance for expected credit losses	–	(6)	(82)	(88)
	8,149	1,099	572	9,820

The Company measured the expected credit losses of trade and other receivables and determined that the ECL is insignificant.

Amount due from subsidiaries

The Group assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and had further made an allowance for the expected credit losses on the amount due from a subsidiary of \$39,549,100 (2021: 12,168,000) for the financial year ended 31 December 2022. The information regarding the movement of allowance for expected credit loss on amount due from subsidiaries is disclosed in Note 16 and 20 to the financial statements.

(d) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities. The Group and the Company monitors and maintains a level of cash and bank balances deemed adequate by the management to finance the Company's operations and mitigate the effects of fluctuations in cash flows.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

30. Financial risk management objectives and policies (cont'd)

(d) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	Note	Within one year \$'000	Between one to five years \$'000	More than five years \$'000	Total \$'000
<b>Group</b>					
<b>2022</b>					
<b>Financial assets:</b>					
Trade and other receivables	16	8,509	–	1,349	9,858
Derivatives	17	2,632	–	–	2,632
Financial assets at fair value through profit or loss	18	408,656	–	–	408,656
Cash and bank balances	19	108,834	–	–	108,834
Total undiscounted financial assets		528,631	–	1,349	529,980
<b>Financial liabilities:</b>					
Trade and other payables	21	25,218	1,603	–	26,821
Derivatives	17	250	–	–	250
Lease liabilities	23	2,297	9,725	16,138	28,160
Total undiscounted financial liabilities		27,765	11,328	16,138	55,231
Total net undiscounted financial assets/(liabilities)		500,866	(11,328)	(14,789)	474,749

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

30. Financial risk management objectives and policies (cont'd)

(d) Liquidity risk (cont'd)

	Note	Within one year \$'000	Between one to five years \$'000	More than five years \$'000	Total \$'000
<b>Group</b>					
<b>2021</b>					
<b>Financial assets:</b>					
Trade and other receivables	16	9,077	–	1,352	10,429
Derivatives	17	1,208	–	–	1,208
Financial assets at fair value through profit or loss	18	243,823	–	–	243,823
Cash and bank balances	19	227,881	–	–	227,881
Total undiscounted financial assets		481,989	–	1,352	483,341
<b>Financial liabilities:</b>					
Trade and other payables	21	29,643	991	–	30,634
Derivatives	17	6	–	–	6
Lease liabilities	23	1,534	9,511	18,696	29,741
Total undiscounted financial liabilities		31,183	10,502	18,696	60,381
Total net undiscounted financial assets/(liabilities)		450,806	(10,502)	(17,344)	422,960



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30. Financial risk management objectives and policies (cont'd)

(d) Liquidity risk (cont'd)

	Note	Within one year \$'000	Between one to five years \$'000	More than five years \$'000	Total \$'000
<b>Company</b>					
<b>2022</b>					
<b>Financial assets:</b>					
Trade and other receivables	16	17,320	–	–	17,320
Loans to a subsidiary	20	–	–	–	–
Derivatives	17	2,632	–	–	2,632
Financial assets at fair value through profit or loss	18	403,592	–	–	403,592
Cash and bank balances	19	48,860	–	–	48,860
Total undiscounted financial assets		472,404	–	–	472,404
<b>Financial liabilities:</b>					
Trade and other payables	21	10,355	–	–	10,355
Derivatives	17	161	–	–	161
Total undiscounted financial liabilities		10,516	–	–	10,516
Total net undiscounted financial assets		461,888	–	–	461,888

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

30. Financial risk management objectives and policies (cont'd)

(d) Liquidity risk (cont'd)

	Note	Within one year \$'000	Between one to five years \$'000	More than five years \$'000	Total \$'000
<b>Company</b>					
<b>2021</b>					
<b>Financial assets:</b>					
Trade and other receivables	16	24,360	–	–	24,360
Loans to a subsidiary	20	–	501	27,075	27,576
Derivatives	17	1,208	–	–	1,208
Financial assets at fair value through profit or loss	18	243,823	–	–	243,823
Cash and bank balances	19	170,042	–	–	170,042
Total undiscounted financial assets		439,433	501	27,075	467,009
<b>Financial liabilities:</b>					
Trade and other payables	21	17,005	–	–	17,005
Derivatives	17	1	–	–	1
Total undiscounted financial liabilities		17,006	–	–	17,006
Total net undiscounted financial assets		422,427	501	27,075	450,003

(e) Market price risk

The Group is exposed to price risk arising from quoted debt and equity securities held by the fund manager.

Further details of these investments can be found in Note 18 to the financial statements.

Price sensitivity analysis

In respect of the investment in quoted unit trusts, debt and equity securities, if the prices had been 10% (2021: 10%) higher/lower, this would increase/decrease the Group's income and expenditure by \$40,865,000 (2021: \$24,382,000).

NOTES TO THE FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2022

30. Financial risk management objectives and policies (cont'd)

(f) Categories of financial instruments

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

	GROUP		COMPANY	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<i>Financial assets:</i>				
Financial assets at fair value through profit or loss	408,656	243,823	403,592	243,823
Derivatives	2,632	1,208	2,632	1,208
Other financial assets carried at amortised cost (Note 16)	118,131	237,701	66,180	221,978
	529,419	482,732	472,404	467,009
<i>Financial liabilities</i>				
Other financial liabilities at amortised cost (Note 21)	47,008	51,226	10,355	17,005
Derivatives	250	6	161	1
	47,258	51,232	10,516	17,006

31. Capital management

The primary objective of the Group’s capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its businesses.

The Group is mainly funded from revenue generated from operations. A portion of the accumulated surplus is invested so as to further enhance its value, and can be drawn on for operation and development.

32. Authorisation of financial statements for issue

The consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in reserves and funds of the Company for the year ended 31 December 2022 were authorised for issue by the board of directors on 6 June 2023.





**Singapore Institute  
of Management**

**Singapore Institute of Management Group Limited**

461 Clementi Road, Singapore 599491

**[www.sim.edu.sg](http://www.sim.edu.sg)**