

SINGAPORE INSTITUTE OF MANAGEMENT GROUP LIMITED

SIMBIOSIS

ANNUAL REPORT 2021

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SIM BIOSIS

SIMbiosis /,sımbaı'əʊsıs/ noun

A mutually beneficial relationship between different people or ecosystems. The most advantageous form of integration where all parties involved enjoy the benefits and progress together. A true win-win.

LIFELONG LEARNING: REDEFINED

We live in a different world now. It's faster, more dynamic, and always changing.

After two paradigm-shifting years, we have come to realise that the more distanced we are as a human race, the closer we come together. The greater the disruptive force that separates us, the more unified we become. The key? SIMbiosis.

Learning is never a one-party endeavour. At SIM, we view all our learners, whether individuals or organisations, not only as our students but as equal partners to work together towards a win-win outcome. We actively seek opportunities and create new platforms for all our stakeholders to come together as a community and engage one another meaningfully.

An integrated learning model is the answer to today's ever-changing challenge to learning and the ever-expanding industry needs. SIMbiosis is the key to future-ready, high-impact learning experiences - SIM is the destination where it all begins.



MESSAGE FROM CHAIRMAN AND PRESIDENT & CHIEF EXECUTIVE OFFICER

In 2021, SIM continued to face unprecedented challenges as we experienced the full impact of the COVID-19 pandemic. Despite this, we developed innovative ways to collaborate with our relevant stakeholders to ultimately continue to deliver high-impact learning outcomes. That is the spirit behind our theme this year. SIMbiosis.

To empower individuals and organisations to thrive and achieve their highest aspirations, we delivered skills-based learning opportunities that are aligned to the evolving job market. We are pleased to be hitting the right spots with this approach, making significant progress and successfully creating new spaces and opportunities in the industry for our learners.

With the evolving market landscape and changing learner needs, we prepared ourselves for an unusual year, both operationally and financially. We grew our revenue by 4.7% (annualised basis) as a result of our adaptation to changing market conditions. We also improved on our operating results, an outcome attributable largely to our growth strategies, rigorous cost control and prudent management of our investments to generate returns.

However, beyond the immediate successes we have accomplished, we want to look further into the future. For this reason, we embarked on a five-year transformation journey called Horizon 2025 which consists of three strategic pillars:

STRATEGIC PILLAR 1: TRANSFORMING OUR BUSINESS MODEL

Accelerating Global Education

Delivering a high-quality education for our students remains our priority. We offered more indemand programmes with an emphasis on digital skills that are required in the workforce for a disruptive age. We also established a new partnership with Monash College to offer a foundation year programme which prepares students who wish to pursue undergraduate studies at Monash University, one of Australia's largest tertiary education providers. Our partnerships and diverse programmes ensure that our students have multiple degree pathways to pursue their passions.

For our overseas students who faced challenges in coming to Singapore during the continuing global pandemic situation, we kick-started an initiative to reach out to them by setting up Overseas Teaching Centres (OTCs) in their home countries. In 2021, we successfully set up five OTCs in China, with more to be set up in other regional countries so that more students can continue to benefit from a Singapore education without leaving their home country. For those who were able to travel to Singapore, we ensured that the best support was provided from buddy programmes to flight and safe travel arrangements to help them settle into life at SIM.

We recognise that as market demands shift, there is a growing demand to meet imminent learning and employment needs. We introduced micro-credentialed courses which complement our university programmes to enable our learners to pick up practical skills to help them stand out in the marketplace. To date, we have conducted **208** such courses for about **1.600 learners**. We also introduced core modules in areas such as data analytics and other lifelong skills to enhance our students' employability.

Rejuvenating Lifelong Learning

We are in a unique position to help leaders and organisations transform their workforce to better meet talent demands. In order to equip mid-career job-seekers with new in-demand skills for emerging sectors, we embarked on our SGUnited Skills journey in partnership with SkillsFuture Singapore to re-skill employees whose jobs were displaced by the pandemic. As a result of the success of this Advanced Manufacturing programme, SIM was appointed to roll out the SGUnited Skills Logistics Programme in 2021. To date, SIM has trained **860 learners** and **80% of those** who have sought job placement assistance have been successfully placed in new jobs.

Lifelong learning is not only for students and professionals, but business owners and leaders as well. To empower leaders to navigate a volatile, uncertain, complex, ambiguous and hyper-connected (VUCAH) environment, we set up The Centre for Systems Leadership last year. Focusing on an applied learning approach, the Centre has successfully developed and graduated a total of 46 systems leaders in 2021.

As the pandemic situation continues to evolve, it is vital that organisations plug the skills gaps of their employees to remain competitive in the new normal. 2020 was a pivotal year where Professional Development transformed into Professional Development & Enterprise Learning (PDEL) to offer demand-driven, customer-focused and industry-relevant programmes that can benefit enterprises by ensuring their employees are well trained to fulfil business objectives. In 2021, we offered training programmes to companies in areas such as Data Analytics, Systems Leadership and Design Thinking, and we intend to keep striving forward with more sustainable and scalable customised talent development programmes in the pipeline.

MESSAGE FROM CHAIRMAN AND **PRESIDENT & CHIEF EXECUTIVE OFFICER**

STRATEGIC PILLAR 2: BUILDING DISTINCTIVE CAPABILITIES

Giving Learners and Organisations a Competitive Advantage

In order to develop sustainable and competitive growth in the long-term, it is critical for us to build distinctive capabilities.

One strategy to accomplish this is to build our own digital learning platform to reach out to the world's learners from all backgrounds - the young, working professionals and organisations. We launched the SIM Online platform which integrates functionalities with online synchronous and self-paced learning content that will grow our learners' potential and increase their employability for the future.

In line with this pillar, we have also developed the SIM C-Cube Learning Architecture, a multidimensional learning model conceptualised to help guide enterprises to build the right capabilities to support new growth, enabled by digital innovation. The cube systematically blends together contextual knowledge, cognitive agility and complexity management capabilities that are specific to job roles into one dynamic model to provide organisations with structural clarity in an increasingly complex business environment.

STRATEGIC PILLAR 3: STRIVING FOR ORGANISATION EXCELLENCE

Transforming Our Learning Culture

As we continue our mission to equip learners and organisations for the future, it is also vital to regularly look inward to ensure we ourselves have the required capabilities and resources to continuously deliver value to our stakeholders. We set up Learning@SIM in 2021 to transform our culture and elevate our human capital to new heights. Through this initiative, SIM staff members will be trained and upskilled with relevant new skills for their current roles as well as future career aspirations to further build on SIM's overall business competitiveness.

The past year also saw a group of our managers and directors completing a year-long programme in Leadership and Organisational Development (L&OD), to enable them to train our staff in applying effective principles in their daily work that are built around a culture of learning.

Moving Forward With Purpose

As we forge forward together we will continue to pursue bold dreams and aspirations to meet the future of work challenges ahead.

As we move towards this new strategic direction, we look forward to co-creating a bright future together with all our stakeholders - individuals and organisational learners, alumni, partners, faculty, staff and founding members. To all our stakeholders, who are vital to an impactful and sustainable future, we thank you for your continuing support over the past year and for the journey ahead.



MESSAGE FROM CHAIRMAN AND **PRESIDENT & CHIEF EXECUTIVE OFFICER**

ABOUT SIM

INSIGHT & FORESIGHT

TO CREATE HIGH-IMPACT LEARNING OUTCOMES Learning is now more than just about classrooms, courses and curriculums. Now more than ever, a symbiotic relationship among all parties involved in the learning process will prove to be the difference. In 2021, we have successfully created this positive outcome for 16,000 students from over 40 countries, and worked closely with various organisations to deliver 460 programmes and trained 11,000 professionals. A milestone like this is never a one-party endeavour. Neither is it a simple collaboration between the learner and instructor. It is a dynamic, symbiotic process. We call it SIMbiosis.

WHO WE ARE

The Singapore Institute of Management Group Limited (SIM) is one of the region's leading private education and lifelong learning institutions, recognised for empowering individuals and enterprises to be fit-for-future and to thrive across life stages. Seeded by the Singapore Economic Development Board in 1964, SIM has, for over 50 years, been relentlessly innovating to meet the needs of the industry and our learners.

Today, we remain fully committed to harnessing new knowledge, skills, technology and our ecosystems to provide one of the best-in-class, skills-based learning experiences that enable our students and working adults to pursue higher education and professional development as well as for companies to achieve corporate excellence through talent development.

SIM EXECUTIVE MANAGEMENT TEAM



OUR PURPOSE

To empower individuals and organisations to achieve their highest aspirations, through innovative skills-based learning experiences and opportunities.

OUR VISION

A pioneer of learning

ecosystems for the future of work that inspires and fulfills aspirations.

Additionally, SIM's social purpose is to enable individuals, in particular those without the means, to have access to the best learning programmes for improving their socio-economic outcomes, as well as the social outcomes of the organisations they serve.

SIM FULFILS OUR PURPOSE THROUGH THE **FOLLOWING BRANDS:**

SIM **Global Education**

SIM Professional **Development & Enterprise Learning**

Singapore (Cambodia) International Academy





PROFESSOR WEI KWOK KEE

Provost. SIM Global Education

MS SARA YIK

Chief Human

Capital Officer



DR KEVYN YONG Chief Learning Officer, SIM Professional Development and Enterprise Learning

MR SEAH CHIN SIONG President and Chief Executive Officer, SIM

MR HIMANSHU TAMBE Chief Customer and Service Officer



MR HO SEONG KIM

Chief Digital, Solutions, Platform and Infrastructure Officer



MS YEO PIAH LANG Chief Financial Officer

KEY STATISTICS

KEY FINANCIAL HIGHLIGHTS¹



	2021		2020		
	Group ²	Company ²	Group ²	Company ²	
	\$'000	\$'000	\$'000	\$'000	
Income	253,062	166,987	201,297	160,130	
Expenditure	202,455	103,647	178,515	76,224	
Excess of income over expenditure	50,607	63,340	22,782	83,906	
Capital expenditure	5,064	4,372	4,338	3,632	
Reserve Level ³	2.7 years	5.3 years	2.7 years	5.9 years	

¹ For the year ended 31 December.

² Group comprises Singapore Institute of Management Group Ltd, 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 (Formerly known as SIM AEC Pte Ltd). Company refers to Singapore Institute of Management Group Ltd.

³ Computed based on the formula: Unrestricted funds⁴/total expenditure including capital expenditure for the financial year. Singapore Institute of Management Group Ltd will target to maintain a reserve level of one year taking into consideration its future income streams, and future operating and capital expenditure.

 $^{\rm 4}$ Unrestricted funds comprises cash balances, fixed deposits and investment funds.

SIM GLOBAL EDUCATION

EXPERIENCE & EXPOSURE TO MAKE A GLOBAL DIFFERENCE

No two learners are the same. That is why we adopt a multi-modal approach to delivering our programmes to best suit each learner's specific needs and aspirations.

By listening and working closely with our academic partners, learners and all relevant stakeholders, we have developed a wealth of learner-centric programmes that systematically combines proven academic excellence with market-leading industry expertise to best prepare our learners to make a positive impact in their personal lives, work, community and on a global level.

NEW ACADEMIC PROGRAMMES



The business world and industry are always changing. Each year, new technologies, emerging trends and changing customer demands reshape the world we live in, and by extension the market environment and job requirements.

As we continue our efforts to diversify our offerings, new programmes were added to our portfolio to provide an even wider platform for our students to explore and master various differencemaking skills for an ever-changing iob market.



Grenoble Ecole de Management MSc Fashion, Design and Luxury Management



University of Birmingham Master of Science Financial Management







University of Stirling Bachelor of Arts (Honours) Digital Media (Top-up)



University of Wollongong

Bachelor of Computer Science (Digital Systems Security and Cyber Security) Bachelor of Computer Science (Digital Systems Security and Big Data) Bachelor of Computer Science (Big Data and Cyber Security)

NEW PARTNERSHIP



This year, we established a new partnership with Monash College. Monash College is wholly owned by Monash University, which is consistently ranked in the world's top 100 universities. Through this partnership, SIM offers the Monash University Foundation Year Programme to prepare students who are keen on pursuing undergraduate studies at Monash and other universities in Australia.

ACADEMIC PARTNERSHIPS

We believe true excellence can never be accomplished in isolation. It requires close collaboration with like-minded institutions that share our vision for futureready learning. We have established close collaborative links with over 10 university partners around the world, and are constantly on the lookout for more strategic partnerships that can add a deeper dimension to our programme offerings and ultimately add greater value for our students.

35th Year of Collaboration With the University of London

Our collaboration with University of London reached its 35th year in 2021. This strong partnership has produced over 41,000 graduates. From one undergraduate programme in 1986, there are currently 29 programmes at Foundation, undergraduate and postgraduate courses which include recent additions such as business analytics, data science, digital innovation and financial technology. In celebration of this milestone, we held a number of events including a virtual lecture titled 'Clash of the Titans - How the US-China Relationship Will Shape the 21st Century' that was delivered by Professor Michael Cox, Director of London School of Economics and Political Science (LSE) IDEAS and Emeritus Professor of International Relations at LSE, UK. The lecture was attended by over 200 participants.



SIM-THE UNIVERSITY OF WARWICK

15th Year of Partnership With The University of Warwick

Our partnership with The University of Warwick marked its 15th anniversary in 2021, producing over 300 alumni to date. A wide range of industry-driven Masters and postgraduate programmes continue to be offered through this partnership. These include cyber security management, engineering business management, project management and supply chain and logistics management programmes.

STELLAR STUDENT ACHIEVEMENTS



Making His Mark Globally

One of the best measures of employability is indeed employment itself. One of our students Glen Lim En Rui graduated Summa Cum Laude from the first intake of the Bachelor of Science (Geographic Information Science) programme at SIM-University at Buffalo. He received a job offer before graduating and currently works as an Environmental Analyst at ERM (Environmental Resources Management), a worldwide sustainability consultancy. GIS remains a fast-emerging field in line with the Singapore government's effort to transform the country into a Smart Nation.

ACADEMIC INITIATIVES

Overseas Teaching Centres

As the global pandemic continues to restrict international travel, we kick-started an initiative to reach out to our overseas students through the establishment of Overseas Teaching Centres. In 2021, we have successfully set up five of such centres strategically spread out across China. We aim to set up more of these centres in other regional countries in the near future.

Self-Paced Learning and Self-Assessment on Plagiarism

SIM Student Learning Centre developed a self-paced learning content with self-assessment on plagiarism in July 2021. This initiative is compulsory for SIM Certificate and Diploma students to raise their awareness on issues surrounding plagiarism.

Micro-Credentialed Courses, Macro Impact

With competition for jobs fiercer than ever, candidates with additional certifications and microcredentials hold an advantage over others. Our Centre for Micro-Credentials (CMC) was established to provide market-driven short courses to help our graduates and working adults master critical soft skills as well as hard skills within a short period of time.

Co-developed with leading industry players like Validus, Edelman, Shopee and Adonis, the courses were specially formulated to equip learners with industry-specific skills that employers recognise as essential and are in high demand in the marketplace. In addition to a variety of modules currently available, the following modules were developed in 2021 as SIM CORE modules to further enhance our students' employability. Since its establishment in 2020, the centre has made rapid progress with 208 courses delivered and 1,600 learners trained to date.

I strongly believe that the syllabus at University at Buffalo and project and research-based structure helps equip students with the skills and knowledge that is highly relevant and sought after in the working world. The professor-to-student ratio allows for proper guidance and nurturing of every student. In the UB GIS programme, we are also blessed enough to work with a suite of ArcGIS products, which are of industry standards. The

products, which are of industry standards. The UB syllabus also helps students to be naturally interested in the work that they produce and is a stepping stone to work in industries that they are interested in.

- Glen Lim En Rui, SIM-University at Buffalo graduate





NURTURING WORK-READY STUDENTS

At SIM, we prepare students to hit the ground running in today's fast-paced business environment. Our career initiatives are geared towards exposing our students to various real-world work scenarios to allow them to pick up the necessary skills, techniques and tools to effectively approach actual business situations.



SIM X GDEXA Hackathon

By participating in the Hackathon held in partnership with Global Digital Excellence Association (GDEXA), students were exposed to contemporary work approaches such as design thinking, human-centred design, agile methods and many more. The Hackathon was held in four phases and covered a period of six weeks, with two virtual sessions each week. A total of 62 participants forming 11 teams joined the event.





SIM GLOBAL EDUCATION

SIM GLOBAL EDUCATION



United Overseas Bank's Future of Work Series: On-Boarding Wealth Management Programme

This five-day workshop consisting of training sessions and a group project for assessment of learning was conducted for our final-year students who wanted to pick up skills on wealth management. Two SIM students were offered jobs by UOB through the event, which attracted a total of 45 students.

Breaking the Traditional Job Application Process

In today's multi-connected, multi-channel world, the possibilities are wide open when it comes to landing a job. Recruiters are now for instance, open to job seekers approaching them via networking platforms such as LinkedIn or cold calling.

Featuring guest speakers Shen Hao, Head of Recruitment at CareerStar and Chew Eng Yaw, Director of Human Resources, EM Services, the event discussed alternative job searching strategies, interview tips and gave learners a better understanding of the employment landscape for 2021. The event attracted 34 attendees consisting of a mix of existing students as well as graduates.

Skills Profiling With Talented by JobTech

Matching the right skills to the right job is often associated with greater job satisfaction, productivity and innovation. To help our learners better understand their own skills profile, the Learner Advisory and Career Centre leverages artificial intelligence-enabled profiling platform, Talented by JobTech to conduct skills profiling.

The profiling involved skills gap analysis and development of learning pathways via recommendations of relevant courses and job matching for the respective learner. This pilot project was offered to over 7,600 SIM learners which included SIM-University of London students and fresh graduates as well as SGUnited Skills (SGUS) learners.



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SIM GLOBAL EDUCATION

NURTURING WELL-ROUNDED, WORLD-READY STUDENTS

At SIM, we believe in nurturing well-rounded students capable of thriving in the face of the world's varied challenges. We provide a wealth of opportunities for students to be involved in a wide range of activities that they are passionate about to develop critical soft skills such as leadership, teamwork, communication and many more that will benefit them for life.

We ensure that learning is made meaningful through team sports, arts, culture, community initiatives and many other co-curricular activities.









SIM Arts Festival

After two years of inactivity due to the pandemic, students from the Arts & Culture Cluster as well as other club clusters were given a muchneeded platform to get involved in planning and organising the SIM Arts Festival. The Festival gives our students an opportunity to come together and work as a team and foster stronger bonds and pick up practical skills. Featuring dance, film and musical group performances, the Festival attracted over 170 students.

Student Representative Council (SRC) Transformer – Rag & Bone

We believe giving back to the society is one of the greatest life lessons we can give to future generations. The annual SRC Transformer event skipped a year due to the pandemic, however SIM-University of London students resumed their initiatives in 2021. Our team of 100 SIM students collected close to 14,000kg of recyclables and raised more than \$4,160 to help the less fortunate community living in Yew Tee.

Workshops for Stress and Anxiety Management

Pandemic uncertainties may be more stressful for some students. Studies have shown surging stress levels among students due to struggles with physical distancing measures and separation from school and social circles. To check-in on our students' mental health and well-being, multiple workshop sessions were held to help students better understand and manage their stress levels.

SINGAPORE (CAMBODIA) INTERNATIONAL ACADEMY

CONNECTION & CAPABILITY

TO EXPAND OUR HORIZONS

Founded in 2017, our Cambodian connection has grown to 380 students to date. Through our Singapore (Cambodia) International Academy (SCIA) campus in Phnom Penh, we deliver a unique blend of Singaporean-British curricula encompassing pre-school all the way to the Cambridge International General Certificate of Secondary Education (IGCSE) and Cambridge International AS and A levels in the post-secondary years.

ACADEMIC ACHIEVEMENTS

BUILDING THE IDEAL PLACE TO LEARN & GROW

While we are proud to produce academically excellent students, we believe our role at SCIA extends far beyond academics. It is our mission to build a safe and nurturing environment for our students to explore, experiment and investigate the world around them in order for them to develop into well-rounded and multi-skilled young individuals.



International General Certificate of Secondary Education (IGCSE)

Recognised in more than 145 countries around the world, the IGCSE is one of the most widely accepted qualifications in the world. **53%** of our 2020/21 Grade 10 Cohort **achieved at least 4A*S and A grades** in the recent IGCSE exams while under the ICE Awards (Cambridge International Certificate in Education), SCIA produced four Distinction Award and eight Merit Award winners respectively. ICE is a group award for students who take on a minimum of seven subjects selected from five IGCSE curriculum areas.



Cambridge International A Level

The Cambridge International A Level is an internationally benchmarked qualification recognised in over 150 countries. Every year, thousands of learners gain entry to leading universities and institutions across the world with Cambridge International AS & A Levels. **60%** of our 2020/21 Grade 12 Cohort **achieved at least 2A*s and A grades in the Cambridge International A Level exams**.





ACHIEVED AT LEAST 2A*S AND AS IN THE CAMBRIDGE INTERNATIONAL A LEVEL 2021 EXAMS

60%



American Math Olympiad 2021

The American Math Olympiad is an international math competition jointly organised by the Singapore International Math Contests Centre (SIMCC) and Southern Illinois University (SIU). The competition is held to promote Mathematics as a field of interest, introduce important Mathematical concepts and encourage the use of Mathematical flexibility to solve problems. The competition was open to all Grade 2 to 12 students and its framework is based on the US Common Core Standards. 10 of our students participated in the Olympiad and took home **2 golds, 2 silvers and 3 bronzes**.



I-FiT June Challenge: Start Something

A team of three SCIA Grade 11 students **won \$1,000 at the I-FiT June Challenge**: Start Something and became I-FiT Innovation Fellows after proposing the idea of "Thae", a mobile health app that allows users to connect with blood donors, post health concerns and find healthcare providers. This online innovation competition organised by Iowa State University (ISU), United States was open to all students around the world. The competition attracted 58 teams from 17 different countries.

National Economics Olympiad Competition (Cambodia)

Organised with the support of the Ministry of Education, Youth, and Sports (MoEYS), the inaugural Economics Olympiad Competition was open to all school students in Cambodia. 30 students from different schools applied to compete in this competition and applicants were put through two rounds of selection, after which seven students were finally chosen. **Five SCIA students** were chosen to be among the seven national winners. They will go through training sessions to **represent Cambodia in the International Economics Olympiad** set to be held in Latvia.

A HOLISTIC APPROACH TO STUDENT DEVELOPMENT

At SIM, we want our students to not only excel in their academic pursuits, but to also broaden their knowledge and develop their character so they can continue to benefit from their learning experience at every stage of their lives. To accomplish this, SCIA serves as a vibrant hub for students where academic, cultural and social capitals converge, which exposes students to a variety of opportunities to explore unique interests and develop other non-academic soft skills.

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21st Century Skills Through Exchange Programmes With Singapore Schools

In line with our Singapore-Cambridge curricula with a keen emphasis on communication, collaboration, critical thinking and creativity, a series of exchange programmes with top schools across Singapore were held. Due to Covid-19, these exchange programmes were conducted virtually. The programmes include a range of virtual exchange activities connecting SCIA students with students from Hougang Secondary School and Jurong Secondary School, Singapore.

Prasat Ta Prohm

- This majestic temple is located in Siem Riep and built in the late 12th Century by King Jayavarman
- One of the most famous detail of the temple is the trees that sprouted their roots over the stone as their branches and leaves formed a
- roof over the structure This temple was featured in the





COMMUNITY AND CULTURAL ENGAGEMENTS

While it is important to strive for international standards, it is also equally important to maintain a close link with the local community and to be culturally aware in a region rich in tradition and heritage. Cambodia as a place of fascinating contrasts and diversity provides a unique opportunity for SIM and our students to integrate with the local culture for greater mutual understanding.

Traditional Dance Workshop

Presented by the Indonesian Embassy of Phnom Penh, the workshop provided SCIA students with an opportunity to learn the basic movements of the **Tari Tor-Tor dance** from North Sumatera and the meaning behind them. The students also learned about Indonesia's unique art and dance through the workshop.



SCIA Family Learning Festival

We understand learning is also a form of team effort that requires close cooperation among the student, school and parents. We strive to keep parents informed and involved about their children's progress at SCIA. A virtual Family Learning Festival was held in April 2021 which included talks and workshops, singing competition, photo contest and many more. Among the topics discussed include holistic education, parenting and education pathways.



Care Packages Distribution

The battle against Covid-19 is a collective endeavour, and we are always on the lookout for ways which we can help. Working together with Singapore Medical Centre Cambodia, Sing-Specialists Medical Centre, Himawari Hotel Apartments, St John Phnom Penh, and Phnom Penh Safari, SCIA distributed care packages containing stationery and Covid-19 protection necessities such as Vitamin C and hand sanitisers to a number of high school students in Phnom Penh as they were getting ready for their Baccalaureate II examination in December 2021.

Education Working Committee With International Business Chambers (IBC)

Close association between the academia and industry is the key to formulating learning frameworks that effectively addresses industry gaps and aligns with employer requirements. Working closely with the IBC, SCIA spearheaded the Teacher-Industry Visit Pilot Programme and participated in various IBC webinars as panellists to foster closer collaborative ties between the school and industry players.









- SINGAPORE (CAMBODIA) INTERNATIONAL ACADEMY







SIM PROFESSIONAL DEVELOPMENT & ENTERPRISE LEARNING

ACUMEN & ADVANTAGE TO COMPETE AND MOVE MARKETS

The marketplace is fast, intense, and ever-changing. To help professionals and enterprises thrive in the marketplace, we actively collaborate with field experts, industry leaders, and innovators to design and develop forward-thinking learning solutions that provide professionals and enterprises alike with leading-edge skills and frameworks to stay ahead. In 2021, SIM has successfully trained over 11,000 professionals and delivered some 460 programmes.

EMPOWERING ENTERPRISES WITH NEXT-GENERATION STRATEGIES

With shorter product lifecycles, faster technological advancements, and higher consumer expectations, it is vital for enterprises to stay ahead of changes with modern solutions and agile strategic approaches.

Business processes and decision making has become more dynamic as additional variables such as market insights, data, systems design, consumer behaviour and many more enter the mix, further adding to the complexity behind every business move. In 2021, we have successfully trained over 6,000 professional learners from various enterprises, including the Analog Devices, NTT, Singtel, Singapore Pools and United Overseas Bank to effectively navigate such areas as Design Thinking, Agile Methods, Systems Leadership, and digital technologies like blockchain and embedded finance.



SGUnited Skills Progammes for Advanced Manufacturing and Logistics

After the successful launch of the SGUnited Skills programme for Advanced Manufacturing in 2020, we launched the SGUnited Skills programme for Logistics in 2021 for mid-career professionals who are looking to acquire new skills for a career change or to enhance their employability.

Designed for professionals looking to build up skills to join the logistics sector, the programme is divided into two specialty tracks namely Digital Logistics and Workforce Talent Specialist and consists of coaching, 372 hours of market-relevant training courses and a capstone project. SIM's SGUnited programmes have trained 860 learners and of those who worked with us directly to find new jobs, we had a placement rate of about 80%.



SG JOBS & SKILLS

Our Trainee Says

" I met amazing people who have great wealth of knowledge and experiences. Through our shared experiences, some of us even fostered long-term friendship... the course provides a good overview of what to expect in the industry. "

Ong Zhe Ming

Agile Consultant, why innovation! SGUS Learner





SIM's SG United Skills Dialogue With Minister Gan Siow Huang

Ms Gan Siow Huang, Minister of State, Ministry of Education and Ministry of Manpower, joined us for a dialogue session with key management personnel, industry partners, career coaches, and trainees of SIM's SGUnited Skills programme.

The session held in September 2021 was a fruitful one as we shared how our six-month programme for the Advanced Manufacturing sector has been helpful in enhancing the employability of midcareer professionals through training them in emerging skills for different high-demand job roles in the sector. The dialogue also covered different components of the programme that include career coaching, skills assessment, training courses, and an industry attachment.



Developing Leaders of the Future Through Systems Leadership

In the modern business environment that is increasingly complex, rapidly changing, and unpredictable, rigid traditional systems are fast becoming obsolete. We believe that Systems Leadership is the key to navigating this volatile new environment. Established in November 2020, the SIM Centre for Systems Leadership aims to equip youth, professionals, and enterprises with systems leadership skills needed to adapt and thrive in our increasingly VUCAH (volatile, uncertain, complex, ambiguous and hyper-connected) world.

The Centre successfully trained and graduated 35 systems leaders from the community and social sector in 2021. Our pioneer batch of 24 graduate systems leaders were well-received by the tri-sectors' leaders and the Centre has commenced its second intake in September 2021 for Singapore Pools, Singapore Children's Society, MINDS and Metta Welfare Association.

With the desire to bring on-board a pool of passionate and committed practitioners who are aligned with the Centre's purpose, some twenty Adjunct Faculty members from the various industries were accredited through a rigorous identification process and a structured Induction Programme. One-third of the faculty members who are staff of SIM will lead the Systems Leadership Programme for SIM Global Education Students.



Marking a Milestone at SIM's Centre for Systems Leadership

SIM's Centre for Systems Leadership celebrated its first anniversary in hybrid mode on November 2021 under the theme 'Learning and Capacity Building for Social Good' at the Lee Auditorium at SIM Management House.

Among the highlights of the event were insightful sharing sessions by systems leadership practitioners and a presentation from special guest Professor Lui Pao Chuen who is the Temasek Defence Professor at the National University of Singapore. Professor Lui shared about how Singapore implemented systems leadership to achieve progress and total defence. Some 100 virtual and physical participants attended the celebration.



THOUGHT LEADERSHIP

LEVERAGE & LEADERSHIP TO CHART THE COURSE

The future is charted by leaders, disruptors and innovators. Leveraging on our ever-expanding pool of knowledge and experience drawn from our network of business leaders, entrepreneurs, subject matter experts as well as our very own alumni, our thought leadership initiatives and events provide a rare opportunity for our learners to gain valuable insights from market leaders and innovators with proven track records.

HARNESSING THE FULL POWER OF THOUGHT LEADERSHIP

Learning from leaders who have walked the path is one of the fastest ways to identify gaps, accelerate progress and develop practical solutions to real-world problems. At SIM, we are always on the lookout for opportunities to bring together top minds from various backgrounds to share their insights and experience to help expand our learners' horizons.



Singapore Management Festival 2021

The Singapore Management Festival serves as a premier thought leadership and innovative platform for the sharing and discovery of new ideas and innovative technologies as well as to forge stronger collaborative relationships to tackle modern management and business challenges.

The three-day event held virtually from 20 to 22 October 2021 saw over 20 business leaders and industry trailblazers from diverse sectors come together to spark ideas and share their experiences on leading and innovating in the 'next normal'. Featuring prominent C-suite speakers including start-up entrepreneurs listed on the 'Forbes 30 Under 30 Asia' list, the event attracted over 200 unique attendees from over 100 organisations.

Inaugural Conference for Centre for Systems Leadership Conference

The Centre for Systems Leadership Conference offered insights into how systems leadership is critical for navigating today's problems. The highlights of the conference included a panel discussion featuring leaders of various enterprises in Singapore discussing systemic challenges and issues and their possible solutions.

The conference was attended by over 30 senior executives from various sectors including Dr Daniel Kim, Co-Founder of the MIT Centre for Organisational Learning and Founding Trustee of Society for Organisational Learning. Dr Kim shared about how everything takes place in a system and how with systems leadership, we are able to view challenges more holistically and in the process, solve these challenges at a systems level.

SHRM NxT APAC21 Virtual Conference

The landscape of reskilling and upskilling is shifting rapidly and future-oriented continuous learning is the key to a future-ready workforce. This can be accomplished through effective use of scalable technology as well as modern strategic approaches such as Design Thinking.

SIM's Chief Learning Officer Dr Kevyn Yong was one of the panel members to discuss the topic of 'Skilling for Tomorrow – Scalable Impact' in the Society for Human Resource Management NxT APAC21 Virtual Conference held in October 2021. Dr Yong also conducted a workshop titled 'Design Thinking for HR' to help HR professionals apply non-linear, design-driven strategies to add greater value to their organisations.

CEO Dialogue

Digitalisation has become an integral part of business transformation, with the pandemic compelling businesses to accelerate their digitalisation efforts. Aptly themed 'Digitalisation of Economy – What it takes to thrive in the new future of work', SIM held this important dialogue virtually in December 2021.



SIM Educators Conference

Supported by Singapore Global Network, a division under Singapore Economic Development Board, the Singapore Educators Conference brought together more than 160 educators from 16 countries. Aptly themed A.B.C.D.E.F., the conference covered a wide spectrum of topics, namely Agility & Adaptability, Balancing Work & Mental Wellness, Continuity Enabled by Digital Technology, Disruption & Transformation, and Education for the Future.







The dialogue featured various C-level leaders including Ms Caroline Fong, Chief Investor Relations & Capital Markets Officer of Manulife US REIT, Ms Jacky Yan, Partner at Trust Chains Partner Pte Ltd and Ms Juliet Chan Tay, Managing Director of Pivotal Business Solutions. They were joined by SIM President and Chief Executive Officer, Mr Seah Chin Siong.

Among the highlights of the conference include a workshop about balancing work and mental wellness by Dr Thomas Saltsman, Visiting Faculty of Department of Psychology from the University at Buffalo as well as in-depth discussions covering a wealth of topics such as ensuring continuity of education, digital technology, mental wellness and student well-being.

INTEGRATED LEARNING ECOSYSTEM

FOUNDATION & FRAMEWORK

TO ELEVATE THE LEARNING EXPERIENCE

Learning is more than just about the delivery of quality lessons or training programmes. Beyond the programmes and infrastructure we offer, we at SIM believe in building and nurturing a holistic learning ecosystem where valuable insights flow freely for the collective benefit of all stakeholders. When every element surrounding the learning process is tailored towards helping the learner get the most out of every interaction with SIM, both in and out of the classroom, the learning is much more effective and meaningful. This puts our learners in a unique position to make a greater social impact in the larger community.

ENHANCING DIGITAL CAPABILITIES

It is no secret that digital is the future, with many companies pivoting towards digital transformation. According to the World Economic Forum, an estimated 70% of new value created in the economy over the next decade will be based on digitally enabled platform business models. Similarly at SIM, our ongoing efforts to provide our students with a conducive learning environment are increasingly taking on a digital form.



SIM Online Platform

With a dedicated online platform, our learners can easily access resources, stay updated and manage their own learning. Launched in February 2021 to replace the Course Administration System (CAS), our online platform features functionalities such as course discovery, registration, payments and learning (online synchronous and self-paced).

The platform has also been expanded to include more learner-focused services such as skills profiling for SGUnited Skills participants and final year students, and job-matching capabilities.

Student and Alumni Portals

We have upgraded our student portal to incorporate new capabilities, enhance user experience and to make the portal more disruption-ready. The upgrade has also helped reduce local student application processing time. With online exams being increasingly prevalent due to pandemic restrictions, the Online Exam Proctoring System is able to administer exams remotely, with all the necessary measures in place to ensure student compliance. Likewise, our Alumni portal has been enhanced to foster engagement between alumni, students and the institution.

Internal Core Operations

For greater automation and to reduce manual tasks, a range of enhancements was implemented to internal core operations covering aspects such as Robotic Process Automation (RPA), Enterprise Sales dashboard, Financial Planning & Analysis (FP&A) management reporting capabilities and WhatsApp Business API Messaging for better communications. The enhancements have resulted in reduced manual redundancies and increased cost savings for the organisation, making our processes more effective and efficient.

CREATING AN ENVIRONMENT OPTIMISED FOR LEARNING

We ensure that our students are given the best support to perform at their best by providing them with high-quality infrastructure that facilitates course delivery and enhances student outcomes. With this in mind, we never compromise when it comes to providing the right infrastructure and resources towards creating the ideal environment for learning.

Campus Enhancements

Providing a conducive learning environment for our learners has always been one of our top priorities at SIM. As part of our ongoing campus rejuvenation plan, four seminar rooms were upgraded. We welcomed St Luke Eldercare as they established their corporate headquarters within SIM's headquarters. We look forward to more collaboration opportunities with our new tenant.

Library Enhancements

The library is the heart of a learning institution and in December 2021, we initiated a library facelift project to enhance total library experience for our patrons. The facelift includes exciting enhancements such as various learner-oriented additional fixtures and tools installed in group discussion rooms, new privacy pods for video conferencing, and a refreshed library website as well as library mobile app with more user friendly interface, a modern look and useful additional features.



SETTING THE STANDARD AS A LEARNING ORGANISATION

The best way to lead is by setting a prime example. As a lifelong learning hub, we at SIM are totally committed to continuously enhancing and building on our core competencies in order to position ourselves as a living model of a learning organisation.

A strong emphasis is placed on developing our human capital to ensure they are always on the forefront of their field, ready with new and relevant skills to provide a high-impact learning experience for our learners.

AREAS OF TRAINING: AGILE THINKING,





Skills Profiling Exercise

A better understanding of one's skills profile helps in identifying skill gaps against one's job roles and provides clarity for further training, retraining or redeployment. With this exercise, our staff members also benefit from better opportunities and greater career mobility. This exercise is in line with our journey towards Horizon 2025 where staff members are expected to learn new skills and work with people from different divisions to solve issues and deliver effective solutions.

Developing Staff Capability Through Learning@SIM

Envisioned as the hub for staff skills development, Learning@SIM was set up to build SIM's business competitiveness through fostering individual and organisation learning and knowledge to grow business areas, developing competitive capabilities and a robust SIM culture.

Through Learning@SIM, staff will be trained and upskilled with relevant new skills for their current roles and future career aspirations so as to fulfil business objectives. Courses provided under the platform encompass both functional and cognitive skills-based courses such as design thinking, agile learning design and development, agile thinking and analytics, systems thinking and human capital.

Culture is important to support our business objectives and transform the way we work to sustain performance over time. A specially chosen team of managers and directors have completed a yearlong programme in Leadership and Organisational Development (L&OD) to catalyse the culture change and equip them with the skills to set goals, manage complexity and create generative conversation in their daily work.

Key Appointments

2021 saw us add further depth to our talent pool with three new leaders joining us.





MR HIMANSHU TAMBE

As Chief Customer and Service Officer, he oversees end-to-end relationships with all SIM learners and provides

leadership and general

management for sales and

revenue growth.

As Chief Financial Officer, she helms SIM Group's financial strategy and financial management to ensure the Group's profitability and achievement of long-term financial goals.

MS YEO PIAH LANG



MS SARA YIK

As Chief Human Capital Officer, she leads workforce transformation needed to support SIM's strategic goals and provides overall leadership for transforming SIM's workforce capabilities.

INTEGRATED LEARNING ECOSYSTEM



ELEVATING OUR FACULTY

By enhancing our faculty, we enhance the learning experience of our learners and students. To ensure our faculty members are equipped with the latest skills and relevant competencies to always deliver top-guality instructions, we provide a wealth of opportunities through professional development workshops on teaching online, blended learning framework and overcoming hybrid teaching challenges and training sessions for them to continuously upgrade themselves. We also invited international speakers to address topics that focus on well-being, social emotional learning and positive education.



Faculty Appreciation Event

We recognise that we are backed by a strong team of faculty members who share our vision for lifelong learning. We held our first ever hybrid Faculty Appreciation Event in July 2021 where the event was held physically at SIM's Performing Arts Theatre for award recipients while other attendees viewed the event virtually. A total of 68 Lecturer Service, 12 Teaching Merit and 7 Teaching Excellence awards were given during the event.

Establishing an Educators' Community

In order to establish collegial collaboration and conferencing among associate faculty, a professional learning community was set up on Microsoft Teams for our faculty to share pedagogical workshop recordings and material. Virtual community conversations were also organised for our lecturers to share best practices and insights on online and blended learning.



Technology-Enabled Learning

To increase student engagement in online and blended learning, the Nearpod tool - an edtech platform that provides real-time insights into student understanding through interactive lessons, interactive videos, gamification, and activities was piloted and made available to all lecturers in October 2021. We also developed self-paced learning courses for faculty to better utilise SIM's online learning management system.

MAKING LEARNING SUSTAINABLE FROM **EVERY ASPECT**

Our aim is not only to transform lifelong learning for the better, but to also create a positive environmental, social and economic impact that benefits all stakeholders around us. At SIM, we are totally committed to making a lasting positive impact on the ESG (environmental, social and governance) front.



Setting Up of SIM Green Committee

A dedicated SIM Green Committee was formed to spearhead green initiatives at SIM, which included energy conservation efforts, upgrading of facilities and amenities to reduce energy consumption, switching to energy efficient assets and implementing new building automation systems to conserve more energy.



SIM People Development Fund

Ultimately at the core, it is all about people. SIMPDF was set up with the singular focus of empowering Singaporeans to participate meaningfully in the fast-changing marketplace. In 2021, SIMPDF spearheaded the iShop@heartlands project with the aim to facilitate e-commerce for heartland merchants. The Fund has also commissioned a research project geared towards empowering Singaporeans for the future of work by identifying new pathways to thrive in various emerging sectors.

SUPPORTING OUR STUDENTS' ASPIRATIONS THROUGH SCHOLARSHIPS AND BURSARIES

At SIM, we believe that every student deserves the opportunity to have a quality education. We provide scholarships to students with demonstrated needs and academic potential to support them on their journey towards realising their fullest potential.





University of London – SIM Regional Centre **Master's Scholarship**

Every year, this scholarship funds SIM-UOL (University of London) graduates for postgraduate studies at any of the UOL Member Institutions. Accordingly in 2021, one student was awarded a full scholarship to pursue the MSc in Operations Research and Analytics programme at The London School of Economics and Political Science (LSE). The scholarship is jointly funded by SIM and UOL.

SIM-Stirling Sports Scholarship

Founded since 2016 in partnership with Singapore Sport Institute SpexEducation, the SIM-Stirling Sports Scholarship has benefitted a total of six students to date. In 2021, one student benefitted from the Scholarship which supports SSI student-athletes to integrate their pursuit of high-performance sports with their academic aspirations.







Supporting Our Students' Career Development

We believe in giving our students all the support they need to succeed. We provide a wide range of assistance including internship placements, coaching sessions and workshops to enhance our learners' employability. We have observed a steady improvement in our graduate employment rates over three years with 88.6% recorded in 2021.



SIM-UB Scholarship

A merit-based award offered twice yearly to one student, the SIM-UB (University at Buffalo) Scholarship covers a one semester tuition fee waiver and up to \$7,500 reimbursement for oncampus housing and airfare between Singapore and Buffalo. The scholarship provides deserving students with an opportunity to have the home campus experience in UB.

SCIA Scholarships

At Singapore (Cambodia) International Academy, we distributed a total of 21 scholarships with a combined value of \$352,590 awarded.

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 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.

CORPORATE GOVERNANCE AND INFORMATION

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 MADELEINE LEE**

Managing Director / Chief Investment Officer, Athenaeum Pte Ltd



MEMBER MR CHIA WEE BOON Advisor, Singtel Group Enterprise



MEMBER **MS SUSAN CHONG** Chief Executive Officer, Greenpac (S) Pte Ltd



MEMBER **MS JENNIFER LEWIS**

> Head, Communications and Engagement, Temasek Foundation



MEMBER **MR NAZRI OTHMAN**

Senior Vice President, Cargo Services, SATS Airport Services Pte Ltd



MEMBER FROM 1 JUN 2021 **MR DAVID CHUA**

Chief Executive Officer, National Youth Council



MEMBER UNTIL 1 JUN 2021 **MS JUNIE FOO**

Group Executive Director, Methodist Welfare Services



MEMBER FROM 1 JUN 2021

MS TINKU GUPTA

Senior Managing Director & Chief Technology Officer, Singapore Exchange



MEMBER UNTIL 1 JUN 2021 **MR GEORGE THIA** Director, Asiainc Pte Ltd



MEMBER MR YUEN KUAN MOON Group Chief Executive Officer, Singapore Telecommunications Ltd

CORPORATE GOVERNANCE AND INFORMATION



MEMBER **MR TAN CHOON SENG** Chairman, Truscott Group



EX-OFFICIO MR SEAH CHIN SIONG President and Chief Executive Officer, SIM

MEETING ATTENDANCE OF SIM **BOARD OF DIRECTORS**

				1	
Name and Occupation	Designation in Board of Directors	Date of Appointment to Board of Directors	Board of Directors Meetings ²	Board of Directors Committee Meetings	Total
Ms Euleen Goh Non-Executive Chairman, SATS Ltd	Chairman	14 Oct 2020	4	12	16
Professor Hsieh Tsun-yan Chairman and Lead Counsellor, LinHart Group	Vice-Chairman	14 Oct 2020	4	7	11
Ms Madeleine Lee Managing Director/Chief Investment Officer, Athenaeum Pte Ltd	Treasurer	14 Oct 2020	4	7	11
Mr Chia Wee Boon Advisor, Singtel Group Enterprise	Member	14 Oct 2020	4	7	11
Ms Susan Chong Chief Executive Officer, Greenpac (S) Pte Ltd	Member	14 Oct 2020	4	7	11
Mr David Chua Chief Executive Officer, National Youth Council	Member	1 Jun 2020	2	2	4
Ms Junie Foo Group Executive Director, Methodist Welfare Services	Member (until 1 Jun 2021)	14 Oct 2020	2	2	4
Ms Tinku Gupta Senior Managing Director & Chief Technology Officer, Singapore Exchange	Member	1 Jun 2020	2	1	3
Ms Jennifer Lewis Head, Communications and Engagement, Temasek Foundation	Member	18 Nov 2020	4	4	8
Mr Nazri Othman Senior Vice President, Cargo Services, SATS Airport Services Pte Ltd	Member	14 Oct 2020	4	6	10
Mr Tan Choon Seng Chairman, Truscott Group	Member	14 Oct 2020	4	8	12
Mr George Thia Director, Asiainc Pte Ltd	Member (until 1 Jun 2021)	14 Oct 2020	2	2	4
Mr Yuen Kuan Moon Group Chief Executive Officer, Singapore Telecommunications Ltd	Member	14 Oct 2020	4	0	4
Mr Seah Chin Siong ³ President and Chief Executive Officer, SIM	Ex-Officio	14 Oct 2020	4	11	15

¹ No member of the Board of Directors was remunerated for his/her Board services in FY2021. SIM has no paid staff who are close members of the family of the Board of Directors or President and Chief Executive Officer.

² A total of 4 Board of Directors meetings were conducted in FY2021.

³Mr Seah Chin Siong was appointed as President and Chief Executive Officer of SIM on 1 March 2020.

COMMITTEES

COMMITTEE	
Executive Committee	Cł Ms Pr Ms Ms
Audit & Risk Committee	Ct Mi Mi Mi Mi Mi Mi
Finance & Investment Committee	Ct Mi Mi Mi Mi Mi
Human Capital Committee	Ct Pr Ma Ms
Nomination Committee	Ct Mi Mi Mi

RELATED ENTITIES OF SIM

ENTITY	
Singapore Institute of Management Holdings Pte Ltd Board of Directors	Mi Pri Mi Di
	Pr Pr
	M i Pro
SIM AEC Pte Ltd Board of Directors	Mr Ch Inf
	Dr Ch

CHAIRMAN AND MEMBERS

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Is Euleen Goh

1embers

Professor Hsieh Tsun-yan As Madeleine Lee Is Susan Chong

Chairman

Ar Chia Wee Boon

1embers

Is Junie Foo (until 1 Jun 2021) Ar Nazri Othman Ar George Thia (until 1 Jun 2021) Ir Tan Choon Seng Ar David Chua (from 1 Aug 2021)

Chairman As Madeleine Lee

1embers

Ar Tan Choon Seng Ar Chia Wee Boon Is Jennifer Lewis (until 1 Aug 2021) As Tinku Gupta (from 1 Aug 2021)

Chairman

Professor Hsieh Tsun-yan

lembers

As Susan Chong /Is Euleen Goh

Chairman

4s Euleen Goh

1embers

Is Jennifer Lewis 1r Nazri Othman

DIRECTORS

Ir Seah Chin Siong resident and Chief Executive Officer, SIM

Is Shirley Tay (until 6 Aug 2021) Director, Finance, SIM

rofessor Wei Kwok Kee (from 6 Aug 2021) rovost, SIM

Ir Seah Chin Siong

resident and Chief Executive Officer, SIM

Ir Ho Seong Kim

hief Digital Solutions, Platform and nfrastructure Officer, SIM

Or Kevyn Yong

hief Learning Officer, SIM

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

REGISTERED ADDRESS

AUDITOR

LAWYERS

PRINCIPAL BANKER Marina Bay Financial Centre Tower 3, Singapore 018982

CORPORATE GOVERNANCE AND INFORMATION

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Statements of Comprehensive Income



Consolidated Statement of Cash Flows

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 2021.

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 2021, 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 Tan Choon Seng

Mr Yuen Kuan Moon

Mr Nazri bin Othman

Ms Lewis Jennifer Theresa

Mr David Chua	(Appointed on 1 June 2021)
Ms Tinku Gupta	(Appointed on 1 June 2021)

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 Companies Act.

DIRECTORS' STATEMENT

Directors' contractual benefits

Since the end of the previous financial period, 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 Madeleine Lee Director

5 May 2022

INDEPENDENT AUDITOR'S REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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 2021, 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, 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 2021 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 vear 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.

INDEPENDENT AUDITOR'S REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Other information (cont'd)

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.

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.

INDEPENDENT AUDITOR'S REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

- 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.
- · 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 5 May 2022

STATEMENTS OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

		GROUP		COMPANY	
	Note	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
		\$'000	\$'000	\$'000	\$'000
Income					
Course, conference and consultancy fees	4	179,460	142,954	11,537	3,711
Grant income	5	14,094	11,463	11,861	6,180
Rental income	6	31,621	24,337	31,551	24,258
Group corporate service income from subsidiaries		_	_	49,206	25,823
Group corporate service income from third party	4	10,520	9,492	10,514	9,487
Investment income	7	14,917	11,502	16,622	11,978
Other income	8	2,450	1,549	35,696	78,693
Total income	_	253,062	201,297	166,987	160,130
Expenditure					
Course, conference and consultancy expenses		83,283	65,936	7,039	3,187
Donations to outside parties		207	6,162	6	143
Investment expenses	7	494	1,462	494	1,462
Finance expenses	9	1,243	1,072	-	_
Administrative and other expenses	10	117,228	103,883	96,108	71,432
Total expenditure		202,455	178,515	103,647	76,224
Excess of income over expenditure before income tax		50,607	22,782	63,340	83,906
Income tax expenses	12	1,860	4,313	-	-
Excess of income over expenditure after income tax	-	48,747	18,469	63,340	83,906
Other comprehensive income:	Г				
Items that will not be reclassified subsequently to income and expenditure:					
Funds received / (utilised)		39	(12)	-	-
Items that may be reclassified subsequently to income and expenditure:					
Foreign currency translation		(845)	2,135	-	-

Other comprehensive income for the year / period, net of tax

Total comprehensive income for the year / period

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

(806) 2.123 20,592 63.340 47,941 83,906
STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

		GROUP		СОМ	PANY
	Note	2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	13	147,678	176,175	129,246	154,099
Investment properties	14	-	323	-	323
Investment in subsidiaries	15	-	_	3,500	3,500
Trade and other receivables	16	743	686	-	-
Loan to a subsidiary	20	-	_	27,576	37,014
Total non-current assets		148,421	177,184	160,322	194,936
CURRENT ASSETS					
Trade and other receivables	16	9,077	16,190	24,360	28,876
Unbilled receivables		392	236	392	236
Grant receivables		13,111	2,237	12,618	1,601
Prepayments		2,534	2,145	1,720	1,149
Derivatives	17	1,208	625	1,208	625
Financial assets at fair value through profit or loss	18	243,823	94,608	243,823	94,608
Cash and bank balances	19	227,881	323,024	170,042	234,672

498,026

646,447

439,065

616,249

454,163

614,485

361,767

556,703

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

		GROUP		COM	IPANY
	Note	2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
LIABILITIES, RESERVES AND FUND BALANCES					
CURRENT LIABILITIES					
Trade and other payables	21	33,762	45,607	18,965	22,394
Course fees received in advance	4(b)	33,020	31,379	199	178
Grant received in advance		-	2,171	-	877
Deferred capital grants	22	1,259	1,259	1,259	1,259
Derivatives	17	6	199	1	15
Lease liabilities	23	1,534	904	-	-
Income tax payable	_	1,725	5,994	-	-
Total current liabilities	_	71,306	87,513	20,424	24,723
NET CURRENT ASSETS	-	426,720	351,552	433,739	337,044
NON-CURRENT LIABILITIES					
Trade and other payables	21	991	1,179	-	-
Deferred capital grants	22	4,303	5,562	4,303	5,562
Lease liabilities	23	19,058	19,078	-	-
Deferred tax liabilities	24	138	207	-	-
Total non-current liabilities	_	24,490	26,026	4,303	5,562
TOTAL LIABILITIES		95,796	113,539	24,727	30,285
NET ASSETS	-	550,651	502,710	589,758	526,418
RESERVES AND FUND BALANCES					
General fund:					
Accumulated surplus		67,216	18,469	147,246	83,906
Merger reserve	25	482,542	482,542	442,512	442,512
Foreign currency translation reserve		407	1,252	_	_
	-	550,165	502,263	589,758	526,418
Other restricted funds	26	486	447	-	-
Total reserves and fund balances	-	550,651	502,710	589,758	526,418
TOTAL LIABILITIES, RESERVES AND	-	646,447	616,249	614,485	556,703

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

Total current assets TOTAL ASSETS

_____ STATEMENTS OF FINANCIAL POSITION

STATEMENTS OF CHANGES IN RESERVES AND FUNDS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

			GENERAI				
	Note	Accumulated surplus	Merger reserve (Note 25)	Foreign currency reserve	Sub-Total	Other restricted funds	Total
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group							
At 4 October 2019 (date of incorporation)		-	-	-	-	-	-
Excess of income over expenditure for the period		18,469	-	-	18,469	-	18,469
Other comprehensive income							
Funds utilised, net		-	-	-	-	(12)	(12)
Foreign currency translation		-	-	2,135	2,135	-	2,135
Other comprehensive income for the period		_	-	2,135	2,135	(12)	2,123
Total comprehensive income for the period		18,469	-	2,135	20,604	(12)	20,592
Transfer of assets and liabilities from an entity under common control	15	_	439,012	_	439,012	_	439,012
Acquisition of subsidiaries under common control	15	-	43,530	(883)	42,647	459	43,106
At 31 December 2020 and 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
Other comprehensive income							
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		67,216	482,542	407	550,165	486	550,651

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

STATEMENTS OF CHANGES IN RESERVES AND FUNDS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

	Note	Accumulated surplus	Merger reserve (Note 25)	Total
		\$'000	\$'000	\$'000
Company				
At 4 October 2019 (date of incorporation)		_	-	_
Excess of income over expenditure for the period, representing total comprehensive income for the period		83,906	-	83,906
Transfer of assets and liabilities from an entity under common control	15	_	442,512	442,512
At 31 December 2020 and 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		147,246	442,512	589,758
The accompanying accounting policies and explanatory notes form an integr	al part c	f the financial staten	nents.	

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

	Note	1.1.2021 to 31.12.2021 \$'000	4.10.2019 to 31.12.2020 \$'000
Operating activities		\$ 000	φ 0000
Excess of income over expenditure before income tax		50,607	22,782
Adjustments for:	-		
Depreciation of property, plant and equipment (including right-of-use assets) and investment properties	10	34,173	28,535
Loss / (gain) on disposal of property, plant and equipment	8, 10	68	(8)
Write-back on allowance for expected credit loss on trade and other receivables	16	(227)	63
Written off on allowance for expected credit loss on trade and other receivables		-	(11)
Investment income		(7,920)	(3,516)
Dividend income from quoted equity securities	7	(1,746)	(273)
Fair value changes arising from financial assets at fair value through profit or loss	7	(4,757)	(6,251)
Fair value changes arising from derivatives		(180)	184
Amortisation of deferred capital grants	5	(1,259)	(1,049)
Finance expenses	9	1,243	1,072
Foreign currency translation difference	_	(829)	2,154
Operating cash flows before movements in working capital		69,173	43,682
Trade and other receivables		7,465	6,512
Unbilled receivables		(156)	(236)
Grant receivables		(10,873)	(2,008)
Prepayments		(389)	2,641
Trade and other payables		(12,144)	16,358
Course fees received in advance		1,640	(16,274)
Grants received in advance		(2,171)	1,648
Other restricted funds	_	39	(12)
Cash flows from operations		52,584	52,311
Income tax paid		(6,198)	(3,284)
Net cash flows generated from operating activities			

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

	Note	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
		\$'000	\$'000
Investing activities			
Purchase of property, plant and equipment		(5,064)	(4,338)
Proceeds from disposal of property, plant and equipment		2	1,024
Cash proceeds from transfer of assets and liabilities		-	288,876
Placement with fund manager		(135,946)	(12,717)
Interest received		488	1,722
Withdrawal of fixed deposits	_	(15,400)	-
Net cash flows (used in) / generated from investing activities	_	(155,920)	274,567
Financing activity			
Payment of lease liabilities	_	(1,009)	(570)
Net cash flows used in financing activity	_	(1,009)	(570)
Net (decrease) / increase in cash and cash equivalents		(110,543)	323,024
Cash and cash equivalents at the beginning of financial year / date of incorporation	_	323,024	_
Cash and cash equivalents at the end of financial year / period	19	212,481	323,024
The accompanying accounting policies and explanatory notes form an integral part of the financia	l statemen	its.	

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

General information 1.

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

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

Basis of preparation 2.1

The consolidated financial statements of the Group have been prepared in accordance with the provisions of the Singapore Charities Act 1997, 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.

Adoption of new and amended standards 2.2

The Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 January 2021. 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 2021

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

Standards issued but not yet effective 2.3

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

Description

Amendments to FRS 16: Property, Plant and Equipment-Proceeds before Intended Use

Annual Improvements to FRSs 2018-2020

Amendments to FRS 3: Reference to the Conceptual Fram

Amendments to FRS 37: Onerous Contracts- Cost of Full a contract

Amendments to FRS 1: Classification of Liabilities as Curre Non-current

Amendments to FRS 8: Definition of Accounting Estimate

Amendments to FRS 1 and FRS Practice statement 2: Disclosure of Accounting Policies

Amendments to FRS 12: Deferred Tax related to Asset and Liabilities arising from a Single Transaction

Amendments to FRS 110 and FRS 28 Sale or Contribution Assets between an Investor and its Associate or Joint Ve

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.

Basis of consolidation and business combinations 2.4

(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.

	Effective for annual periods beginning on or after					
	l January 2022					
	l January 2022					
nework	l January 2022					
lfiling	1 January 2022					
ent or	l January 2023					
es	l January 2023					
	l January 2023					
l	1 January 2023					
on of ′enture	Date to be determined					
	-					

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

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

(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:

- de-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- de-recognises the carrying amount of any non-controlling interest;
- de-recognises 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;
- re-classifies the Group's share of components previously recognised in other comprehensive income to income and expenditure or accumulated surplus, as appropriate.

Business combinations (b)

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 2021

- Summary of significant accounting policies (cont'd) 2.
- Basis of consolidation and business combinations (cont'd) 2.4
 - (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 acquire 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.



FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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 2021

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 de-recognition of the asset is included in income and expenditure in the year the asset is derecognised.

2.7 Investment properties

Investment properties are properties that are 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 properties comprise completed investment properties and properties that are being constructed or developed for future use as investment properties. Properties held under operating leases are classified as investment properties when the definition of an investment property is met.

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are 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. The depreciation rate is 2%.

Investment properties are 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.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

Impairment of non-financial assets 2.8

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.

Subsidiaries 2.9

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 2021

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

2.10 Financial instruments

Financial assets (a)

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.



FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

2.10 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Derivative

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.

De-recognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On de-recognition 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.

Financial liabilities (b)

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

- 2.10 Financial instruments (cont'd)
 - (b) Financial liabilities (cont'd)

De-recognition

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 de-recognition 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 balance sheets, 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.

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.



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

Impairment of financial assets (cont'd) 2.11

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 cash equivalents

Cash and cash equivalents 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.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

2.

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.

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). Rightof-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.

The Group's right-of-use assets are presented within property, plant and equipment (Note 13).

Summary of significant accounting policies (cont'd)

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

- 2.15 Leases (cont'd)
 - (a) As lessee (cont'd)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

2.15 Leases (cont'd)

(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 over the duration of the programs. Included in the course fees are application fees, boarding fees and admission package fees which are recognised over the duration of the programs.

(b) Group corporate service income

Revenue from provision of group corporate services are recognised over the period of service.

Donations (c)

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.



FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

2.16 Revenue recognition (cont'd)

Dividend income (e)

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

Rental income (f)

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

2.17 Employee benefits

Defined contribution plans (a)

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.

Other employee benefits for Cambodia (c)

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

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.

(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.



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

Taxes (cont'd) 2.18

(b) Deferred tax (cont'd)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

2.18 Taxes

(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.

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
- 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.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Significant accounting judgements and estimates 3.

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.

Judgements made in applying accounting policies 3.1

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 five 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 2021 is disclosed in Note 15.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

- Significant accounting judgements and estimates (cont'd) 3.
- Key sources of estimation uncertainty (cont'd) 3.2
 - (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-ofuse 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).

Allowance for expected credit losses of loans receivable from subsidiaries (c)

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

The assessment of the loss allowance on loans receivable from 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 loss allowance on loans receivable from subsidiary is disclosed in Note 20.



NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Revenue 4.

(a) Disaggregation of revenue

	1.1.2021 TO 31.12.2021				4.10.2019 TO 31.12.2020			
	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
Group								
Segments								
Geographical markets								
Singapore	174,218	10,520	17,194	201,932	139,189	9,492	12,879	161,560
Cambodia	5,242	_	173	5,415	3,765	-	172	3,937
	179,460	10,520	17,367	207,347	142,954	9,492	13,051	165,497
Major service lines								
Course, conference and consultancy fees	179,460	-	-	179,460	142,954	-	-	143,242
Group corporate service income from third party	-	10,520	_	10,520	-	9,492	-	9,204
Other income	-	-	17,367	17,367	-	-	13,051	13,051
	179,460	10,520	17,367	207,347	142,954	9,492	13,051	165,497
Timing of transfer of services								
At a point in time	-	-	17,367	17,367	-	-	13,051	13,051
Over time	179,460	10,520	-	189,980	142,954	9,492	-	152,446

17,367 207,347

142,954

9,492

13,051 165,497

* Other income excludes grant and rental income

179,460

10,520

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

4. Revenue (cont'd)

(a) Disaggregation of revenue (cont'd)

	1.1.2	2021 TO 3	51.12.20	21	4.10.2	019 ТО 3	31.12.20	20
	Course, conference and consultancy fees	Group corporate service income	Other income*	Total	Course, conference and consultancy fees	Group corporate service income	Other income*	Tota
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'00
Company								
Segments								
Geographical markets								
Singapore	11,537	59,720	52,318	123,575	3,711	35,310	90,671	129,69
	11,537	59,720	52,318	123,575	3,711	35,310	90,671	129,69
Major service lines								
Course, conference and consultancy fees	11,537	-	-	11,537	3,711	-	-	3,7
Group corporate service income from subsidiaries	-	49,206	-	49,206	-	25,823	_	25,82
Group corporate service income from third party	-	10,514	-	10,514	-	9,487	-	9,48
Other income	_	-	52,318	52,318	-	-	90,671	90,67
	11,537	59,720	52,318	123,575	3,711	35,310	90,671	129,6
Timing of transfer of services								
At a point in time	-	-	52,318	52,318	-	-	90,671	90,6
Over time	11,537	59,720	-	71,257	3,711	35,310	-	39,02
	11,537	59,720	52,318	123,575	3,711	35,310	90,671	129,69

* Other income excludes grant and rental income

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

4. Revenue (cont'd)

Course fees received in advance (b)

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

	GR	OUP	COMPANY		
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	
	\$'000	\$'000	\$'000	\$'000	
Course fees received in advance	33,020	31,379	199	178	

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

_	GR	Ουρ	СОМ	PANY
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
	\$'000	\$'000	\$'000	\$'000
Jobs support scheme ("JSS") grant	2,837	10,414	1,343	5,131
Jobs growth incentive ("JGI") grant	969	-	230	-
Rental support scheme ("RSS") grant	7,458	-	7,458	-
Cash grant	1,571	-	1,571	-
Deferred capital grant amortised (Note 22)	1,259	1,049	1,259	1,049
	14,094	11,463	11,861	6,180

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Grant income (cont'd) 5.

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 profit or loss 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.

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**

	GR	OUP	COMPANY		
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	
	\$'000	\$'000	\$'000	\$'000	
Rental income	31,621	24,337	31,551	24,258	

The Group recognised property tax rebate and rental relief transferred to the tenant as a reduction of rental income.

Property tax rebate

In 2020, the Singapore Government had given remission of property tax (property tax rebates) under section 6(8) of the Property Tax Act (Cap. 254) to qualifying non-residential properties in response to the Covid-19 pandemic. For the portion of a non-residential property leased out to a lessee (tenant), the Group (landlord) must transfer the benefit from the property tax rebate under section 29 of the Covid-19 (Temporary Measures) Act 2020 to the tenant. For the vacant portion of the property, the Group itself will benefit from the property tax rebate.

The Group has fully passed on the property tax rebate to tenants and recognised the property tax rebates as a reduction of rental income during the period.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Rental income (cont'd) 6.

Rental Relief Framework ("RRF")

The Singapore Government had introduced RRF on 31 July 2020 for SMEs and NPOs. RRF provides rental relief to SMEs and NPOs who are tenant-occupiers for qualifying commercial properties and non-residential properties based on the contractual rent, excluding any maintenance fee and service charges. Landlords and property-owners will be required to waive the contractual rent for the tenant, excluding any maintenance fee and service charges.

The Group has waived the contractual rent income on the specified months and recognised the RRF grant as a reduction of rental income during the period.

Investment (income) / expenses 7.

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

	GR	OUP	COMPANY		
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	
	\$'000	\$'000	\$'000	\$'000	
Investment income					
Dividend income from quoted equity securities	(1,746)	(273)	(1,746)	(273)	
Fair value changes arising from investments in quoted equity and debt securities	(4,757)	(6,251)	(4,757)	(6,251)	
Foreign exchange gain, net	(637)	-	(637)	-	
(Gain) / loss from sale of investments:					
- Quoted equity securities	(5,455)	(2,442)	(5,455)	(2,442)	
- Quoted debt securities	253	79	253	79	
Interest income from:					
- Quoted debt securities	(2,033)	(1,097)	(2,033)	(1,097)	
- Deposits	(542)	(1,518)	(338)	(582)	
- Loan to a subsidiary	-	-	(1,909)	(1,412)	
	(14,917)	(11,502)	(16,622)	(11,978)	
Investment expenses					
Foreign exchange loss, net	-	1,103	-	1,103	
Fund manager's fee	428	322	428	322	
Others	66	37	66	37	
	494	1,462	494	1,462	

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

8. Other income

	GR	OUP	COMPANY			
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020		
	\$'000	\$'000	\$'000	\$'000		
Carpark	271	144	271	145		
Donations	55	33	-	-		
Foreign exchange gain, net	1,074	-	12	-		
Gain on disposal of property, plant and equipment	-	8	-	5		
Sundry income	1,050	1,364	413	543		
Dividend income from a subsidiary	_	-	35,000	78,000		
	2,450	1,549	35,696	78,693		

9. Finance expenses

	GROUP		COMPANY	
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	1,243	1,072	-	-

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

10. Administrative and other expenses

	GROUP		COMPANY	
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
	\$'000	\$'000	\$'000	\$'000
Employee benefits expense (Note 11)	60,634	49,738	36,623	28,903
Depreciation of property, plant and equipment (including right-of-use assets) (Note 13)	33,850	28,267	29,166	23,836
Depreciation of investment properties (Note 14)	323	268	323	268
Utilities and facility management expenses	14,309	11,096	10,872	7,888
Professional fees	2,362	2,655	1,939	2,044
Property tax expenses	3,640	7,367	3,640	7,367
Foreign exchange loss, net	-	2,497	-	32
Allowance for expected credit loss on loan to a subsidiary	_	-	12,168	-
Loss on disposal of property, plant and equipment	68	_	58	-
Others	2,042	1,995	1,319	1,094
	117,228	103,883	96,108	71,432

Employee benefits expense 11.

	GR	Ουρ	COMPANY		
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	
	\$'000	\$'000	\$'000	\$'000	
Wages and salaries	52,463	43,107	31,595	24,944	
Defined contribution plans	6,225	4,843	3,770	3,016	
Other short-term benefits	1,946	1,788	1,258	943	
	60,634	49,738	36,623	28,903	

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

12. Income tax expenses

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

(a) Major components of income tax expense

The major components of income tax expense for the year and period ended 31 December 2021 and 2020 is:

Current income tax

- Current period

- Under / (over) provision in respect of prior years

Deferred income tax

- Origination and reversal of temporary differences

Income tax expense recognised in income and expenditure

GROUP								
1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020							
\$'000	\$'000							
1,260	4,850							
669	(537)							
1,929	4,313							
(69)	_							
1,860	4,313							

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

12. Income tax expenses (cont'd)

Relationship between tax expense and excess of income over (b) expenditure before 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 and period ended 31 December 2021 and 2020 is as follows:

	GROUP		
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	
	\$'000	\$'000	
Excess of income over expenditure before tax	50,607	22,782	
Tax at the domestic rates applicable to profits in the countries where the Group operates	8,324	3,579	
Adjustments:			
Income not subject to tax	(7,737)	(2,144)	
Non-deductible expenses	1,776	1,545	
Effect of partial tax exemption and tax relief	(1,798)	(41)	
Under / (over) provision in respect of prior years	669	(537)	
Deferred tax assets not recognised	626	1,945	
Others	-	(34)	
Income tax expense recognised in income and expenditure	1,860	4,313	

At the end of the reporting period, the Group has unutilised tax losses of approximately \$40,485,000 (2020: \$36,278,000), 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 FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

13. Property, plant and equipment

	Leasehold Iand	Building and improvements	Office equipment, furniture and fittings	Motor vehicles	Computers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group						
Cost:						
At 1 January 2021	7,100	182,331	7,863	302	4,642	202,238
Additions	202	110	1,662	_	3,090	5,064
Disposals	-	-	(68)	_	(128)	(196)
Reclassification	(189)	-	58	_	131	_
Exchange differences	64	348	78	9	16	515
At 31 December 2021	7,177	182,789	9,593	311	7,751	207,621
Accumulated depreciation:						
At 1 January 2021	601	22,668	1,313	86	1,395	26,063
Depreciation for the year	1,488	26,536	3,636	113	2,077	33,850
Disposals	-	-	(58)	_	(69)	(127)
Exchange differences	39	57	41	6	14	157
At 31 December 2021	2,128	49,261	4,932	205	3,417	59,943
Net carrying amount:						
At 31 December 2021	5,049	133,528	4,661	106	4,334	147,678

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

	Leasehold land	Building and improvements	Office equipment, furniture and fittings	Motor vehicles	Computers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group						
Cost:						
At 4 October 2019 (date of incorporation)	-	-	-	_	-	-
Acquisition of subsidiaries under common control (Note 15)	_	21,238	4,787	303	1,586	27,914
Transfer of assets from an entity under common control (Note 15)	7,100	163,260	2,597	27	1,322	174,306
Additions	-	296	2,149	-	1,893	4,338
Disposals	-	-	(2,566)	-	(300)	(2,866)
Reclassification	-	(1,252)	1,068	-	184	-
Exchange differences	-	(1,211)	(172)	(28)	(43)	(1,454)
At 31 December 2020	7,100	182,331	7,863	302	4,642	202,238
Accumulated depreciation:						
At 4 October 2019 (date of incorporation)	_	-	_	_	-	-
Depreciation for the period	601	22,882	2,994	101	1,689	28,267
Disposals	-	-	(1,589)	-	(261)	(1,850)
Exchange differences	-	(214)	(92)	(15)	(33)	(354)
At 31 December 2020	601	22,668	1,313	86	1,395	26,063
Net carrying amount:						
At 31 December 2020	6,499	159,663	6,550	216	3,247	176,175

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

	Leasehold land	Building and improvements	Office equipment, furniture and fittings	Motor vehicles	Computers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Company						
Cost:						
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	7,100	163,149	6,298	27	5,630	182,204
Accumulated depreciation:						
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	1,322	46,268	3,190	27	2,151	52,958
Net carrying amount:						
At 31 December 2021	5,778	116,881	3,108	-	3,479	129,246

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

	Leasehold land	Building and improvements	Office equipment, furniture and fittings	Motor vehicles	Computers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Company						
Cost:						
At 4 October 2019 (date of incorporation)	_	-	-	-	-	-
Transfer of assets from an entity under common control	7,100	163,260	2,597	27	1,322	174,306
Additions	-	-	2,038	-	1,594	3,632
Disposals	-	-	-	-	(3)	(3)
Reclassification	-	(221)	59	-	162	-
At 31 December 2020	7,100	163,039	4,694	27	3,075	177,935
Accumulated depreciation:						
At 4 October 2019 (date of incorporation)	-	-	-	-	-	-
Depreciation for the period	601	21,024	1,307	15	889	23,836
At 31 December 2020	601	21,024	1,307	15	889	23,836
Net carrying amount:						
At 31 December 2020	6,499	142,015	3,387	12	2,186	154,099

Assets under construction

The Group's and the Company's property, plant and equipment included \$526,000 and \$434,000 (2020: \$1,060,000 and \$908,000) 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

14. Investment properties

Cost:

At 1 January 2021 / 4 October 2019 (date of incorporation) Transfer of assets from an entity under common control At 31 December Accumulated depreciation: At 1 January 2021 / 4 October 2019 (date of incorporation) Depreciation for the year / period At 31 December Net carrying amount

Statement of comprehensive income

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

Rental income from investment properties

The Group has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

Valuation of investment properties

The fair value of the investment properties as at 31 December 2021 approximates \$37,500,000 (2020: \$34,000,000). The independent valuation was performed by an independent professional valuation firm on 31 December 2021. Details of valuation techniques and inputs used are disclosed in Note 29.

	GROUP	AND	COMPANY
	2021		2020
	\$'000		\$'000
	591		-
	-		591
	591		591
	268		-
	323		268
	591		268
	_		323
	GROUP	AND	COMPANY
	1.1.2021		4.10.2019 to
	31.12.202	21	31.12.2020
	\$'000		\$'000
s	226		195
	611		348

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

15. Investment in subsidiaries

	CC	MPANY
	2021	2020
	\$'000	\$'000
oted equity shares, at cost	3,500	3,500

Details of the Company's subsidiaries at 31 December 2021 are as follows:

Name of subsidiary	Country of incorporation/ registration and operation	Principal activities	Proportic ownership and votin	o interest
			2021 %	2020 %
Held by the Company Singapore Institute of Management Holdings Pte. Ltd.*	Singapore	Investment holding	100	100
SIM Academy Pte. Ltd.* (Formerly known as SIM AEC Pte. Ltd.)	Singapore	Engaged in course programs to train future entrepreneurs	100	100
Held through Singapore Institute of Management Holdings Pte. Ltd.				
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 corporate training services and motivational course providers	100	100
Held through Singapore Institute of Management International Pte. Ltd.				
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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

15. Investment in subsidiaries (cont'd)

On 1 March 2020, the Group undertook the following restructuring exercises (the "Restructuring Exercises"):

(a) Transfer of assets and liabilities from Singapore Institute of Management Society ("SIM Soc") to the Company

On 1 March 2020, SIM Soc, an entity registered in Singapore under the Societies Act transferred its existing identifiable assets and liabilities as at 29 February 2020 to the Company at \$0 consideration. Both SIM Soc and the Company are managed by the same parties, the transfer is between the Common Control entities and the pooling-of-interest method was used to account for the transfer of assets and liabilities. Under the pooling-of-interest method as described in Note 2.4, the assets and liabilities transferred are brought into the financial statements of the Group and the Company at the carrying amounts as at 1 March 2020.

The difference between the consideration paid and the net assets acquired by the Company is reflected as merger reserve.

Assets

- Property, plant and equipment Investment properties Investment in subsidiaries Trade and other receivables Loan to a subsidiary Unbilled receivables Grant receivables Prepayments
- Financial assets at fair value through profit or loss
- Cash and bank balances

Carrying amounts as of 01.03.2020 \$'000

174,306
591
3,500
30,062
30,095
5,300
229
960
74,294
138,843
458,180

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Investment in subsidiaries (cont'd) 15.

Transfer of assets and liabilities from Singapore Institute of (a) Management Society ("SIM Soc") to the Company (cont'd)

	Carrying amounts as of 01.03.2020
	\$'000
Liabilities	
Trade and other payables	(7,187)
Course fees received in advance	(116)
Grant received in advance	(218)
Deferred capital grants	(7,870)
Derivatives	(277)
	(15,668)
Total identifiable net assets	442,512
Consideration paid	
Merger reserve (Company)	442,512
Less: Investment in subsidiaries	(3,500)
Merger reserve (Group)	439,012
Effect of the transfer on cashflow	
Total consideration paid	-
Less: Cash and bank balances acquired	(138,843)
Net cash inflow on the transfer date	(138,843)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

15. Investment in subsidiaries (cont'd)

(b) Acquisition of subsidiaries under common control

On 1 March 2020, the Company acquired 100% of equity interest of SIM Soc's subsidiaries as listed below:

- (i) 100% equity interests representing 2,500,001 shares of Singapore Institute of Management Holding Pte. Ltd. ("SIMH"), a subsidiary held by SIM Soc.
- (ii) 100% equity interest representing 1,000,000 shares of SIM AEC Pte. Ltd., a subsidiary held by SIM Soc.
- (iii) 100% equity interest representing 2,500,000 shares of Singapore Institute of Management Pte. Ltd., a subsidiary held by SIMH.
- (iv) 100% equity interest representing 1 share of Singapore Institute of Management International Pte. Ltd. ("SIMI"), a subsidiary held by SIMH.
- (v) 100% equity interest representing 1 share of SIM Xtension Pte. Ltd., a subsidiary held by SIMH.
- (vi) 100% equity interest representing 25,000 shares of Singapore (Cambodia) International Academy Co., Ltd., a subsidiary held by SIMI.

As all the above companies are managed by SIM Soc, and SIM Soc and the Company are managed by the same Governing Council, the above acquisitions were considered as being between the Common Control entities and the pooling-of-interest method was used to consolidate the new acquired entities. Under the pooling-of-interest method as described in Note 2.4, the financial statements of the Group were consolidated from 1 March 2020 and the assets and liabilities are brought into the financial statements of the Group at the carrying amounts as at 1 March 2020.

The above acquisition is at \$0 consideration. The difference between the consideration paid and the net assets acquired is reflected as merger reserve.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Investment in subsidiaries (cont'd) 15.

(b) Acquisition of subsidiaries under common control (cont'd)

The carrying values of the identifiable assets and liabilities transferred as at 1 March 2020 are as shown below:

Assets	
Property, plant and equipment	27,914
Trade and other receivables	2,937
Prepayments	3,826
Cash and bank balances	150,033
	184,710
Liabilities	
Trade and other payables	(68,030)
Course fees received in advance	(47,537)
Grants received in advance	(305)
Lease liabilities	(20,560)
Income tax payable	(4,965)
Deferred tax liabilities	(207)
	(141,604)
Total identifiable net assets	43,106
Add: Foreign currency reserve	883
Less: Other restricted funds	(459)
Merger reserve	43,530
Effect of the transfer on cashflow	
Total consideration paid	_
Less: Cash and bank balances acquired	(150,033)
Net cash inflow on acquisition date	(150,033)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

16. Trade and other receivables

-	GROUP		СОМ	PANY
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Course fees receivable	2,571	3,721	680	809
Less: Allowance for expected credit loss	(88)	(315)	-	-
Course fees receivable, net	2,483	3,406	680	809
Other debtors	2,013	3,346	723	1,772
Group corporate services income due from third party	3,808	8,840	3,808	8,840
Amount due from subsidiaries				
- Trade	-	-	2,486	2,818
- Non-trade	-	-	15,998	14,128
Interest receivable	699	514	660	490
Deposits	817	770	5	19
Total trade and other receivables	9,820	16,876	24,360	28,876
Add: Cash and bank balances (Note 19)	227,881	323,024	170,042	234,672
Add: Unbilled receivables	392	236	392	236
Add: Loan to a subsidiary (Note 20)	_	_	27,576	37,014
Total financial assets carried at amortised cost	238,093	340,136	222,370	300,798
Total trade and other receivables represented by:				
Current	9,077	16,190	24,360	28,876
Non-current	743	686	-	-
_	9,820	16,876	24,360	28,876

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 (nontrade) are unsecured, non-interest bearing, repayable on demand and are to be settled in cash.

Deposits consists an amount due from landlord for the lease of building in Cambodia for 14 years 11 months and 29 days which included a security deposit amounting to \$1,352,000 (2020: \$1,327,000) 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%.

16. Trade and other receivables (cont'd)

Expected credit loss model

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

	GROUP	
	2021 20	
	\$'000	\$'000
Movement in allowance accounts:		
At beginning of the year / period	315	-
Acquisition of subsidiaries under common control	-	263
(Write-back) / charge for the year / period	(227)	63
Written off	_	(11)
At end of the year / period	88	315

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

	GR	GROUP	
	2021	2020	
	\$'000	\$'000	
	3	71	
es Dollar	1,309	1,544	

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

17. Derivatives (cont'd)

					2020	
	Contract / Notional amount	Assets	Liabilities	Contract / Notional amount	Assets	Liabilitie
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group						
Forward foreign exchange contracts						
- Buy United States Dollar (USD) / Sell SGD	71,873	-	5	6,949	-	199
- Buy Sterling Pound (GBP) / Sell SGD	228	-	*	-	-	-
- Buy EURO (EUR) / Sell SGD	1,440	*	-	-	-	-
- Buy Japanese Yen (JPY) / Sell SGD	699	*	-	-	-	-
- Buy SGD / Sell JPY	1,422	22	-	-	-	-
- Buy SGD / Sell EUR	2,892	12	-	-	-	-
- Buy SGD / Sell GBP	456	-	1	-	-	-
- Buy SGD / Sell USD	170,617	1,174	-	27,602	625	-
		1,208	6		625	199
^t Less than \$1,000						155
* Less than \$1,000		2021			2020	
* Less than \$1,000	Contract / Notional amount		Liabilities	Contract / Notional amount		
* Less than \$1,000	Notional	2021		Notional	2020	
* Less than \$1,000 Cost:	Notional amount	2021 Assets	Liabilities	Notional amount	2020 Assets	Liabilitie
	Notional amount	2021 Assets	Liabilities	Notional amount	2020 Assets	Liabilitie
Cost:	Notional amount	2021 Assets	Liabilities	Notional amount	2020 Assets	Liabilitie
Cost: Forward foreign exchange contracts	Notional amount \$'000	2021 Assets	Liabilities	Notional amount \$'000	2020 Assets	Liabilitie \$'000
Cost: Forward foreign exchange contracts - Buy USD / Sell SGD	Notional amount \$'000 65,183	2021 Assets	Liabilities	Notional amount \$'000	2020 Assets	Liabilitie \$'000
Cost: Forward foreign exchange contracts - Buy USD / Sell SGD - Buy GBP / Sell SGD	Notional amount \$'000 65,183 228	2021 Assets \$'000	Liabilities	Notional amount \$'000	2020 Assets	Liabilitie \$'000
Cost: Forward foreign exchange contracts - Buy USD / Sell SGD - Buy GBP / Sell SGD - Buy EUR / Sell SGD	Notional amount \$'000 65,183 228 1,440	2021 Assets \$'000 *	Liabilities	Notional amount \$'000	2020 Assets	Liabilitie \$'000
Cost: Forward foreign exchange contracts - Buy USD / Sell SGD - Buy GBP / Sell SGD - Buy EUR / Sell SGD - Buy JPY / Sell SGD	Notional amount \$'000 65,183 228 1,440 699	2021 Assets \$'000	Liabilities	Notional amount \$'000	2020 Assets	Liabilitie \$'000
Cost: Forward foreign exchange contracts - Buy USD / Sell SGD - Buy GBP / Sell SGD - Buy EUR / Sell SGD - Buy JPY / Sell SGD - Buy SGD / Sell JPY	Notional amount \$'000 65,183 228 1,440 699 1,422	2021 Assets \$'000 - - * * * 22	Liabilities	Notional amount \$'000	2020 Assets	Liabilitie \$'000
Cost: Forward foreign exchange contracts - Buy USD / Sell SGD - Buy GBP / Sell SGD - Buy EUR / Sell SGD - Buy JPY / Sell SGD - Buy SGD / Sell JPY - Buy SGD / Sell EUR	Notional amount \$'000 65,183 228 1,440 699 1,422 2,892	2021 Assets \$'000 - * * * 22 12	Liabilities \$'000 * * - - -	Notional amount \$'000	2020 Assets	Liabilitie \$'000

* Less than \$1,000

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.

Financial assets at fair value through profit or loss 18.

		P AND Pany
	2021	2020
	\$'000	\$'000
Quoted debt securities	67,068	47,400
Quoted equity securities	176,755	25,090
Unit trusts		22,118
	243,823	94,608

In 2021, the quoted debt securities managed by the fund managers earned interest at rates ranging from 1.0% to 5.88% (2020: 1.25% to 5.0%) per annum as at the balance sheet date. Interest was received on a semi-annual basis. The maturity dates of these financial assets ranged from March 2022 to April 2077 (2020: February 2021 to April 2077).

Cash and bank balances 19.

GR	GROUP		PANY
2021	2020	2021	2020
\$'000	\$'000	\$'000	\$'000
46,867	122,609	22,689	92,807
6,953	5,053	6,953	5,053
174,061	195,362	140,400	136,812
227,881	323,024	170,042	234,672
	2021 \$'000 46,867 6,953 174,061	20212020\$'000\$'00046,867122,6096,9535,053174,061195,362	202120202021\$'000\$'000\$'00046,867122,60922,6896,9535,0536,953174,061195,362140,400

Fixed deposits are interest bearing at average rates ranging from 0.22% to 0.58% (2020: 0.14% to 0.46%) per annum and are for a tenure of approximately 18 days to 368 days (2020: 62 days to 190 days).

Cash and cash equivalents comprise 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 2021

19. Cash and bank balances (cont'd)

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

	GR	GROUP		PANY
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Cash on hand and at bank	46,867	122,609	22,689	92,807
Cash held by fund manager	6,953	5,053	6,953	5,053
Fixed deposits (with maturity period of up to 3 months)	158,661	195,362	135,400	136,812
	212,481	323,024	165,042	234,672

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

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	67	145	-	-
Sterling Pound	219	227	-	-
Euro	170	21	-	-
United States Dollar	712	654	319	152

20. Loan to a subsidiary

Loan to a subsidiary

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

As at 1 January

Allowance for expected credit loss

As at 31 December

COMPANY			
2021	2020		
\$'000	\$'000		
27,576	37,014		

COMPANY		
2021	2020	
\$'000	\$'000	
-	-	
12,168	-	
12,168	_	

20. Loan to a subsidiary (cont'd)

The loan to a subsidiary is unsecured, bear interests of 5% (2020: 5%) per annum and are to be settled in cash. The first repayment of the loan will be on July 2024 and the final repayment on July 2032. Accordingly, the loan has been classified as non-current.

During the year, the Company has provided an allowance for expected credit loss of \$12,168,000 on the unsecured loan to a subsidiary with a nominal amount of \$39,743,700. This subsidiary has been suffering significant financial losses historically. The allowance for expected credit loss is determined based on the shortfall between the loan principal and the expected recoverable amount from the subsidiary.

21. Trade and other payables

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Trade payables	5,269	8,369	2,188	1,330
Other payables	7,863	14,701	5,684	10,244
Amount due to subsidiaries	-	-	500	1,170
Accruals	20,974	23,241	9,950	9,187
Deposits received	647	475	643	463
Total trade and other payables	34,753	46,786	18,965	22,394
Less: GST payable, net	(2,660)	(4,376)	(1,317)	(1,002)
Less: Deposits received	(647)	(475)	(643)	(463)
Total financial liabilities carried at amortised cost	31,446	41,935	17,005	20,929
Total trade and other payables represented by:				
Current	33,762	45,607	18,965	22,394
Non-current	991	1,179	-	-
	34,753	46,786	18,965	22,394

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

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

21. Trade and other payables (cont'd)

As at 31 December 2021, the Group has outstanding liability on seniority payment and severance payment amounting to \$282,000 and \$54,000 (2020: \$157,000 and \$82,000) respectively.

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

	GRO	GROUP		PANY
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	94	128	94	-
Euro	28	(2)	-	-
Sterling Pound	98	194	-	-
United States Dollar	20	113	11	-

22. Deferred capital grants

At 1 January 2021 / 4 October 2019 (date of incorporation) Transfer of liabilities from an entity under common contro Amortisation of deferred capital grants (Note 5) At 31 December

Represented by:

Current

Non-current

	GROUP AND Company			
	2021	2020		
	\$'000	\$'000		
	6,821	-		
ol	-	7,870		
	(1,259)	(1,049)		
	5,562	6,821		
	1,259	1,259		
	4,303	5,562		
	5,562	6,821		

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Right-of-use assets / lease liabilities 23.

Group as a lessee

The Group has lease contracts for properties used in its operations. Lease of properties have lease terms of 15 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.

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

GROUP	
Leasehold land	Building
\$'000	\$'000
-	-
7,100	-
-	18,074
(601)	(1,120)
-	(865)
6,499	16,089
(721)	(1,292)
_	291
5,778	15,088
	Leasehold land \$'000 - 7,100 - (601) - 6,499 (721) -

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

Group as a lessee (cont'd)

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

At 1 January 2021 / 4 October 2019 (date of incorporation)

Transfer of assets from an entity under common control

Accretion of interest

Exchange differences

Payments

At 31 December

Represented by:

Current

Non-current

The following are the amounts recognised in income and expenditure:

Depreciation expense of right-of-use assets

Interest expenses on lease liabilities

Expenses relating to short-term leases (included in administrative expenses and course, conference and consultancy fee)

Expenses relating to leases of low-value assets (included in course, conference and consultancy fee)

Total amount recognised in income and expenditure

The Group had total cash outflows for leases of \$1,293,000 (2020: \$761,000) during the year.

GROUP		
2021	2020	
\$'000	\$'000	
19,982	-	
-	20,561	
1,243	1,072	
376	(1,081)	
(1,009)	(570)	
20,592	19,982	

1,534	904
19,058	19,078
20,592	19,982
20,592	19,982

GROUP			
1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020		
\$'000	\$'000		
1,893	1,721		
1,243	1,072		
130	65		
154	126		
3,420	2,984		

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

24. Deferred tax liabilities

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

	STATEMENT OF FINANCIAL POSITION		STATEMENT OF COMPREHENSIVE INCOME	
	2021	2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
	\$'000	\$'000	\$'000	\$'000
Group				
Deferred tax liabilities				
Differences in depreciation for tax purposes	138	207	(69)	-
Net deferred tax liabilities	138	207		-
Deferred tax income			(69)	-

Merger reserve 25.

The merger reserve represents the difference between the consideration paid and net identified assets acquired pursuant to the Restructuring Exercises as described in Note 15 to the financial statement.

Other restricted funds 26.

Name of fund	Purpose
Sponsorship awards fund	To receive sponsorships for the purpose of awarding scholarships, medals, prizes to deserving students.

Related parties transactions 27.

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:

	СОМ	PANY
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
	\$'000	\$'000
Group corporate service income from subsidiaries (Note 4)	49,206	25,823
Interest income from loan to a subsidiary	1,909	1,412
Course, conference and consultancy fees paid by subsidiaries	147	206

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

27. Related parties transactions (cont'd)

Compensation of key management personnel

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

	GROUP		СОМ	PANY
	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020	1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
	\$'000	\$'000	\$'000	\$'000
Short-term employee benefits	7,307	7,266	4,764	4,994
Contributions to Central Provident Fund	329	357	166	235
	7,636	7,623	4,930	5,229

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.

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

\$900,001 to \$1,000,000 \$800,001 to \$900,000 \$700,001 to \$800,000 \$600,001 to \$700,000 \$500,001 to \$600,000 \$400,001 to \$500,000 \$300,001 to \$400,000 \$200,001 to \$300,000 \$100,001 to \$200,000 \$100,000 and below

COMPANY					
1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020				
1	1				
-	-				
1	-				
-	-				
2	2				
-	1				
2	1				
9	11				
8	11				
5	9				
28	36				

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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		СОМ	PANY
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Capital commitments in respect of property, plant and equipment	3,243	1,703	2,418	1,476

Operating lease commitments – As lessors (b)

The Group and the Company have entered into commercial property leases on its premises. These non-cancellable leases have remaining lease terms of between three 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 2021 of the Group and the Company amounted to \$31,621,000 and \$31,551,000 (2020: \$24,337,000 and \$24,258,000) respectively.

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

	GROUP		СОМ	PANY
	2021 2020		2021	2020
	\$'000	\$'000	\$'000	\$'000
Not later than one year	16,585	29,154	16,585	29,081
Later than one year but not later than five years	4,081	16,309	4,081	16,040
More than five years	-	460	-	396
	20,666	45,923	20,666	45,517

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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.

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.

	OF THE REPORTING PERIOD USING					
	Note	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						
2021						
Assets measured at fair value						
Financial assets:						
Derivatives	17					
Forward foreign exchange contracts		-	1,208	-	1,208	
<u>Financial assets at fair value through</u> <u>profit or loss</u>	18					
Quoted debt securities		67,068	-	-	67,068	
Quoted equity securities		176,755	-	-	176,755	
Financial assets as at 31 December 2021		243,823	1,208	-	245,031	
Liabilities measured at fair value						
Financial liabilities:						
Derivatives	17					
Forward foreign exchange contracts			6	-	6	
Financial liabilities as at 31 December 2021		_	6	_	6	

FAIR VALUE MEASUREMENTS AT THE END

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

- 29. Fair value of financial assets and liabilities (cont'd)
 - (b) Assets and liabilities measured at fair value (cont'd)

Note

Group					
2020					
Assets measured at fair value					
Financial assets:					
Derivatives	17				
Forward foreign exchange contracts		-	625	-	625
<u>Financial assets at fair value through</u> profit or loss	18				
Quoted debt securities		47,400	-	-	47,400
Quoted equity securities		25,090	-	-	25,090
Unit trusts		-	22,118	-	22,118
Financial assets as at 31 December 2020		72,490	22,743	-	95,233
Liabilities measured at fair value					
Financial liabilities:					
Derivatives	17				
Forward foreign exchange contracts		_	199	-	199
Financial liabilities as at 31 December 2020		-	199	_	199

FAIR VALUE MEASUREMENTS AT THE END **OF THE REPORTING PERIOD USING**

e	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

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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)	Significant observable inputs other than quoted prices (Level 2)	Significant un-observable inputs (Level 3)	Total
		\$'000	\$'000	\$'000	\$'000
Company					
2021					
Assets measured at fair value					
Financial assets:					
Derivatives	17				
Forward foreign exchange contracts		-	1,208	-	1,208
Financial assets at fair value through profit or loss	18				
Quoted debt securities		67,068	-	-	67,068
Quoted equity securities		176,755	-	-	176,755
Financial assets as at 31 December 2021		243,823	1,208	-	245,031
Liabilities measured at fair value					
Financial liabilities:					
Derivatives	17				
Family and family and a second second			-		,

Financial liabilities as at 31 December 2021	-	1	-	1
Forward foreign exchange contracts	-	1	-	1
<u></u>				

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

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

Note

		\$000	\$000	\$000	φ000
Company					
2020					
Assets measured at fair value					
Financial assets:					
<u>Derivatives</u>	17				
Forward foreign exchange contracts		-	625	-	625
<u>Financial assets at fair value through</u> profit or loss	18				
Quoted debt securities		47,400	-	-	47,400
Quoted equity securities		25,090	-	-	25,090
Unit trusts			22,118	-	22,118
Financial assets as at 31 December 2020		72,490	22,743	_	95,233
Liabilities measured at fair value					
Financial liabilities:					
Derivatives	17				
Forward foreign exchange contracts			15	-	15
Financial liabilities as at 31 December 2020		-	15	-	15

FAIR VALUE MEASUREMENTS AT THE END **OF THE REPORTING PERIOD USING**

e	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

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

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

Unit trusts

Investment in the unit trusts offers the Group the opportunity for return through the funds from interest and dividend income from the underlying securities assets and fair value gains. The fair values of the unit trusts are determined as the fund net asset values provided by the fund managers at the last market day of the financial year. The net asset values approximate the fair values as the funds which comprise mainly financial assets at fair value through profit and loss and other monetary assets.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

Assets and liabilities not measured at fair value but for which fair value (c) 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 VALU	FAIR VALUE MEASUREMENTS AT THE END OF THE REPORTING PERIOD USING					
	Note	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	Carrying amount		
		\$'000	\$'000	\$'000	\$'000	\$'000		
Group and Company								
2021								
Assets								
Investment properties	14	-	37,500	-	37,500	-		
2021								
Assets								
Investment properties	14	-	34,000	-	34,000	323		

Determination of fair value

Investment properties

The valuation of commercial investment properties are 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), unbilled receivables, 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.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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 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.

Foreign exchange risk (a)

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 2021	Liabilities 2021	Assets 2020	Liabilities 2020			
	\$'000	\$'000	\$'000	\$'000			
Australian Dollar	67	-	145	128			
Euro	173	28	92	(2)			
Sterling Pound	219	98	227	194			
United States Dollar	2,021	20	2,198	113			
	COMPANY						
	Assets 2021	Liabilities 2021	Assets 2020	Liabilities 2020			
	\$'000	\$'000	\$'000	\$'000			
United States Dollar	319	11	152	-			

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

Foreign exchange risk (cont'd) (a)

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		EXPEN	IE AND DITURE PANY
	1.1.2021 to4.10.2019 to31.12.202131.12.2020		1.1.2021 to 31.12.2021	4.10.2019 to 31.12.2020
	\$'000	\$'000	\$'000	\$'000
Australian Dollar	7	2	-	-
Euro	15	9	-	-
Sterling Pound	12	3	-	-
United States Dollar	200	200 209		15

If the relevant foreign currency weakens by 10% (2020: 10%) against the functional currency of each Group entity, there will be an equal and opposite impact on income and expenditure.

In the directors' opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk as the year end exposure does not reflect the exposure during the year.

(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 (2020: 100) basis points higher/lower with all other variables held constant, the Group's and the Company's profit before tax would have been \$4.05 and \$3.48 million (2020: \$3.48 and \$2.6 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.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

Credit risk (c)

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 difficultly 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
- There is a disappearance of an active market for that financial asset because of financial difficultly

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 2021

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

Credit risk (cont'd) (c)

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

	Current	Less than 90 days	More than 90 days	Total
	\$'000	\$'000	\$'000	\$'000
2021				
Gross carrying amount	8,541	1,105	654	10,300
Loss allowance provision		(6)	(82)	(88)
	8,541	1,099	572	10,212
2020				
Gross carrying amount	9,032	5,590	2,805	17,427
Loss allowance provision	(5)	(2)	(308)	(315)
	9,027	5,588	2,497	17,112

Amount due from related companies

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 concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Group measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

(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.

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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 5 years \$'000	Total \$'000
Group					
2021					
Financial assets:					
Trade and other receivables	16	9,077	-	743	9,820
Unbilled receivables		392	-	-	392
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		482,381	_	743	483,124
Financial liabilities:					
Trade and other payables	21	30,455	991	-	31,446
Derivatives	17	6	-	-	6
Lease liabilities	23	1,534	9,511	18,696	29,741
Total undiscounted financial liabilities		31,995	10,502	18,696	61,193
Total net undiscounted financial assets / (liabilities)		450,386	(10,502)	(17,953)	421,931

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

(d) Liquidity risk (cont'd)

	Note	Within one year
		\$'000
Group		
2020		
Financial assets:		
Trade and other receivables	16	16,190
Unbilled receivables		236
Derivatives	17	625
Financial assets at fair value through profit or loss	18	94,608
Cash and bank balances	19	323,024
Total undiscounted financial assets		434,683
Financial liabilities:		
Trade and other payables	21	40,756
Derivatives	17	199
Lease liabilities	23	904
Total undiscounted financial liabilities		41,859
Total net undiscounted financial assets / (liabilities)		392,824



Between one to five years \$'000	More than 5 years \$'000	Total \$'000
_	686	16,876
-	-	236
-	-	625
-	-	94,608
-	-	323,024
-	686	435,369
1,179	_	41,935
-	-	199
8,358	20,837	30,099
9,537	20,837	72,233
(9,537)	(20,151)	363,136

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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

(d) Liquidity risk (cont'd)

	Note	Within one year	Between one to five years	More than 5 years	Total
		\$'000	\$'000	\$'000	\$'000
Company					
2021					
Financial assets:					
Trade and other receivables	16	24,360	-	-	24,360
Loan to a subsidiary	20	-	12,669	27,075	39,744
Unbilled receivables		392	-	-	392
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		439,825	12,669	27,075	479,572
Financial liabilities:					
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		422,819	12,669	27,075	462,563

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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 5 years \$'000	Total \$'000
Company					
2020					
Financial assets:					
Trade and other receivables	16	28,876	-	-	28,876
Loan to a subsidiary	20	-	7,493	29,521	37,014
Unbilled receivables		236	-	-	236
Derivatives	17	625	-	-	625
Financial assets at fair value through profit or loss	18	94,608	-	-	94,608
Cash and bank balances	19	234,672	-	-	234,672
Total undiscounted financial assets		359,017	7,493	29,521	396,031
Financial liabilities:					
Trade and other payables	21	20,929	-	-	20,929
Derivatives	17	15	-	-	15
Total undiscounted financial liabilities		20,944	-	-	20,944
Total net undiscounted financial assets		338,073	7,493	29,521	375,087

(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 debt and equity securities, if the prices had been 10% (2020:10%) higher / lower, this would increase / decrease the Group's income and expenditure by \$17,676,000 (2020: \$2,509,000).



FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

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		СОМ	PANY
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Financial assets:				
Financial assets at fair value through profit or loss	243,823	94,608	243,823	94,608
Derivatives	1,208	625	1,208	625
Other financial assets carried at amortised cost (Note 16)	238,093	340,136	222,370	300,798
	483,124	435,369	467,401	396,031
Financial liabilities:				
Other financial liabilities at amortised cost (Note 21)	31,446	41,935	17,005	20,929
Derivatives	6	199	1	15

19,982

62,116

_

17,006

_

20,944

31. Capital management

Lease liabilities

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.

20,592

52,044

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. Comparative information

The consolidated financial statements of the Group and the financial statement of the Company for the previous financial period cover from date of incorporation 4 October 2019 to 31 December 2020. As such, the comparative figures may not be entirely comparable to current year.

33. 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 2021 were authorised for issue by the board of directors on 5 May 2022.



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