



SINGAPORE UNIVERSITY OF  
TECHNOLOGY AND DESIGN



# A Better World By Design

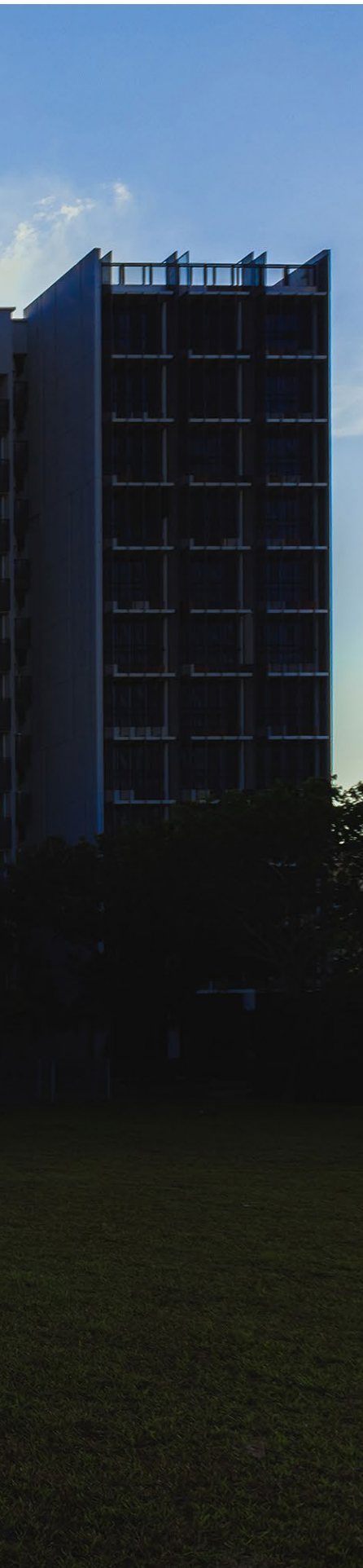




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## Vision

**Technology and design always have been and always will be essential for society's prosperity and well-being.**

Embracing this tenet as a call to action, SUTD is a leading research-intensive global university focused on technology and all elements of technology-based design.

It will educate technically-grounded leaders who are steeped in the fundamentals of science, mathematics and technology; are creative and entrepreneurial; have broad perspectives informed by the humanities, arts and social sciences; and are engaged with the world.

It will embrace the best of the East and West and drive knowledge creation and innovation, as well as innovative curriculum and teaching approaches.

Its faculty, students and staff will have

- far-reaching aspirations to create a better world by design
- the confidence and courage to try new ideas and approaches
- a questioning spirit fuelled by the thrill of interdisciplinary learning and doing, and
- life-long competencies, especially the ability and appetite to learn and innovate.

By excelling in all these dimensions, SUTD will be viewed as the foremost university in the world for technology and design education and research.

## Mission

To advance knowledge and nurture technically-grounded leaders and innovators to serve societal needs, with a focus on Design, through an integrated multi-disciplinary curriculum and multi-disciplinary research.

## About SUTD

SUTD was incorporated on 24 July 2009 as a Company limited by guarantee under the Companies Act, Chapter 50. SUTD has a Memorandum and Articles of Association as its governing instrument. It is an Institution of Public Character under the Charities Act, Chapter 37.

The principal activities of SUTD are in the advancement and dissemination of knowledge, the promotion of research and scholarships, and the conferring and awarding of degrees.

## SUTD Design Philosophy

At SUTD, we believe in a Better World by Design.

**Design is the panacea of problems (Value)**

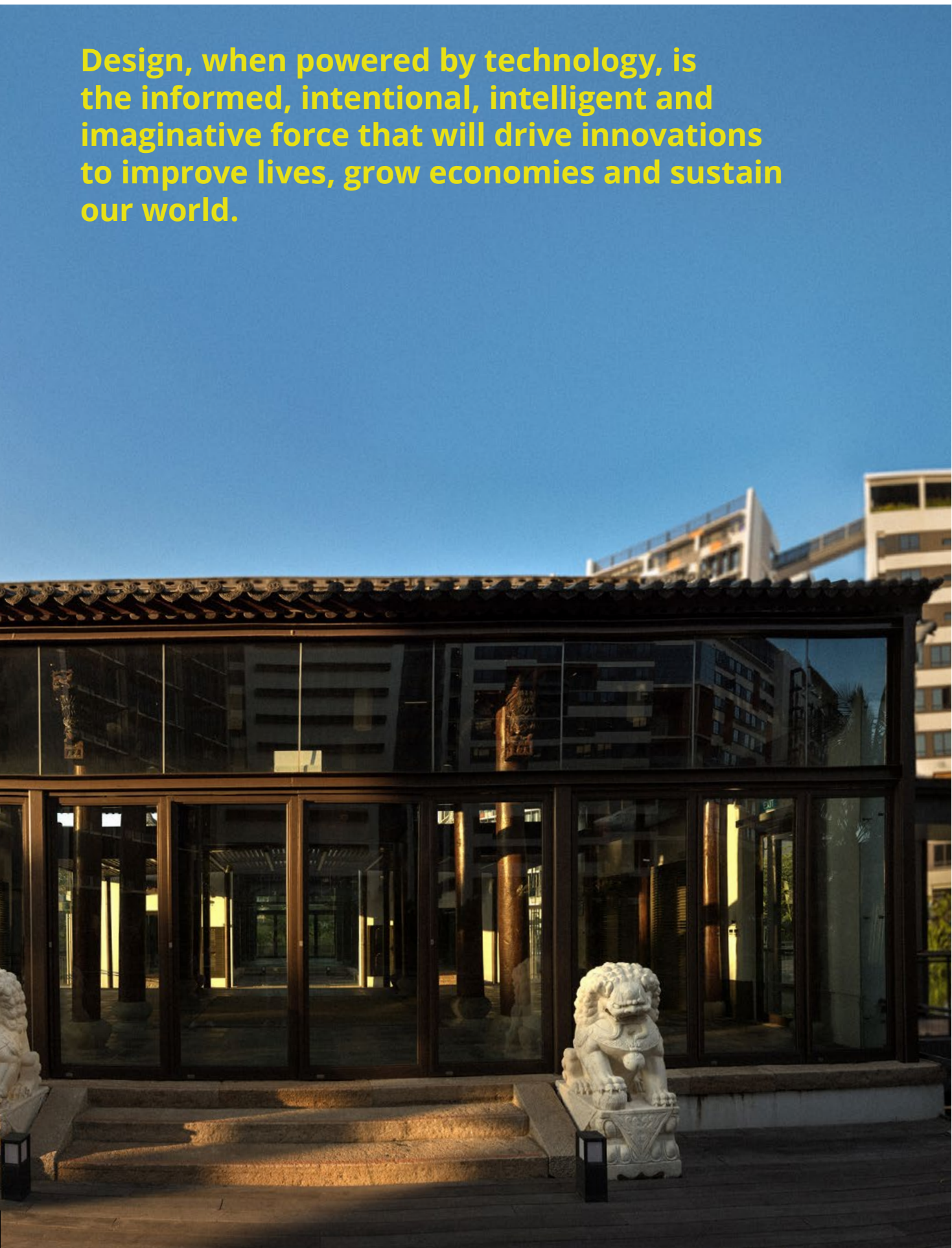
**Design transforms lives & communities (Human-centric)**

**Design is made powerful by digitalisation and big data (Technology)**

**Design outcomes must be quantifiable and experienceable by everyone (Outcomes)**



**Design, when powered by technology, is the informed, intentional, intelligent and imaginative force that will drive innovations to improve lives, grow economies and sustain our world.**



2020 was unprecedented, and served to remind us again that life is all about people. How people adapted behaviour, in the light of new learning and to better apply new technology solutions, defined progress during the year. In the face of a new threat, many details of which emerged in fits and starts as the pandemic evolved, those who embraced change and adopted new ways of living and working came off better than those who, for different reasons, could not.

## Chairman's Message

As the design and technology university, we must address people in order for technology to protect, help and progress human development. Good design starts with in-depth understanding and effective communication with people. The better world we aspire to build depends on successful adoption by people of products, systems and a sustainable built environment, largely enabled by digital technology and, increasingly, artificial intelligence. The creation of better outcomes through how people use technology is our objective in design. This was well illustrated this past year, and gives us real confidence that our mission is worthwhile.

When we were temporarily unable to gather and meet face-to-face, we harnessed virtual communication tools for online sharing of information for education. We developed ways of enabling safe laboratory and workshop activity, albeit more limited in numbers. Through advanced conferencing technologies, we were still able to host and organise large-scale virtual events and webinars, such as our Open House, the Singapore Press Holdings – SUTD Design Innovation Forum and the Ministerial Forum with DPM Heng Swee Keat.

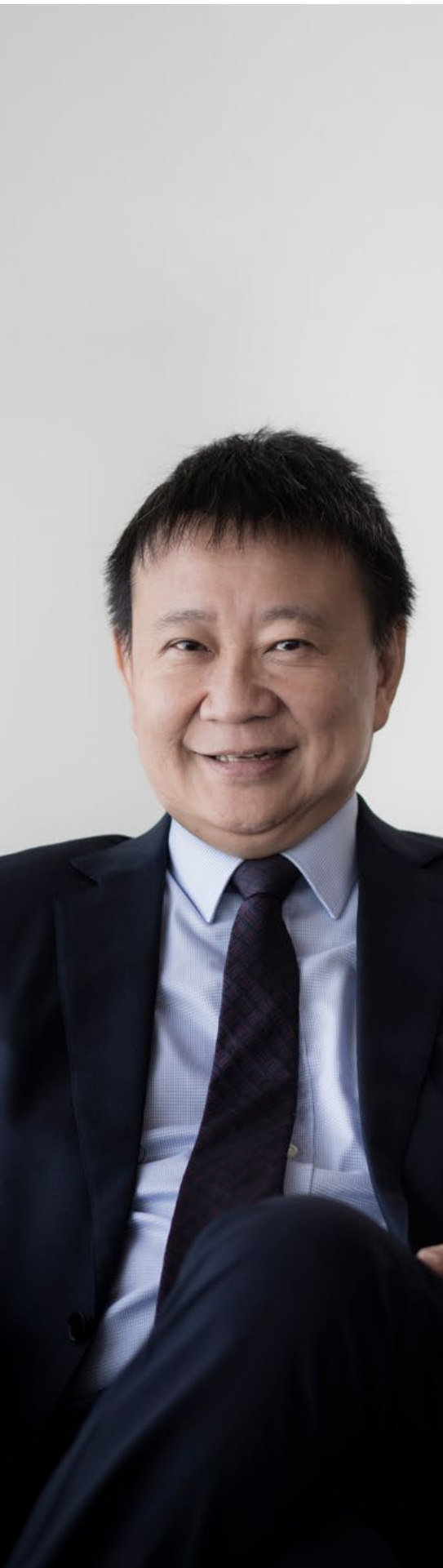
Our technically-grounded leaders and innovators also serve societal needs by recognising that there are members of the community who are disadvantaged in particular ways, and they design to meet those particular challenges. This is extremely meaningful and comes from a social conscience. We are working hard to groom our next generation of leaders, not only through training in design and technology, but with ethical awareness and strength in diversity and sustainability. These tools and experiences provide the best chance to come up with solutions for a range of issues, stretching to climate change and pandemics.

This year, we have had a few changes in our management team. I would like to express my deepest appreciation to Ambassador-At-Large Prof Chan Heng Chee, who stepped down as the first Chairperson of the Lee Kuan Yew Centre for Innovative Cities (LKYCIC). She helped establish the Centre from scratch to build a renowned think-tank, with areas of research which leverage on the strengths of the university and links to her global network.

I am pleased to welcome LKYCIC's new Chairperson, Prof Cheong Koon Hean. Prof Cheong is an outstanding practitioner in the urban planning and built environment sector, having helmed both the Urban Redevelopment Authority and the Housing Development Board, for which she is known worldwide. She is concurrently appointed the non-executive Chairperson of the Centre for Liveable Cities by the Ministry of National Development.







We also thank Prof Lim Seh Chun, who was our Acting Provost, and who performed the role with distinction during the challenging interim period which included the pandemic. Many of us were able to sleep well knowing he was in charge. Our new Provost, Prof Phoon Kok Kwang, comes to us with over 25 years of experience as a world-class researcher, top educator and active senior academic leader. He is a fine addition to our senior management and we look forward to the plans and initiatives he will introduce to further advance our interdisciplinary education and research.

We have also rebranded our Entrepreneurship Centre to become our Venture, Innovation & Entrepreneurship Office (VIE), and plan to build an integrated ecosystem. This includes curated entrepreneurship programmes with tools and resources for start-ups, incubation support and mentorship from industry. From inception, SUTD has had many start-ups, and VIE will organise and provide support for those who come with entrepreneurial ideas and boldness. We intend to extend this from students, faculty and researchers to alumni and others who wish to turn their ideas to reality. We have more than 30 teams currently incubating and growing.

Going forward, SUTD will continue to align our design philosophy, research and education to address the complex socio-economic challenges faced by society and the world. Through the nurturing of talent and in being willing to explore new methods and ideas in education, we will explore how best to contribute to Singapore's growth and prosperity.

I would like to end by thanking everyone who has supported our endeavours and vision. With your continued partnership, I believe we can scale greater heights in our mission to build a better world by design.

A handwritten signature in white ink on a blue background. The signature is stylized and appears to read 'Tzu Yang'.

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**Mr Lee Tzu Yang**  
**SUTD Chairman**

These past 18 months have left the world still in the throes of the COVID-19 pandemic. Although vaccination is key, everyone must also play their part to upkeep one another's health and safety. Plans for the economy, business, education and other sectors in this new normal should include ideas on how to operate in a COVID and post-COVID world and at SUTD we also strive to do our part.

## President's Message

Last year, we had already implemented a variety of modifications to adjust our educational and research activities, and campus life to suit the challenging circumstances. One was the major shift in the start of academic calendar from May to September starting with our 2020 Freshmore cohort, which has gone ahead smoothly. In fact, I am pleased to share that we had one of our largest intakes of students since SUTD started.

Even with all overseas travel suspended and many of our exchange programmes being affected, we were able to mitigate this by rolling out alternative activities. These include virtual summer programmes that some of our partner universities are offering, remote local or overseas internships and even exchange programmes with other local autonomous universities under the Singapore Universities Student Exchange Programme (SUSEP).

I am also happy to report that despite the slower economy arising from COVID-19, there was still strong demand for SUTD graduates in the job market. Almost 96% of our fresh graduates from the Class of 2020 were employed within six months of completing their final examinations, the highest percentage ever since our first batch of students graduated in 2015. Many of them obtained jobs within the Information & Communication, Financial & Insurance and Scientific Research & Development sectors.

We have also continued to refresh our undergraduate curriculum to keep up with the times. Our Freshmore curriculum was updated, and some new courses were included to strengthen skills in design thinking and programming, two very important 21<sup>st</sup> century skills that contribute towards innovation. Furthermore, a thematic approach was included for the design projects that our freshmen must complete. For example, in direct correlation to the current pandemic, a common theme used for the projects would be 'solutions for disaster management', where students are tasked with identifying design opportunities related to a disaster like the COVID-19 pandemic and to find suitable solutions.

SUTD also signed an MOU with Temasek Polytechnic (TP) to launch a new pathway programme, an addition to our earlier collaboration with Singapore Polytechnic. This pathway programme allows select TP engineering students to participate in classes at SUTD earlier, giving them early exposure to SUTD's engineering modules and a unique university student experience, while they are still undergoing their diploma programme.

I would like to give an update to the phase one of SUTD's Growth Plans (SGP), which started in 2018 to support initiatives in four key economic sectors, i.e. Aviation & Connectivity, Cities, and Healthcare, with Artificial Intelligence and Data Science. The goal was two-fold: (i) to attract students to SUTD by offering industry-relevant curricular, overseas exposure, internship opportunities and



multi pathways to cater to different career aspirations; (ii) to position SUTD as the preferred collaborative partner in both education and research.

Since its inception, all the research projects under the SGP have achieved excellent progress. An estimated 20% of SUTD faculty are currently involved in these research projects as Principal Investigators (PIs) or Co-PIs. Further integration between education and research is achieved through student Capstone projects and programmes such as the SUTD Honours and Research Programme (SHARP) and the Undergraduate Research Opportunities Programme (UROP). In FY2020, SUTD also collaborated with over 30 industry partners in both education and research initiatives. Arising from these collaborations, eight new undergraduate courses were developed and a total of 23 new research projects successfully secured external sources of funding worth about S\$18 million.

This year has been very prolific for SUTD, with the number of research publications increasing by almost 1,000 and citations by over 24,000. Some of our research papers were published in top-tier conferences and world class journals such as Nature, NAACL (North American Chapter of the Association for Computational Linguistics), Nature Communications; Journal of Clinical Medicine, AAAI (Association for the Advancement of Artificial Intelligence) and many more.

The number of start-ups has gone up by 10, with mostly start-ups from our own students. One of the more outstanding start-ups is Proccoli, which developed a software-as-a-service facilities management platform and was founded by SUTD Engineering Product Development alumnus Wang Wei Liang. This start-up was one of the winners at Enterprise Singapore's Founder Ignite competition in February this year and received close to \$50,000 of start-up resources and support under the Startup SG Founder grant.

I am also grateful to our donors and benefactors for their generous contributions during these challenging times, to help us ensure that no deserving students who have a strong interest in our science, technology, engineering and mathematics (STEM) programmes would be denied an education at SUTD due to financial constraints. It is thanks to your support that we can continue doing our best to nurture leaders and innovators who can use design and technology to make a positive impact on the world.

A handwritten signature in black ink, appearing to be 'Chong Tow Chong', written over a horizontal line.

**Professor Chong Tow Chong**  
SUTD President

As founding Chair of the Lee Kuan Yew Centre for Innovative Cities (LKYCIC), Professor Chan Heng Chee started the Centre from scratch and developed it into the think-tank that it is today. In this interview, she shares more about her journey building up the Centre and some of the key achievements and highlights during her time there.

## Interview with Professor Chan Heng Chee

### Why did you take on the role of Chairperson of LKYCIC?

In 2010, when I was still the Singapore Ambassador to USA, Philip Ng, then Chairman of the Board of Trustees of the newly established SUTD, gave me a call to ask if I would like to return to Singapore to be the chairman of a new research centre, the Lee Kuan Yew Centre for Innovative Cities (LKYCIC). I was pleasantly surprised and found it an interesting idea. I have set-up and run think-tanks before so why not. This was also something I could do when I came back to Singapore. I have been in circles of architects and urban planners for many years because I was married to an architect before. I have listened to their works and joined in their conversations so I felt it was not a bridge too far to be a part of this new Centre.

### What were the goals you set when you took on the role? What vision did you have for the Centre?

When I took on this role, I first had to find out what other centres were doing in this space. The Centre for Liveable Cities and Future Cities Lab were already established and every university had an urban laboratory or sustainability programme. I joined SUTD in September 2012, and by 2013, I began to see the space – I knew I wanted the Centre to be a go-to place for people who wanted to access research about Asian cities and to understand the urban futures of Asian cities. I also wanted to leverage on the strength of SUTD, which is being multi-disciplinary. I wanted to bring in technology ideas to social sciences and integrate social sciences to technology so that we come up with strong urban solutions.

### What are some key milestones you achieved in LKYCIC?

I felt that the first general achievement of SUTD and LKYCIC, was to establish in Singapore, the role of multi-disciplinary studies – how to collaborate with different disciplines.

Specifically, for LKYCIC, which only really started running end of 2013 or early 2014, I am proud of a couple of things such as establishing the Smart City Index with The Institute for Management Development (IMD).

We published 16 books in eight years, which is quite prolific, and received the Axiom Business Book Award Bronze medal under the Business Intelligence/ Innovation category for one of our books, 'Sixteen Shades of Smart' that was published in collaboration with IMD. We are now producing a second book on case studies of smart cities – smart planning, sustainability and how cities master smart solutions – with particular focus on how Asian cities do it.



We started the Master of Science in Urban Science, Policy and Planning with the Humanities, Arts and Social Sciences (HASS) cluster. HASS took the lead for this with LKYCIC coming behind in full support. I helped raise \$3.8 million in scholarships for students to do the Masters.

We also worked closely with World Economic Forum, where we did a transformation map on urbanisation, which is quite significant.

LKYCIC has achieved a space and received some recognition for our research on the future of work, digital societies and digital economies. We also have some recognition for our work on ageing and the built environment. Next, we hope to establish a place in the future of South-East Asian (SEA) cities.

**In your journey with LKYCIC and SUTD, what aspects were most meaningful or memorable to you?**

My taking up the job at LKYCIC in SUTD made me personally smarter. The horizon has expanded for me. I was strictly a politics and security studies person with an interest in government administration and the political process, something I brought with me to the Centre. But now I have learnt to be multi-disciplinary. I learnt to listen to what engineers and computer scientists have to say, and to make sense and understand where social science can make a contribution. My language now is different and my colleagues at the Ministry of Foreign Affairs (MFA) tell me that I have reinvented myself. I find that to be a very strong personal achievement and that is really the contribution of being in SUTD.

I am also proud that LKYCIC made itself sustainable and viable financially, having raised some \$38 million in research funds. Although we started small, with only two to three staff and it was slow growth, but we kept at that pace of looking for funds and staff, and finding a niche for the Centre. The fact that we now have a sustainable position is to me an achievement.

**How has the pandemic changed your views of cities?**

The pandemic has forced us to build in the Covid and post-Covid implications and impact in our research and understanding of cities. For instance, in the project on the future of SEA cities, which is part of the Cities cluster of the SUTD growth plan, we have built in a health element into the understanding and analysis of SEA cities. In October 2020, LKYCIC started a project on socio-spatial reconfiguration of the city post-Covid, which is a study of Singapore. We are looking at aspects of how the city has changed, the future of work, revitalising poly centres and what we can recommend to sustain the life and dynamism of the city.

**You played a critical role in raising \$32.7million over 8 years for the LKYCIC. Could you share with us the unique factors of LKYCIC that attracts donors and investors?**

The fact that we attracted a sizeable amount of funding for research and scholarships is not just due to my work but also because of the good research proposals put up by my colleagues. By being passionate and confident about your project, the enthusiasm you use to describe it will make the difference between whether people will donate to your project or not.

I must give credit to my colleagues as well because when we go to the agencies, I would open the door initially, introducing my team and what they can do and the conversation starts. Then my colleagues will carry on the conversation and help push things through. After getting the funds, we must of course ensure that our project gets good results, then the agencies will continue calling us to put in a proposal for a grant.

**What has been achieved from the collaboration with the Institute of Management Development (IMD)?**

With IMD, we are now in the process of producing the third edition of the Smart City Index and it should be done by October this year. We have published the book 16 Shades of Smart to accompany the first Smart City Index. The next book on smart planning for sustainability will be published in November this year and focuses on 10 cities, including Vienna, Medina, Mumbai and Shanghai. The third project with IMD is to do case studies of how cities become smart.

**You also started 5 major programmes at LKYCIC. How do you think these programmes will benefit LKYCIC and the community?**

Today, many universities are asking what impact does your research have on the community or in your country. We have been very mindful of this right from the start and I believe the studies from LKYCIC are impactful. For example, we have a study by Dr Belinda Yuen on age friendly neighbourhoods and how to design them and this is being prototyped by the Housing Development Board. There is a social impact and the idea will be put into practice by being implemented in the community.

Our future of work research is also impactful as this study analyses what happens when technology disrupts a job and how to recreate new jobs. This study has broken up jobs into tasks and tries to understand what tasks are involved in a job. Technology does not disrupt a job but disrupts tasks, so the study recommends finding equivalents or regrouping of tasks to recreate a job. NTUC, the Institute for Adult Learning and some companies have approached us to ask if we can give them some advice or do such research on their companies.

LKYCIC has also focused research on Ageing and the Built Environment. The Centre's research looks at how to make an estate more walkable for the ageing, and generally to make the neighbourhood more friendly and liveable for the elderly. There is also a project on Arts and Ageing, how arts can help an ageing person and whether those with dementia can find comfort and stimulation from the arts.

**What was your vision for the Masters of Science in Urban Science, Planning and Policy programme? What type of graduates do you hope to train?**

The Master students come to SUTD for one year and many of them are either sociologists, engineers, architects, urban planners, etc. We also have applicants from overseas like China, Turkey and USA. This programme, run by HASS and LKYCIC, emphasises urban methods and urban theory and practice. Another core course is to understand leadership and planning in Singapore. After graduating, we have students who joined the Land Transport Authority,

Urban Redevelopment Authority, some of them go for postdocs, while others go back to their jobs.

**What are some words of advice you have for our students, faculty and staff to stay ahead during these changing times?**

I think our students have heard a lot about the disruptive economy, that going forward, we have to be nimble and agile as technology keeps changing and reshaping jobs rapidly. My advice to students and anybody is to keep an open mind, be curious and have a desire to learn. Even at the age of 70+, I am still changing and learning.

**What are your future plans?**

I am at retirement age but I feel like I want to keep going and I still have my job as ambassador-at-large at the MFA. I will carry on as a Professor at SUTD and will continue my research on socio-spatial reconfiguration of the city.

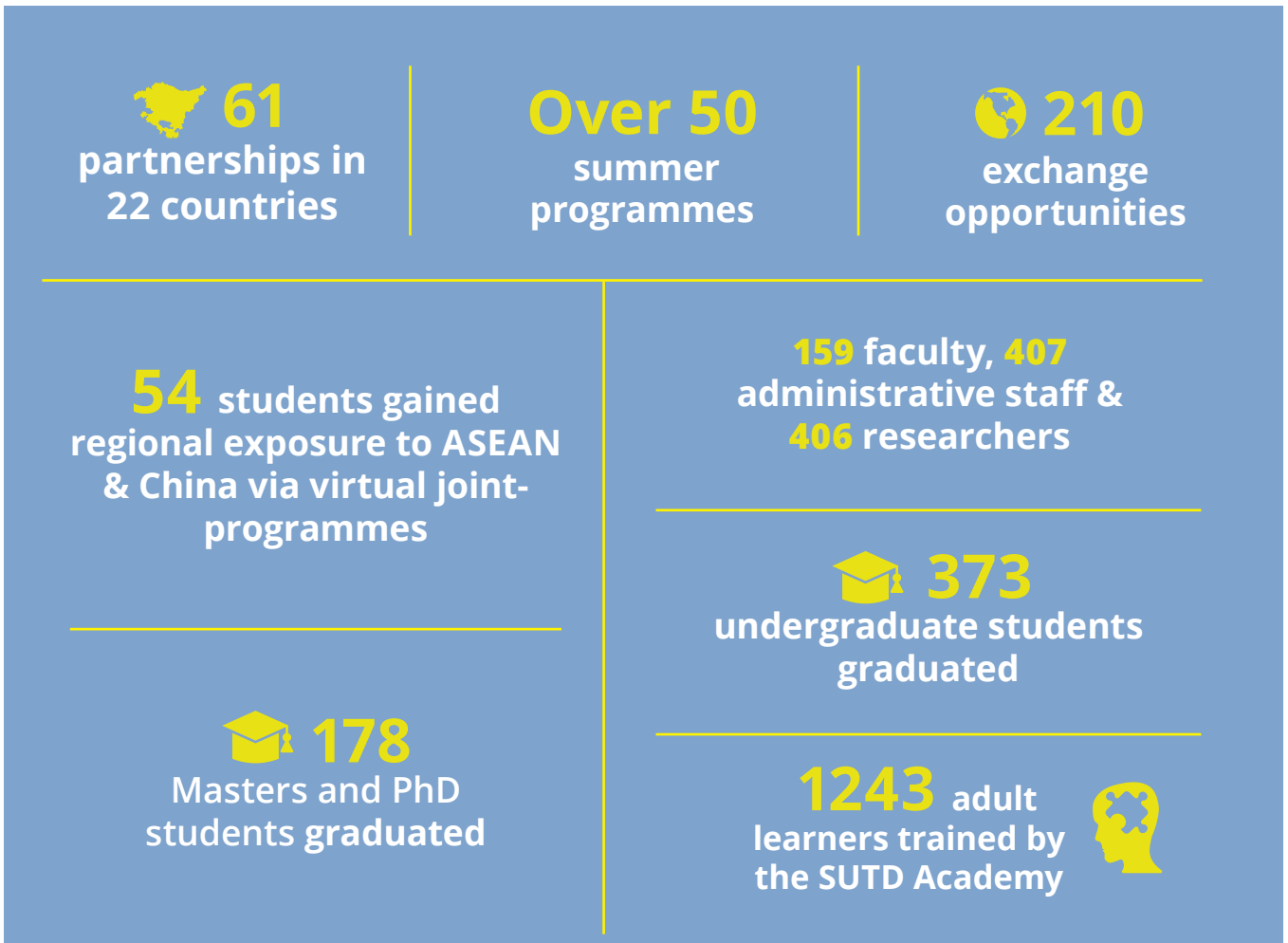
**What are your impressions of SUTD?**

I have learnt to be smarter in SUTD. It is a small university and the inter-university collaboration is quite fluid and there is a sense of community, which I find is a strength of SUTD. If you want to learn you can always learn and colleagues are extremely helpful.

There is a strong sense of camaraderie at SUTD and I am grateful for the family of colleagues here from the Board of Trustees, President's Office, Human Resources, the pillar heads and various other departments for the support and help they have given to LKYCIC.

# SUTD at a Glance

## Overview



## Education

SUTD undergraduate programmes begin with a three-term Freshmore curriculum that is grounded in the fundamentals of science, mathematics, design and humanities, arts and social sciences (HASS), followed by a specialisation in one of five areas for the next five terms. This year, the University has updated its Freshmore courses to strengthen students' skills in design thinking and programming. Furthermore, a thematic approach related to current times has been included in the Freshmore design projects to allow students to identify design opportunities and find solutions to current real world challenges.

The five areas of specialisation are:

- Architecture and Sustainable Design
- Engineering Product Development
- Engineering Systems and Design
- Information Systems Technology and Design
- Design and Artificial Intelligence



In addition, students can also select one of seven Minor programmes available to further enhance their education:

- Minor in Artificial Intelligence (AI)
- Minor in Design Innovation, Ventures and Entrepreneurship (DIVE)
- Minor in Design, Technology and Society (DTS)
- Minor in Digital Humanities (DH)
- Minor in Engineering Product Development (EPD)
- Minor in Engineering Systems (ES)
- Minor in Information Systems (IS)

SUTD also offers special programmes such as the SUTD Technology Entrepreneurship Programme (STEP) and the SUTD Honours and Research Programme (SHARP), where students can continue on after their undergraduate programmes to either obtain a Master of Science in Technology Entrepreneurship or a postgraduate degree respectively. Other graduate opportunities include the Master of Architecture, the Master of Science in Security by Design, the Master of Science in Urban Science, Policy and Planning as well as other Master and PhD programmes.

## SUTD Academy

The SUTD Academy is the University's adult learning institute, with a mission to up-skill and re-skill our working professionals in emerging areas such as data analytics, cybersecurity and artificial intelligence (AI). The aim is to keep them relevant in the fast-evolving working environment brought about by the advent of new technologies. The Academy adopts the same education philosophy of SUTD, where its training courses and programmes promote a multi-disciplinary approach, design thinking, an entrepreneurial spirit and active learning, among other things.

The advent of digitalisation and COVID-19 have hastened disruption to the workplace and to a greater impact. SUTD Academy supported and participated in the SGUnited Skills (SGUS) Programme, a national initiative by SkillsFuture Singapore, to support our locals in these difficult times to train and facilitate placement to new job roles that are in demand. SUTD Academy has enrolled over 200 participants who are at various stages of training in the area of Data Science, Digital Marketing and Digital HR.

Beyond the SGUS Programme, SUTD Academy continues to partner industry and other institutions to roll out micro-credential certification programmes to provide more skills-based learning to participants. In the past year, SUTD Academy has trained over 1,000 participants in design innovation, data science, cybersecurity, AI and other new digital skills.

## Expanding SUTD's Global Footprint

Continuing our mission to nurture global citizens, SUTD now partners 61 institutions in 22 countries to offer a variety of global opportunities for 100% of our students.

Through these increased partner networks, our most sought-after Global Exchange Programme (GEXP) saw a 10-times increase since 2016 (from 20 to 210) in the number of overseas semester exchange opportunities, thereby giving our students the opportunity to expand their classrooms beyond the shores of SUTD.

These international partnerships also enabled SUTD to offer more than 50 summer programmes in 14 countries with experiences ranging from summer school to research projects and immersion opportunities.

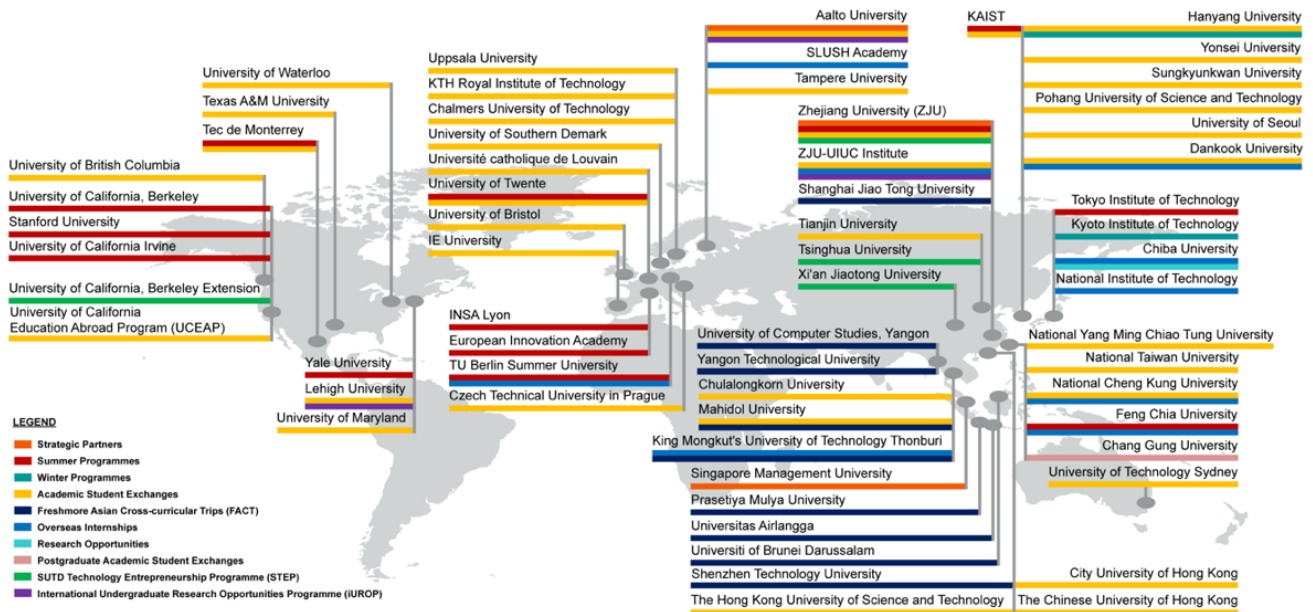
In 2019, SUTD expanded our partner networks to ASEAN and China, through working with partners in these regions to mutually offer SUTD and partner university students the opportunity to learn together, experience a different pedagogy, enrich their cultural and socio-political insights, as well as network and build new friendships. The Freshmore Asian Cross-curricular Trips (FACT) programme that is exclusively available to SUTD Freshmore students offers students the opportunity to gain regional exposure as early as their first year with SUTD. The 1-week joint immersion programmes co-created with our partner universities and hosted at their campuses aim to bring students from both institutions together in a multinational and multicultural setting to jointly accomplish an academic learning objective. By tying the trips with specific learning goals and outcomes of corresponding Freshmore courses, SUTD students gain academic mastery of the subject in addition to the awareness of the local context and cultural differences of the region, through their interaction with the local students and community.

With the onset of the COVID-19 pandemic in March 2020, global travel was hugely impacted with many countries (including Singapore) closing their borders and tightening border controls to combat the spread of the virus.

To protect the health and safety of our students, SUTD community and that of our partner institutions and their students, SUTD made the difficult decision to suspend all outbound and inbound programmes for 2020.

With the completion of 4 physical FACT programmes in January 2020, the FACT programme was suspended in FY2020 as a result of the COVID-19 pandemic. Effort was channelled towards the planning of virtual FACT programmes in FY2021.

Following the decision to suspend all outbound mobility, extensive effort was undertaken to look into the offering of possible alternative options to students whose travel plans and learning experiences were impacted by global travel restrictions, with priority given to students whose last window of opportunity for global travel was in 2020. These students were offered alternative learning opportunities in summer, such as virtual summer programmes offered by our partner universities who transited their programmes online, or options to embark on other learning experiences locally through remote local or overseas internships, and/or local summer schools. In 2020, SUTD offered 8 online summer programmes from our partner universities so that students can continue to expand their knowledge



and enhance their learning experiences online. SUTD also offered students who had other windows for overseas travel in their later years of study the option to defer their overseas learning opportunities to the subsequent years when the pandemic situation improves and global travel resumes without major disruptions. For students who were bound for overseas academic exchanges under our Global Exchange Programme (GEXP), they were assisted to continue their Term 6 studies in SUTD.

Other than the suspension of outbound mobility, SUTD also undertook the difficult decision to suspend inbound mobility due to the volatility of the COVID-19 situation in Singapore, in a move to protect the interest, safety and well-being of our partner universities and their students. In Spring 2021 (Jan – April 2021), SUTD piloted online inbound exchange with 2 overseas exchange students, 1 from INSA Lyon and 1 from Chiba University who took SUTD classes online and interacted with SUTD students while physically in their home country. The following is some feedback from one of the exchange students from Chiba University:

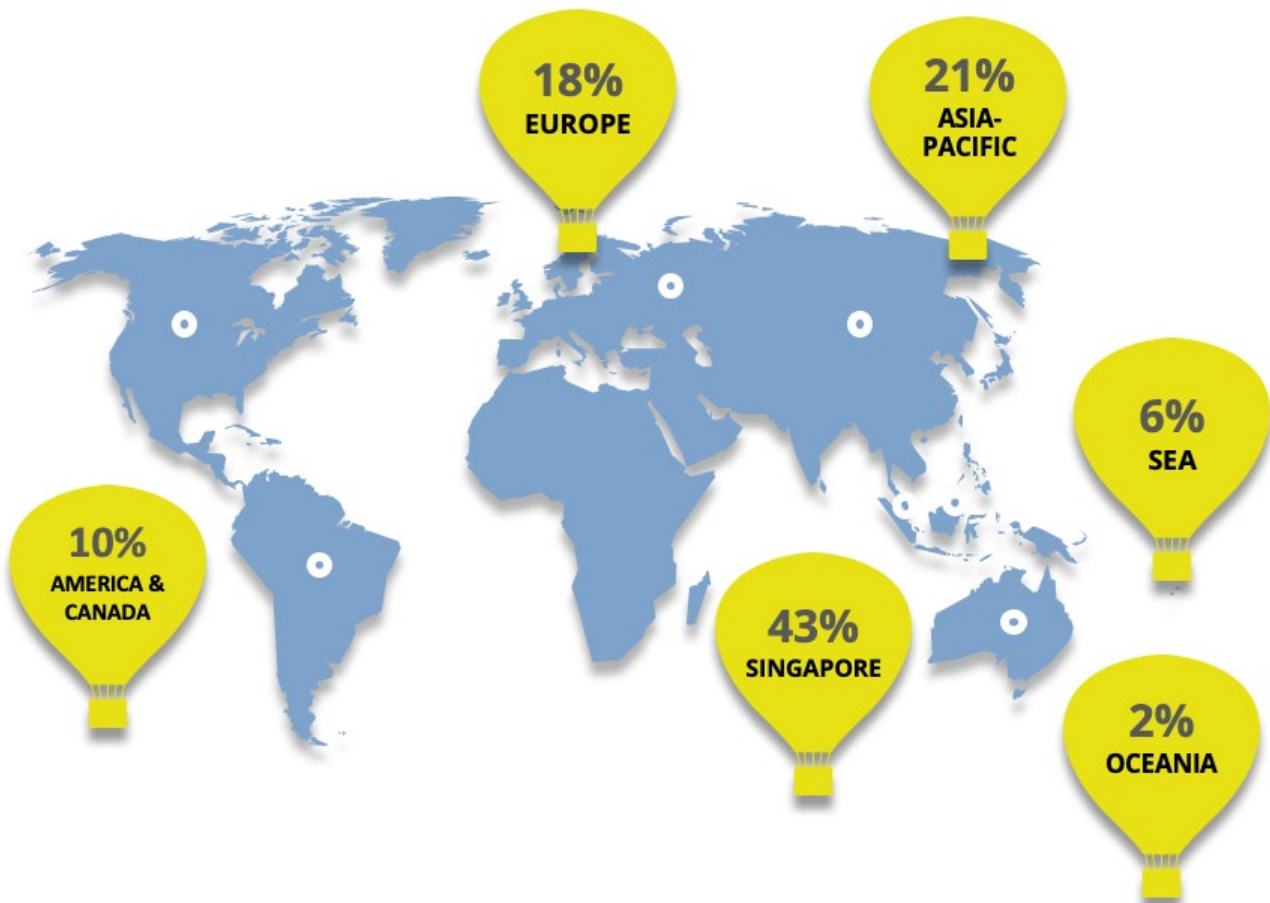
“I was glad that many of the classes had group presentations and discussions every time, which inevitably allowed me to communicate with SUTD students. As the classes were interactive rather than lecture-based, I was able to spend high-quality and fulfilling time online. I also felt that the fact that I could easily consult with the professor and do group work efficiently was an advantage of online exchange. I have gained the ability to exchange opinions and make group presentations and proposals without having to meet in person. It is a pity that I was not able to go there, but I thought that this type of exchange programme could be a new type of casual exchange or pre-exchange programme.”

– Yukka Kuroishi, Chiba University, SUTD Inbound Exchange Spring 2021

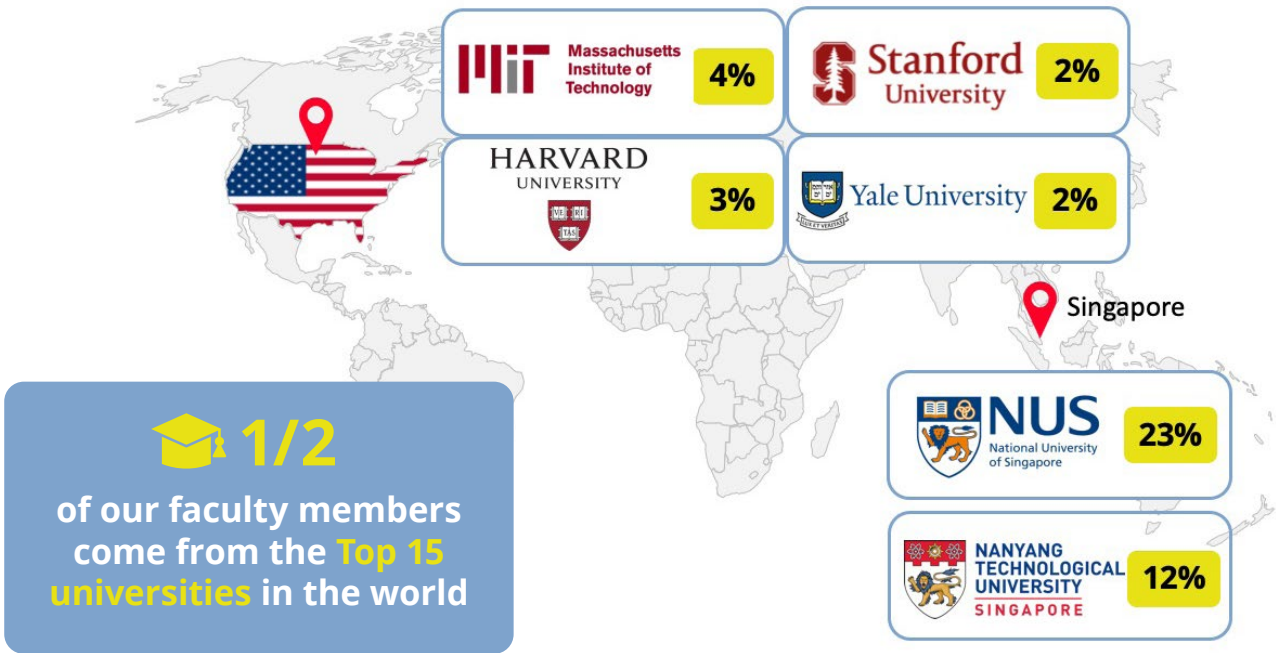
To continue to maintain the connectivity of SUTD students with the outside world in the midst of the global pandemic, we publicised various online activities and programmes organised by external local and overseas institutions for participation by SUTD students. In FY2020, SUTD students had the opportunity to participate in various online webinars and events hosted by various embassies in Singapore. SUTD students also had the opportunity to participate in an online hackathon organised by SUTD's strategic partner, Zhejiang University, together with students from other overseas universities.

## Faculty Profiles

### Citizenship & Nationalities



## Faculty Profiles



Design and Artificial Intelligence

Science, Mathematics and Technology

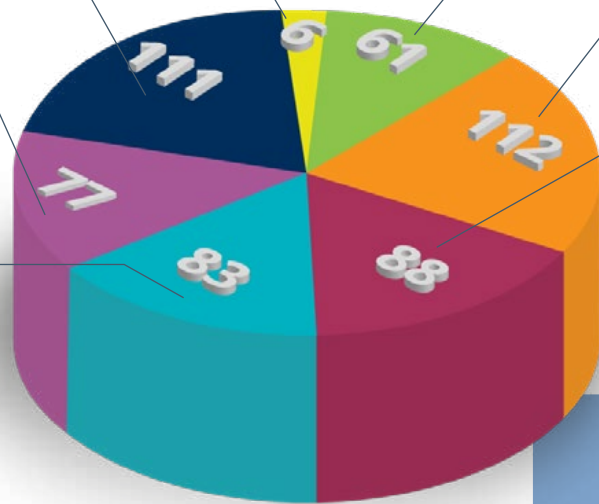
Humanities, Arts and Social Sciences

Information Systems Technology and Design

Architecture and Sustainable Design

Engineering Product Development

Engineering Systems and Design



A total of **538** Faculty Research Interests

## Research

SUTD has established 13 research centres and labs. To date, SUTD has published more than 5,200 papers in peer-reviewed journals, conference papers and books, and these papers were cited over 70,000 times. The University has also secured more than \$479 million in research funding from NRF, MOE, A\*STAR, MINDEF, MOH and industry. We have filed over 340 technology disclosures, 200 patent applications and were granted 23 patents, with over 60 start-up companies. We have also fostered more than 1,000 industry partnerships that provide our students with research, internship and employment opportunities.



### Faculty, Researchers, Students

**97** TT Faculty\* + **3** Faculty Fellows  
**351** Researchers  
**495** PhD & Masters students  
**247** UROPs  
**47** Teaching faculty

*\*Tenured and Tenure-track members*

*\*Excludes Practice-track faculty & Non tenure-track faculty*



### Research Funding

**479M** Since 2010

### Curriculum



Courses taken over from MIT, SMU and ZJU (94 from MIT, 4 electives from SMU, 5 electives from ZJU)

### Publications\*

 **5,237**

### Citations\*

 **73,056**

*\*Based on the documents indexed in Web of Science*



**5+8**

### Research Centres and Labs

IDC, LKYCIC, TL, iTrust, DManD, GREaT, SUTD-JTC I<sup>3</sup> (2014 -19), NAMIC, Centre for Smart Systems, STEE-SUTD Corp Lab (2016-21), SUTD-LTA Transport Research Centre, SUTD-Keysight Measurement Technologies Lab, CAAS-SUTD Aviation Studies Institute

**396**

**Accolades**  
and growing

**Chan Heng Chee**

Appointed the 7th S R Nathan Fellow for the Study of Singapore (2020), International Women’s Forum (IWF) Women Who Make a Difference Award (2020)

**Tony Quek**

2020 Highly Cited Researcher / 2020 Nokia Visiting Professor grant.

**Yuen Chau**

Elected IEEE Fellow – Class of 2021

**Ricky Ang**

Elected as fellow of the Institute of Physics (IOP) (2020)

**Lim Sun Sun**

Singapore 100 Women in Tech (SG100WIT) List (2020)

**Thomas Schroepfer**

A’Design Platinum Award (2020)

**Carlos Banon**

Architizer A+Awards / Singapore Good Design Awards / President\*s Design Award 2020

**Zhou Jianying**

SUTD Faculty Received 2020 ESORICS Outstanding Contribution Award

**Malika Meghjani**

One of the world’s 50 most renowned women in robotics (2020)

**Dawn Tan**

The Optical Society (OSA) Fellow (2020)

**Thijs Willems**

Praemium Erasmianum Foundation’s Research Prize (2020)

**Invention Disclosures & Patents**

**344** TDs

**216** Patents filed

**23** Patents granted



**Growing Start-up Network**

**66** Start-Ups

(53 Student Start-ups, 13 Faculty/Researcher Start-ups) Includes 12 in Incubation Space @ SUTD



**Entrepreneurship**

SUTD set up the Venture, Innovation & Entrepreneurship Office with the aim of creating an entrepreneurial ecosystem that is fully integrated within the fabric of SUTD. The Office aims to promote the entrepreneurial spirit and passion in SUTD. It provides support for alumni, students, researchers and mid-career aspiring entrepreneurs to turn their ideas into reality. Activities include curated entrepreneurship programmes to equip participants with the necessary tools and resources, entrepreneurship capstone projects, incubation support and guidance from mentors. The SUTD eco-system consists of a growing network of more than 30 start-up teams currently incubating in SUTD as well as founders who have flown the SUTD nest and are scaling their ventures. These comprise a diverse group of founders who are students, alumni, researchers and external mid-career founders.





# Advancement

The University thanks the individuals, corporations, foundations and organisations for their generosity and utmost support for the SUTD mission to nurture future-ready engineering and architecture talent in Financial Year 2020. In the midst of a global pandemic, each gift is an especially precious resource for our aspiring students.

## Giving for a Better World by Design

### Giving to SUTD

In financial year  
2020, donors gave  
**\$10.175M**

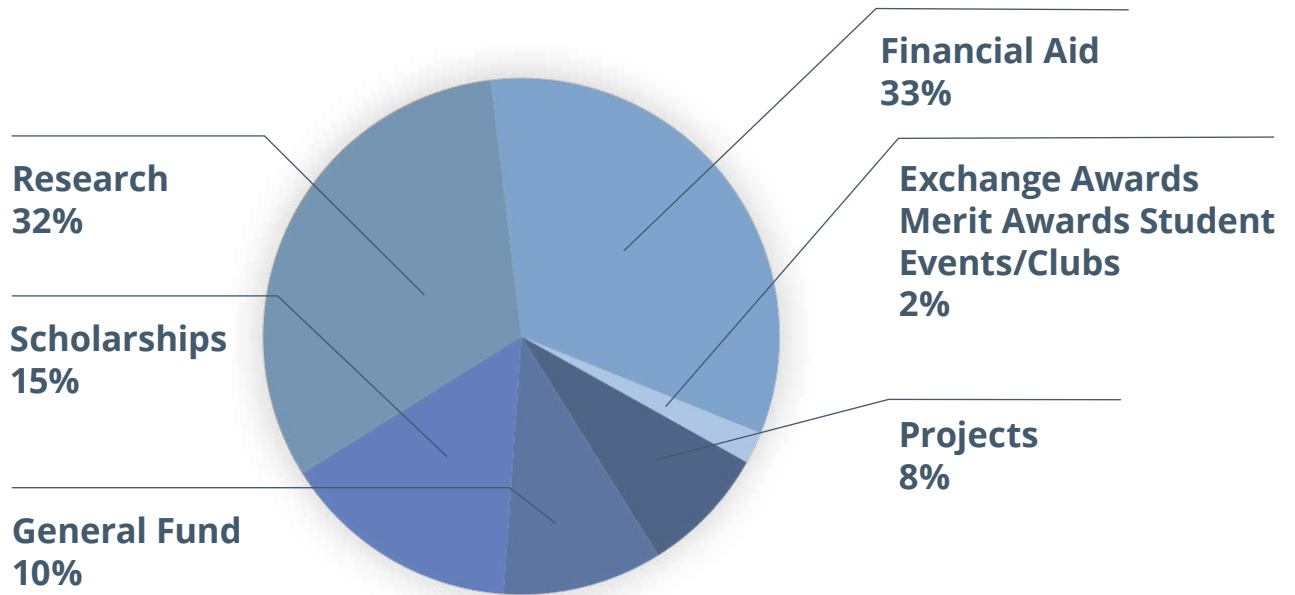


Our donors' generous giving has empowered SUTD in multiple areas, including research, scholarships, financial aid for students, and various projects and awards. Specifically on scholarships and financial aid, this support has directly impacted over 400 students. Donor-supported scholarships and financial aid awards for our students are supported through the non-endowed and endowed funds, based on donor intent.

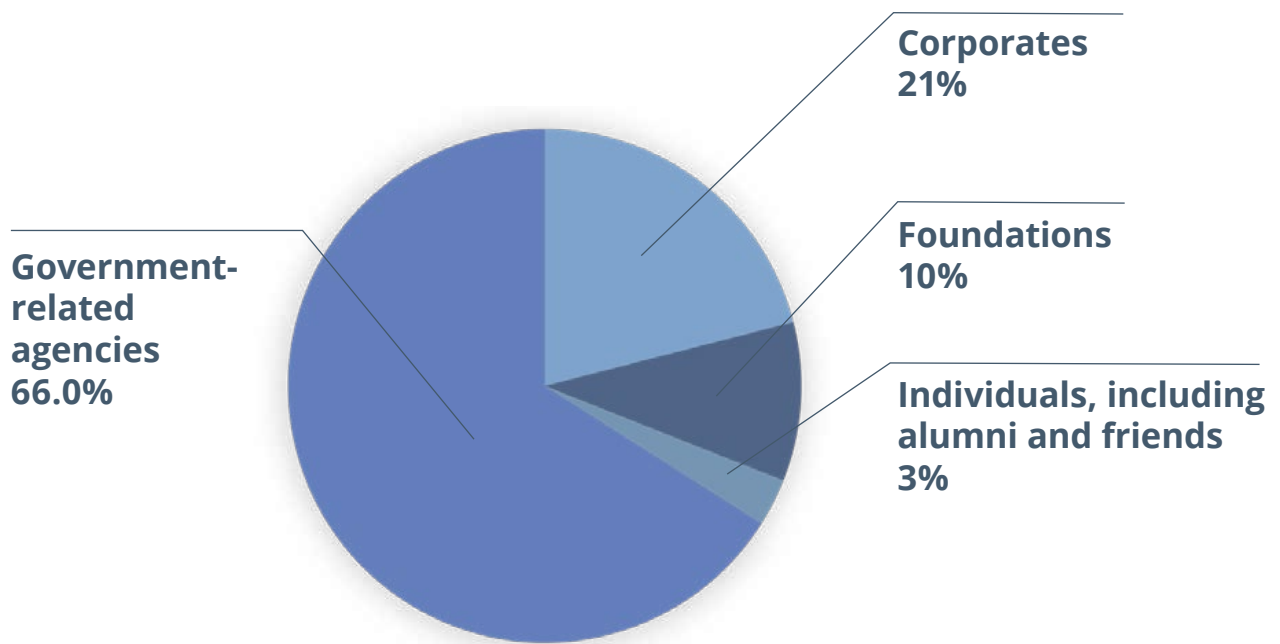
Of the donations, **\$275,000** were directed towards the **#SUTDUnited Emergency Fund**, which supported **91 grants** to lend a helping hand to students facing pandemic-related unexpected hardships. This includes 17 international students who were ineligible for government aid. Truly, every donor's gift represents a changed life.

SUTD maintains a 100% fundraising efficiency ratio – every dollar raised goes towards endowed or expendable programmes as designated by the donor.

## Gifts By Donor Intent In FY2020 (Based On Receipts)



## Our Community Of Donors In FY2020 (Based On Receipts)





Once again, we sincerely thank our esteemed donors. The University truly appreciates our donors' strong and consistent support in a year of many uncertainties. You have enabled us to continue providing opportunities to deserving students and faculty alike, and ensure we are able to deliver a world-class holistic STEM education for the aspiring youths in Singapore and the region. Thank you for bringing us closer to a Better World by Design.



# Corporate Governance

SUTD is committed to a high standard of corporate governance and has put in place the appropriate governance structures which are critical to the effective performance and operation of the University.

## Governance Evaluation Checklist

The University's governance evaluation checklist can be viewed at the charity portal website [www.charities.gov.sg](http://www.charities.gov.sg).

### Board of Trustees

The SUTD Board of Trustees comprises 15 trustees (as at 31 March 2021) appointed by the Minister of Education. The Board of Trustees is responsible for ensuring that the University acts in accordance with its objects and to ensure that the funds and assets of the University are properly accounted for and safeguarded.

The objects of the University are to:

- a. establish, operate, maintain and promote the University as a going concern;
- b. promote and undertake the advancement of education by providing educational facilities and course of study or instruction; and
- c. advance and disseminate knowledge and to promote and engage in research and scholarship.

The trustees are not paid any remuneration for services rendered by them as trustees of the University. The Board of Trustees held three (3) meetings during the financial year.

## Board of Trustees

Name	Designation	Date of Appointment	Attendance Percentage
Mr Lee Tzu Yang Chairman <i>Public Service Commission</i>	Chairman	1 April 2016	100
Dr Fidah Alsagoff Joint Head, Enterprise Development Group & Head, Life Sciences <i>Temasek International Pte Ltd</i>	Member	11 August 2012	66.67
Mr Ramlee Bin Buang Chairman <i>1FSS Pte Ltd</i>	Member	11 August 2019	66.67
Mr Robert Chew Managing Partner <i>iGlobe Partners</i>	Member	11 August 2018	100
Mr Chng Kai Fong Managing Director <i>Economic Development Board</i>	Member	11 August 2020	100
*Mr Choo Chiau Beng Chairman <i>NRF Holdings Pte Ltd</i>	Member	11 August 2009	100
Ms Cordelia Chung Chairman <i>Clarksdale Investment Limited</i>	Member	1 June 2011	100
Ms Lai Wei Lin 2nd Permanent Secretary <i>Ministry of Education</i>	Member	1 January 2017	100
Mr Lim Kang Song Director <i>All Gifted LLC</i>	Member	11 August 2018	100
**Mr Lim Siong Guan Professor <i>Lee Kuan Yew School of Public Policy</i>	Member	11 August 2017	100
Ms May Loh Bee Bee Director <i>Lucidity Advisors Pte Ltd</i>	Member	11 August 2020	100
Ms Low Sin Leng Chairman of the Board <i>Nanyang Academy of Fine Arts</i>	Member	1 June 2011	100

## Board of Trustees (cont'd)

Name	Designation	Date of Appointment	Attendance Percentage
**Prof Lui Pao Chuen Adviser <i>National Research Foundation Prime Minister's Office</i>	Member	11 August 2009	100
**Mr Ong Peng Tsin Managing Partner <i>Monk's Hill Ventures</i>	Member	24 July 2009	100
**Mr Charles Marshall Ormiston Partner <i>Bain &amp; Company SE Asia Inc</i>	Member	11 August 2009	100
Mr Quek Gim Pew Chief Defence Scientist <i>Ministry of Defence</i>	Member	11 August 2018	100
*Mr Tai Lee Siang Executive Director <i>BuildSG Building and Construction Authority</i>	Member	11 August 2009	33.33
Ms Tan Ing Hwee Vice President, Global Government Relations and Public Policy <i>P&amp;G Asia Pacific, Middle East &amp; Africa</i>	Member	11 August 2020	100
Ms Tan Min Lan Group Managing Director, Head Chief Investment Office APAC <i>UBS Global Wealth Management</i>	Member	11 August 2018	100
*Mr Ronny Tan Chong Tee Board Member <i>Lombard Odier Asia</i>	Member	11 August 2009	100

\*As at 31 March 2021, there are 2 trustees who had served on the Board for more than 10 consecutive years. Of these 2 trustees, the term of appointment of 1 trustee will end on 10 August 2021. The other trustee will step down from the Board on 31 July 2021. SUTD has taken steps for the renewal of the Board members. However, it is necessary to extend the term of some trustees beyond 10 years for continuity.

\*\* Terms of Appointment ended on 10 August 2020.

## Board of Trustees Subcommittees

(as at 31 march 2021)

### Academic and Research Committee

Mr Quek Gim Pew	Chairman
Mr Lim Kang Song	Member

### Advancement Committee

Mr Robert Chew	Chairman
Ms Tan Min Lan	Member

### Audit and Risk Committee

Mr Ramlee Bin Buang	Chairman
Ms Cordelia Chung	Member
Mr Tai Lee Siang	Member

### Executive Committee

Mr Lee Tzu Yang	Chairman
Dr Fidah Alsagoff	Member
Mr Robert Chew	Member
Ms Lai Wei Lin	Member

### Finance Committee

Ms Low Sin Leng	Chairman
Mr Ronny Tan	Member
Mr Chng Kai Fong	Member
Mr Nels Friet*	Member
Ms Karen Loon*	Member



## Board of Trustees Subcommittees (cont'd)

### Investment Committee

Dr Fidah Alsagoff	Chairman
Ms May Loh Bee Bee	Member
Ms Tan Min Lan	Member
Mr Bill Chua*	Member
Mr Young Lok Kuan*	Member

### Promotion and Development Committee

Ms Cordelia Chung	Chairman
Mr Lim Kang Song	Member
Ms Tan Ing Hwee	Member

\*Non Board of Trustee member

## Board Committees

The Board has established the following board subcommittees to assist the Board to fulfil its fiduciary duties and to oversee key issues of pertinence to the strategic development of the University:

- Executive Committee ensures effective Board of Trustees and Board of Trustees Committees as well as to provide oversight and policy guidance on human resource, information technology and enterprise risk management matters.
- Academic and Research Committee provides oversight and policy guidance for the academic concerns of the University.
- Advancement Committee oversees fundraising as well as stakeholder and Alumni relations.
- Audit and Risk Committee ensures an effective accountability framework for examining and reviewing all systems and methods of control.
- Promotion and Development Committee oversees marketing and communications plans of the University.
- Finance Committee provides oversight and policy guidance on the financial affairs of the University.
- Investment Committee provides oversight and policy guidance on the management of investments to the University.

## Key Management

The day to day operations of the University are led by the Senior Management team, headed by President, Professor Chong Tow Chong (since 1 January 2018). The President is appointed by the Board and is the University's Chief Executive Officer. The members of the Senior Management of the University (as at 31 March 2021) are:

<b>Name</b>	<b>Designation</b>
Prof Chong Tow Chong	President
Prof Phoon Kok Kwang	Provost
Prof Chan Heng Chee	Chairman, Lee Kuan Yew Centre for Innovative Cities
Prof Lim Seh Chun	Associate Provost, Student Affairs
Ms Giselia Giam	Vice President, Administration and Chief Financial Officer
Prof Pey Kin Leong	Associate Provost, Education, SUTD Academy & Digital Learning
Prof Yeo Kiat Seng	Associate Provost, Research & International Relations
Prof Ashraf Kassim	Associate Provost, Graduate Studies and Design & Artificial Intelligence (DAI) Programme Director
Prof Erwin Viray	Head of Pillar, Architecture and Sustainable Design
Prof Peter Jackson	Head of Pillar, Engineering Systems and Design
Prof Chua Chee Kai	Head of Pillar, Engineering Product Development
Prof Ricky Ang	Head, Science, Mathematics & Science
Prof Tony Quek	Head of Pillar, Information Systems Technology and Design
Prof Lim Sun Sun	Head, Humanities, Arts and Social Sciences
Dr Jaclyn Lee	Chief Human Resources Officer
Ms Neo Chin	Chief Investment Officer
Ms Corinna Choong	Senior Director, Marketing & Communications
Mr Poon King Wang	Senior Director, Strategic Planning

SUTD has one paid staff who is a close member of the family of the Chief Executive Officer or a member of the Board of Trustee and who has received remuneration exceeding S\$50,000 during the financial year. The staff is related to Mr Quek Gim Pew and received remuneration between S\$50,000 – S\$150,000.

## Policy on Managing Conflicts of Interest

SUTD employees and members of the SUTD Board of Trustees and its subcommittees are required to act in the best interest of the University at all times. They have the obligation to avoid ethical, legal, financial or other conflicts of interest to ensure that their activities do not conflict with their obligations to the University or its welfare. Clear policies and procedures have been established with measures to be taken to declare, prevent and address conflict of interest. Procedures are put in place for SUTD employees and members of the Board of Trustees and its subcommittees to disclose to SUTD the details of any situation where they may find themselves in a position of potential or actual conflict.

## Policy on Whistle-blowing

A culture of good governance, integrity, responsibility and accountability is important to SUTD. The SUTD Whistleblowing Policy provides a formalised, secure and confidential avenue for both employees and external parties to raise concerns about actual or suspected improprieties on the part of Management or fellow employees and in so doing deter wrongdoing and promote standards of ethical behaviour and integrity in the work environment and in our dealings with external parties. The policy can be found on SUTD's website.

## Reserve Policy

In general, the use of reserves is subject to the approval of the Board of Trustees except for funds which are governed by terms and conditions. Any need to draw down from funds which require the Trustees' approval should be justified in the plan for the new financial year. Where the need to draw down is due to unforeseen circumstances beyond Management's ability to cope by expenses reduction or use of other available funds, proper justification to the Trustee must be provided and approval obtained.



## Trustees' Statement

The Board of Trustees present their statement to the members together with the audited financial statements of Singapore University of Technology and Design (the "University") for the financial year ended 31 March 2021.

In the opinion of the Trustees:

- (a) the financial statements of the University as set out on pages 38 to 65 are drawn up so as to give a true and fair view of the financial position of the University as at 31 March 2021, and the financial performance, changes in funds and reserves and cash flows of the University for the financial year then ended;
- (b) the University has complied with Regulation 15 of the Charities (Institutions of Public Character) Regulations;
- (c) the use of donation monies are in accordance with the objectives of the University as required under Regulation 11 of the Charities (Institutions of Public Character) Regulations; and
- (d) at the date of this statement, there are reasonable grounds to believe that the University will be able to pay its debts when they fall due.

### Trustees

The Trustees of the University in office at the date of this statement are:

Mr Lee Tzu Yang (Chairman)  
 Dr Syed Fidah Bin Ismail Alsagoff  
 Mr Ramlee Bin Buang  
 Mr Robert Chew  
 Ms Cordelia Chung  
 Ms Lai Wei Lin  
 Mr Lim Kang Song  
 Ms Low Sin Leng  
 Mr Quek Gim Pew  
 Mr Tai Lee Siang  
 Ms Tan Min Lan  
 Mr Ronny Tan Chong Tee  
 Mr Chng Kai Fong  
 Ms May Loh  
 Ms Cecilia Tan

### Arrangements to Enable Trustees to Acquire Shares and Debentures

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the Trustees of the University to acquire benefits by means of the acquisition of shares or debentures in the University or any other body corporate.

### Trustees' Interests in Shares and Debentures

The University is limited by guarantee and does not have a share capital.

The Trustees of the University at the end of the financial year have no financial interest in the share capital (including any share options) and debentures of the University's related corporations as recorded in the register of the directors' shareholdings kept by the University's related corporations under Section 164 of the Singapore Companies Act.

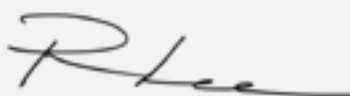
### Auditors

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE BOARD OF TRUSTEES



Mr Lee Tzu Yang  
 Chairman, Trustee



Mr Ramlee Bin Buang  
 Trustee

22 July 2021

# Independent Auditor's Report To The Board Of Trustees Of Singapore University Of Technology And Design

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Singapore University of Technology and Design (the "University") which comprise the statement of financial position as at 31 March 2021, and the statement of profit or loss and other comprehensive income, statement of changes in funds and reserves and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 38 to 65.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act"), the Singapore Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the University as at 31 March 2021 and of the financial performance, changes in funds and reserves and cash flows of the University 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 University 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 Trustees' Statement set out on page 35.

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.

### Responsibilities of Management and Trustees for the Financial Statements

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

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

The Trustees' responsibilities include overseeing the University'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 skepticism 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.

## Independent Auditor's Report To The Board Of Trustees Of Singapore University Of Technology And Design

- (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 University'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 University'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 University to cease to continue as a going concern.
- (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.

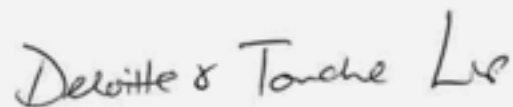
We communicate with the Trustees regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the University have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- (a) the University has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) The University has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



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Public Accountants and  
Chartered Accountants Singapore

22 July 2021

## Statement Of Profit Or Loss And Other Comprehensive Income

Year ended 31 March 2021

Note	General Fund		Non-Endowment Fund		Endowment Fund		Total		
	2021	2020	2021	2020	2021	2020	2021	2020	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Income</b>									
Tuition and Other Fees	3a	35,499	36,812	-	-	-	-	35,499	36,812
Less: Scholarship Expenses	3a	(11,274)	(11,494)	(1,353)	(1,556)	(7,430)	(7,040)	(20,057)	(20,090)
Tuition and Other Fees, Net		24,225	25,318	(1,353)	(1,556)	(7,430)	(7,040)	15,442	16,722
Donations and Sponsorships		-	78	2,645	3,599	-	-	2,645	3,677
Other Income	3b	9,208	11,483	1	8	72	13	9,281	11,504
Total Income		33,433	36,879	1,293	2,051	(7,358)	(7,027)	27,368	31,903
<b>Expenses</b>									
Employee Compensation	4	(94,258)	(92,761)	(483)	(150)	(2,827)	(2,434)	(97,568)	(95,345)
Programme-Related Expenses		(1,715)	(2,459)	-	-	-	-	(1,715)	(2,459)
Research-Related Expenses		(9,973)	(14,867)	-	-	-	-	(9,973)	(14,867)
Depreciation	13	(35,253)	(36,996)	(5)	(5)	-	-	(35,258)	(37,001)
Amortisation	14	(1,312)	(1,187)	-	-	-	-	(1,312)	(1,187)
Interest Expense		(7,510)	(8,538)	-	-	-	-	(7,510)	(8,538)
Other Operating Expenses	5	(43,126)	(45,783)	(1,461)	(1,873)	(2,451)	(3,036)	(47,038)	(50,692)
Total Expenses		(193,147)	(202,591)	(1,949)	(2,028)	(5,278)	(5,470)	(200,374)	(210,089)
(Deficit) / Surplus Before Investment Income and Government Grants		(159,714)	(165,712)	(656)	23	(12,636)	(12,497)	(173,006)	(178,186)
Net Investment Income / (Loss)	6	909	2,243	132	233	266,563	(70,260)	267,604	(67,784)
(Deficit) / Surplus Before Government Grants		(158,805)	(163,469)	(524)	256	253,927	(82,757)	94,598	(245,970)
Government and Other Grants	7	185,258	188,420	90	-	139	-	185,487	188,420
<b>Net Surplus / (Deficit) and Total Comprehensive Income / (Loss)</b>		26,453	24,951	(434)	256	254,066	(82,757)	280,085	(57,550)

The accompanying notes form an integral part of these financial statements.



# Statement Of Financial Position

31 March 2021

	Note	2021	2020
		\$'000	\$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	9	282,633	248,875
Grants and Other Receivables	10	81,893	74,627
Financial Assets at Fair Value Through Profit or Loss	11	1,311,971	1,032,640
Other Current Assets	12	4,511	5,727
		<b>1,681,008</b>	1,361,869
<b>Non-Current Assets</b>			
Grants and Other Receivables	10	313,432	332,829
Property, Plant and Equipment	13	642,894	671,727
Intangible Assets	14	2,743	3,208
		<b>959,069</b>	1,007,764
<b>Total Assets</b>		<b>2,640,077</b>	2,369,633
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Grants Received in Advance	15	48,192	43,467
Contract Liabilities	16	4,233	3,943
Other Payables	17	34,946	29,738
Borrowings	18	97,671	15,741
		<b>185,042</b>	92,889
<b>Non-Current Liabilities</b>			
Borrowings	18	253,994	349,718
Deferred Capital Grants	19	641,871	669,803
Grants Received in Advance	15	23,320	23,200
		<b>919,185</b>	1,042,721
<b>Total Liabilities</b>		<b>1,104,227</b>	1,135,610
<b>NET ASSETS</b>		<b>1,535,850</b>	1,234,023
<b>FUNDS AND RESERVES</b>			
Endowment Fund	21	998,887	977,145
Accumulated Surplus			
– General Fund		186,251	159,798
– Non-Endowment Fund	20	12,520	12,954
– Endowment Fund	21	338,192	84,126
		<b>1,535,850</b>	1,234,023
<b>Funds' Net Assets Managed on Behalf of Ministry of Education ("MOE")</b>	22	<b>14,905</b>	12,538

The accompanying notes form an integral part of these financial statements.

## Statement Of Changes In Funds And Reserves

Year ended 31 March 2021

	Note	Accumulated Surplus				Total
		Endowment Fund	General Fund	Non-Endowment Fund	Endowment Fund	
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 April 2020</b>		977,145	159,798	12,954	84,126	1,234,023
Total Comprehensive Income / (Loss) for the Year		-	26,453	(434)	254,066	280,085
Government Grants	21	14,178	-	-	-	14,178
Donations Received	21	7,564	-	-	-	7,564
<b>Balance as at 31 March 2021</b>		<b>998,887</b>	<b>186,251</b>	<b>12,520</b>	<b>338,192</b>	<b>1,535,850</b>
Balance as at 1 April 2019		954,642	134,847	12,698	166,883	1,269,070
Total Comprehensive Income / (Loss) for the Year		-	24,951	256	(82,757)	(57,550)
Government Grants	21	14,264	-	-	-	14,264
Donations Received	21	8,239	-	-	-	8,239
Balance as at 31 March 2020		<b>977,145</b>	<b>159,798</b>	<b>12,954</b>	<b>84,126</b>	<b>1,234,023</b>

The accompanying notes form an integral part of these financial statements.

# Statement Of Cash Flows

Year ended 31 March 2021

Note	2021	2020
	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>		
Surplus / (Deficit) Before Government Grants	94,598	(245,970)
Adjustments for:		
– Depreciation	35,258	37,001
– Amortisation	1,312	1,187
– Loss Allowance	-	8
– Interest Expense	7,510	8,538
– Loss on Disposal of Property, Plant and Equipment and Intangible Assets	8	23
– Interest Income	(4,923)	(6,801)
– Fair Value Changes On Financial Assets At Fair Value Through Profit Or Loss	(262,681)	74,585
– Donation in Kind	-	(78)
Operating Cash Flow Before Working Capital Change	(128,918)	(131,507)
Change in Working Capital:		
– Other Receivables	(4,473)	2,401
– Other Current Assets	1,216	1,504
– Contract Liabilities	290	(376)
– Other Payables	6,412	894
<b>Net Cash Used in Operating Activities</b>	<b>(125,473)</b>	<b>(127,084)</b>
<b>Cash Flows from Investing Activities</b>		
Additions to Property, Plant and Equipment (Note A)	(7,524)	(11,712)
Additions to Intangible Assets	(718)	(1,250)
Investments in Financial Assets at Fair Value Through Profit or Loss	(13,416)	(35,995)
Interest Received (Note B)	2,047	3,927
Fixed Deposits with Maturity of More Than 3 Months	54,868	(135,240)
<b>Net Cash From (Used In) in Investing Activities</b>	<b>35,257</b>	<b>(180,270)</b>
<b>Cash Flows from Financing Activities</b>		
Operating Grants Received	71,295	110,787
Research Grants Received	65,002	64,856
Debt Grants Received	31,888	37,155
Other Grants Received	9,952	3,576
Proceeds from Borrowings	1,993	4,464
Repayment of Borrowings	(15,787)	(16,626)
Interest Paid	(7,752)	(8,963)
Government Grants and Donations Received for Endowment Fund	22,251	33,672
<b>Net Cash from Financing Activities</b>	<b>178,842</b>	<b>228,921</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>88,626</b>	<b>(78,433)</b>
Cash and Cash Equivalents at Beginning of Financial Year	113,635	192,068
<b>Cash and Cash Equivalents at End of Financial Year</b>	<b>202,261</b>	<b>113,635</b>

## Statement Of Cash Flows (Continued)

Year ended 31 March 2021

### Notes to Statement of Cash Flows:

#### Note A

During the year, the additions in property, plant and equipment amounted to \$6,562,000 (2020 : \$5,514,000), of which \$2,163,000 (2020 : \$3,125,000) was accrued by the University. The cash outflow on acquisition of property, plant and equipment, net of donated assets (Note 13), amounted to \$7,524,000 (2020 : \$11,712,000).

#### Note B

During the year, total interest income amounted to \$4,923,000 (2020 : \$6,801,000) of which \$155,000 (2020 : \$514,000) was unpaid at the end of the reporting period and presented under other receivables (Note 10). During the year, an amount of \$3,235,000 (2020 : \$2,536,000), which relates to interest income earned but not received, was reinvested into existing investments (Note 11).

Total cash inflows on interest amounted to \$2,047,000 (2020 : \$3,927,000).

The accompanying notes form an integral part of these financial statements.

# Notes To The Financial Statements

31 March 2021

## 1. GENERAL

Singapore University of Technology and Design (the "University") is incorporated and domiciled in Singapore as a University limited by guarantee under the provisions of the Companies Act, Chapter 50. The address of its registered office and place of business is located at 8 Somapah Road Singapore 487372.

The principal activities of the University are in the advancement and dissemination of knowledge, the promotion of research and scholarships, and the conferring and awarding of degrees.

Under Clause 9 of the Memorandum of Association of the University, each member of the University undertakes to contribute a sum not exceeding \$1 (2020 : \$1) to the assets of the University in the event of it being wound up. The number of members at the balance sheet date is 4 (2020 : 4).

These financial statements were authorised for issue in accordance with a resolution of the Board of Trustees of Singapore University of Technology and Design on 22 July 2021.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### 2.1 BASIS OF PREPARATION

#### (a) Basis of accounting

The financial statements have been prepared in accordance with the historical cost basis except otherwise disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Singapore Companies Act, the Charities Act and Financial Reporting Standards in Singapore ("FRSs").

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 University 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 FRS 116 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as value in use in FRS 36 *Impairment of Assets*.

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) Functional and presentation currency

The financial statements of the University are measured and presented in Singapore dollars which is the currency of the primary economic environment in which the University operates (its functional currency).

All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

#### (c) Use of estimates and judgements

The preparation of financial statements in conformity with FRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities and profit or loss. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Management is of the opinion that any instances of application of judgements are not expected to have a significant effect on the amounts recognised in the financial statements.

#### Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year, are discussed below.

# Notes To The Financial Statements

31 March 2021

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.1 BASIS OF PREPARATION (CONTINUED)

#### (c) Use of estimates and judgements (continued)

##### (a) Fair value estimation on other investments

The University holds other investments that are not traded in an active market. The University has used the net asset values provided by fund managers and fund administrators. The carrying amount of these other investments at the end of the reporting period was \$283,505,000 (2020 : \$227,526,000) (Note 11).

##### (b) Property, plant and equipment

The University reviews the residual values and useful lives of property, plant and equipment at each reporting date in accordance with the accounting policy in Note 2.8. The estimation of the residual values and useful lives involves significant judgement. The net book value of property, plant and equipment at 31 March 2021 is \$642,894,000 (2020 : \$671,727,000) (Note 13) and the annual depreciation charge for the financial year ended 31 March 2021 is \$35,258,000 (2020 : \$37,001,000) (Note 13). If the actual useful lives of the property, plant and equipment are longer or shorter than the management's estimate, the University annual depreciation charge will be decreased or increased accordingly.

### 2.2 FUNDS

#### (a) General fund

General fund comprise surpluses from operational activities, commitments, planned expenditure and self-financing activities. It also includes funds set aside for specific purposes such as staff and student housing. The use of the reserves generated from surpluses from operational activities and those funds set aside for specific purposes is subject to the approval of the Board of Trustees.

Income and expenses related to the general fund are accounted for under the general fund in profit or loss.

#### (b) Non-endowment fund

Donations and sponsorships from individuals and external bodies which are to be put to use for specific purposes specified by the donors are taken to non-endowment fund in profit or loss.

Income and expenses relating to the fund are accounted for under non-endowment fund in profit or loss.

#### (c) Endowment fund

Donations and government matching grants, which are kept intact as capital, are directly taken to the endowment fund in the year in which such donations are received and government grants are granted.

Income and expenses relating to the endowment fund are accounted for under endowment fund in profit or loss.

### 2.3 REVENUE RECOGNITION

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

#### (a) Tuition and other fees

Revenue from tuition and other fees comes from the provision of tuition services to undergraduate and postgraduate students over the academic period. It includes the provision of course and compulsory miscellaneous fee. Tuition and other fees are recognised as the courses are rendered as the performance obligation is satisfied over time. Payments received from students, for tuition and other fees which have not been rendered, is deferred and recognised as a contract liability until the courses have been rendered to the students.

Scholarship expenses are accounted for as a discount against the tuition fees and set off against the fees to reflect the net consideration received from the students.

#### (b) Donations and sponsorships

Donations (in cash or in-kind) and sponsorships are recognised at the point in time when they are received/receivable.

#### (c) Housing income

Housing income is recognised on a straight-line basis over the housing lease period.

#### (d) Rental income

Rental income from operating leases (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term.

## Notes To The Financial Statements

31 March 2021

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### 2.3 REVENUE RECOGNITION (CONTINUED)

##### e) Interest income

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

##### (f) Events and facilities income

Revenue from the usage of facilities, utilities, carpark and events management are recognised over the usage period.

#### 2.4 GRANTS

Government grants in respect of the current year's operating expenses are recognised as income in the same year.

Other government grants are recognised as income over the period necessary to match the intended costs. Such grants which are received but not utilised are included in the grants received in advance account.

Debt grant receivable is recognised for the purchase of property, plant and equipment when there is reasonable assurance that the University will comply with the government's debt grant framework conditions and that the grants will be received.

Government grants (including sinking fund) received or receivable for the purchase of property, plant and equipment and intangible assets are taken to the grants received in advance account. Upon utilisation of the grants for the purchase of assets, they are taken to the deferred capital grants account for the assets which are capitalised, or to profit or loss for the assets which are written off.

Deferred capital grants are recognised in profit or loss over the periods necessary to match the depreciation or amortisation of the related assets purchased with the grants. Upon the disposal of the assets, the balance of the related deferred capital grants is recognised in profit or loss to match the net book value of the assets written off.

#### 2.5 GRANTS DISBURSED TO MASSACHUSETTS INSTITUTE OF TECHNOLOGY ("MIT")

Grants disbursed in advance to MIT are initially taken to the prepayment account. Upon the utilisation of the grants, they are taken to profit or loss as programme-related or research-related expenses.

Grants disbursed for the MIT endowment fund are taken to the prepayment account and subsequently to profit or loss as programme-related expenses on a straight-line basis over the endowment period.

Interest income earned from the MIT endowment fund are taken to the prepayment account and subsequently charged to profit or loss over the periods necessary to match them with the intended costs.

#### 2.6 EMPLOYEE COMPENSATION

##### (a) Defined contribution plans

The University's contributions to defined contribution plans are recognised as employee compensation expense when the contributions are due, unless they can be capitalised as an asset.

##### (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 balance sheet date.

#### 2.7 LEASES

##### Lessee

The University assesses whether a contract is or contains a lease, at inception of the contract. Where applicable, the University will recognise a right-of-use asset and a corresponding lease liability with respect to all leases arrangements in which it is the lessee, exception for leases that qualify for exemption under FRS 116.

The University enters into lease agreements as a lessee with respect to photocopiers and other equipment. For these short-term leases (lease term of 12 months or less) and leases of low-value assets, the University adopted the recognition exemptions under FRS 116 and 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.

##### Lessor

Leases for which the University is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks 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

# Notes To The Financial Statements

31 March 2021

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.7 LEASES (CONTINUED)

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.

### 2.8 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are recognised at cost less accumulated depreciation and accumulated impairment losses. Donated assets are recognised at the valuation determined by valuers at the time of receipt of the assets. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably.

The cost of an item of property, plant and equipment includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The construction-in-progress consists of construction costs and related expenses incurred during the period of construction.

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

Except for construction-in-progress which is not depreciated, depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	Estimated useful lives
Leasehold land	99 years
Buildings	30 years
Plant and machinery	10 years
Computer systems, communications and laboratory equipment	5 to 6 years
Personal computers and equipment	3 years
Furniture and fittings	7 years
Audio visual and office equipment	5 to 8 years
Motor vehicle	10 years

Property, plant and equipment costing less than \$2,000 (2020: \$2,000) each are taken to profit or loss when purchased.

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

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is included in profit or loss.

### 2.9 INTANGIBLE ASSETS

#### Computer software licences costs

Acquired computer software licences are initially capitalised at cost which includes the purchase price (net of any discounts and rebates) and any other directly attributed cost of preparing the asset for its intended use. Direct expenditure, which enhances or extends the performance of computer software beyond its specifications and which can be reliably measured, is recognised as a capital improvement and added to the original cost of the software. Costs associated with maintaining the computer software are expensed off.

Capitalised computer software licences are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of three to five years.

The amortisation period and amortisation method are reviewed at least at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.



# Notes To The Financial Statements

31 March 2021

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.10 IMPAIRMENT OF NON-FINANCIAL ASSETS

Property, plant and equipment and intangible assets are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

If the recoverable amount of the asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

An impairment loss for an asset is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of accumulated depreciation and amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset is recognised in profit or loss.

### 2.11 FINANCIAL ASSETS

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of assets within the time frame established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### (a) Classification of financial assets

Debt instruments mainly comprise cash and bank balances and trade and other receivables 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 University may make the following irrevocable election/designation at initial recognition of a financial asset:

- the University 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 University 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.

#### 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.

The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, 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 is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial. 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.

# Notes To The Financial Statements

31 March 2021

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.11 FINANCIAL ASSETS (CONTINUED)

#### (a) Classification of financial assets (continued)

Interest income is recognised in profit or loss and is included in the “net investment income” line item.

#### 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 University 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 University has designated their quoted debt instruments as at FVTPL.

Financial assets at FVTPL are measured at fair value as at each reporting date, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss includes any dividend or interest earned on the financial asset and is included in the “net investment income/(loss)” line item (Note 6). Fair value is determined in the manner described in Note 2.17.

#### (b) Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate as at each reporting date. Specifically,

- for financial assets measured at amortised cost that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the “other operating expenses” line item; and
- for financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss as part of the “net investment income” line item.

#### (c) Impairment of financial assets

The University recognises a loss allowance for expected credit losses (“ECL”) on grants and other receivables and deposits. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The University always recognises lifetime ECL for grants and other receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the University’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 University recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the University measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

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.

#### Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the University 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 University 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 University presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the University has reasonable and supportable information that demonstrates otherwise.

The University 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

# Notes To The Financial Statements

31 March 2021

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.11 FINANCIAL ASSETS (CONTINUED)

#### (c) Impairment of financial assets (continued)

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 University 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 University considers that default has occurred when a financial asset is more than 90 days past due unless the University 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 University 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. Financial assets written off may still be subject to enforcement activities under the University's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

#### Measurement and recognition of expected credit losses

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

If the University 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 University

measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

#### (d) Derecognition of financial assets

The University 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 University neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the University recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the University retains substantially all the risks and rewards of ownership of a transferred financial asset, the University continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

### 2.12 CONTRACT LIABILITIES

Contract liabilities represents tuition and housing fees received in advance for the next financial year (See Note 16). Payments received from students for tuition and housing fees in which the tuition and housing services have not been rendered are recognised as contract liabilities until the courses and housing services have been rendered to the students.

### 2.13 OTHER PAYABLES

Other payables represent liabilities for goods and services provided to the University prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business, if longer). If not, they are presented as non-current liabilities.

Other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

The University derecognises other payables when its contractual obligations are discharged or cancelled or expired.

### 2.14 BORROWINGS

Borrowings are presented as current liabilities unless the University has an unconditional right to defer settlement for at least 12 months after the balance sheet date, in which case they are presented as non-current liabilities.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

# Notes To The Financial Statements

31 March 2021

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 2.15 CASH AND CASH EQUIVALENTS

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash on hand and deposits with financial institutions which are subject to an insignificant risk of change in value.

### 2.16 BORROWING COSTS

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to assets under construction. This includes those costs on borrowings acquired specifically for assets under construction, as well as those in relation to general borrowings used to assets under construction.

The actual borrowing costs incurred during the period up to the issuance of the temporary occupation permit are capitalised in the cost of the assets under construction.

### 2.17 FAIR VALUE ESTIMATION OF FINANCIAL ASSETS AND LIABILITIES

The fair values of financial instruments traded in active markets (such as exchange-traded and over-the-counter securities) are based on quoted market prices at the balance sheet date. The quoted market prices used for financial assets are the current bid prices.

The fair values of financial instruments that are not traded in an active market are determined with reference to the net asset value statements provided by the custodian/fund managers at each balance sheet date.

The fair values of current financial assets and liabilities carried at amortised cost approximate their carrying amounts.

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### 2.18 PROVISION

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event, it is probable that the University will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the

consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

### 3a. INCOME

	2021	2020
	\$'000	\$'000
<b>Tuition and Other Fees</b>		
Tuition Fees	34,829	36,107
Other Student Related Fees	670	705
	<b>35,499</b>	36,812
Less: Scholarship Expenses	<b>(20,057)</b>	(20,090)
	<b>15,442</b>	16,722
<b>Timing of Revenue Recognition</b>		
Over Time	<b>15,442</b>	16,722

The aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) for services as at the end of the reporting period is \$4,233,000 (2020 : \$3,943,000). Management expects that full amount will be recognised as revenue during the next reporting period.

### 3b. OTHER INCOME

	2021	2020
	\$'000	\$'000
Housing Income	4,799	6,108
Rental Income	740	699
Conference and Short Courses	1,045	1,357
Wage Credit	561	210
Events and Facilities	871	1,665
Others	1,265	1,465
	<b>9,281</b>	11,504
<b>Timing of Revenue Recognition</b>		
At Point in Time	1,075	618
Over Time	<b>8,206</b>	10,886

## Notes To The Financial Statements

31 March 2021

### 4. EMPLOYEE COMPENSATION

	2021	2020
	\$'000	\$'000
Wages and Salaries	88,248	87,042
Employer's Contribution to Central Provident Fund	8,099	7,635
Other Benefits	1,221	668
	<b>97,568</b>	<b>95,345</b>

Key management personnel compensation is as follows:

	2021	2020
	\$'000	\$'000
Wages and Salaries	8,055	7,655
Employer's Contribution to Central Provident Fund	221	206
	<b>8,276</b>	<b>7,861</b>

Key management personnel comprises the President, Provost, Vice President, Administration, Associate Provosts, Head of Pillars and key administrative Directors.

### 5. OTHER OPERATING EXPENSES

	2021	2020
	\$'000	\$'000
Rental Expenses on Operating Leases	123	112
Utilities and Facility Management	14,466	15,001
Marketing and Advertising Expenses	3,197	3,908
Information Technology Expenses	6,067	4,892
Travelling Expenses and Honorarium Fees	1,084	2,172
Library Books, Periodicals and Databases	2,579	2,081
Scholarships and Awards	15,276	15,176
Loss on Disposal of Property, Plant and Equipment and Intangible Assets	8	23
Others	4,238	7,327
	<b>47,038</b>	<b>50,692</b>

### 6. NET INVESTMENT INCOME/(LOSS)

	2021	2020
	\$'000	\$'000
Interest Income	4,923	6,801
Fair value gains/(losses) on financial assets at fair value through profit or loss	262,681	(74,585)
	<b>267,604</b>	<b>(67,784)</b>

### 7. GOVERNMENT AND OTHER GRANTS

	2021	2020
	\$'000	\$'000
Operating Grants (Note 10(ii))	68,759	68,746
Research Grants Utilised (Note 10(iii))	60,370	66,242
Debt Grants Utilised (Note 10(iv))	11,022	12,583
Deferred Capital Grants Amortised (Note 19)	35,116	36,731
Other Grants	10,220	4,118
	<b>185,487</b>	<b>188,420</b>

Included under other grants is an amount of \$5,342,000, which the University has recognised as grant income under the Job Support Scheme ("JSS"). Under this scheme, the government provides wage support to employers, helping businesses retain their local employees (including Singapore citizens and permanent residents) during the economic uncertainty caused by COVID-19.

As at end of the financial year, a possible obligation of \$2,100,000 was not included as a reduction to operating grants due to the uncertainty of probable outflow of grants to be determined by the grantor.

### 8. INCOME TAXES

The University obtained Charity and Institution of Public Character ("IPC") status on 21 July 2009 under the Charities Act and Charities (Institutions of a Public Character) Regulations 2008. With effect from the Year of Assessment 2009, all registered charities will enjoy automatic income tax exemption.

The University is exempted from filing income tax returns. The University's IPC status will expire on 20 July 2022.

## Notes To The Financial Statements

31 March 2021

## 9. CASH AND CASH EQUIVALENTS

	2021	2020
	\$'000	\$'000
Cash at Bank and On Hand	41,044	46,992
Bank Fixed Deposits	241,589	201,883
	<b>282,633</b>	248,875
Less: Bank fixed deposits with maturity of more than 3 months (i)	(80,372)	(135,240)
Cash and cash equivalents presented in the statement of cash flows	<b>202,261</b>	113,635

## (i) Bank fixed deposits with maturity of more than 3 months:

	2021	2020
	\$'000	\$'000
Current	<b>80,372</b>	135,240

The bank fixed deposits have a weighted average effective interest rate of 0.59% (2020 : 2.96%) per annum.

## 10. GRANTS AND OTHER RECEIVABLES

	2021	2020
	\$'000	\$'000
<b>Current</b>		
Fee and Other Receivables (Note (i))	1,361	1,512
Loss Allowance (Note (i))	(69)	(69)
	<b>1,292</b>	1,443
Operating Grants Receivable (Note (ii))	3,753	3,087
Research Grants Receivable (Note (iii))	31,638	30,178
Debt Grant Receivable (Note (iv))	24,286	23,006
Matching Endowment Grant Receivable	9,023	9,532
Other Receivables from Government	11,285	3,477
Job Support Scheme Receivable (Note 17)	461	3,390
Interest Receivable	155	514
	<b>81,893</b>	74,627
<b>Non-Current</b>		
Debt Grant Receivable (Note (iv))	313,432	332,829
Total Grants and Other Receivables	<b>395,325</b>	407,456

## (i) Fee and other receivables

The average credit period of fee and other receivables is 30 days (2020 : 30 days). No interest is charged on the outstanding balance.

Loss allowance for fee and other receivables has been measured at an amount equal to lifetime expected credit losses ("ECL"). The ECL on fee and other 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.

During the year, no loss allowance was recognised. For the year ended 31 March 2020, the University has recognised a loss allowance of \$8,000 which is due to specific credit-impaired factors arising on the debtor. The University has assessed and noted immaterial loss allowance required for the remaining balances as historical experience has indicated that these receivables are generally recoverable.

## Notes To The Financial Statements

31 March 2021

### 10. GRANTS AND OTHER RECEIVABLES (CONTINUED)

#### (i) Fee and other receivables (Continued)

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

The table below is an analysis of fee and other receivables as at 31 March:

	2021	2020
	\$'000	\$'000
Not Past Due and Not Impaired	748	690
Past Due and Not Impaired	544	753
	<b>1,292</b>	<b>1,443</b>

The movement in the credit loss allowance in respect of fee and other receivables is as follows:

	2021	2020
	\$'000	\$'000
Balance as at 1 April	69	61
Loss Allowance Recognised in Profit or Loss During the Year Due to Changes in Credit Risk	-	8
Balance as at 31 March	<b>69</b>	<b>69</b>

#### (ii) Movement in operating grants (received in advance)/receivable

	2021	2020
	\$'000	\$'000
Balance as at 1 April	<b>(29,578)</b>	12,205
Operating Grants Received During the Year	<b>(71,295)</b>	(110,787)
Transferred to Deferred Capital Grants (Note 19)	605	258
Transferred to Profit or Loss (Note 7)	<b>68,759</b>	68,746
Balance as at 31 March	<b>(31,509)</b>	(29,578)
Comprising:		
Operating Grants Receivable (as above)	<b>3,753</b>	3,087
Operating Grants Received in Advance from Government - MIT Education Component (Note 15)	<b>(1,278)</b>	(1,278)
Other Operating Grant Received in Advance - Government (Note 15)	<b>(10,664)</b>	(8,187)
Sinking Funds Received in Advance (Note 15)	<b>(23,320)</b>	(23,200)
	<b>(31,509)</b>	(29,578)

#### (iii) Movement in research grants received in advance

	2021	2020
	\$'000	\$'000
Balance as at 1 April	<b>(3,501)</b>	(7,199)
Research Grants Received During the Year	<b>(65,002)</b>	(64,856)
Transferred to Deferred Capital Grants (Note 19)	3,581	2,312
Transferred to Profit or Loss (Note 7)	<b>60,370</b>	66,242
Balance as at 31 March	<b>(4,552)</b>	(3,501)
Comprising:		
Research Grants Receivable (as above)	<b>31,638</b>	30,178
Research Grants Received in Advance from Government - MIT Research Component (Note 15)	<b>(163)</b>	(1,655)
Other Research Grants Received in Advance - Government (Note 15)	<b>(23,808)</b>	(22,814)
Research Grants Received in Advance - Government Agencies and Others (Note 15)	<b>(12,219)</b>	(9,210)
	<b>(4,552)</b>	(3,501)

#### (iv) Movement in debt grant receivable

	2021	2020
	\$'000	\$'000
Balance as at 1 April	<b>355,835</b>	380,092
Debt Grant Received During the Year	<b>(31,888)</b>	(37,155)
Transferred to Deferred Capital Grants (Note 19)	2,749	315
Transferred to Profit or Loss (Note 7)	<b>11,022</b>	12,583
Balance as at 31 March	<b>337,718</b>	355,835
Current	<b>24,286</b>	23,006
Non-Current	<b>313,432</b>	332,829
	<b>337,718</b>	355,835

# Notes To The Financial Statements

31 March 2021

## 10. GRANTS AND OTHER RECEIVABLES (CONTINUED)

### (iv) Movement in debt grant receivable (Continued)

The debt grant receivable relates to funding from the Government to finance the bank loans utilised for land premium, construction cost of the East Coast Campus and the purchase of furniture and equipment, information technology equipment and systems that falls under the debt-grant framework initiated by the Government. The debt grant receivable earns additional grants at variable rates determined by Ministry of Education based on Ministry of Finance's preferential rate, and the carrying value approximates to its fair value at the balance sheet date.

## 11. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2021	2020
	\$'000	\$'000
<b>Designated at Fair Value on Initial Recognition:</b>		
Quoted Debt Securities	282,838	306,875
Quoted Unit Trusts	701,758	463,196
Quoted Equity Securities	43,870	35,043
Other Investments	283,505	227,526
	<b>1,311,971</b>	<b>1,032,640</b>

The Board of Trustees has an Investment Committee to assist in the oversight of the University's investments. The Investment Committee approves the asset allocation, selection of fund managers and all other investment activities. The selected fund managers and internal investment office have to manage the investment portfolio within the prescribed individual mandates and investment guidelines.

The fair values of quoted debt securities, quoted unit trusts and quoted equity securities are based on quoted market prices at the balance sheet date. The other investments represent investments in hedge funds, multi-asset fund and limited partnership. The fair values of these unquoted investments are based on net asset values provided by fund managers and fund administrators.

## 12. OTHER CURRENT ASSETS

	2021	2020
	\$'000	\$'000
Prepayments		
- Education Component	497	497
- Research Component	1,747	3,238
- Others	2,210	1,924
Deposits	57	68
	<b>4,511</b>	<b>5,727</b>

Prepayments comprise primarily of advance payments made to the Massachusetts Institute of Technology ("MIT") in accordance with the SUTD-MIT Collaboration Agreement for education and research purposes (Note 23(c)).



## Notes To The Financial Statements

31 March 2021

### 13. PROPERTY, PLANT AND EQUIPMENT

	Construction- In-Progress	Leasehold Land	Buildings and Plant & Machinery	Computer Systems, Communications & Lab Equipment	Personal Computers & Equipment	Furniture & Fittings	Audio Visual & Office Equipment	Motor Vehicle	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cost</b>									
Balance as at 1 April 2020	887	209,718	566,713	68,179	4,921	7,695	9,878	195	868,186
Additions	707	-	264	4,157	1,005	22	407	-	6,562
Reclassification	(112)	-	-	112	-	-	-	-	-
Reclassified to Intangible Assets (Note 14)	(130)	-	-	-	-	-	-	-	(130)
Disposals	-	-	-	(92)	(19)	-	(3)	-	(114)
Balance as at 31 March 2021	1,352	209,718	566,977	72,356	5,907	7,717	10,282	195	874,504
<b>Accumulated Depreciation</b>									
Balance as at 1 April 2020	-	17,829	115,092	45,338	4,030	5,774	8,351	45	196,459
Depreciation Charge	-	2,119	22,185	8,818	600	905	611	20	35,258
Disposals	-	-	-	(85)	(19)	-	(3)	-	(107)
Balance as at 31 March 2021	-	19,948	137,277	54,071	4,611	6,679	8,959	65	231,610
<b>Net Book Value Balance as at 31 March 2021</b>	<b>1,352</b>	<b>189,770</b>	<b>429,700</b>	<b>18,285</b>	<b>1,296</b>	<b>1,038</b>	<b>1,323</b>	<b>130</b>	<b>642,894</b>
<b>Cost</b>									
Balance as at 1 April 2019	549	209,718	570,234	65,100	4,459	7,773	10,132	195	868,160
Adjustment <sup>(i)</sup>	-	-	(3,654)	-	-	(89)	-	-	(3,743)
Additions	534	-	133	3,746	524	11	566	-	5,514
Reclassified to Intangible Assets (Note 14)	(196)	-	-	-	-	-	-	-	(196)
Disposals	-	-	-	(667)	(62)	-	(820)	-	(1,549)
Balance as at 31 March 2020	887	209,718	566,713	68,179	4,921	7,695	9,878	195	868,186
<b>Accumulated Depreciation</b>									
Balance as at 1 April 2019	-	15,711	93,174	35,654	3,538	4,890	8,010	26	161,003
Adjustment <sup>(i)</sup>	-	-	(257)	-	-	(103)	-	-	(360)
Depreciation Charge	-	2,118	22,175	10,349	553	987	1,160	19	37,361
Disposals	-	-	-	(665)	(61)	-	(819)	-	(1,545)
Balance as at 31 March 2020	-	17,829	115,092	45,338	4,030	5,774	8,351	45	196,459
<b>Net Book Value Balance as at 31 March 2020</b>	<b>887</b>	<b>191,889</b>	<b>451,621</b>	<b>22,841</b>	<b>891</b>	<b>1,921</b>	<b>1,527</b>	<b>150</b>	<b>671,727</b>

(i) Adjustment are made to certain construction cost for the East Coast Campus Buildings upon receipt of the final account from the respective vendors.

## Notes To The Financial Statements

31 March 2021

**13. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)**

For the financial year ended 31 March 2020, the University received donated assets included as part of computer systems, communications and laboratory equipment amounting to \$78,000. These assets are not eligible for the deferred capital grant. In 2021, the University did not receive donated assets.

As at 31 March 2021, the right-of-use asset relating to the University's leasehold land has a carrying amount of \$189,770,000 (2020 : \$191,889,000) included under property, plant and equipment.

**14. INTANGIBLE ASSETS**

	2021 \$'000	2020 \$'000
<b>Computer Software Licenses Costs</b>		
Cost		
Balance as at 1 April	11,901	10,622
Additions	718	1,250
Reclassified from Property, Plant and Equipment (Note 13)	130	196
Disposals	(8)	(167)
Balance as at 31 March	12,741	11,901
Accumulated Amortisation		
Balance as at 1 April	8,693	7,654
Amortisation	1,312	1,187
Disposals	(7)	(148)
Balance as at 31 March	9,998	8,693
<b>Net Book Value</b>	<b>2,743</b>	<b>3,208</b>

**15. GRANTS RECEIVED IN ADVANCE**

	2021 \$'000	2020 \$'000
Operating Grants Received in Advance from Government - MIT Education Component (Note 10(ii))	1,278	1,278
Other Operating Grants Received in Advance Government (Note 10(ii))	10,664	8,187
Sinking Fund Received in Advance (Note 10(ii))	23,320	23,200
Research Grants Received in Advance from Government - MIT Research Component (Note 10(iii))	163	1,655
Other Research Grants Received in Advance - Government (Note 10(iii))	23,808	22,814
Research Grants Received in Advance - Government agencies and others (Note 10(iii))	12,219	9,210
Other Grants Received in Advance	60	323
	<b>71,512</b>	<b>66,667</b>
Current	48,192	43,467
Non-Current	23,320	23,200
	<b>71,512</b>	<b>66,667</b>

The balances in these accounts represent grants received but not utilised at the end of the financial year.

**16. CONTRACT LIABILITIES**

This relates to the consideration received in advance for tuition and housing services.

Services are paid upfront as part of the initial sales transaction whereas revenue is recognised over the period when services are provided to the customer. A contract liability is recognised for revenue relating to tuition and housing services at the time of the initial sales transaction and is recognised to the profit or loss over the service period.

There were no significant changes in the contract liability balances during the reporting period.

The amount of revenue recognised in the current reporting period which relates to brought forward contract liabilities is \$3,943,000 (2020 : \$4,319,000).

## Notes To The Financial Statement

31 March 2021

### 17. OTHER PAYABLES

	2021	2020
	\$'000	\$'000
Other Payables	13,750	6,791
Payables for Capital Expenditure	225	298
Deferred Grant Income	760	3,390
Accruals for:		
- Operating Expenses	18,048	16,134
- Capital Expenditure	2,163	3,125
	<b>34,946</b>	<b>29,738</b>

Deferred grant income relates to the amounts granted to the University under the JSS initiative by the Singapore Government which is intended to defray certain manpower costs. Grant income is recognised in profit or loss on a systematic basis over the period of uncertainty in which the related salary costs for which the grant is intended to compensate is recognised as expenses. Management has determined the period of uncertainty for the University to be 17 months commencing from April 2020.

Included under "other payables" is an amount of \$4,933,000 relating to job support scheme grant that is set aside by the University to be refunded to the Singapore Government.

### 18. BORROWINGS

	2021	2020
	\$'000	\$'000
<b>Bank Borrowings</b>		
Current	97,671	15,741
Non-Current	253,994	349,718
	<b>351,665</b>	<b>365,459</b>

The profile of the bank borrowings at the balance sheet date are as follows:

	2021	2020
	\$'000	\$'000
Fixed Rate - Unsecured	351,665	365,279
Variable Rate - Unsecured	-	180
	<b>351,665</b>	<b>365,459</b>

Under the debt-grant framework initiated by the Government, the University has drawn down bank loans to finance the land premium, construction of the East Coast Campus and the purchase of furniture and equipment, information technology equipment and systems.

As at 31 March 2021, the fair value of the non-current borrowings is \$239,473,000 (2020 : \$342,502,000). The fair value is determined from the cash flow analysis, discounted at market borrowing rates ranging from 1.19% to 2.66% (2020 : 2.19%) per annum based on the tenure of the loan.

### 19. DEFERRED CAPITAL GRANTS

	2021	2020
	\$'000	\$'000
Balance as at 1 April	669,803	703,628
Transferred from:		
- Operating Grants (Note 10(ii))	605	258
- Research Grants (Note 10(iii))	3,581	2,312
- Debt Grant (Note 10(iv))	2,749	315
- Skills Future Set up Grant	249	21
Amortisation of Deferred Capital Grants (Note 7)	(35,116)	(36,731)
Balance as at 31 March	<b>641,871</b>	<b>669,803</b>

### 20. NON-ENDOWMENT FUND

	2021	2020
	\$'000	\$'000
<b>Non-Endowment Fund</b>		
Accumulated Surplus	12,520	12,954
Represented by:		
Cash and Cash Equivalents	11,352	13,108
Grants and Other Receivables	1,191	42
Property, Plant and Equipment	23	28
Other Payables	(46)	(224)
	<b>12,520</b>	<b>12,954</b>

## Notes To The Financial Statements

31 March 2021

**21. ENDOWMENT FUND**

	2021	2020
	\$'000	\$'000
<b>Endowment Fund</b>		
Capital:		
- Government Grants	815,641	801,463
- Donations	183,246	175,682
	<b>998,887</b>	977,145
Accumulated Surplus	338,192	84,126
	<b>1,337,079</b>	1,061,271
Represented by:		
Cash and Cash Equivalents	14,888	19,487
Grants and Other Receivables	11,805	9,534
Property, Plant and Equipment	24	24
Financial Assets at Fair Value Through Profit or Loss	1,311,971	1,032,640
Other Payables	(1,609)	(414)
	<b>1,337,079</b>	1,061,271

The objectives of this fund include the advancement and dissemination of knowledge, the promotion of research and awarding of scholarships.

Donations from external parties and government matching grants which are to be kept intact as capital of \$7,564,000 (2020 : \$8,239,000) and \$14,178,000 (2020 : \$14,264,000) respectively, are taken directly to endowment fund - capital during the current financial year.

**22. FUNDS' NET ASSETS MANAGED ON BEHALF OF MINISTRY OF EDUCATION ("MOE")**

Pursuant to the MOE Tuition Fee Loan ("TFL") and Study Loan ("SL") schemes, the University acts as agent for these loans schemes and the MOE is the financier providing the advances.

	2021	2020
	\$'000	\$'000
Balance as at 1 April	12,538	11,558
Student Loan Granted to Students	3,325	3,829
Repayments Received from Students	(958)	(2,849)
Balance as at 31 March	<b>14,905</b>	12,538
Represented by:		
TFL Receivables	13,478	11,233
SL Receivables	1,427	1,305
Net Assets	<b>14,905</b>	12,538

Student tuition fee and study loans are unsecured, interest-free during the course of study and are repayable by monthly instalments over period of up to 20 years after the students' graduation. Interest is charged based on the average of the prevailing prime rates of the 3 local banks. The interest rate as at the end of reporting period is 4.75% (2020 : 4.75%) per annum.

**23. COMMITMENTS****(a) Lessee - Operating lease commitments**

The University leases plant and machinery under a non-cancellable operating lease agreement.

The lease expenditure during the financial year is as follows:

	2021	2020
	\$'000	\$'000
Expense Relating to Short-Term Leases	-	59
Expense Relating to Leases of Low Value Assets, excluding Short-Term Leases of Low Value Assets	123	53
	<b>123</b>	112

**(b) Lessor - Operating lease commitments**

The University leases campus space to non-related parties under non-cancellable operating lease agreements.

Operating leases, in which the University, is the lessor, relate to premises owned by the University with lease terms of 1 to 3 years. For leases with extension options, the extension option is 1 to 3 years. All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the premises at the expiry of the lease period.

Maturity analysis of operating lease payments:

	2021	2020
	\$'000	\$'000
Year 1	659	674
Year 2	210	437
Year 3	-	99
	<b>869</b>	1,210

## Notes To The Financial Statements

31 March 2021

### (c) Collaboration agreement with Massachusetts Institute of Technology

The University has entered into a collaboration agreement with the Massachusetts Institute of Technology (“MIT”) on 25 January 2010 to establish a deep and extensive relationship between MIT and the University for the furtherance of the highest international standards and innovation in education and research. The SUTD-MIT Collaboration Agreement comprises two components, an Education Component and a Research Component.

Under the Education Component, MIT will provide its assistance, advice and sharing of its academic and administrative expertise to help shape the University into a world class educational institution. In addition, MIT will establish an endowment fund for which income generated will be used for the furtherance of the objective of the education component. The Education collaboration has been successfully completed on 30 June 2017.

The Research Component involves a collaborative effort between MIT and the University to establish and develop the SUTD-MIT International Design Centre, which will be a Centre comprising one primary physical location sited within the University campus and one secondary physical location sited within MIT’s campus, for the MIT and University faculties to conduct research and other research related activities in furtherance of the educational and research objectives of the University.

Under the SUTD-MIT Collaboration Agreement, the University is required to make payments relating to the Education Undergraduate and Graduate Component up to 30 June 2017 and 28 February 2018 respectively. For Research Component, payment will be made up to 30 June 2021.

During the year, the research expenses incurred and taken up by SUTD is \$1,492,000 (2020 : \$4,297,000).

### (d) Collaboration agreement with Zhejiang University

The University has entered into a collaboration agreement with Zhejiang University (“ZJU”) since 26 August 2010 with the intention to develop and offer courses at the University and to jointly undertake research activities and other collaborative activities.

Under the SUTD-ZJU Collaboration Agreement, the University is required to contribute to the collaboration up to December 2023.

During the year, no operating expenses pertaining to the collaboration was incurred. For the year ended 31 March 2020, the operating expenses incurred and taken up by SUTD are \$368,000.

### (e) Capital commitments

Capital expenditures contracted for the balance sheet date but not recognised in the financial statements are as follows:

	2021	2020
	\$'000	\$'000
Property, Plant and Equipment	<b>10,791</b>	<b>11,609</b>

## 24. RELATED PARTIES TRANSACTIONS

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

The University receives grants from the Ministry of Education (“MOE”) to fund its operations and is subject to certain controls set by MOE and considers MOE a related party. Hence, other government-controlled entities are considered related parties of the University. The University has applied the exemption from disclosure requirements of FRS 24 in relation to related party transactions and outstanding balances (including commitments) with MOE and other government-controlled entities.

The University has significant transactions with MOE and other government-controlled entities in the form of purchase of goods and services and rendering of services. Such purchases and sales are collectively approximate to \$338,000 (2020 : \$24,000) and \$712,000 (2020 : \$89,000).

## 25. FINANCIAL RISK MANAGEMENT

### Financial risk factors

The University’s activities expose it to market risk (including currency risk, interest rate risk and price risk), liquidity risk and credit risk.

The Board of Trustees has the Finance and Investment Committees to assist the Board in setting the objectives and underlying principles of financial risk management for the University. Financial risk is reviewed by the Finance and Investment Committees. The Investment Office assists in the implementation and management of the investment portfolio within the prescribed investment guidelines and mandates. The information presented below is based on information received by the Finance and Investment Committees.

# Notes To The Financial Statements

31 March 2021

## 25. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (a) Market risk

#### (i) Currency risk

The University's operations are not exposed to significant currency risk as most of its transactions are transacted or invested in Singapore Dollar ("SGD") except for its investment portfolio. The currency risk related to the United States Dollar payments to MIT under the SUTD-MIT Collaboration Agreement is borne by MOE. The University's currency profile from its investment portfolio is as follows:

	2021 \$'000	2020 \$'000
Financial Assets at Fair Value Through Profit or Loss		
- SGD	634,682	585,482
- Non-SGD	677,290	447,158
<b>Total</b>	<b>1,311,971</b>	<b>1,032,640</b>

Currency derivatives are entered into by the fund manager to manage the foreign currency risk exposure of the University's investment portfolio. The currency profile above has taken into consideration the effects of currency forwards.

At 31 March 2021, if foreign currencies (i.e. currencies other than those denominated in SGD) had strengthened/weakened by 3% (2020 : 3%) against the SGD with all other variables being held constant, it will result in a \$20,319,000 increase/decrease in the net surplus (2020 : \$13,415,000 decrease/increase in the net deficit).

#### (ii) Interest rate risk

The University has interest-bearing assets in cash and cash equivalents. These financial assets are short-term in nature, therefore, any future variations in interest rates will not have a material impact on the income of the University.

The University's borrowings as at 31 March 2021 include variable rate loan amounting \$Nil (2020 : \$180,000), which is exposed to interest rate risk. If interest rate had increased/decreased by 50 basis points, it will result in a \$900 decrease/increase in the net surplus in 2020.

The University's investments in financial assets at fair value through profit or loss as at 31 March 2021 include interest bearing debt instruments amounting to \$427,570,000 (2020 : \$396,446,000) which are exposed to interest rate risk. Changes in interest rates will have an impact on the fair values of these investments. With all other variables held constant, 50 (2020 : 50) basis points increase/decrease in interest rates will result in approximately \$13,437,000 (2020 : \$10,471,000) decrease/increase in the fair value of financial

assets at fair value through profit or loss and the net surplus.

#### (iii) Price risk

The University is exposed to price risk arising from the investments, invested either directly or through externally managed funds. To manage this risk, the University diversifies its investment portfolio across different markets in accordance with the investment guidelines set by the Investment Committee.

The University is exposed to price risk arising from the financial assets at fair value through profit or loss. The geographical information of the investment portfolio comprising quoted debt securities, quoted unit trusts (based on geographical area of underlying securities), quoted equity securities and other investments provided to key management is as follows:

	Financial Assets at Fair Value Through Profit Or Loss	
	2021 %	2020 %
<b>By Geographical Area:</b>		
Singapore	36	44
Asia Pacific (excluding Singapore)	22	20
Europe	10	9
United States and Latin America	31	26
Middle East and Africa	1	1
<b>Total</b>	<b>100</b>	<b>100</b>

If prices for quoted unit trusts, quoted equity securities and other investments had increased/decreased by 5% (2020 : 5%), with all other variables held constant, it will result in a \$38,254,000 increase/decrease (2020 : \$25,490,000) in the fair value of financial assets at fair value through profit or loss and the net surplus.

#### (b) Liquidity risk

There is minimal liquidity risk as the University maintains an adequate level of highly liquid assets in the form of cash and short-term bank deposits.

The table below analyses non-derivative financial liabilities of the University into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is not significant.

## Notes To The Financial Statements

31 March 2021

### 25. FINANCIAL RISK MANAGEMENT (CONTINUED)

#### (b) Liquidity risk (Continued)

	< 1 year \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000
<b>At 31 March 2021</b>				
Other Payables	<b>34,186</b>	-	-	-
Borrowings	<b>103,393</b>	<b>15,930</b>	<b>49,091</b>	<b>227,349</b>
<b>At 31 March 2020</b>				
Other Payables	26,348	-	-	-
Borrowings	23,747	105,260	260,009	-

\* During the year, a bank loan facility was extended by the University to November 2033.

#### (c) Credit risk

Credit risk refers to the risk that a counterparty will default on its obligations resulting in financial loss to the University. The University places its cash and short-term bank deposits with reputable financial institutions. The investment portfolio is managed by a professional fund manager and in-house investment team.

The maximum exposure to credit risk in the event that the counterparties fail to perform their obligations in relation to each class of recognised financial asset is the carrying amount of those assets as stated in the balance sheet.

The University's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses ("ECL")
Performing	The counterparty has low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
In default	Amount is > 90 days 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 the University has no realistic prospect of recovery.	Amount is written off

## Notes To The Financial Statements

31 March 2021

**25. FINANCIAL RISK MANAGEMENT (CONTINUED)****(c) Credit risk (Continued)**

The table below details the credit quality of the University's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
				\$'000	\$'000	\$'000
<b>2021</b>						
Fees and Other Receivables	10	(i)	Lifetime ECL (simplified approach)	1,361	(69)	1,292
Grants and Other Receivables (excluding Fees and Other Receivables)	10	(ii)	Lifetime ECL (simplified approach)	393,572	-	393,572
Deposits	12	Performing	12-month ECL	57	-	57
					(69)	
<b>2020</b>						
Fees and Other Receivables	10	(i)	Lifetime ECL (simplified approach)	1,512	(69)	1,443
Grants and Other Receivables (excluding Fees and Other Receivables)	10	(ii)	Lifetime ECL (simplified approach)	402,623	-	402,623
Deposits	12	Performing	12-month ECL	68	-	68
					(69)	

(i) The University determines the expected credit losses on these items by estimating 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.

(ii) Grant and other receivables (excluding fees and other receivables) are mainly due from the Singapore Government and other Singapore Government agencies which are of good credit rating standing. Therefore, the credit risk exposure of these grants and other receivables (excluding fee and other receivables) is insignificant and is subject to immaterial credit loss.

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies and is subject to immaterial credit loss.



## Notes To The Financial Statements

31 March 2021

### 25. FINANCIAL RISK MANAGEMENT (CONTINUED)

#### (d) Capital risk

The University is limited by guarantee with no share capital and is funded mainly by grants received from the Ministry of Education.

The University is in compliance with all externally imposed capital requirements for the financial years ended 31 March 2021 and 2020.

#### (e) Fair value measurement

The University classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- (i) quoted prices (unadjusted) from active markets for identical assets (Level 1);
- (ii) inputs other than quoted prices in active markets included within Level 1 that are observable for the asset, either directly (i.e. as prices) or indirectly (i.e. derived from prices) (Level 2); and
- (iii) inputs for the asset that are not based on observable market data (unobservable inputs) (Level 3).

The following table shows an analysis of financial instruments measured and carried at fair value and classified by level of fair value measurement hierarchy:

	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
<b>At 31 March 2021</b>				
<b>Assets</b>				
Financial Assets at Fair Value Through Profit or Loss				
- Quoted Debt Securities	282,838	-	-	282,838
- Quoted Unit Trusts	113,035	588,723	-	701,758
- Quoted Equity Securities	43,870	-	-	43,870
- Other Investments	-	188,239	95,266	283,505
<b>Total Assets</b>	<b>439,743</b>	<b>776,962</b>	<b>95,266</b>	<b>1,311,971</b>

	Level 1	Level 2	Level 3	Total
	\$'000	\$'000	\$'000	\$'000
At 31 March 2020				
Assets				
Financial Assets at Fair Value Through Profit or Loss				
- Quoted Debt Securities	306,875	-	-	306,875
- Quoted Unit Trusts	66,894	396,302	-	463,196
- Quoted Equity Securities	35,043	-	-	35,043
- Other Investments	-	160,399	67,127	227,526
<b>Total Assets</b>	<b>408,812</b>	<b>556,701</b>	<b>67,127</b>	<b>1,032,640</b>

# Notes To The Financial Statements

31 March 2021

## 25. FINANCIAL RISK MANAGEMENT (CONTINUED)

### (e) Fair value measurement (Continued)

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the University is the current bid price. These instruments are included in Level 1.

The fair value of financial instruments that are not traded in an active market (unlisted unit trusts and other investments) is based on price quotes by the brokers. These instruments are classified as Level 2. Under certain circumstances, where a valuation technique for these instruments is based on significant unobservable inputs, such instruments are classified as Level 3.

There were no significant transfers between Level 1 and Level 2 of the fair value hierarchy in the period.

The following table presents the changes in Level 3 instruments:

	2021	2020
	\$'000	\$'000
<b>Financial Assets at Fair Value Through Profit or Loss</b>		
Balance as at 1 April	67,127	58,667
Purchases	15,023	7,761
Redemptions	(2,216)	(981)
Fair Value Gains Recognised in Profit or Loss	15,332	1,680
Balance as at 31 March	<b>95,266</b>	<b>67,127</b>
Total Gains Recognised in Profit or Loss for Assets Held at the end of Financial Year	<b>15,332</b>	<b>1,680</b>

The carrying amount of current grants and other receivables, deposits and other payables approximate their fair value. The fair values of non-current grant receivable and borrowings are disclosed in Notes 10(iv) and 18 respectively.

### (f) Financial instruments by category

The carrying amounts of the different categories of financial instruments are as follows:

	2021	2020
	\$'000	\$'000
Financial Assets at Amortised Cost	677,554	653,009
Financial Assets at Fair Value Through Profit or Loss	1,311,971	1,032,640
Financial Liabilities at Amortised Cost	385,851	391,807

## Notes To The Financial Statements

31 March 2021

### 26. CHARITY ACT AND REGULATIONS

As required for disclosure under Regulation 17 of the Charities (Institutions of a Public Character) Regulations, the University has received total tax deductible donations of \$8,875,311 (2020 : \$10,797,142) in the current financial year.

### 27. ADOPTION OF NEW AND REVISED STANDARDS

On 1 April 2020, the University has adopted all the new and revised FRSs and Interpretations of FRS ("INT FRS") that are effective from that date and are relevant to its operations. The adoption of these new/revised FRSs and INT FRSs does not result in changes to the University's accounting policies and has no material effects on the amounts reported for the current or prior years.

At the date of authorisation of these financial statements, the following new/revised FRSs and amendments to FRSs that are relevant to the University were issued but not effective:

- Amendments to FRS 16: Property, Plant and Equipment- Proceeds before Intended Use <sup>(1)</sup>
- Annual Improvements to FRSs 2018-2020 <sup>(1)</sup>
- Amendments to FRS 1: Classification of Liabilities as Current or Non-current <sup>(2)</sup>


<sup>(1)</sup> Effective for annual periods beginning on or after 1 January 2022


<sup>(2)</sup> Effective for annual periods beginning on or after 1 January 2023

Based on preliminary assessment, the University anticipates that the adoption of the above FRSs and amendments to FRSs in future periods will not have a material impact on the financial statements of the University in the period of their initial adoption.

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