

**FIRST POLY,
FUTURE INSPIRED**

Annual Report 2024/25

4 / Chairman's Message

10 / Board of Governors

16 / Standing Committees

16 / Academic Schools

C O N T E N T S

17 / Management Team

17 / Departments

18 / Facts & Figures

20 / Key Highlights

OUR MISSION

As a polytechnic for all ages
we prepare our learners to
be life ready, work ready,
and world ready for the
transformation of Singapore.

OUR VISION

Inspired Learner.
Serve with Mastery.
Caring Community

A caring community of
inspired learners committed
to serve with mastery.

OUR CORE VALUES

The SP CORE values are:

Self-Discipline
Personal Integrity
Care & Concern
Openness
Responsibility
Excellence

CHAIRMAN'S MESSAGE



Ms Janet Ang
Chairman

The Board of Governors
Singapore Polytechnic

As Singapore Polytechnic (SP) commemorated its 70th anniversary - a platinum milestone - I am filled with immense pride reflecting on our extraordinary journey of educational excellence. Since 1954, SP has stood as a beacon, nurturing generations of impactful industry leaders and skilled professionals who have been instrumental in shaping Singapore's remarkable progress. This anniversary year has been more than a celebration of our rich past; it has reinforced our unwavering dedication to innovation and sustainability, the cornerstones upon which we build our future.

A Year of Celebration and Achievements

Our 70th anniversary commemorations commenced with the meaningful launch of our commemorative book by former Minister for Education, Mr Chan Chun Sing, in October 2023. This publication beautifully chronicles our evolution and captures the spirit of ingenuity and resilience that has defined the SP story for seven decades.

The vibrant SP 70th Anniversary Music Festival in March 2024, graced by Minister of State for Trade and Industry Mr Alvin Tan, showcased the remarkable artistic talents within our community. Witnessing our students seamlessly weave together tradition

and cutting-edge digital elements was inspiring, a true reflection of SP's ability to honour its heritage while embracing the future.

A highlight of our anniversary celebrations was the Charity Golf cum Dinner in July 2024. I was deeply touched by the overwhelming generosity of our staff, alumni, valued industry partners, and cherished friends. The presence of our Guest-of-Honour, President Tharman Shanmugaratnam, further amplified the event. We raised an impressive S\$2,629,879.28 in endowed donations, ensuring that deserving students continue to receive the financial support they need to pursue their educational aspirations at SP.



Our iconic Poly50 in July 2024 event took on special significance this year, aligning with our sustainability goals. By incorporating themes of racing towards a sustainable future and observing our first car-free day on campus, we demonstrated how traditional events can be reimagined to reflect contemporary priorities.

The International Learning Festival (ILF) in September 2024 marked another milestone in our anniversary celebrations, bringing together nearly 800 education leaders and practitioners from 147 Institutes of Higher Learning worldwide. Former Minister of State for Education and Manpower Ms Gan Siow Huang's presence and insights reinforced polytechnics' vital role in Singapore's educational landscape.

As we conclude our platinum jubilee celebrations, I am delighted that our Open House 2025 was a fitting finale to this momentous period. This signature event, held from 9 to 11 January 2025, perfectly encapsulates what SP stands for – innovation, industry relevance, and forward-thinking education. The centrepiece of SPOH 2025, our Industry & Innovation (I&I) Showcase, represents a bold evolution of our traditional Engineering Show. This transformation reflects our commitment to cross-disciplinary innovation, featuring groundbreaking projects from all our academic schools. I am particularly impressed by how our students have risen to the challenge of developing real-world solutions across digital innovation, sustainability, and academic excellence. Several projects showcased garnered media coverage for their ingenuity and social impact. These innovations, alongside many others, demonstrate that our 70-year legacy continues to evolve and strengthen.

Advancing Educational Excellence

Significant academic innovations have also marked this anniversary year. Launching our School of Business' *Business Essentials Through Action (BETA) Programme* in the Academic Year 2025/26 exemplifies our commitment to experiential learning. This programme offers all Year 1 business students unique opportunities in venture creation and industry mentorship, with a strong emphasis on social impact.

In our School of Computing, we enhanced our curriculum recognition framework, allowing students with O-Level Computing to apply for exemptions of up to two fundamental modules. This progressive approach enables students to use industry-standard platforms and professional learning packages.

Our Professional & Adult Continuing Education (PACE) Academy has made remarkable strides, introducing 85



new short courses in FY2024. A notable achievement is the launch of the WSQ Specialist Diploma in Specialty Chemicals (Personal Care Product Development), developed in collaboration with The Cosmetic, Toiletry, and Fragrance Association of Singapore. This industry-aligned programme exemplifies our commitment to lifelong learning and industry relevance.

Leading the Charge in Sustainability

Beyond the celebrations, this year has been one of significant progress. We have continued to advance our '60-30 Vision'. This is not just an aspiration; we are already seeing tangible results. Our 5% *Challenge* to reduce electricity consumption has exceeded expectations, achieving an almost 10 per cent improvement compared to the last financial year, surpassing our target by 5 per cent.

However, true sustainability requires more than operational changes. It demands a transformation in our people's mindsets and capabilities.

We launched comprehensive sustainability training modules for SP staff, ensuring they are equipped to champion sustainable practices.

Our commitment extends to our offerings of Pre-Employment Training (PET) and Continuing Education and Training (CET). Through the PACE Academy, we have introduced 29 sustainability-focused short courses in FY2024 alone, responding to industry demands for green skills and sustainable practices.

Strengthening Industry Partnerships

Our industry engagement strategy has reached new heights this year. Launching our Future Food Lab (FFL), officiated by former Minister of State for Education and Manpower, Ms Gan Siow Huang, represents a significant step forward in bridging academia and industry in the food manufacturing sector. This state-of-the-art facility serves as a nexus for innovation, training, and knowledge transfer, preparing our students and staff for the future of food technology.



We have expanded our regional presence through strategic collaborations at key events, such as the DT|UX Design Summit in August 2025 and the Youth Model ASEAN Conference (YMAC) in March 2025. Our participation in major international industry events—Industrial Transformation Asia-Pacific (ITAP), The Built Environment Expo (BEX) Asia, and Singapore Maritime Week (SMW)—has reinforced SP's position as a thought leader in technical education and industry innovation.

I am especially pleased with the new partnerships we have forged this year. Our Memorandum of Understanding with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) strengthens our commitment to fair employment practices. Collaborations with the Singapore Press Holdings at our Media, Arts & Design School Graduation Show and the

National Parks Board at our School of Architecture & the Built Environment Graduation Show demonstrate how industry partnerships can enhance our students' learning experiences and career prospects.

Nurturing Excellence in Our Community

The strength of SP lies in our people; we remain steadfast in providing our staff with opportunities for continuous professional growth. Congratulations to Clarice Sim, our staff member, on receiving the prestigious President's Award for Teachers (PAT). This recognition reflects her excellence and the high calibre of our teaching staff.

I am particularly proud that SP has been recognised among Singapore's Best Employers, maintaining our position at 19th place in 2024 and 2025. Based on an independent employee survey involving tens of thousands of evaluations nationwide, this recognition places us among Singapore's top 250 highest-scoring employers. This consistent ranking is a testament to our strong organisational culture and commitment to creating an engaging and supportive workplace for our staff.

Our institution's receipt of the Most Positive Workplace Collaboration award from the Singapore International Chamber of Commerce (SICC) further validates our efforts in fostering a collaborative and innovative work environment.

Looking Ahead with Confidence

As we celebrate our 70th anniversary, we stand at an exciting juncture. Our students can look forward to an enriching educational journey that combines deep industry-relevant capabilities with essential life skills. This holistic approach will prepare them to seize opportunities and tackle challenges in an increasingly complex world.

While our progress towards the '60-30 Vision' is encouraging, we recognise that our journey is ongoing. Sustainability will remain a guiding principle in our operations, curriculum, and community engagement. We aspire to be a model institution, demonstrating that educational excellence and environmental responsibility are intrinsically linked.

Appreciation and Future Commitment

As we celebrate our achievements over the past 70 years, we must also honour the legacy of those who paved the way. My deepest appreciation extends to all our past leaders, staff, lecturers, alumni, students and their parents. We stand on the shoulders of these giants, and their contributions have been the bedrock of our success.

To my fellow Board of Governors (BOG) members, thank you for your insightful guidance. To our management team, thank you for your unwavering leadership. To our dedicated staff, your tireless efforts are the heart of our institution. To our enthusiastic students, your energy is our inspiration, and to our supportive alumni, industry partners and friends, your enduring commitment is invaluable.

As we embark on our next chapter, I am filled with optimism for SP's future. Building upon our 70-year legacy, we remain steadfast. Foremost in our mission is to remain a Poly for All Ages, nurturing future-ready graduates who will contribute meaningfully to Singapore's continued success and a sustainable tomorrow.



BOARD OF GOVERNORS

From 1 April 2024 to 31 March 2025



**Ms Janet Ang
(Chairman)**
Chairman, Public Transport Council
Chairman, Institute of Systems Science, NUS
Chairman, SISTIC

**Mr Marcus H C Lam
(Deputy Chairman)**
Executive Chairman
PwC Singapore

**Mr Ang Wee Keong
(Member)**
Chief Executive, MPA

**Ms Jamie Ang
(Member)**
Chief Financial Officer
Mediacorp Pte Ltd

**Dr Azlinda Bte Anwar
(Member)**
Executive Director,
Biomedical Research Council
A*STAR

**Prof Freddy Boey Yin Chiang
(Member)**
President & University Distinguished Professor
City University of Hong Kong

BOARD OF GOVERNORS

From 1 April 2024 to 31 March 2025



Dr Bicky Bhangu
(Member)
President, Global Compact
Network Singapore
Adjunct Professor, Nanyang
Technological University

Mr Albert Chan
(Member)
Senior Advisor
Kepner-Tregoe Inc.

Ms Betul Genc
(from 1 Apr 2025)
(Member)
Senior Vice-President & Head
Adecco, ASEAN

Mr Amos Leong
(Member)
Business Partner
MiRXES Ptd Ltd

Ms Joan Moh
(till 30 Sep 2024)
(Member)
Divisional Director, Higher Education
(Planning, Skills & Academic Research)
Ministry of Education

Mr Albert Pek
(from 1 Oct 2024)
(Member)
Divisional Director, Higher Education
(Planning, Skills & Academic Research)
Ministry of Education

BOARD OF GOVERNORS

From 1 April 2024 to 31 March 2025



Ms Sim Cher Whee
(Member)
Vice-President, Global Talent
Micron Technology Inc.

Mr Soh Wai Wah
(Member)
Principal & CEO
Singapore Polytechnic

A/Prof Tan Poh Hong
(Member)
Adjunct Associate Professor
Department of Real Estate
National University of Singapore

Mr David Tan Wei-Son
(Member)
Founder and CEO
TrustCapital Advisors Investment
Management Pte Ltd

BG Wong Shi Ming
(Member)
Director, Defence Policy Office
Ministry of Defence

STANDING COMMITTEES

From 1 April 2024 to 31 March 2025

ADMINISTRATION & DEVELOPMENT COMMITTEE

Chairman: A/Prof Tan Poh Hong
Members: Dr Azlinda Bte Anwar
Mr Soh Wai Wah
Secretary: Mr Henry Tan

AUDIT COMMITTEE

Chairman: Mr Marcus Lam
Members: Ms Jamie Ang
BG Wong Shi Ming
Secretary: Mr Teo Wui Khiang

INDUSTRY & INNOVATION COMMITTEE

Chairman: Mr Amos Leong
Members: Mr Ang Wee Keong
Dr Bicky Bhangu
Ms Betul Genc (from 1 May 2025)
Mr Soh Wai Wah
Secretary: Ms Georgina Phua

INVESTMENT COMMITTEE

Chairman: Mr David Tan Wei-Son
Members: Ms Jamie Ang
Mr Azlinda Bte Anwar
Mr Soh Wai Wah
Secretary: Mr Teo Wui Khiang

NOMINATING COMMITTEE

Chairman: Mr Marcus Lam
Members: Ms Janet Ang
Mr Soh Wai Wah
Secretary: Mr Joseph Teo

RISK MANAGEMENT COMMITTEE

Chairman: Ms Janet Ang
Members: Prof Freddy Boey Yin Chiang
A/Prof Tan Poh Hong
Mr Soh Wai Wah
Secretary: Mr Henry Tan

STAFF DISCIPLINARY COMMITTEE

Chairman: Prof Freddy Boey Yin Chiang
Members: Mr Amos Leong
Ms Joan Moh (till 30 Sep 2024)
Mr Albert Pek (from 1 Oct 2024)
Secretary: Ms Lim Mong Ling

SUSTAINABILITY COMMITTEE (from 1 May 2024)

Chairman: Ms Janet Ang
Members: Prof Freddy Boey Yin Chiang
A/Prof Tan Poh Hong
Mr David Tan Wei-Son
Mr Soh Wai Wah
Secretary: Mr Lee Seng Teck

TALENT DEVELOPMENT COMMITTEE

Chairman: Ms Janet Ang
Members: Mr Albert Chan
Ms Sim Cher Whee
Mr Soh Wai Wah
Secretary: Ms Lim Mong Ling

COMPUTING, CHEMICAL & LIFE SCIENCES

Director, Chemical & Life Sciences
Dr Tan Tuan Lin
Director, Computing
Mr Liew Chin Chuan

ENGINEERING

Director, Electrical & Electronic Engineering
Dr Lim Joo Ghee
Acting Director, Mechanical & Aeronautical Engineering
Mr Duncan Sih Wei Cheong

MANAGEMENT TEAM

PRINCIPAL & CEO

Mr Soh Wai Wah

DEPUTY PRINCIPAL

Mr Loh Yew Chiong, Deputy Principal (Academic)
Mr Henry Tan Hin Teck, Deputy Principal (Administration)
Ms Georgina Phua Hwee Choo, Deputy Principal (Development)

SENIOR DIRECTOR

Mr Toh Ser Khoon, Acting Senior Director (Engineering)
Ms Tan Yen Yen, Senior Director (Business & The Creatives)
Dr Faris Akbar Hajamaideen, Senior Director (Built Environment & Maritime)
Ms Chao Yunn Chyi, Senior Director (Common Core)
Dr Tan Tuan Lin, Senior Director (Computing, Chemical & Life Sciences)
Mr Joseph Teo Chee Kian, Senior Director (Student & Academic Affairs) and (Special Projects)

DEPUTY SENIOR DIRECTOR

Mr Liew Chin Chuan, Deputy Senior Director (Computing, Chemical & Life Sciences)
Capt Chatur Wahyu Pinandoro, Deputy Senior Director (Built Environment & Maritime)
Mr Duncan Sih Wei Cheong, Acting Deputy Senior Director (Engineering)
Dr Lim Joo Ghee, Deputy Senior Director (Engineering)
Ms Lim Lee Yee, Deputy Senior Director (Common Core)
Mr Lucas Immanuel Tok Wenjie, Acting Deputy Senior Director (Business & The Creatives)
Mr Mark Lu Shengli, Acting Deputy Senior Director (Business & The Creatives)

REGISTRAR

Mr Wong Jian Chang, Registrar

DEPARTMENTS

ACADEMIC

Director, Academic Quality & Resources
Dr Pee Suat Hoon
Director, Educational Development
Ms Chan Mei Yee

ADMINISTRATION

Director, Communications
Ms Low Su-Lin
Director, Finance
Mr Teo Wui Khiang
Director, Information & Digital Technology Services
Mr Chua Kee Koon

PLANNING, ORGANISATION DEVELOPMENT & SUSTAINABILITY

Director & Chief Sustainability Officer, Planning, Organisation Development & Sustainability
Mr Lee Seng Teck

DEVELOPMENT

Director, Human Resource
Ms Lim Mong Ling
Director, Industry & Partnership
Ms Tan Yen Yen
Director, Professional & Adult Continuing Education Academy
Mr David Chai Yih Ming
Director, Technology, Innovation & Enterprise
Dr Chong Chee Wei

STUDENT & ACADEMIC AFFAIRS

Director, Academic Services
Mr Yap Wee Hau
Director, Student Development
Ms Evelyn Koh Sock Hoon
Director, Student Services
Mr Clarence Chua Eng Chye

SPECIAL PROJECTS

Director, Estates & Development
Mrs Emily Goh-Ng Siew Li

ACADEMIC SCHOOLS

BUILT ENVIRONMENT & MARITIME

Director, Architecture & the Built Environment
Dr Faris Akbar Hajamaideen
Director, Singapore Maritime Academy
Capt Chatur Wahyu Pinandoro

BUSINESS & THE CREATIVES

Acting Director, Business
Mr Lucas Immanuel Tok Wenjie
Acting Director, Media, Arts & Design
Mr Mark Lu Shengli

COMMON CORE

Director, Life Skills & Communication
Ms Lim Lee Yee
Director, Mathematics & Science
Ms Chao Yunn Chyi

FACTS AND FIGURES

As at 31 March 2025

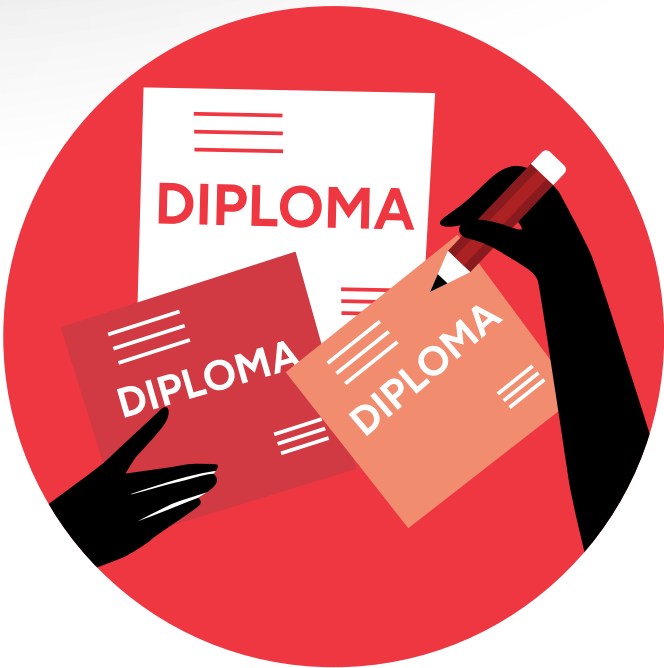


16,095

TOTAL STUDENT ENROLMENT

- 12,509* PET Enrolment
- 1,824 Part time Diploma Students
- 1,762 Post Diploma Students
- 58 Advanced Diploma Students
- 1,494 Specialist Diploma Students
- 210 Diploma (Conversion)

*include students on sea training



STUDENT INTAKE FOR THE ACADEMIC YEAR 2024/2025

- 4,080 PET Intake
- 680 Part time Diploma Students
- 1,201 Post Diploma Students
- 42 Advanced Diploma
- 1,048 Specialist Diploma
- 111 Diploma (Conversion)

104

STUDENT CCAS

Student clubs and sports teams contributed to a vibrant campus life.



411

STUDENTS ENROLLED IN THE POLYTECHNIC FOUNDATION PROGRAMME



1,444

STAFF STRENGTH

comprising 724 academic staff and 720 non-teaching staff.

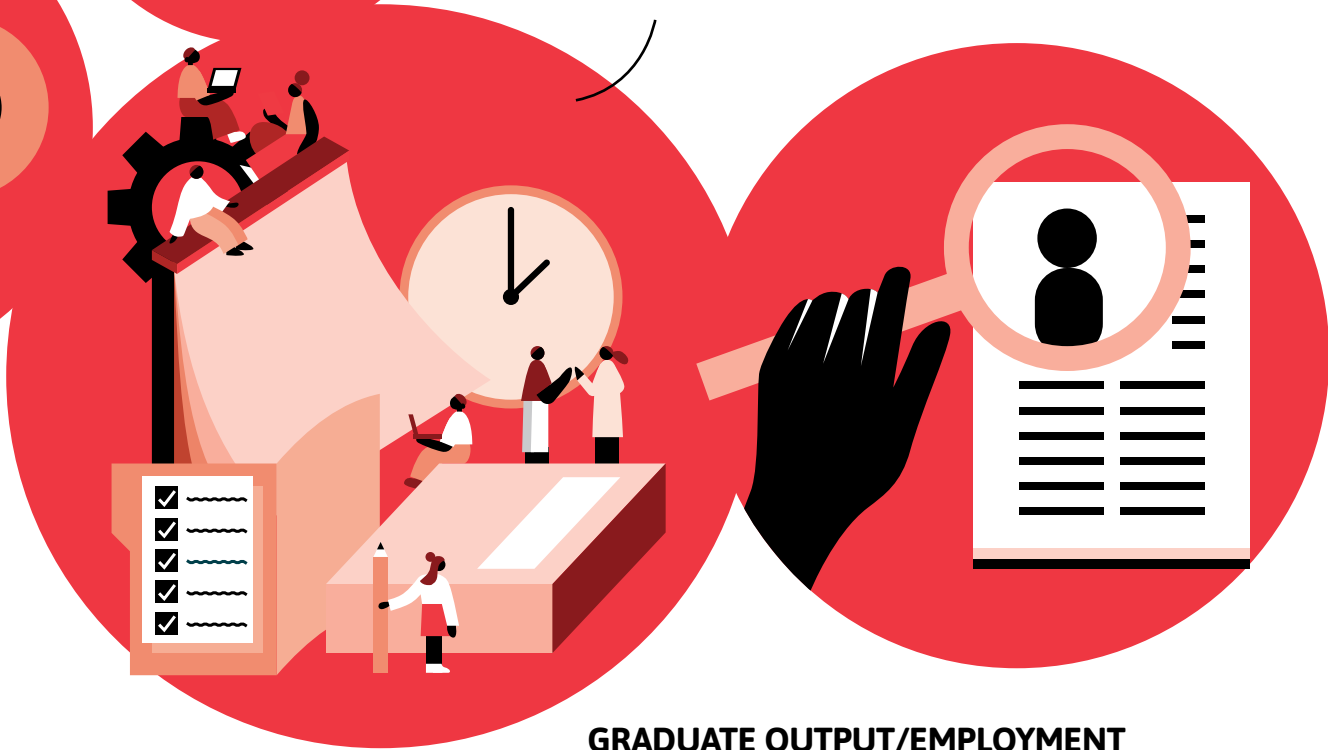


78,002

TRAINING PLACES WITH MORE THAN 580 CONTINUING EDUCATION PROGRAMMES OFFERED BY SINGAPORE POLYTECHNIC

The programmes included:

- 501 Short Courses and Certification Courses
- 15 Work-Study Programmes
- 18 Part time Diplomas
- 10 SkillsFuture Career Transition Programmes
- 39 Post Diplomas



GRADUATE OUTPUT/EMPLOYMENT

5,270

STUDENTS GRADUATED FROM SINGAPORE POLYTECHNIC IN THE ACADEMIC YEAR 2024/2025

- 3,814 Graduated from full time courses
- 1,456 Graduated from part time courses

According to the 2024 Polytechnic Graduate Employment Survey, 82.9% of fresh graduates and 91.8% of post-National Service (NS) graduates who are in the labour force found employment within six months of graduation or after completion of full-time NS.

KEY HIGHLIGHTS OF FY24/25

APRIL
2024

▶▶ SP launched its Future Food Lab (FFL) on 17 April 2024 to bolster the training of staff and students in the food manufacturing sector and facilitate knowledge transfer between academia and the industry. The facility was launched by former Minister of State for Education and Manpower, Ms Gan Siow Huang, at the annual Joint Polytechnic-ITE Food Manufacturing Career Fair hosted by SP.

AUGUST
2024

▶▶ SP successfully hosted the second edition of the HR Learning Fest (HRLF) 2024 at the Singapore Polytechnic Convention Centre (SPCC) on 2 August 2024. Held in conjunction with the SkillsFuture Festival 2024 by SkillsFuture Singapore (SSG), the event brought together HR professionals, industry leaders, and educators to address pressing challenges and explore innovative solutions shaping the HR landscape. Former Minister of State for Education and Manpower, Ms Gan Siow Huang, graced the event as the Guest-of-Honour.

AUGUST
2024

▶▶ Ateneo de Manila University, in collaboration with Singapore Polytechnic International (SPI) and SP's User Experience Centre (UXC), proudly hosted the 15th Design Thinking | User Experience (DT|UX) Regional Summit on 30 August 2024. This marked a historic occasion as the Summit, renowned for its pioneering insights into design thinking and user experience, was held outside of Singapore for the first time, bringing global expertise to Manila, Philippines.

JULY
2024

▶▶ SP's 70th Anniversary Charity Golf cum Dinner was held on 12 July 2024. As SP celebrated its 70th anniversary, its staff, alumni, industry partners, and friends raised S\$2,629,879.28 in endowed donations to continue providing financial assistance to SP students in need. The substantial sum translates to over 100 bursaries of S\$2,500 annually to support SP students facing financial challenges and give them transformative opportunities to pursue their educational dreams. In the spirit of receiving and sharing, a symbolic S\$100,000 cheque for the President's Challenge was presented to the Guest-of-Honour, President Tharman Shanmugaratnam, a testament to the SP community's dedication to supporting other communities in need.

►► At BEX Asia 2024, which was held from 4 to 6 September 2024, SP solidified its commitment to driving industry transformation by inking agreements with four key industry partners: British Standards Institution, ISS Facility Services, Kajima Development and the Soilbuild Construction Group. These collaborations focused on enhancing productivity, adopting digital technologies, fostering innovations, and promoting sustainability in the built environment (BE) sector. Former Minister for National Development, Mr Desmond Lee, graced BEX Asia 2024 as the Guest-of-Honour.

►► SP inked a key Memorandum of Understanding (MoU) with the Federation of Malaysian Manufacturers (FMM) at the Industrial Transformation ASIA-PACIFIC (ITAP) 2024, which was held from 14 to 16 October 2024. This strategic partnership aims to foster industry-academia collaboration, drive enterprise transformation, and equip graduates with the skills necessary to meet the evolving demands of Industry 4.0. Former Deputy Prime Minister Mr Heng Swee Keat, the Guest-of-Honour at ITAP 2024, witnessed the momentous signing. ITAP is a gathering of global leaders, innovators, and industry players who share insights and collaborate to transform the manufacturing ecosystem.

SEPTEMBER
2024

OCTOBER
2024

NOVEMBER
2024

SEPTEMBER
2024

►► In celebration of SP's 70th anniversary, SP hosted the International Learning Festival (ILF), uniting nearly 800 education leaders and practitioners from more than 147 Institutes of Higher Learning (IHLs) worldwide to celebrate achievements and collaborate on advancing teaching and learning practices in Generative Artificial Intelligence (AI) and Sustainability in Education. Held from 24 to 27 September 2024, the ILF established SP as a leader in the local and international teaching and learning landscape. The event was graced by Guest-of-Honour, former Minister of State for Education Ms Gan Siow Huang, who underscored the vital role that polytechnics play in shaping Singapore's educational landscape and outlined how Polytechnic-ITE (POLITE) can continue to evolve and significantly contribute to the ongoing advancement of this landscape.

►► On 15 November 2024, SP's School of Business (SB) unveiled a groundbreaking initiative: the Business Essentials Through Action (BETA) Programme. Commencing in the Academic Year 2025/26, this unique programme will be available to all Year 1 students in SB. The enhanced BETA programme, developed in partnership with the National Volunteer & Philanthropy Centre (NVPC) and supported by Mentoring SG, is an innovative entrepreneurship education model emphasising experiential learning from day one of the students' academic journeys. Minister of State for Trade & Industry Mr Alvin Tan graced the event as Guest-of-Honour.

►► SP's Open House, which was held from 9 to 11 January 2025, offered a glimpse into the future of innovation, showcasing the ingenuity of its students through the SP Industry & Innovation (I&I) Showcase and exciting startups from the School of Business' BETA programme. The SP I&I Showcase was the centrepiece of SP's Open House 2025. Formerly known as the SP Engineering Show, this showcase returned with a renewed focus on exhibiting student creativity and problem-solving abilities across all academic schools, making it a must-see for all innovation enthusiasts. Students presented innovative projects that tackled real-world challenges across various industries. Through collaborations with industry partners, students applied academic knowledge to develop impactful solutions for local and global issues. The SP I&I Showcase demonstrates SP's commitment to producing graduates equipped for life, work, and the international arena. It also offers a dynamic platform for students to explore commercialisation opportunities for their projects, laying the foundation for their future careers. The key themes for SP I&I were Digital Innovation, Sustainability Innovation and Academic Innovation.

JANUARY
2025

MARCH
2025

►► There are currently more than 150,000 professionals in the creative industry, with a growing number of freelancers. To support the upskilling of these creatives in an ever-changing industry, SP signed MOUs with prominent players in Singapore's burgeoning creative space, like SPH Media, and the Video, Audio, Creative Content Professionals Association (VICPA). This significant development was part of its Media, Arts & Design (MAD) School's graduation showcase, MAD Grad Experience 2025, which was held from 12 to 13 March.

►► Universitas Pelita Harapan (UPH) hosted the Youth Model ASEAN Conference (YMAC) 2025 in Jakarta, Indonesia, from 18 to 21 March 2025. Held with the SP Outstanding Talent (SPOT) team in collaboration with the National Youth Council (NYC) Singapore, YMAC 2025 brought 280 of ASEAN's brightest young minds to tackle the region's most pressing challenges. Themed "Environmental Sustainability in ASEAN," the event made history as the first YMAC held overseas.

MARCH
2025

MARCH
2025

►► SP made a significant debut at Singapore Maritime Week (SMW) 2025, demonstrating its commitment to driving innovation and talent development in the maritime sector. Global maritime leaders converged at this premier event from 24 to 28 March to explore the latest in digitalisation and decarbonisation in the maritime industry. SP showcased its integrated solutions through three zones: Maritime Services, Digitalisation, and Talent & Transformation. SP also forged strategic partnerships with the Republic of Singapore Navy (RSN) and SMTC Global to strengthen Singapore's maritime talent pipeline and advance Singapore's position as a leading maritime hub.



500 Dover Road Singapore 139651

 6775 1133  www.sp.edu.sg



**SINGAPORE POLYTECHNIC AND
ITS SUBSIDIARY**

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2025

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

FINANCIAL STATEMENTS

C O N T E N T S

	<u>PAGE</u>
Statement by Board of Governors	1
Independent auditor's report	2 - 5
Statements of financial position	6
Statements of comprehensive income	7 - 10
Statements of changes in funds and reserves	11 - 12
Consolidated statement of cash flows	13 - 14
Notes to financial statements	15 - 62

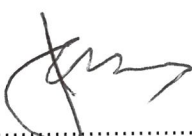
SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

STATEMENT BY BOARD OF GOVERNORS

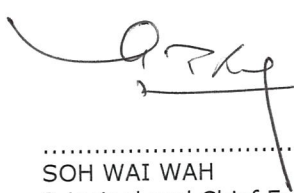
In the opinion of the Board of Governors,

- (a) the consolidated financial statements set out on pages 6 to 62 of Singapore Polytechnic (the "Polytechnic") and its subsidiary (collectively the "Group") are drawn up so as to present fairly, in all material respects, the financial position of the Group and the Polytechnic as at March 31, 2025, and the financial performance, changes in funds and reserves of the Group and the Polytechnic and cash flows of the Group for the year then ended, in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "Governance Act"), the Singapore Polytechnic Act 1954 (the "SP Act"), the Charities Act 1994 (the "Charities Act") and Statutory Board Financial Reporting Standards;
- (b) at the date of this statement, there are reasonable grounds to believe that the Polytechnic will be able to pay its debts when they fall due;
- (c) proper accounting and other records have been kept, including records of all assets of the Polytechnic and of the subsidiary incorporated in Singapore whether purchased, donated or otherwise; and
- (d) the receipts, expenditure, investment of moneys, and the acquisition and disposal of assets by the Polytechnic during the year are, in all material respects, in accordance with the provisions of the Governance Act, the SP Act and the requirements of any other written law applicable to moneys of or managed by the Polytechnic.

On behalf of the Board of Governors



.....
JANET ANG
Chairman



.....
SOH WAI WAH
Principal and Chief Executive Officer

Singapore
August 1, 2025

INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF GOVERNORS OF SINGAPORE POLYTECHNIC

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Singapore Polytechnic (the "Polytechnic") and its subsidiary (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Polytechnic as at March 31, 2025, the consolidated statement of comprehensive income, consolidated statement of changes in funds and reserves and consolidated statement of cash flows of the Group and statement of comprehensive income and statement of changes in funds and reserves of the Polytechnic for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 6 to 62.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in funds and reserves of the Polytechnic are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "Governance Act"), the Singapore Polytechnic Act 1954 (the "SP Act"), the Charities Act 1994 (the "Charities Act") and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the consolidated financial position of the Group and the financial position of the Polytechnic as at March 31, 2025 and of the consolidated financial performance, consolidated changes in funds and reserves and consolidated cash flows of the Group and of the financial performance and the changes in funds and reserves of the Polytechnic for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *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.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report and the Statement by Board of Governors on page 1, but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF GOVERNORS OF SINGAPORE POLYTECHNIC

Responsibilities of Management and the Board of Governors for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the provisions of the Governance Act, the SP Act, the Charities Act and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. 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 there is intention to wind up the Group or for the Group to cease operations.

The responsibilities of the Board of Governors 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:

- (a) 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.
- (b) 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.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF GOVERNORS OF

SINGAPORE POLYTECHNIC

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- (e) 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.
- (f) Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Governors 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:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Polytechnic during the year are, in all material respects, in accordance with the provisions of the Governance Act, the SP Act and the requirements of any other written law applicable to moneys of or managed by the Polytechnic; and
- (b) proper accounting and other records have been kept, including records of all assets of the Polytechnic whether purchased, donated or otherwise.

During the course of our audit in relation to the Singapore Polytechnic Endowment Fund (the "Fund"), nothing has come to our attention that causes us to believe that during the year:

- (a) the use of donation moneys was not in accordance with the objectives of the Fund as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Fund has not complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Group in accordance with the 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 on management's compliance.

INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF GOVERNORS OF SINGAPORE POLYTECHNIC

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Governance Act, the SP Act and the requirements of any other written law applicable to moneys of or managed by the Polytechnic. This responsibility includes monitoring related compliance requirements relevant to the Polytechnic, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditor's Responsibilities for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Governance Act, the SP Act and the requirements of any other written law applicable to moneys of or managed by the Polytechnic.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

A handwritten signature in blue ink, appearing to read "Deloitte & Touche", with a blue arrow pointing from the signature towards the text "Our compliance audit" above it.

Public Accountants and
Chartered Accountants
Singapore

August 1, 2025

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF FINANCIAL POSITION March 31, 2025

	Note	The Group		The Polytechnic	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Endowment Fund (Capital)	3(iii)	112,733	102,647	112,733	102,647
Accumulated surplus					
- General Fund		371,496	352,616	366,174	350,440
- Other Funds	3(viii)	136,943	135,409	138,891	134,570
Fair value reserve	17	7,206	(1,235)	7,206	(1,235)
Total capital and other funds		628,378	589,437	625,004	586,422
Represented by:					
Assets					
Non-current					
Property, plant and equipment	4	212,458	220,811	212,458	220,801
Right-of-use assets	5	40,446	41,725	40,446	41,725
Intangible assets	6	2,529	3,895	2,529	3,895
Subsidiary	7	-	-	2,800	1,000
Financial assets, at fair value through other comprehensive income (debt instruments)	8	364,334	284,036	364,334	284,036
Deferred tax assets	9	8	8	-	-
		619,775	550,475	622,567	551,457
Current					
Trade and other receivables	10	51,342	45,544	49,881	45,292
Financial assets, at fair value through other comprehensive income (debt instruments)	8	-	98,094	-	98,094
Cash and cash equivalents	11	321,199	289,023	316,378	285,021
		372,541	432,661	366,259	428,407
Total assets		992,316	983,136	988,826	979,864
Liabilities					
Current					
Trade and other payables	12	44,492	53,668	44,376	53,411
Lease liabilities	13	8	17	8	17
Government grants received in advance	14	88,131	86,282	88,131	86,282
Contract liabilities	16	7,959	6,669	7,959	6,669
		140,590	146,636	140,474	146,379
Net current assets		231,951	286,025	225,785	282,028
Non-current					
Deferred capital grants	15	223,267	230,701	223,267	230,701
Contract liabilities	16	81	16,354	81	16,354
Lease liabilities	13	-	8	-	8
		223,348	247,063	223,348	247,063
Total liabilities		363,938	393,699	363,822	393,442
Net assets		628,378	589,437	625,004	586,422
Net assets of funds managed on behalf of the Ministry and other entities					
	18	16,970	13,074	13,741	12,093

See accompanying notes to financial statements.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY
STATEMENTS OF COMPREHENSIVE INCOME
Year ended March 31, 2025

	Note	The Group					
		General Fund		Other Funds		Total	
		2025	2024	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating income							
Course fees	19	53,544	54,787	18,217	17,091	71,761	71,878
Consultancy fees	19	-	-	723	711	723	711
Other fees	19	562	569	-	-	562	569
		54,106	55,356	18,940	17,802	73,046	73,158
Operating expenditure							
Staff costs	20	(214,933)	(201,583)	(10,428)	(10,194)	(225,361)	(211,777)
Teaching materials		(2,591)	(2,916)	(305)	(287)	(2,896)	(3,203)
Repairs and maintenance		(18,985)	(19,277)	(1,614)	(1,034)	(20,599)	(20,311)
Depreciation of property, plant and equipment	4	(21,901)	(25,304)	(2,723)	(2,709)	(24,624)	(28,013)
Depreciation of right-of-use assets	5	(1,279)	(1,283)	-	-	(1,279)	(1,283)
Amortisation of intangible assets	6	(1,112)	(1,222)	(1,192)	(468)	(2,304)	(1,690)
Development expenses		(9,538)	(10,206)	-	-	(9,538)	(10,206)
Staff development and benefits		(4,164)	(4,129)	(551)	(454)	(4,715)	(4,583)
Other expenditure	21	(48,110)	(47,835)	(12,106)	(14,902)	(60,216)	(62,737)
		(322,613)	(313,755)	(28,919)	(30,048)	(351,532)	(343,803)
Operating deficit		(268,507)	(258,399)	(9,979)	(12,246)	(278,486)	(270,645)
Non-operating income							
Donations		-	4	680	941	680	945
Interest income		11,730	13,098	7,994	6,961	19,724	20,059
Rental income		2,420	2,458	2,196	1,936	4,616	4,394
Other income	22	23,514	7,312	1,951	1,238	25,465	8,550
Operating (deficit) surplus before grants and tax		(230,843)	(235,527)	2,842	(1,170)	(228,001)	(236,697)
Grants	23	249,723	247,352	-	-	249,723	247,352
Surplus (Deficit) before income tax		18,880	11,825	2,842	(1,170)	21,722	10,655
Income tax	24	-	-	(15)	-	(15)	-
Net surplus (deficit) for the year		18,880	11,825	2,827	(1,170)	21,707	10,655

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF COMPREHENSIVE INCOME (cont'd)
Year ended March 31, 2025

	<u>Note</u>	The Group					
		General Fund		Other Funds		Total	
		2025	2024	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other comprehensive income:							
<i>Items that may be reclassified subsequently to profit or loss</i>							
Net change in fair value of financial assets, at fair value through other comprehensive income (debt instruments)	17	5,653	(665)	2,788	(585)	8,441	(1,250)
Other comprehensive income for the year, net of tax		5,653	(665)	2,788	(585)	8,441	(1,250)
Total comprehensive income for the year		24,533	11,160	5,615	(1,755)	30,148	9,405

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF COMPREHENSIVE INCOME (cont'd)
Year ended March 31, 2025

		The Polytechnic					
		General Fund		Other Funds		Total	
Note		2025	2024	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating income							
Course fees	19	53,544	54,787	18,217	17,091	71,761	71,878
Other fees	19	562	569	-	-	562	569
		54,106	55,356	18,217	17,091	72,323	72,447
Operating expenditure							
Staff costs	20	(214,933)	(201,583)	(9,479)	(9,520)	(224,412)	(211,103)
Teaching materials		(2,714)	(2,916)	(305)	(287)	(3,019)	(3,203)
Repairs and maintenance		(18,985)	(19,277)	(1,607)	(1,034)	(20,592)	(20,311)
Depreciation of property, plant and equipment	4	(21,901)	(25,304)	(2,723)	(2,708)	(24,624)	(28,012)
Depreciation of right-of-use assets	5	(1,279)	(1,283)	-	-	(1,279)	(1,283)
Amortisation of intangible assets	6	(1,112)	(1,222)	(1,192)	(468)	(2,304)	(1,690)
Development expenses		(9,538)	(10,206)	-	-	(9,538)	(10,206)
Staff development and benefits		(4,164)	(4,129)	(540)	(447)	(4,704)	(4,576)
Other expenditure	21	(51,315)	(50,418)	(9,224)	(12,455)	(60,539)	(62,873)
		(325,941)	(316,338)	(25,070)	(26,919)	(351,011)	(343,257)
Operating deficit		(271,835)	(260,982)	(6,853)	(9,828)	(278,688)	(270,810)
Non-operating income							
Donations		-	4	680	941	680	945
Interest income		11,730	13,098	7,920	6,908	19,650	20,006
Rental income		2,507	2,544	2,197	1,936	4,704	4,480
Other income	22	23,609	7,427	1,670	1,024	25,279	8,451
Operating (deficit) surplus before grants and tax		(233,989)	(237,909)	5,614	981	(228,375)	(236,928)
Grants	23	249,723	247,352	-	-	249,723	247,352
Surplus before income tax		15,734	9,443	5,614	981	21,348	10,424
Income tax	24	-	-	-	-	-	-
Net surplus for the year		15,734	9,443	5,614	981	21,348	10,424

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF COMPREHENSIVE INCOME (cont'd)
Year ended March 31, 2025

		The Polytechnic					
		General Fund		Other Funds		Total	
Note		2025	2024	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other comprehensive income:							
<i>Items that may be reclassified subsequently to profit or loss</i>							
	Net change in fair value of financial assets, at fair value through other comprehensive income (debt instruments)						
17		5,653	(665)	2,788	(585)	8,441	(1,250)
	Other comprehensive income for the year, net of tax	5,653	(665)	2,788	(585)	8,441	(1,250)
	Total comprehensive income for the year	21,387	8,778	8,402	396	29,789	9,174

See accompanying notes to financial statements.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF CHANGES IN FUNDS AND RESERVES
Year ended March 31, 2025

	Endowment Fund (Capital)	General Fund	Other Funds	Fair Value Reserve	Total
	\$'000 (Note 3(iii))	\$'000	\$'000 (Note 3 (vii),(viii))	\$'000	\$'000
The Group					
Balance at April 1, 2023	97,268	340,791	136,579	15	574,653
Net surplus for the year	-	11,825	(1,170)	-	10,655
Other comprehensive income for the year	-	-	-	(1,250)	(1,250)
Total comprehensive income for the year	-	11,825	(1,170)	(1,250)	9,405
Contributions and donations received for the endowment fund (capital)	5,379	-	-	-	5,379
Balance at March 31, 2024	102,647	352,616	135,409	(1,235)	589,437
Net surplus for the year	-	18,880	2,827	-	21,707
Other comprehensive income for the year	-	-	-	8,441	8,441
Total comprehensive income for the year	-	18,880	2,827	8,441	30,148
Contributions and donations received for the endowment fund (capital)	8,793	-	-	-	8,793
Transfer to Endowment Fund	1,293	-	(1,293)	-	-
Balance at March 31, 2025	112,733	371,496	136,943	7,206	628,378

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF CHANGES IN FUNDS AND RESERVES (cont'd)
Year ended March 31, 2025

	Endowment Fund (Capital)	General Fund	Other Funds	Fair Value Reserve	Total
	\$'000 (Note 3(iii))	\$'000	\$'000 (Note 3 (vii),(viii))	\$'000	\$'000
The Polytechnic					
Balance at April 1, 2023	97,268	340,997	133,589	15	571,869
Net surplus for the year	-	9,443	981	-	10,424
Other comprehensive income for the year	-	-	-	(1,250)	(1,250)
Total comprehensive income for the year	-	9,443	981	(1,250)	9,174
Contributions and donations received for the endowment fund (capital)	5,379	-	-	-	5,379
Balance at March 31, 2024	102,647	350,440	134,570	(1,235)	586,422
Net surplus for the year	-	15,734	5,614	-	21,348
Other comprehensive income for the year	-	-	-	8,441	8,441
Total comprehensive income for the year	-	15,734	5,614	8,441	29,789
Contributions and donations received for the endowment fund (capital)	8,793	-	-	-	8,793
Transfer to Endowment Fund	1,293	-	(1,293)	-	-
Balance at March 31, 2025	112,733	366,174	138,891	7,206	625,004

See accompanying notes to financial statements.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

CONSOLIDATED STATEMENT OF CASH FLOWS
Year ended March 31, 2025

	Note	The Group	
		2025	2024
		\$'000	\$'000
Cash flows from operating activities			
Operating deficit before grants and before tax		(228,001)	(236,697)
Adjustments for:			
Depreciation of property, plant and equipment	4	24,624	28,013
Depreciation of right-of-use assets	5	1,279	1,283
Amortisation of intangible assets	6	2,304	1,690
Interest income		(19,724)	(20,059)
Interest expense		-	1
Accrued grant income		(33,262)	(29,915)
Loss on disposal of property, plant and equipment	21	448	5
One-off gain due to early termination of SIT@SP service agreement	16,22	(16,030)	-
Amortisation of interest for bonds		(2,919)	(5,305)
Loss allowance on fees receivables		57	48
Operating cash flows before working capital changes		(271,224)	(260,936)
Change in trade and other receivables		43,939	41,246
Change in trade and other payables		(9,182)	5,038
Cash used in operations		(236,467)	(214,652)
Development grants received from Government		1,735	1,017
IT and Furniture & Equipment grants received from Government		6,848	9,993
Innovation grants received from Government		2,805	3,195
Operating grants received from Government		193,805	196,850
Operating grants received from non-government organisations		5,846	4,726
Refund of unutilised balance received from Government		-	(465)
Contributions and donations received for the endowment fund (capital)		8,793	5,379
Income tax paid		(15)	-
Net cash (used in) from operating activities		(16,650)	6,043
Cash flows from investing activities			
Interest received		19,724	20,059
Purchase of property, plant and equipment	A	(15,491)	(12,654)
Proceeds from disposal of property, plant and equipment		250	-
Addition of intangible assets	B	(1,114)	(2,342)
Addition of debts securities		(70,844)	(362,713)
Redemption and disposal of financial assets, at fair value through other comprehensive income (debt instruments)		100,000	349,214
Development grants received from Government		156	97
IT and Furniture & Equipment grants received from Government		7,152	3,507
Innovation grants received from Government		139	69
Operating grants received from Government		8,681	4,006
Operating grants received from non-government organisations		190	57
Net cash from (used in) investing activities		48,843	(700)

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

CONSOLIDATED STATEMENT OF CASH FLOWS (cont'd)
Year ended March 31, 2025

	Note	The Group	
		2025	2024
		\$'000	\$'000
Cash flows from financing activities			
Repayment of lease liability		(17)	(22)
Interest paid		-	(1)
Net cash used in financing activities		(17)	(23)
Net increase in cash and cash equivalents		32,176	5,320
Cash and cash equivalents at beginning of year		289,023	283,703
Cash and cash equivalents at end of year	11	321,199	289,023

Reconciliation of liabilities arising from financing activities

The following is the disclosure of the reconciliation of liabilities arising from financing activities:

	At beginning of year	Financing cash flow	Non-cash changes		At end of year
	\$'000	\$'000	New leases	Interest expense	\$'000
2025					
Lease liabilities	25	(17)	-	-	8
2024					
Lease liabilities	47	(23)	-	1	25

Note A

During the year, the Group accrued for the acquisition of property, plant and equipment with an aggregate cost of \$2,444,000 (2024 : \$966,000). The cash outflow on acquisition of property, plant and equipment amounted to \$15,491,000 (2024 : \$12,654,000).

Note B

During the year, the Group accrued for the acquisition of intangible assets with an aggregate cost of \$NIL (2024 : \$176,000). The cash outflow on acquisition of intangible assets amounted to \$1,114,000 (2024 : \$2,342,000).

See accompanying notes to financial statements.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

1 GENERAL

Singapore Polytechnic (the "Polytechnic"), established under the Singapore Polytechnic Act 1954 (the "SP Act"), is domiciled in Singapore.

The Polytechnic is located at 500 Dover Road, Singapore 139651.

The Polytechnic is principally engaged in providing studies, training and research in technology, science, commerce and arts. The principal activities of its subsidiary are disclosed in Note 7.

The consolidated financial statements of the Group and statement of financial position, statement of comprehensive income and statement of changes in funds and reserves of the Polytechnic for the year ended March 31, 2025 were authorised for issue by the Board of Governors on August 1, 2025.

2 MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

(a) Basis of accounting

The financial statements have been prepared in accordance with the applicable requirements of the Public Sector (Governance) Act 2018, the Singapore Polytechnic Act 1954, the Charities Act 1994 and Statutory Board Financial Reporting Standards ("SB-FRS"). SB-FRS include Statutory Board Financial Reporting Standards Interpretations of SB-FRS ("INT SB FRS") and SB-FRS Guidance Notes as promulgated by the Accountant General. The financial statements have been prepared under the historical cost convention, except as disclosed in the material accounting policy information below. The financial statements are presented in Singapore dollars which is also the functional currency of the Polytechnic. All the financial information presented in Singapore dollars ("S\$") has been rounded to the nearest thousand ("000") unless otherwise stated.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of SB-FRS 116 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SB-FRS 2 *Inventories* or value in use in SB-FRS 36 *Impairment of Assets*.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.1 Basis of preparation (cont'd)

(a) Basis of accounting (cont'd)

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

(b) Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements in conformity with SB-FRS requires the use of judgements, estimates and assumptions that affect the application of material accounting policies and the reported amounts of assets, liabilities, income and expenses at the end of each reporting period. However, 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.

Critical judgements in applying the entity's material accounting policies

Management is of the opinion that there are no applications of judgement expected to have a significant effect on the amounts recognised in the financial statements.

Key sources of estimation uncertainty

Management is of the opinion that there are no key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.2 Adoption of new and revised standards

On April 1, 2024, the Group has adopted all the new and revised SB-FRSs and Interpretations of SB-FRS ("INT SB-FRS") that are relevant to its operations and effective for annual periods beginning on or after April 1, 2024. The adoption of these new/revised SB-FRSs and INT SB-FRSs does not result in changes to the Group's accounting policies and has no material effect on the amounts reported for the current or prior financial years.

2.3 New or revised accounting standards and interpretations not effective

At the date of authorisation of these financial statements, the following SB-FRSs and amendments to SB-FRS that are relevant to the Group were issued but not yet effective:

Effective for annual periods beginning on or after January 1, 2026

- Amendments to SB-FRS 109 and SB-FRS 107: *Amendments to the Classification and Measurement of Financial Instruments*
- Annual Improvements to SB-FRSs-Volume 11

Effective for annual periods beginning on or after January 1, 2027

- SB-FRS 118 *Presentation and Disclosure in Financial Statements*

Management anticipates that the adoption of the above SB-FRSs and amendments to SB-FRS in future periods will not have a material impact on the financial statements of the Group and of the Polytechnic in the period of their initial adoption except as described below.

SB-FRS 118 will replace SB-FRS 1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after January 1, 2027. The new standard introduces the following key new requirements.

SB-FRS 118 requires the Group to classify all income and expenses into five categories in the statement of comprehensive income, namely the operating, investing, financing, discontinued operations and income tax categories. The Group is also required to present a newly-defined operating surplus with the net surplus remains unchanged. The Management-defined performance measures (MPMs) and enhanced guidance on the grouping will be disclosed in the notes to the financial statements.

The Group is required to use the operating surplus subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Group is in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group and Polytechnic's statements of comprehensive income, the consolidated statement of cash flows and the additional disclosures required for MPMs.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.4 Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Polytechnic and entities controlled by the Polytechnic and its subsidiary. Control is achieved when the Polytechnic:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Polytechnic reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Polytechnic has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Polytechnic considers all relevant facts and circumstances in assessing whether or not the Polytechnic's voting rights in an investee are sufficient to give it power, including:

- The size of the Polytechnic's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- Potential voting rights held by the Polytechnic, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Polytechnic has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Polytechnic obtains control over the subsidiary and ceases when the Polytechnic loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the Polytechnic gains control until the date when the Polytechnic ceases to control the subsidiary.

When necessary, adjustments are made to the financial statements of the subsidiary to bring their accounting policies into line with the Group's accounting policies.

In the Polytechnic's financial information, investment in the subsidiary is carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.5 Funds

(i) General Fund

Income and expenditure relating to the main activities of the Group are accounted for through the General Fund in the Statement of Comprehensive Income.

(ii) Other Funds

Income and expenditure relating to funds set up for contributions received and expenditure incurred for specific purposes are accounted for through the "Other Funds" in the Statement of Comprehensive Income.

(iii) Endowment Fund

Donations, which donors have specified to be kept intact, are taken directly to the Endowment Fund (Capital). Other donations together with other income and expenditure of the Endowment Fund are accounted for in the Fund's operating account under "Other Funds - Endowment Fund (non-capital)" in profit or loss.

Assets and liabilities of these funds are accounted for separately. However, for presentation purposes, they are pooled together with those of General Fund in the Statement of Financial Position.

2.6 Funds managed on behalf of others

Funds managed on behalf of others relate to funds set up to account for contributions received from external sources for specific purposes.

The net assets of the funds managed on behalf of Ministry of Education ("MOE") and Other Entities – Tuition Fee Loan, Opportunity Fund, Temasek Foundation Projects Fund and Financial Literacy Fund are presented as a line item under the capital and funds managed on behalf of others section on the face of the statement of financial position as prescribed by SB-FRS Guidance Note 3. Income and expenditure relating to these funds are accounted for directly in these funds. Details of income, expenditure, net assets relating to these funds are disclosed in Note 18.

2.7 Property, plant and equipment

(a) *Measurement*

Plant and equipment are stated at cost less accumulated depreciation and accumulated impairment loss. Donated assets are recorded at valuation and subsequently carried at aforementioned less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the cost of dismantling and removing the items and restoring the site on which they are located.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.7 Property, plant and equipment (cont'd)

(a) *Measurement (cont'd)*

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Property, plant and equipment costing less than \$5,000 each and renovations costing below \$200,000 are charged to profit or loss in the year of purchase.

The cost of major renovations and restoration is included in the carrying amount of the asset when it is probable that future economic benefits in excess of the originally assessed standard performance of the existing asset will flow to the Group and depreciated over the remaining useful life of the asset.

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.

(b) *Depreciation*

Depreciation on other items of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

Building (campus and staff quarters)	Maximum of 50 years
Building improvements	5 years
Equipment and furniture	3 to 10 years

No depreciation is provided for construction work-in-progress.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in the profit or loss when the changes arise.

(c) *Subsequent costs*

The cost of replacing part of an item of plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of plant and equipment are recognised in the profit or loss as incurred.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.7 Property, plant and equipment (cont'd)

(d) *Disposal*

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

2.8 Intangible assets

Computer software including software development costs are capitalised on the basis of the cost incurred to acquire or develop the software for its intended use. Computer software is stated at cost less accumulated amortisation and impairment loss, if any. These costs are amortised using the straight-line method over their estimated useful life of 3 to 5 years. Computer software costing less than \$5,000 is charged to profit or loss in the year of purchase.

The carrying values of intangible assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

2.9 Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.10 Financial instruments

Financial assets and financial liabilities are recognised on the Statement of Financial Position when the Group becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets and financial liabilities, as appropriate, on initial recognition.

Financial assets

Classification of financial assets

Debt instruments that meet the following conditions and are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI"):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at fair value through profit or loss ("FVTPL").

Despite the foregoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and
- the Group may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.10 Financial instruments (cont'd)

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets, the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses ("ECL"), through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. For financial instruments other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired. For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Group recognises interest income by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Debt instruments classified as at FVTOCI

The corporate bonds held by the Group are classified as at FVTOCI. Fair value is determined in the manner described in Note 29. The corporate bonds are initially measured at fair value plus transaction costs. Subsequently, changes in the carrying amount of these corporate bonds as a result of foreign exchange gains and losses, impairment gains or losses, and interest income calculated using the effective interest method are recognised in profit or loss. The amounts that are recognised in profit or loss are the same as the amounts that would have been recognised in profit or loss if these corporate bonds had been measured at amortised cost. All other changes in the carrying amount of these corporate bonds are recognised in other comprehensive income and accumulated under the heading of fair value reserve. When these corporate bonds are derecognised, the cumulative gains or losses previously recognised in other comprehensive income are reclassified to profit or loss.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.10 Financial instruments (cont'd)

Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI are measured at FVTPL.

Specifically:

- Investments in equity instruments are classified as at FVTPL, unless the Group designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition.
- Debt instruments that do not meet the amortised cost criteria or the FVTOCI criteria are classified as at FVTPL. In addition, debt instruments that meet either the amortised cost criteria or the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Group has not designated any debt instruments as at FVTPL.

Dividends on these investments in equity instruments are recognised in profit or loss when the Group's right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "Non-operating income" line item in profit or loss.

Impairment of financial assets

The Group recognises a loss allowance for ECL on investment in debt instruments that are measured at FVTOCI and trade and other receivables. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL for trade receivables. The ECL on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.10 Financial instruments (cont'd)

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Polytechnic compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 6 months past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Group considers that default has occurred when a financial asset is more than 24 months past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

Write-off policy

The Group writes-off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over three years past due, whichever occurs sooner. Financial assets written-off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.10 Financial instruments (cont'd)

Measurement and recognition of ECL

For financial assets, the ECL is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

Classification as debt

Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

Financial liabilities

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 initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.10 Financial instruments (cont'd)

Offsetting arrangements

Financial assets and financial liabilities are offset and the net amount is presented in the Statement of Financial Position when the Group has legally enforceable right to set-off the recognised amounts; and intends either to settle on a net basis, or to realise the assets and settle the liabilities simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.

2.11 Leases

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee.

The incremental borrowing rate is defined as the rate of interest that the Group would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the statement of financial position.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.11 Leases (cont'd)

The Group as lessee (cont'd)

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a lease asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SB-FRS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the statement of financial position.

The Group applies SB-FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2.9.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Operating expenditure' in the statement of comprehensive income.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.11 Leases (cont'd)

The Group as lessor

The Group enters into lease arrangements as a lessor with respect to its staff apartments and on-campus premises.

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risk and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

2.12 Cash and cash equivalents

The Polytechnic is required to participate in the Centralised Liquidity Management Framework ("CLM") in accordance with the Accountant-General's Circular No.4/2009 dated November 2, 2009. Selected bank accounts of the Polytechnic maintained with selected banks are linked up with the Accountant-General's Department's ("AGD") bank accounts for available excess cash to be automatically aggregated for central management on a daily basis. The deposits held with AGD are short-term highly liquid investments that are readily convertible to known amounts of cash and are classified in cash and cash equivalents as "Cash with AGD".

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand and at bank and cash held with AGD.

2.13 Revenue recognition

The Group recognises revenue from the following major sources:

- Rendering of services.
- Rental income.
- Interest income.
- Donations.

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.13 Revenue recognition (cont'd)

Rendering of services

Revenue for course and other fees is earned from the provision of studies, training and research services in technology, science, commerce and arts. Consultancy fees are revenue derived by the subsidiary related to training, education and education-related services. Revenue for course, consultancy and other fees for the year are recognised as a performance obligation which is satisfied over time.

Payments received from students for course and other fees in which the courses have not been rendered is recognised as deferred income, under contract liabilities, until the services have been rendered to the students.

Rental income

Rental income from operating leases is recognised on a straight-line basis over the lease term.

Interest income

Interest income is recognised on a time proportion basis using the effective interest method.

Donations

Donations are recognised upon receipt. Donations received in advance are recognised as deferred income until the time condition is met.

2.14 Employee compensation

Employee benefits are recognised as an expense unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

(b) Employee leave entitlement

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

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.14 Employee compensation (cont'd)

(c) *Key Management Personnel*

Key management personnel are those persons having the authority and responsibility for planning, directing, and controlling the activities of the Polytechnic and the Group. Board of Governors, directors and heads of departments are considered as key management personnel.

2.15 Grants

Grants are not recognised until there is reasonable assurance that the Polytechnic will comply with the conditions attaching to them and the grants will be received.

Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

Development grants from government and contributions from other organisations utilised for the purchase of depreciable assets or to finance capital projects are recorded in the deferred capital grants account if the assets are capitalised or taken to profit or loss if the assets purchased are written off in the year of purchase.

Deferred capital grants are recognised in profit or loss over the periods necessary to match the depreciation of the assets with the related grants. On disposal of the property, plant and equipment, the balance of the related grants is recognised in profit or loss to match the net book value of property, plant and equipment written off.

Government grants to meet the current year's operating expenses are taken to profit or loss for the year. Government grants are accounted for on an accrual basis. With effect from April 1, 2016, based on the Board of Governor's endorsement, Information Technology and Furniture and Equipment grants are set aside from the government operating grants and are included in the "Government grants received in advance" prior to utilisation.

Other government grant received but not utilised are included in the "Grant received in advance" account.

2.16 Income taxes

The Polytechnic is a tax-exempted institution under the provisions of the Income Tax Act 1947. The subsidiary of the Polytechnic is subject to local income tax legislation.

Income tax expense represents the sum of the tax currently payable and deferred tax.

Current tax is expected tax payable on the taxable income for the year, using tax rates (and tax laws) enacted or substantively enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised, using the balance sheet method, providing for all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the tax rates (and tax laws) that have been enacted or substantively enacted at the end of the reporting period.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.16 Income taxes (cont'd)

A deferred tax asset is recognised to the extent that it is probable that future taxable income will be available against which temporary differences can be utilised. Deferred tax assets are reviewed at the end of the reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Current and deferred tax are recognised as an expense or income in profit or loss, except when relate to items credited or debited outside profit or loss (either in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity, respectively).

3 ENDOWMENT FUND AND OTHER FUNDS

Details of the Polytechnic's funds are as follows:

- | (i) | <u>Name of Fund</u> | <u>Purpose</u> |
|-----|---------------------|---|
| | Endowment Fund | Provides financial assistance to needy students, recognise achievements of outstanding students and provides assistance for the benefit of graduates. |

Interest income and expenditure of the Endowment Fund are taken to the operating account under "Other Funds" in the statement of comprehensive income.

- (ii) The total amount of tax-deductible donations received during the year is \$1,869,000 (2024 : \$2,222,000).

- (iii) The Endowment Fund (Capital) is kept intact and it comprises the following:

	2025 \$'000	2024 \$'000
The Group and The Polytechnic		
At beginning of the year	102,647	97,268
MOE matching donation grant	6,042	3,306
Donations received from third parties	2,751	2,073
Transferred from Other Funds	1,293	-
At end of the year	<u>112,733</u>	<u>102,647</u>

Represented by:

Financial assets, fair value through other comprehensive income (debt instruments)	105,949	97,949
Cash and cash equivalents	6,784	4,698
	<u>112,733</u>	<u>102,647</u>

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

3 ENDOWMENT FUND AND OTHER FUNDS (cont'd)

- (iv) The Endowment Fund (non-capital) is presented under Other Funds.
- (v) Student Welfare and Development Fund provides funding to support student welfare and development activities and is presented under Other Funds.
- (vi) Miscellaneous Funds provides funding for:
 - (i) short and continuing education courses;
 - (ii) upgrading courses;
 - (iii) upgrading campus facilities to meet the demand for development in technological skills;
 - (iv) implementation of programmes to achieve the goals of the Polytechnic;
 - (v) maintenance and upgrading of staff quarters;
 - (vi) exploitation of technologies developed within the Polytechnic; and
 - (vii) provision of training, education and education-related services.

Miscellaneous Funds is presented under Other Funds.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

3 ENDOWMENT FUND AND OTHER FUNDS (cont'd)

(vii) The details of the income and expenditure for Other Funds are as follows:

	Endowment Fund (non-capital)		Student Welfare and Development Fund		Miscellaneous Funds			Total	
	2025	2024	2025	2024	2025	2024	2024	2025	2024
The Group	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating income									
Course fees	-	-	-	-	18,217	17,091	18,217	17,091	17,091
Consultancy fees	-	-	-	-	723	711	723	711	711
	-	-	-	-	18,940	17,802	18,940	17,802	17,802
Operating expenditure									
Staff costs	-	-	-	-	(10,428)	(10,194)	(10,428)	(10,194)	(10,194)
Teaching materials	-	-	-	-	(305)	(287)	(305)	(287)	(287)
Repairs and maintenance	-	-	-	-	(1,614)	(1,034)	(1,614)	(1,034)	(1,034)
Depreciation of property, plant and equipment	-	-	(44)	(45)	(2,679)	(2,664)	(2,723)	(2,709)	(2,709)
Amortisation of intangible assets	-	-	-	-	(1,192)	(468)	(1,192)	(468)	(468)
Staff development and benefits	-	-	-	-	(551)	(454)	(551)	(454)	(454)
Other expenditure	(4,714)	(7,854)	(206)	(164)	(7,186)	(6,884)	(12,106)	(14,902)	(14,902)
	(4,714)	(7,854)	(250)	(209)	(23,955)	(21,985)	(28,919)	(30,048)	(30,048)
Operating deficit	(4,714)	(7,854)	(250)	(209)	(5,015)	(4,183)	(9,979)	(12,246)	(12,246)
Non-operating income									
Donations	680	941	-	-	-	-	680	941	941
Interest income	3,636	3,341	94	86	4,264	3,534	7,994	6,961	6,961
Rental income	-	-	-	-	2,196	1,936	2,196	1,936	1,936
Other income	19	47	231	231	1,701	960	1,951	1,238	1,238
(Deficit) Surplus before grants and tax	(379)	(3,525)	75	108	3,146	2,247	2,842	(1,170)	(1,170)
Grants	-	-	-	-	-	-	-	-	-
(Deficit) Surplus before income tax	(379)	(3,525)	75	108	3,146	2,247	2,842	(1,170)	(1,170)
Income tax	-	-	-	-	(15)	-	(15)	-	-
Net (deficit) surplus for the year	(379)	(3,525)	75	108	3,131	2,247	2,827	(1,170)	(1,170)

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

3 ENDOWMENT FUND AND OTHER FUNDS (cont'd)

(vii) The details of the income and expenditure for Other Funds are as follows:

	Endowment Fund (non-capital)		Student Welfare and Development Fund		Miscellaneous Funds			Total
	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
The Polytechnic								
Operating income								
Course fees	-	-	-	-	18,217	17,091	18,217	17,091
	-	-	-	-	18,217	17,091	18,217	17,091
Operating expenditure								
Staff costs	-	-	-	-	(9,479)	(9,520)	(9,479)	(9,520)
Teaching materials	-	-	-	-	(305)	(287)	(305)	(287)
Repairs and maintenance	-	-	-	-	(1,607)	(1,034)	(1,607)	(1,034)
Depreciation of property, plant and equipment	-	-	(44)	(45)	(2,679)	(2,663)	(2,723)	(2,708)
Amortisation of intangible assets	-	-	-	-	(1,192)	(468)	(1,192)	(468)
Staff development and benefits	-	-	-	-	(540)	(447)	(540)	(447)
Other expenditure	(4,714)	(7,854)	(206)	(164)	(4,304)	(4,437)	(9,224)	(12,455)
	(4,714)	(7,854)	(250)	(209)	(20,106)	(18,856)	(25,070)	(26,919)
Operating deficit	(4,714)	(7,854)	(250)	(209)	(1,889)	(1,765)	(6,853)	(9,828)
Non-operating income								
Donations	680	941	-	-	-	-	680	941
Interest income	3,636	3,341	94	86	4,190	3,481	7,920	6,908
Rental income	-	-	-	-	2,197	1,936	2,197	1,936
Other income	19	47	231	231	1,420	746	1,670	1,024
(Deficit) Surplus before grants and tax	(379)	(3,525)	75	108	5,918	4,398	5,614	981
Grants	-	-	-	-	-	-	-	-
(Deficit) Surplus before income tax	(379)	(3,525)	75	108	5,918	4,398	5,614	981
Income tax	-	-	-	-	-	-	-	-
Net (deficit) surplus for the year	(379)	(3,525)	75	108	5,918	4,398	5,614	981

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

3 ENDOWMENT FUND AND OTHER FUNDS (cont'd)

(viii) Other Funds comprise the following:

	Endowment Fund (non-capital)		Student Welfare and Development Fund		Miscellaneous Funds			Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
The Group									
Accumulated surplus at March 31	15,720	16,099	3,899	5,117	117,324	114,193	136,943	135,409	
	-	-	-	-	15,080	17,020	15,080	17,064	
	-	-	-	-	1,538	2,171	1,538	2,171	
	11,175	11,013	-	-	10,000	-	21,175	11,013	
	3,791	4,498	3,900	5,073	92,757	94,773	100,448	104,344	
	1,092	962	-	-	4,151	6,113	5,243	7,075	
	(338)	(374)	(1)	-	(6,210)	(5,892)	(6,549)	(6,266)	
	-	-	-	-	8	8	8	8	
	15,720	16,099	3,899	5,117	117,324	114,193	136,943	135,409	

Represented by:

Property, plant and equipment
Intangible assets
Financial assets, at fair value
through other comprehensive income
(debt instruments)
Cash and cash equivalents
Receivables, deposits and prepayments
Payables, deposits and accruals
Deferred tax assets

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

3 ENDOWMENT FUND AND OTHER FUNDS (cont'd)

(viii) Other Funds comprise the following:

The Polytechnic

Accumulated surplus at March 31

	Endowment Fund (non-capital)		Student Welfare and Development Fund		Miscellaneous Funds			Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	15,720	16,099	3,899	5,117	119,272	113,354	138,891	134,570	
Represented by:	-	-	-	44	15,080	17,009	15,080	17,053	
	-	-	-	-	1,538	2,171	1,538	2,171	
	-	-	-	-	2,800	1,000	2,800	1,000	
	11,175	11,013	-	-	10,000	-	21,175	11,013	
	3,791	4,498	3,900	5,073	87,646	90,445	95,337	100,016	
Cash and cash equivalents	1,092	962	-	-	8,302	8,304	9,394	9,266	
	(338)	(374)	(1)	-	(6,094)	(5,575)	(6,433)	(5,949)	
	15,720	16,099	3,899	5,117	119,272	113,354	138,891	134,570	

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

4 PROPERTY, PLANT AND EQUIPMENT

The Group

Cost

At April 1, 2023					
Additions					
Disposals					
At March 31, 2024					
Additions					
Disposals					
At March 31, 2025					

Accumulated depreciation

At March 31, 2023					
Depreciation for the year					
Eliminated on disposals					
At March 31, 2024					
Depreciation for the year					
Eliminated on disposals					
At March 31, 2025					

Carrying amount

At March 31, 2025					
At March 31, 2024					

Assets under construction

The Group's property, plant and equipment includes \$10.4 million (2024 : \$9.4 million) relating to in-progress renovation classified within building improvements and equipment and furniture.

	Building (campus and staff quarters) \$'000	Building improvements \$'000	Equipment and furniture \$'000	Total \$'000
	361,150	148,247	281,970	791,367
	-	8,793	4,422	13,215
	-	(55)	(30,899)	(30,954)
	361,150	156,985	255,493	773,628
	-	7,416	9,553	16,969
	-	(33)	(12,410)	(12,443)
	361,150	164,368	252,636	778,154
	183,595	129,020	243,138	555,753
	7,457	6,349	14,207	28,013
	-	(55)	(30,894)	(30,949)
	191,052	135,314	226,451	552,817
	7,457	6,021	11,146	24,624
	-	(24)	(11,721)	(11,745)
	198,509	141,311	225,876	565,696
	162,641	23,057	26,760	212,458
	170,098	21,671	29,042	220,811

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS
March 31, 2025

4 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The Polytechnic

Cost

	Building (campus and staff quarters) \$'000	Building improvements \$'000	Equipment and furniture \$'000	Total \$'000
At April 1, 2023	361,150	148,247	281,905	791,302
Additions	-	8,793	4,422	13,215
Disposals	-	(55)	(30,899)	(30,954)
At March 31, 2024	361,150	156,985	255,428	773,563
Additions	-	7,416	9,553	16,969
Disposals	-	(33)	(12,345)	(12,378)
At March 31, 2025	361,150	164,368	252,636	778,154

Accumulated depreciation

At April 1, 2023	183,595	129,020	243,084	555,699
Depreciation for the year	7,457	6,349	14,206	28,012
Eliminated on disposals	-	(55)	(30,894)	(30,949)
At March 31, 2024	191,052	135,314	226,396	552,762
Depreciation for the year	7,457	6,021	11,146	24,624
Eliminated on disposals	-	(24)	(11,666)	(11,690)
At March 31, 2025	198,509	141,311	225,876	565,696

Carrying amount

At March 31, 2025	162,641	23,057	26,760	212,458
At March 31, 2024	170,098	21,671	29,032	220,801

Assets under construction

The Polytechnic's property, plant and equipment includes \$10.4 million (2024 : \$9.4 million) relating to in-progress renovation classified within building improvements and equipment and furniture.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

5 RIGHT-OF-USE ASSETS

The Group leases certain leasehold land and office equipment. The lease term ranges from 21 to 86 years (2024 : 21 to 86 years) for leasehold land. The lease term of office equipment ranges from 3 to 5 years (2024 : 3 to 5 years).

	Leasehold land \$'000	Office equipment \$'000	Total \$'000
The Group and The Polytechnic			
<u>Cost</u>			
At April 1, 2023	75,618	110	75,728
Derecognition	-	(49)	(49)
At March 31, 2024	75,618	61	75,679
Derecognition	-	(15)	(15)
At March 31, 2025	75,618	46	75,664
<u>Accumulated depreciation</u>			
At April 1, 2023	32,655	65	32,720
Depreciation for the year	1,262	21	1,283
Eliminated on derecognition	-	(49)	(49)
At March 31, 2024	33,917	37	33,954
Depreciation for the year	1,262	17	1,279
Eliminated on derecognition	-	(15)	(15)
At March 31, 2025	35,179	39	35,218
<u>Carrying amount</u>			
At March 31, 2025	40,439	7	40,446
At March 31, 2024	41,701	24	41,725

Leasehold land includes donated assets. The valuations of two pieces of leasehold land were provided by the Chief Valuer, Inland Revenue Department in 1986 (\$52,660,000) and Colliers Jardine (S) Pte Ltd in 1994 (\$740,000), on a market value basis.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

6 INTANGIBLE ASSETS

	2025	2024
The Group and The Polytechnic	\$'000	\$'000
Computer software		
<u>Cost</u>		
At April 1	26,953	25,526
Additions	938	2,171
Disposals	(73)	(744)
At March 31	27,818	26,953
<u>Accumulated amortisation</u>		
At April 1	23,058	22,112
Amortisation for the year	2,304	1,690
Eliminated on disposals	(73)	(744)
At March 31	25,289	23,058
<u>Carrying amount</u>		
At March 31	2,529	3,895

The Group's computer software includes \$0.2 million (2024 : \$0.2 million) relating to in-progress software development projects.

7 SUBSIDIARY

	2025	2024
The Polytechnic	\$'000	\$'000
Unquoted equity shares, at cost	2,800	1,000

The balances with subsidiary are unsecured, interest-free, repayable on demand and expected to be settled in cash unless otherwise stated.

Details of the subsidiary are as follows:

Name	Country of Incorporation/ principal place of business	Proportion of ownership and voting rights held by the Group		Principal activities
		2025	2024	
		%	%	
Singapore Polytechnic International Pte Ltd	Singapore	100	100	Provision of training, education and education-related services

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

8 FINANCIAL ASSETS, AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (DEBT INSTRUMENTS)

	2025 \$'000	2024 \$'000
The Group and The Polytechnic		
Quoted debt securities - Singapore	364,334	382,130
Represented by:		
Current	-	98,094
Non-current	364,334	284,036
	<u>364,334</u>	<u>382,130</u>
Balance at beginning of year	382,130	364,576
Additions	70,844	362,713
Redemption and disposals (including amortisation of interest for bonds)	(97,081)	(343,909)
Fair value gain (loss) recognised in other comprehensive income	8,441	(1,250)
Balance at end of year	<u>364,334</u>	<u>382,130</u>

Details of the quoted debt securities:

	2025	2024
Interest rates	1.25% - 5.00%	1.25% - 5.00%
Maturity dates	2026 - 2034	2024 - 2034

The Group holds an interest in quoted debt securities including various treasury bills, government bonds and corporate bonds with a range of interest rates and maturity periods.

The quoted debt securities are held by the Group within a business model whose objective is both to collect their contractual cash flows which are solely payments of principal and interest on the principal amount outstanding and to sell these financial assets. Hence the aforementioned are classified as at FVTOCI.

The quoted debt securities are considered to have low credit risk. For the purpose of impairment assessment, the loss allowance of these financial assets is measured at an amount equal to 12-month ECL.

In determining the expected credit losses for these assets, management has taken into account the historical default experience, the financial position of the counterparties, as well as the future prospects of the industries in which the issuers of the quoted debt securities operate obtained from economic expert reports, financial analyst reports and considering various external sources of actual and forecast economic information, as appropriate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for these financial assets.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

9 DEFERRED TAX ASSETS

	2025	2024
The Group	\$'000	\$'000
Balance at beginning and end of year	8	8

10 TRADE AND OTHER RECEIVABLES

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Grants receivables	33,262	29,915	33,262	29,915
Fees receivables	3,298	4,418	3,298	4,418
Other receivables	9,854	7,946	8,322	7,646
Deposits	25	1,182	25	1,182
Subsidiary – non-trade (Note 7)	-	-	87	60
Goods and services tax receivable	1,298	-	1,354	-
Prepayments	3,665	2,161	3,593	2,149
	51,402	45,622	49,941	45,370
Less: Loss allowance on fees receivables	(60)	(78)	(60)	(78)
	51,342	45,544	49,881	45,292

As at April 1, 2023, fees receivables for the Group and the Polytechnic amounted to \$2,971,000 (net of loss allowance of \$108,000).

The credit period given by the Group and the Polytechnic is in a range of up to 30 days (2024 : up to 30 days). No interest is charged on the outstanding balances except for late interest charges on rental receivables which ranges from 7.7% to 12% (2024 : 7.7% to 12%) per annum.

Grant receivables relate to amounts granted to the Group and the Polytechnic from MOE, government agencies and non-government agencies on a reimbursement basis to fund the Polytechnic's activities. Such grant income is set off against expenses in the statement of comprehensive income.

Included in the Group's and the Polytechnic's other receivables are interest to be received from cash held with Accountant-General's Department ("AGD") of \$3,901,000 (2024 : \$3,923,000).

Loss allowance for trade receivables has been measured at an amount equal to lifetime ECL. The expected credit losses on trade receivables are estimated by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The Group has recognised a loss allowance of 100 per cent for all receivables over two years past due and assessed not to be recoverable based on historical experience.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

10 TRADE AND OTHER RECEIVABLES (cont'd)

Other receivables are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month ECL. In determining the ECL, the Group has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

The Group has recognised a loss allowance of \$60,000 (2024 : \$78,000) which is due to specific credit impaired factors arising on certain debtors. The Group has assessed and noted immaterial loss allowance required for the remaining balances as historical experience has indicated that these receivables are generally recoverable.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Movements of the loss allowance are as follows:

	2025 \$'000	2024 \$'000
The Group and The Polytechnic		
Balance at beginning of year	78	108
Amounts written off	(75)	(78)
Change in loss allowance due to new trade receivables originated, net of those derecognised due to settlement	57	48
Balance at end of year	60	78

11 CASH AND CASH EQUIVALENTS

	The Group		The Polytechnic	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash at bank and on hand	38,129	40,418	33,308	36,416
Cash with Accountant-General's Department	283,070	248,605	283,070	248,605
	321,199	289,023	316,378	285,021

Cash held with Accountant-General's Department ("AGD") earns interest based on fixed deposits rates determined by financial institutions with which AGD deposits the monies. The interest rate for cash placed with AGD for the financial year is 3.17% (2024 : 3.34%) per annum.

The Polytechnic administers bank accounts on behalf of the Singapore Polytechnic Students' Union. As at the reporting date, the bank balance of \$1,931,000 (2024 : \$1,845,000) has not been included in the cash and cash equivalents of the Polytechnic.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

12 TRADE AND OTHER PAYABLES

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Sundry creditors	7,570	7,896	7,570	7,896
Advances received – others	169	164	169	164
Deposits	1,016	996	1,016	996
Provision for unutilised leave	10,287	10,603	10,252	10,569
Accrued operating expenses and capital expenditures	25,243	23,656	25,061	23,348
Goods and services tax payable	-	10,144	-	10,044
Subsidiary (Note 7)	-	-	101	185
Amount due to MOE	207	209	207	209
Trade and other payables	44,492	53,668	44,376	53,411

Trade payables and accruals principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is about 30 days (2024 : about 30 days).

13 LEASE LIABILITIES

	2025	2024
	\$'000	\$'000
The Group and The Polytechnic		
Undiscounted lease payments due:		
- Year 1	8	18
- Year 2	-	8
	8	26
Less: Unearned interest cost	-	(1)
Lease liabilities	8	25
Presented as:		
Current	8	17
Non-current	-	8
	8	25

The Group does not face a significant liquidity risk with regards to its lease liabilities. Lease liabilities are monitored within the Group's finance function.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

14 GOVERNMENT GRANTS RECEIVED IN ADVANCE

	Note	2025 \$'000	2024 \$'000
The Group and The Polytechnic			
Balance at beginning of year		86,282	83,307
Grants received during the year			
- Government development grants		1,891	1,106
- Government IT and Furniture & Equipment grants		14,000	13,500
- Government innovation grants		2,944	2,248
Transfer to deferred capital grants (Government)	15	(7,448)	(3,673)
Amount recorded in profit or loss	23	(9,538)	(10,206)
Balance at end of year		88,131	86,282

Unutilised IT and Furniture & Equipment balance of \$84.7 million (2024 : \$84.9 million) is retained by the Polytechnic for future use.

15 DEFERRED CAPITAL GRANTS

	Government		Non-Government		Total	
	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
The Group and The Polytechnic						
Balance at beginning of year	227,017	244,680	3,684	4,851	230,701	249,531
Development grants, Furniture and equipment and Information Technology grants and Innovation grants from MOE (Note 14)	7,448	3,673	-	-	7,448	3,673
Transfer from operating grants (Note 25)	8,681	4,006	-	-	8,681	4,006
Grants received	-	-	190	57	190	57
	16,129	7,679	190	57	16,319	7,736
Amortisation to profit or loss (Note 23)	(21,993)	(25,342)	(1,760)	(1,224)	(23,753)	(26,566)
Balance at end of year	221,153	227,017	2,114	3,684	223,267	230,701

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

16 CONTRACT LIABILITIES

The contract liabilities primarily relate to advance consideration received in respect of:

- (i) Course fees, for which revenue is recognised over the course period; and
- (ii) Service fees from Singapore Institute of Technology ("SIT") for the usage of the Polytechnic's facilities by SIT students.

The details are as follows:

	The Group and The Polytechnic		
	March 31, 2025	March 31, 2024	April 1, 2023
	\$'000	\$'000	\$'000
Course fees	7,499	5,780	5,443
Service fees	273	17,127	17,951
Other deferred income	268	116	69
	<u>8,040</u>	<u>23,023</u>	<u>23,463</u>
Represented by:			
Current	7,959	6,669	6,299
Non-current	81	16,354	17,164
	<u>8,040</u>	<u>23,023</u>	<u>23,463</u>

During the year, revenue recognised by the Group and the Polytechnic that was included in contract liability balance at the beginning of the year includes:

	The Group and The Polytechnic	
	2025	2024
	\$'000	\$'000
Course fees	5,588	5,250
Service fees	824	824
One-off gain due to early termination of SIT@SP service agreement (Note 22)	16,030	-
Other deferred income	<u>51</u>	<u>27</u>

Early Termination of SIT@SP Lease and Service Agreement

During the year, SIT gave notice to terminate its 30-year land lease with the Polytechnic, with the effective date of handover on August 1, 2025. Based on the service fee agreement between SIT and the Polytechnic, there shall be no refund of any service fee paid in the event of termination and, as such, the unutilised service fee will be forfeited. The unutilised portion of the service fee (which excludes the service fee for the period subsequent to March 31, 2025 but before August 1, 2025) of \$16,030,000 has been recognised as other income (Note 22).

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

17 FAIR VALUE RESERVE

The fair value reserve represents the cumulative gains and losses arising on the revaluation of investments in debt instruments classified as at FVTOCI, net of cumulative gain/loss reclassified to profit or loss upon disposal.

	The Group and The Polytechnic	
	2025	2024
	\$'000	\$'000
Balance at beginning of year	(1,235)	15
Fair value gain (loss) on investments in debt instruments classified as at FVTOCI	8,441	(1,250)
Balance at end of year	7,206	(1,235)

18 FUNDS MANAGED ON BEHALF OF THE MINISTRY AND OTHER ENTITIES

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(i) Tuition Fee Loan	13,562	11,583	13,562	11,583
(ii) Opportunity Fund	303	680	303	680
(iii) Temasek Foundation Projects Fund	(124)	(170)	(124)	(170)
(iv) Financial Literacy Fund	3,229	981	-	-
Funds managed on behalf of the Ministry and other entities	16,970	13,074	13,741	12,093

(i) Tuition Fee Loan

Pursuant to the Tuition Fee and Study Loan Schemes, the Polytechnic acts as the agent for the tuition fee loan and the MOE as the financier providing the advances.

The tuition fee loan fund was set up from advances from the MOE for the purpose of providing loans to students.

Loans given to students are interest-free until June 1 or December 1 in the year of their graduation, or for those with National Service obligations, in the year in which they finish their National Service. Thereafter, loans are repayable by monthly instalments with interest at 4.75% (2024 : 4.75%) per annum which is based on the average prime rates of banks or such other rates as may be determined by the Polytechnic from time to time. The interest on the tuition fee loans is remitted in full to the MOE. The students are given an option to repay by monthly instalments over a period of up to 10 years after the borrowers' graduation. Repayment of tuition fee loan received by the Polytechnic amounting to \$2,235,000 (2024 : \$2,185,000) were repaid to the MOE.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS
March 31, 2025

18 FUNDS MANAGED ON BEHALF OF THE MINISTRY AND OTHER ENTITIES (cont'd)

(i) Tuition Fee Loan (cont'd)

The details of the Tuition Fee Loan as at March 31 are as follows:

	2025	2024
	\$'000	\$'000
The Group and The Polytechnic		
Balance at beginning of year	11,583	10,140
Advances received	3,999	3,439
Interest income	244	238
Bad debts written off	(29)	(49)
Advances repaid	(2,235)	(2,185)
Balance at end of year	<u>13,562</u>	<u>11,583</u>
Represented by:		
Tuition fee loan	13,560	11,581
Other receivables	2	2
Net assets	<u>13,562</u>	<u>11,583</u>

(ii) Opportunity Fund

The Opportunity Fund was set up to provide enrichment opportunities for Singapore Citizen students from lower income households. The fund can be used to provide assistance for overseas trips and purchase of computer devices.

The Opportunity Fund is disbursed on an annual basis.

The details of the Opportunity Fund as at March 31 are as follows:

	2025	2024
	\$'000	\$'000
The Group and The Polytechnic		
Balance at beginning of the year	680	622
Amount received during the year	206	138
Amount utilised during the year	(583)	(80)
Balance at end of the year	<u>303</u>	<u>680</u>
Represented by:		
Cash and cash equivalents	<u>303</u>	<u>680</u>

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

18 FUNDS MANAGED ON BEHALF OF THE MINISTRY AND OTHER ENTITIES (cont'd)

(iii) Temasek Foundation Projects Fund

The Polytechnic collaborates with Temasek Foundation International ("Temasek Foundation") on several projects which aim to develop and enhance educational capabilities in Asia. In these projects, the Polytechnic is responsible for establishing proper objectives for the approved programmes and to monitor and evaluate the progress of the project based on terms agreed with Temasek Foundation.

Funds are disbursed by Temasek Foundation on a regular basis to support approved project expenditures. Funds disbursed in excess are to be returned to Temasek Foundation at the end of each project. Temasek Foundation Projects Fund is maintained in a separate bank account.

The details of the Temasek Foundation Projects Fund as at March 31 are as follows:

	2025	2024
	\$'000	\$'000
The Group and The Polytechnic		
Balance at beginning of the year	(170)	(244)
Amount received during the year	138	612
Amount utilised during the year	(92)	(538)
Balance at end of the year	(124)	(170)
Represented by:		
Cash and cash equivalents	207	70
Trade and other payables	(331)	(240)
	(124)	(170)

The credit balance represented expenditures incurred by the Group for the intended projects on behalf of Temasek Foundation which were pending reimbursement.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

18 FUNDS MANAGED ON BEHALF OF THE MINISTRY AND OTHER ENTITIES (cont'd)

(iv) Financial Literacy Fund

The Singapore Polytechnic Institute of Financial Literacy was launched in collaboration with Monetary Authority of Singapore ("MAS") to provide free and unbiased financial programmes to the public. Under the arrangement, the Group is responsible for the administration and monitoring of the programme.

Funds are disbursed by MAS to support the expenditures of Institute of Financial Literacy on a semi-annual basis. Unutilised funds at the end of the funding period are to be returned to MAS. Financial Literacy Fund is maintained in a separate bank account. This collaboration agreement with MAS ended on June 30, 2019.

With effect from July 1, 2019, a new collaboration was established between the subsidiary, Singapore Polytechnic Enterprise Pte. Ltd. and MAS. Subsequently from November 1, 2021, the entire business and operations of Institute of Financial Literacy is transferred from Singapore Polytechnic Enterprise Pte. Ltd. to another subsidiary, Singapore Polytechnic International Pte. Ltd. where the terms and conditions remained the same.

The details of the Financial Literacy Fund as at March 31 are as follows:

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the year	981	396	-	-
Amount received from MAS	4,379	2,965	-	-
Amount utilised during the year	(2,131)	(2,380)	-	-
Balance at end of the year	3,229	981	-	-
Represented by:				
Cash and cash equivalents	4,390	732	-	-
Trade and other receivables	(1,161)	249	-	-
	3,229	981	-	-

19 OPERATING INCOME

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Course fees	71,761	71,878	71,761	71,878
Consultancy fees	723	711	-	-
Other fees	562	569	562	569
	73,046	73,158	72,323	72,447
Timing of revenue recognition:				
At a point in time	723	711	-	-
Over time	72,323	72,447	72,323	72,447
	73,046	73,158	72,323	72,447

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

20 STAFF COSTS

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Wages and salaries	199,432	186,859	198,606	186,297
Employer's contribution to Central Provident Fund	22,343	21,522	22,235	21,424
Other staff benefits	3,586	3,396	3,571	3,382
	<u>225,361</u>	<u>211,777</u>	<u>224,412</u>	<u>211,103</u>

Included in the above is key management's remuneration as follows:

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Wages and salaries	8,704	8,145	8,617	8,065
Employer's contribution to defined contribution plans, including Central Provident Fund	545	527	540	522
	<u>9,249</u>	<u>8,672</u>	<u>9,157</u>	<u>8,587</u>

21 OTHER EXPENDITURE

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Water and electricity	8,005	11,049	8,005	11,049
Outsourcing and other services	8,253	8,039	8,253	8,039
Software and other IT cost	11,275	9,764	11,275	9,764
Local/overseas industrial training	2,528	1,461	3,001	2,015
Campus events and activities	7,144	7,185	7,430	7,119
Bursaries and scholarships	4,714	7,854	4,714	7,854
Maintenance and upgrading of facilities	700	838	700	838
Security and epidemic expenses	1,442	1,374	1,442	1,374
Publication, marketing and advertising	2,533	2,124	2,533	2,124
Loss on disposal of property, plant and equipment	448	5	438	5
Audit fees paid to the auditors of the Polytechnic	96	93	96	93
Other expenses:				
Subsidiary (Note 7)	-	-	54	10
Outside parties	13,078	12,951	12,598	12,589
	<u>60,216</u>	<u>62,737</u>	<u>60,539</u>	<u>62,873</u>

There is no non-audit fees paid or payables to the auditors of the Polytechnic for the year ended March 31, 2025 and 2024.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

22 OTHER INCOME

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Non-recurring Research and Development service income	2,220	2,156	2,220	2,156
Student welfare fund, prizes and award	249	278	249	278
Income from use of campus and sports facilities	1,506	1,712	1,506	1,712
Project revenue and other consulting fee	3,435	2,479	3,435	2,479
Miscellaneous income	2,025	1,925	1,839	1,826
One-off gain due to early termination of SIT@SP service agreement (Note 16)	16,030	-	16,030	-
	<u>25,465</u>	<u>8,550</u>	<u>25,279</u>	<u>8,451</u>

23 GRANTS

	The Group and The Polytechnic					
	General Fund		Other Funds		Total	
	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating grants received from:						
- Government (Note 25)	210,586	205,854	-	-	210,586	205,854
- Non-government	5,846	4,726	-	-	5,846	4,726
Development and other grants utilised (Note 14)	9,538	10,206	-	-	9,538	10,206
Deferred capital grants amortised:						
- Government (Note 15)	21,993	25,342	-	-	21,993	25,342
- Non-government (Note 15)	1,760	1,224	-	-	1,760	1,224
	<u>249,723</u>	<u>247,352</u>	<u>-</u>	<u>-</u>	<u>249,723</u>	<u>247,352</u>

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

24 INCOME TAX

The tax on surplus before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax of 17% (2024 : 17%) as follows:

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Surplus before income tax	21,722	10,655	21,348	10,424
Tax at statutory rate of 17% (2024 : 17%)	3,693	1,811	3,629	1,772
Tax effect on surplus of the Polytechnic exempted from tax	(3,629)	(1,772)	(3,629)	(1,772)
Tax effect on income not subject to tax and non-deductible expense	14	-	-	-
Others	(63)	(39)	-	-
	15	-	-	-

25 OPERATING GRANTS - GOVERNMENT

	2025	2024
	\$'000	\$'000
The Group and The Polytechnic		
Operating grants received/receivable during the year	242,651	230,757
Less:		
Grants utilised on property, plant and equipment transferred to deferred capital grants (Note 15)	(8,681)	(4,006)
Operating grants received for goods and services tax subsidies on tuition fees and tuition grants	(23,384)	(20,897)
Operating grants taken to profit or loss (Note 23)	210,586	205,854

26 CAPITAL COMMITMENTS

Capital expenditure approved but not provided for in the accounts:

	2025	2024
	\$'000	\$'000
The Group and The Polytechnic		
Amount approved and contracted for	44,511	18,885

27 RELATED PARTY TRANSACTIONS

Some of the Group's and the Polytechnic's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances with related parties are unsecured, interest-free, repayable on demand and expected to be settled in cash unless otherwise stated.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

27 RELATED PARTY TRANSACTIONS (cont'd)

In addition to the information disclosed elsewhere in the financial statements, the Group and the Polytechnic entered into certain significant transactions with MOE, and other related parties during the financial year. The transactions disclosed below took place between the Group and related parties at terms agreed between the parties.

(a) Sales and purchase of goods and services

The Group provides continuing education training to various Ministries, Organs of States and other Statutory Boards. The Group also engages IT and miscellaneous services from various Ministries, Organs of States and other Statutory Boards. The transactions are conducted in the ordinary course of business at market terms.

	2025 \$'000	2024 \$'000
The Group		
Related party		
Rental received from related party	22	22
MOE		
Operating grants (including Information technology and furniture and equipment grants)	207,807	207,349
Development grants and innovation grants	2,573	3,438
Matching grants	6,042	3,306
Manpower, course fee and other fees	250	160
Manpower, training and other fees	(885)	(345)
Other Ministries and Statutory boards		
Grants	34,005	23,864
Course fees, project and consultancy services	2,582	1,767
Rental and utilities charges	260	319
GEBIZ charges	(311)	(311)
ICT related expenditures	(4,287)	(4,099)
Manpower fees	-	(107)
Training and assessment fees	(446)	(542)
Demand aggregate management fees	(170)	(132)
Service fee for shared services	(105)	-
Foreign workers levy	(103)	(74)
Other Polytechnics		
Training, Projects and events costs	(395)	(454)
Course fees, project and consultancy services	517	158

(b) Key management's remuneration

Key management personnel remuneration as disclosed in Note 20 relates to directors and heads of departments.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY**NOTES TO FINANCIAL STATEMENTS**
March 31, 2025**28 OPERATING LEASE COMMITMENTS**Group as a lessor

Operating leases, in which the Group is the lessor, relates to on-campus premises and staff apartments owned by the Group with lease terms of between 1 to 30 years. The lessee does not have an option to renew the leases nor to purchase at the expiry of the lease periods.

During the year ended March 31, 2025 the Group recognised rental income of \$4,616,000 (2024 : \$4,394,000).

	2025	2024
	\$'000	\$'000
Maturity analysis of operating lease payment:		
Year 1	1,812	2,771
Year 2	412	1,727
Year 3	218	886
Year 4	14	760
Year 5	4	606
Year 6 and onwards	-	9,694
Total	2,460	16,444

Polytechnic as a lessor

Operating leases, in which the Polytechnic is the lessor, relates to on-campus premises and staff apartments owned by the Polytechnic with lease terms of between 1 to 30 years. The lessee does not have an option to renew the leases nor to purchase at the expiry of the lease periods.

During the year ended March 31, 2025 the Polytechnic recognised rental income of \$4,704,000 (2024 : \$4,480,000).

	2025	2024
	\$'000	\$'000
Maturity analysis of operating lease payment:		
Year 1	1,812	2,857
Year 2	412	1,727
Year 3	218	886
Year 4	14	760
Year 5	4	606
Year 6 and onwards	-	9,694
Total	2,460	16,530

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

29 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

Categories of financial instruments

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

	The Group		The Polytechnic	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Financial assets, at FVTOCI (debt instruments)	364,334	382,130	364,334	382,130
Financial assets at amortised cost	334,316	302,491	328,050	298,249
Financial liabilities				
Financial liabilities at amortised cost	44,492	43,524	44,376	43,367
Lease liabilities	8	25	8	25

Financial risk management policies and objectives

Risk management is integral to the operations of the Group. The Group has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The treasury team/principal/Board of Governors continually monitor its risk management process to ensure that an appropriate balance between risk and control is achieved. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

Financial risk factors

Credit risk management

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The major classes of financial assets of the Group are trade and other receivables, cash and cash equivalents and quoted debt securities.

Measures are in place to ensure that credit risk is continuously monitored and managed. The maximum exposure is represented by the carrying amount of each financial asset stated in the financial statements. At the end of the reporting period, there is no significant concentration of credit risk except for government grant receivables and quoted debt securities.

The Group develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Group uses its own records to rate its major customers and other debtors. The ECLs on other receivables is estimated by reference to track record of the counterparties, their financial conditions where information is available, knowledge of any events or circumstances impeding recovery of the amounts, and forward-looking macroeconomic influences.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

29 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)

Financial risk factors (cont'd)

The Group's procedures on assessing ECL comprises the following categories:

Category	Description	Basis for recognising ECL
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is > 6 months past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
In default	Amount is > 24 months past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL - credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.	Amount is written-off

The table below details the credit quality of the Group's financial assets as well as maximum exposure to credit risk:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount \$'000	Loss allowance \$'000	Net carrying amount \$'000
The Group						
<u>2025</u>						
Financial assets at fair value through other comprehensive income (Debt instruments)	8	Performing	12-month ECL	364,334	-	364,334
Trade receivables	10	(i)	Lifetime ECL (simplified approach)	3,298	(60)	3,238
Other receivables	10	Performing	12-month ECL	9,879	-	9,879
Cash and cash equivalents	11	Performing	12-month ECL	321,199	-	321,199
<u>2024</u>						
Financial assets at fair value through other comprehensive income (Debt instruments)	8	Performing	12-month ECL	382,130	-	382,130
Trade receivables	10	(i)	Lifetime ECL (simplified approach)	4,418	(78)	4,340
Other receivables	10	Performing	12-month ECL	9,128	-	9,128
Cash and cash equivalents	11	Performing	12-month ECL	289,023	-	289,023

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS
March 31, 2025

29 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)

Financial risk factors (cont'd)

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount \$'000	Loss allowance \$'000	Net carrying amount \$'000
The Polytechnic						
<u>2025</u>						
Financial assets at fair value through other comprehensive income (Debt instruments)	8	Performing	12-month ECL	364,334	-	364,334
Trade receivables	10	(i)	Lifetime ECL (simplified approach)	3,298	(60)	3,238
Other receivables	10	Performing	12-month ECL	8,434	-	8,434
Cash and cash equivalents	11	Performing	12-month ECL	316,378	-	316,378
<u>2024</u>						
Financial assets at fair value through other comprehensive income (Debt instruments)	8	Performing	12-month ECL	382,130	-	382,130
Trade receivables	10	(i)	Lifetime ECL (simplified approach)	4,418	(78)	4,340
Other receivables	10	Performing	12-month ECL	8,888	-	8,888
Cash and cash equivalents	11	Performing	12-month ECL	285,021	-	285,021

- (i) The Group determines the ECL on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS

March 31, 2025

29 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)

Financial risk factors (cont'd)

The carrying amount of financial assets recorded in the financial statements, grossed up for any allowances for losses, represents the Group's maximum exposure to credit risk without taking into account of the value of any collateral obtained.

At the end of the reporting period, there was no significant concentration of credit risk except for grant receivables. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position. Cash, fixed deposits and funds are placed with banks and financial institutions which are regulated.

Cash at bank is held with creditworthy financial institutions. Cash held with the AGD under the CLM are placed with high credit quality financial institutions, and are available upon request. Trade and other receivables that are neither past due nor impaired are substantially counterparties with good collection track records with the Group.

Liquidity risk management

The Group monitors its liquidity risk and maintain a level of cash and cash equivalents deemed adequate to finance the Group's operations and to mitigate the effects of fluctuations in cash flow.

The total contractual undiscounted cash flow of the Group's financial assets, other than financial assets at fair value, and financial liabilities are the same as their carrying amounts and are due within one year, except for lease liabilities as disclosed in Note 13.

Interest rate risk management

As the Group does not have any financial assets and financial liabilities that bear interest at floating rates, no sensitivity analysis is prepared.

The interest rates for cash with Accountant-General's Department disclosed in Note 11 are based on deposit rates determined by the financial institutions with which the cash are deposited and are expected to move in tandem with market interest rate movements.

Foreign exchange risk management

The Group is not exposed to significant foreign currency risk as its transactions are mainly denominated in Singapore dollars, which is the functional currency of the Group.

Price risk management

Price risk is the risk that the value of a financial instrument will fluctuate due to changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

29 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)

Price risk management (cont'd)

The financial assets at fair value through other comprehensive income that are subject to price risks total \$364,334,000 (2024 : \$382,130,000), as disclosed in Note 8. The market risk associated with these financial assets is the potential loss in fair value resulting from the decrease in market prices of these financial assets. The Group's management regularly monitors the potential loss in fair value, if any. The Group's strategies and policies relating to financial assets at fair value are determined by its Investment Committee. The sensitivity rate of 5% represents management's assessment of the reasonably possible change in market risk that the Group is exposed to.

With all other variables held constant, a 5% (2024 : 5%) increase/decrease of market values of all debt instrument will result in \$18,217,000 (2024 : \$19,107,000) increase/decrease in the fair value of financial assets at fair value through other comprehensive income.

Fair value measurements

The following table shows an analysis of financial instruments carried at fair value by the different level of the value hierarchy:

	Note	Quoted prices in active markets for identical instruments	Significant other observable inputs	Significant unobservable inputs	Total
		Level 1	Level 2	Level 3	
The Group and The Polytechnic		\$'000	\$'000	\$'000	\$'000

2025

Financial assets, at fair value
through other comprehensive
income

- Quoted debt securities	8	364,334	-	-	364,334
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2024

Financial assets, at fair value
through other comprehensive
income

- Quoted debt securities	8	382,130	-	-	382,130
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There was no transfer between the levels in the hierarchy during the year.

SINGAPORE POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO FINANCIAL STATEMENTS March 31, 2025

29 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)

Determination of fair values

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. The fair value of the Group's quoted financial assets was determined on the basis set out in Note 2.10.

The fair values of quoted securities, if traded in active markets such as over-the counter securities, are based on quoted market prices at the end of the reporting period.

Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

Trade and other receivables, Cash and cash equivalents, Trade and other payables and lease liabilities

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short term nature.

Lease liabilities (non-current)

The carrying amounts of these financial liabilities are not materially different from the fair values determined using discounted estimated cash flows.

Capital management policies and objectives

The Group regularly reviews and manages its capital structure to ensure that the Group will be able to continue as a going concern. The capital structure of the Group comprises only accumulated surplus and endowment fund. The Group's overall strategy remains unchanged from prior year.

30 IPC REGULATIONS

The Polytechnic has complied with the requirement that the total fund-raising and sponsorship expenses have not exceeded 30% of the total gross receipts from the fund raising and sponsorships for the financial year.

The donation monies received are used in accordance with the objective of the Fund.

To promote greater disclosure and accountability to the public, the Governance Evaluation Checklist of all IPCs is published on the Charity Portal (www.charities.gov.sg) from April 1, 2009. In line with the requirement, the Fund's checklist can be found on the above website.