



**ITE Annual Report
2025/2026**

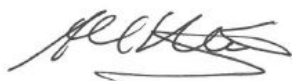
for the Year Ended
31 March 2026




**Uplifting Lives
and Skills**

In the opinion of the Board of Governors, the Annual Report of the INSTITUTE OF TECHNICAL EDUCATION presents fairly the state of affairs of the INSTITUTE OF TECHNICAL EDUCATION as at 31 March 2026.

On behalf of the Board of Governors:



Andrew Chong
Chairman



Peter Lam
Chief Executive Officer

ORGANISATION DETAILS

Board Secretary

Goh Mong Song
Deputy Chief Executive Officer

Address

Institute of Technical Education
2 Ang Mo Kio Drive
Singapore 567720

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(65) 6590 2015

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ABOUT ITE

The Institute of Technical Education (ITE) was established as a post-secondary institution in 1992, under the Ministry of Education. ITE is a principal provider of career and technical education and a key developer of national skills certification and standards skilling Singapore for the future economy. It offers three key programmes – (1) Pre-Employment Training for youths after secondary education, (2) Continuing Education and Training for adult learners, and (3) Workplace Learning and Work-Study Programmes with employers. Under its '**One ITE System, Three Colleges**' Governance Model, ITE has three Colleges – **ITE College Central**, **ITE College East** and **ITE College West**.

MISSION

To Create Opportunities for Students and Adult Learners to Acquire Skills, Knowledge and Values for Employability and Lifelong Learning

VISION

Globally Distinguished Institution for Skills and Career Development

VALUES

ITE Care – Integrity, Teamwork, Excellence, Care



Organisation Structure

as at 31 March 2026



NOTE

The following are subsidiaries of ITE:

– ITE Education Services – Crest Secondary School – Spectra Secondary School – NorthLight School

ITE Board of Governors

The ITE Board of Governors provides counsel to Management and steers ITE towards its vision and goals. As at **31 March 2026**, the tripartite Board comprised the following representatives from Government, Industry and the Unions:



**Chairman, ITE
Chairman, Nominating
Committee**

Mr Andrew Chong
Independent Board Director &
Corporate Advisor



**Deputy Chairman, ITE
Mr Goh Choon Phong**

Chief Executive Officer
Singapore Airlines



**Chairman, Audit & Risk
Committee**

Mr Musdalifa Bin Abdullah
Chief Executive Officer
GTR (Ground Team Red)



**Chairman, Establishment
Committee**

Mr Sng Chern Wei
Deputy Director-General of
Education (Curriculum)
Ministry of Education



**Chairman, Finance and
Investment Committee**

Mr James Tan
Managing Partner
Quest Ventures



**Chairman, Partnership with
Employers Committee**

Mr Edwin Ng
Managing Director
Markono Group Pte Ltd



Member

Mr Peter Lam
Chief Executive Officer
(from 25 December 2025)
Institute of Technical Education



Member

Ms Low Khah Gek
Chief Executive Officer
(until 24 December 2025)
Institute of Technical Education



Member

Mr Arasu s/o Duraisamy
Secretary for Financial Affairs
NTUC Central Committee



Member
COL Mikail Kalimuddin
 Head, Digital and
 Intelligence Plans
 Singapore Armed Forces



Member
Ms Jill Lee
 Independent Board Director



Member
Mr Sam Liew
 Chief Executive Officer-
 Designate of NCS and
 Chief Executive of Gov+



Member
Dr May Lim
 Assistant Provost
 (Applied Learning)
 Singapore Institute of
 Technology



Member
Mr Simon Lim
 Executive Director, Enterprise
 Capabilities
 Enterprise Singapore



Member
Ms Madeleine Loo
 Independent Consultant &
 Board Director



Member
Mr Pee Beng Kong
 Executive Vice President
 Economic Development Board



Member
Mr Tan Chee Hau
 Senior Director,
 Family Life Group
 Ministry of Social and
 Family Development



Member
Mr Donald Tong
 Executive Director
 Hong Kong Vocational
 Training Council

ITE Senior Management Team

The Senior Management Team shapes and guides the development of ITE under the '**One ITE System, Three Colleges**' Governance and Education Model. As at **31 March 2026**, the Team comprised:

Mr Peter Lam

Chief Executive Officer (from 25 December 2025)

Ms Low Khah Gek

Advisor

Former Chief Executive Officer (until 24 December 2025)

Dr Ang Kiam Wee

Deputy Chief Executive Officer

Mr Chua Soon Guan

Deputy Chief Executive Officer

Dr Goh Mong Song

Deputy Chief Executive Officer

Mr Seng Chin Chye

Principal, ITE College Central

Mr Alvin Goh

Principal, ITE College East

Ms Alice Seow

Principal, ITE College West

ITE HEADQUARTERS' DIRECTORATE

Dr Ting Kok Guan

Divisional Director
Campus Development & Estates

Dr Derek Yeo

Divisional Director
Continuing Education & Training

Ms Chua Ai Lian

Divisional Director
Corporate Affairs & Development

Dr Eric Cheung

Senior Director
Curriculum & Educational Development

Mr Lee Foo Wah

Divisional Director
Educational Design & Technology

Ms Susan Lim

Divisional Director
Enterprise & Finance

Mr Yeow Swee Soon

Divisional Director
Examinations

Ms Jessie Ong

Divisional Director
Industry-Based Training

Mr Kravitz Hwang

Divisional Director
Information Technology

Mr Heng Guan Teck

Dean, ITE Academy, and
Covering Divisional Director, Human Resource

Mr Wee Keat Kheng, Raymond

Registrar
Registrar's Office

Mr Parwinder Singh

Divisional Director
Student & Graduate Services

COLLEGE DIRECTORATE (ITE COLLEGE CENTRAL)

Mr Tan Wee Khiang

Director
School of Business & Services

Mr Paul Sim

Director
School of Design & Media

Mr Aw Kim Geok

Director
School of Electronics & Info-Comm Technology

Dr Lim See Yew

Senior Director
School of Engineering

Mr Loh Kum Fei

Director
College Services

Mr Lim Soon Huat

Director
Technology Development

COLLEGE DIRECTORATE (ITE COLLEGE EAST)

Ms Lynn Tan

Director
School of Business & Services

Mr Peh Wee Leng

Director
School of Electronics & Info-Comm Technology

Ms Catherine Soh

Director
School of Engineering

Dr Lionel Lau

Director
School of Health Sciences

Mr Ramu Saravanan

Director
College Services

COLLEGE DIRECTORATE (ITE COLLEGE WEST)

Mr Steven Tay

Director
School of Business & Services

Mr Thong Chee Chung

Director
School of Electronics & Info-Comm Technology

Mr Alfred Tan

Director
School of Engineering

Ms Denise Tan

Director
School of Hospitality

Mr Lim Wee Lian

Director
College Services

Chairman's Message

MR ANDREW CHONG
Chairman, ITE



Elevating Pathways, Empowering Futures

FY2025 was a year of growth and progress for ITE, as we began implementing our new five-year Strategic Plan, **ITE Elevate (2025–2029)**. It was also a year of leadership transition, as Low Khah Gek stepped down in December 2025 after nine years as CEO, and Peter Lam joined us as ITE's new CEO. I thank Khah Gek for her dedicated leadership and warmly welcome Peter as he leads ITE into its next phase of growth.

Strengthening Pathways for Success

A major milestone in FY2025 was the full implementation of the 3-Year *Higher Nitec* curricular structure. ITE now offers 49 3-Year *Higher Nitec* courses that provide students with a stronger foundation and broader industry exposure.

To support graduates in their progression, ITE expanded its diploma pathways via a new Work-Study Diploma (WSDip) in Advanced Manufacturing and the Wholesale Trade specialisation under the WSDip in Integrated Supply Chain Management, which will commence in April 2026. These bring the total number of WSDip courses to 46, which, together with our existing eight Technical Diploma (TD) courses, have enabled 15% of our graduates to progress towards

an ITE Diploma qualification. Our diploma graduates have enjoyed good employment outcomes, with median salaries comparable to those of polytechnic graduates.

Beyond expanding pathways, ITE broadened support structures to help students build confidence, navigate key transitions and access opportunities for success. JumpStart, the first-ever mentoring initiative for ITE's WSDip trainees, was introduced in collaboration with Quantedge Foundation and The Astronauts Collective to support trainees' transition into the workplace through industry mentorship. ITE also partnered DBS Foundation to launch the Career Readiness Programme, which combines mentorship, financial literacy education and financial support, including study awards for ITE students from lower-income families.

Honouring Alumni Excellence

One key highlight in 2025 was the launch of the President's Challenge (ITE Inspire) Fellowship to underscore the importance of the ITE education pathway and to recognise the achievements and contributions of ITE alumni. We are proud to

celebrate the conferment of the inaugural batch of five ITE Inspire Fellows — **Anders Tan, Edmund Lek, Jocelyn Ng, Mohamad Suhaimi Bin Sukiman, and Noel Ng** — who serve as role models for our students and graduates. They are also actively partnering ITE on programmes that benefit the wider ITE community.

Partnerships for Workforce Transformation and Innovation

In supporting lifelong learning and workforce development, ITE further strengthened its Continuing Education and Training (CET) offerings through close collaboration with industry partners. We rolled out five courses under the SkillsFuture Career Transition Programme (SCTP) to support mid-career individuals in pivoting to new sectors or roles. The Workplace Training Centre (WTC) scheme, spanning the Process Construction and Maintenance, Beauty & Wellness, and Healthcare sectors, recorded significant growth in FY2025, with training places rising from 2,118 in FY2024 to 23,202.

ITE also stepped up its applied research efforts to better support Small and Medium-sized Enterprises (SMEs). Through an enhanced industry project framework that eased the administrative process, staff were able to respond more nimbly with solutions that address industry needs. These collaborations provide valuable opportunities for staff and students to innovate, apply their skills to real-world problems and build stronger capabilities, while supporting enterprise transformation.

Driving Digitalisation and Sustainability

As part of its digitalisation efforts, ITE continued to adopt new technologies to enhance teaching and learning, as well as for process improvements. These included an AI-Assisted Video Analytics of Practical Skills system which enables more objective assessment of students' practical skills and provides timely feedback to support their learning, and a Gen AI video tool to enhance interview preparation for WSDip applicants. ITE is also reviewing its curriculum, assessment and pedagogy to ensure students are well-equipped to thrive in an AI-enabled future.

The year also saw ITE make significant strides in sustainability, with ITE College West and ITE Headquarters and College Central attaining the Building and Construction Authority (BCA) Green Mark Platinum Super Low Energy (SLE) Certification for high

energy efficiency. With this, all three ITE campuses are now SLE-certified.

Building Capabilities and Commitment

As ITE grows and transforms, our people remain one of our greatest strengths. To be ready for the future, our staff have continued to build their capabilities in key areas such as digital skills, Gen AI, Special Educational Needs support and other emerging skills aligned with industry trends. Their steadfast commitment was reflected in the 2025 Employee Engagement Survey, where ITE achieved an overall engagement score of 84% – four percentage points above the public sector norm. The results demonstrate strong engagement and belief in ITE's mission among our staff.

Closing Thoughts

Overall, ITE has achieved strong and impactful outcomes in FY2025. These achievements were made possible through the dedication of our staff and the valuable support of our industry partners. I would like to extend my appreciation to our Board, management, staff and partners for your firm commitment and meaningful contributions. Together, we will continue to shape a brighter future for our students.

Thank you.

Enhancing Networks

Industry and international partnerships are core pillars of ITE's skills training system. They enable ITE to keep pace with the latest industry trends and best practices, while enhancing workplace learning opportunities and global exposure for students.

Our extensive network of partners comprises the following:

305 INDUSTRY MOU PARTNERS ----- Co-creating ITE's learning environment and facilitating technology transfer and capability development	5,801 CO-TRAINING PARTNERS ----- Supporting ITE in various programmes and schemes, such as student internships, WSDip programme, Workplace Training Centre (WTC), Certified On-the-Job Training Centre (COJTC) and Approved Training Centre (ATC)	51 OVERSEAS INSTITUTIONAL PARTNERS ----- Providing diverse and enriching global experience for staff and students in 14 Countries/Regions
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International and Distinguished Visitors

Each year, ITE welcomes visitors from around the world who are keen to learn from its approach to skills and technical education. In FY2025, ITE hosted guests from Australia, China, Finland, Germany, India, the Maldives, the United States, and more. Notable visitors included:

- Minister for Education, Youth & Sports of Baden-Württemberg, Germany, Ms Theresa Schopper
- The President of the Republic of Maldives, Dr Mohamed Muizzu, and First Lady Sajidha Mohamed
- Deputy Secretary-General, Office of the Vocational Education Commission, Ministry of Education, Thailand, Mr Sanga Taechersai
- Director General of the Shanghai Municipal Human Resources and Social Security Bureau, China, Ms Yang Jiaying
- Nigeria's Minister of Education, Dr Maruf Tunji Alausa
- Finland's Minister of Education, Mr Anders Adlercreutz
- Australia's Minister for Skills and Training, The Hon Andrew Giles MP

Celebrating Student Success

ITE IN NUMBERS (FOR FY2025)

PRE-EMPLOYMENT TRAINING (excluding Technical Diploma/ Technical Engineer Diploma)

Intake

13,506

Enrolment

27,311

ITE DIPLOMA

(Work-Study Diploma & Technical Diploma/
Technical Engineer Diploma)

Intake

1,853

Enrolment

4,083

STUDENT SUCCESS RATE

(as at Dec 2025)

88.8%

STUDENTS' SATISFACTION WITH ITE

98.1%

STUDENT OVERSEAS PARTICIPATION RATE (Graduating Cohort)

33.3%

EMPLOYERS' SATISFACTION WITH ITE GRADUATES (Triennial – Last Survey in FY 2022)

97.2%

NEW DIPLOMA OFFERINGS IN FY2025

WORK-STUDY DIPLOMA

New Courses

- Community Care Integration & Management
- Human Resource Management
- Paramedicine

New Specialisations

- Cabin Services (under WSDip in Customer Experience Management)
- Operations Management (Under WSDip in Land Transport Engineering)

TECHNICAL DIPLOMA

New Courses

- Electrical Engineering (Clean Energy)
- Health & Exercise Coaching

ITE Continuing Education and Training (CET) Programmes

[WSDip, Part-time Higher Nitec/Nitec/ITE Skills Certificate, General Education, Certificates of Competency (CoCs), Short Courses, Train-the-Trainer, Joint-Industry Certification, Workforce Skills Qualification Courses, Customised CoCs (Workplace Training Centres), SkillsFuture Career Transition Programme, Micro-Learning Courses]

TOTAL TRAINING PLACES

> 69,000

TOTAL TRAINING HOURS

> 3.2 million hours

CLASS OF 2025

A total of **13,552 students** graduated from ITE's full-time, part-time and traineeship courses in Academic Year 2024/2025. Among them, **712** received Diplomas with Merit and Certificates of Merit, while **234** received Course Medals for topping their respective courses. Ten **Tay Eng Soon Scholarships** were also conferred to outstanding graduates.

Top honours were awarded to **16** ITE graduates at the ITE Graduation Ceremony on 28 July 2025 by Minister for Education, Mr Desmond Lee.

Lee Kuan Yew Gold Medal

Teo Gek Khim Azaleagrace
Moses Hee Jun Yao
Damien Koh Wen Hao

Tay Eng Soon Gold Medal

Santos Rachael Ham
Jolene Chua Wen Sin
Tham Xiu Yu

The Ngee Ann Kongsi Gold Medal

Katherine Tan Pei Ling
Naiema Maisarah Binte Rumaizi
Ashok Kumar S/O Santarakasan

Singapore National Employers Federation Gold Medal

Mohamad Izz Syafiq B Mohamad Ali
Wan Nur Shalina Binte Wan Shahrul Hidhir
Lee Chee Keen

Singapore Business Federation Gold Medal

Nurul Huda Binti Mohamed Azhar

Singapore Precision Engineering & Technology Association Gold Medal

Muhammad Nur'Iman Bin Badrul Hesham

e2i Gold Medal

Zhuang Yingfu Eric

IES Engineering Award

Daryl Chin Jun Kai

ITE also celebrated the achievements of 902 graduates from **40 WSDip courses**. Of these, 57 were awarded Course Medals for excelling in their respective courses. They received their Course Medals from Senior Minister of State, Ministry of Education and Ministry of Sustainability and the Environment, Dr Janil Puthucheary, and Chairman of ITE, Mr Andrew Chong, at the ITE WSDip Graduation Ceremony on 12 November 2025.

Our 15 outstanding graduates who had progressed to full-time diploma studies received the **Lee Kuan Yew Scholarship to Encourage Upgrading (LKY-STEP) Award** at the Ministry of Education Special Awards Presentation Ceremony on 26 August 2025. One ITE graduate, Teo Gek Khim Azaleagrace, received the **Lee Hsien Loong Award for Outstanding All-Round Achievement** for her demonstration of all-round excellence.

#ITEPROUD

At ITE, we are dedicated to nurturing our students to their full potential and celebrating their success. In FY2025, our students distinguished themselves through a range of accomplishments.

- Two teams of ITE students emerged as champion and first runner-up at the **Singapore MICE Challenge 2025**, organised by the Singapore Association of Convention and Exhibition Organisers and Suppliers. They outperformed 11 other teams from the polytechnics.



- Three teams of ITE students clinched the top three placings in the ITE and Polytechnics category at the **Engineering Innovation Challenge 2025**, among 20 teams. They developed innovative solutions in sustainable construction materials, AI-enabled recycling, and assistive technology for seniors and persons with hand disabilities.

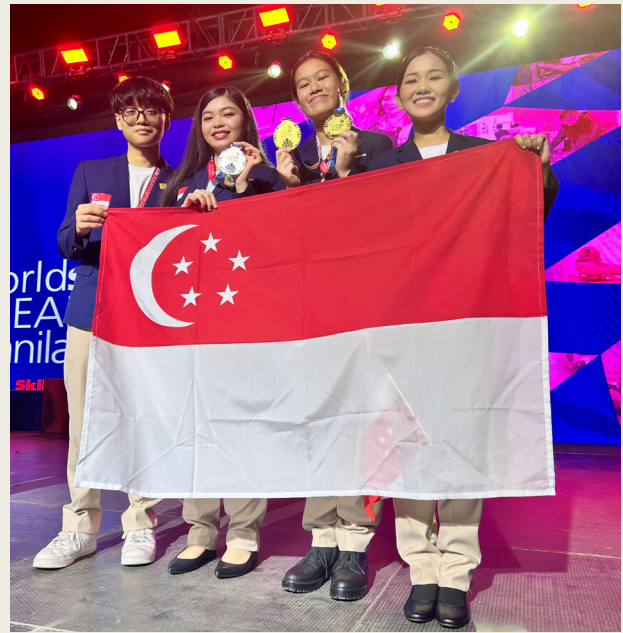


- Two ITE students won the first and third prizes respectively at the **NETS FlashPay Card Design Competition**, out of over 350 submissions. The competition invited youths to express the spirit of friendship between Singapore and China through art, commemorating 35 years of diplomatic relations.



- The 14th **WorldSkills ASEAN Competition** was held in Manila, Philippines, from 26 to 28 August 2025. Four ITE students were part of a contingent of 32 youths from various institutes of higher learning who represented Singapore at the competition. Team Singapore won six Gold Medals, four Silver Medals, four Bronze Medals and six Medallions for Excellence.

ITE students clinched **one Gold Medal** (in Information Network Cabling) and **one Silver Medal** (in Beauty Therapy), winning medals in both skill areas contested. ITE's Gold Medallist in Information Network Cabling, Tan Jie Ying, also won the **Best of Nation Award** for attaining the highest score among the Singaporean competitors.



- ITE students also put up a strong performance at the **WorldSkills Singapore 2025 Competition**, held from 3 to 5 April 2025. They clinched one Gold Medal, one Silver Medal, three Bronze Medals, and three Medallions for Excellence across various skill areas. Over 260 competitors from ITE and the polytechnics participated in the competition, which covered 26 skill areas.



- ITE students won one Gold Medal (in Beauty Therapy), one Silver Medal (in Autonomous Mobile Robotics), one Bronze Medal (in Western Cooking), and two Medallions for Excellence (in Cyber Security and Graphic Design Technology) at the **Greater Bay Area International Youth Skills Competition** in Hong Kong from 3 to 5 November 2025. The competition brought together students from vocational and technical institutions in Hong Kong, Guangzhou, Shenzhen, Zhongshan, and Singapore.



Our People Our Strength

ITE's success is underpinned by the hard work and commitment of our 2,688 staff, whose collective efforts have contributed to ITE's continued growth and transformation. As they adapt to evolving industry and technological changes, our staff remain focused on student success.

In recognition of their dedication, professionalism and contributions to ITE, some of the key achievements by our staff include:

President's Award for Teachers 2025

Mr Max Chua Kang Loong (Lecturer, Electronics, ITE College West) was one of eight winners of the **President's Award for Teachers 2025**, for his dedication to supporting his students' success. Ms Izriena Idris (Lecturer-Mentor, Business & Services, ITE College East) was also among the 18 finalists.



Public Sector Transformation Awards 2025

Mr Teo Hock Bee (Senior Lecturer, Electrical Engineering, ITE College East) received the **Exemplary SkillsFuture @ Public Service Award** for his commitment to lifelong learning and helping others upskill in the field of network cabling and infrastructure.



ITE Teacher and CET Trainer Awards 2025

At the ITE Awards Presentation Ceremony 2025, 15 lecturers received the **ITE Teacher Award** for excellence in teaching and student development, while six lecturers received the **ITE CET Trainer Award** for excellence in continuing education and training.



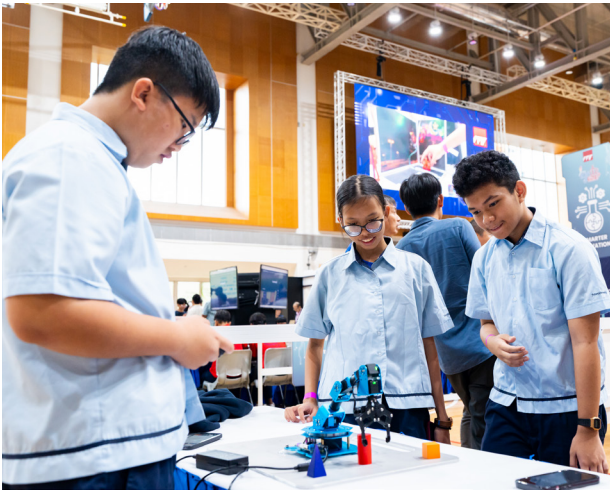
Beyond individual accolades, staff efforts also supported several organisation-wide achievements:

- **BCA Green Mark Platinum Super Low Energy Certification** – for ITE College West and ITE Headquarters and College Central's achievement of high energy savings and smart energy management practices. All three ITE campuses have now attained this certification, which is one of the highest honours for energy efficiency under the BCA Green Mark Award scheme.
- **Best Improvement Award and Best Functionality Award** at the Digital Services Awards 2025 – which recognised ITE for achieving the highest overall improvement and best combined score in page load time and searchability of its website, as tracked by GovTech's WOGAA (Whole of Government Application Analytics) platform.
- **People's Association (PA) Community Spirit Awards 2025** – for ITE's contributions to the community. All three ITE Colleges received the Excellence Award.
- **Singapore Chemical Industry Council Recognition Award** – in recognition of ITE's contributions to developing a training and assessment system which has trained and assessed more than 20,000 workers in the Process Construction and Maintenance sector.

Fostering Excellence

◀ EVENT HIGHLIGHTS FOR FY2025 ▶

STUDENTS



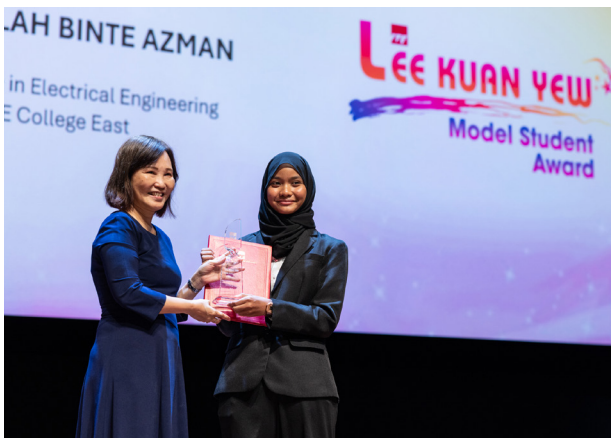
ignITE Skills Challenge 2025

Over 1,700 students from 63 secondary schools participated in the 9th ignITE Skills Challenge, with the finals held on 20 May 2025 at ITE College Central. The competition featured 16 skill challenges, which were designed to ignite students' interest in skills learning. Spectra Secondary School clinched the Champion Trophy for overall best performance.



ITE Musical 2025

ITE staged its ninth musical 'Beyond the Classroom', on 11 and 12 July 2025. The production showcased the stories of three ITE alumni who have distinguished themselves in their respective fields — namely national football icon Fandi Ahmad, lawyer Kawal Pal Singh, and actress Siti Khalijah Zainal — as well as a fictional ITE lecturer. The premiere was attended by Ms Jane Ittogi, spouse of President Tharman Shanmugaratnam.



ITE Student Achievers' Awards Presentation Ceremony 2025

At the ITE Student Achievers' Awards Presentation Ceremony on 22 May 2025, 417 students were recognised for their holistic achievements and excellence in the arts, sports, co-curricular activities (CCAs), and technological innovations. Among them, 53 students received the **Lee Kuan Yew (LKY) Model Student/Trainee Award**, the **LKY CCA Award**, and the **LKY Technology Award**.



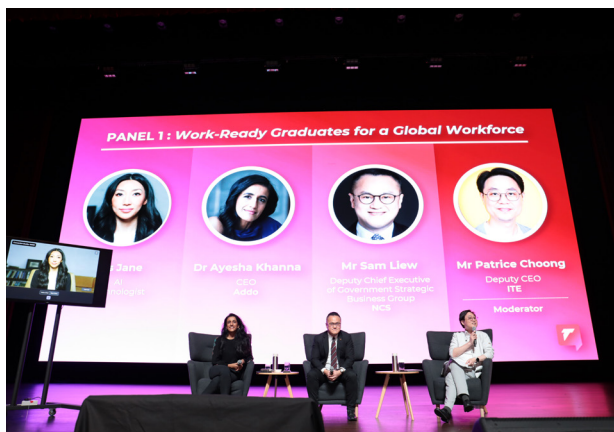
ITE Student Leaders Forum 2025

Some 180 ITE student leaders participated in the ITE Student Leaders Forum from 2 to 3 October 2025. They showcased projects reflecting Singapore's nation-building journey and engaged in dialogues on national issues with Deputy Prime Minister, Mr Gan Kim Yong; Senior Parliamentary Secretary, Ministry of Culture, Community and Youth and Ministry of Sustainability and the Environment, Ms Goh Hanyan; and Senior Fellow at the Rajaratnam School of International Studies, Mr Han Fook Kwang.

Fostering Excellence

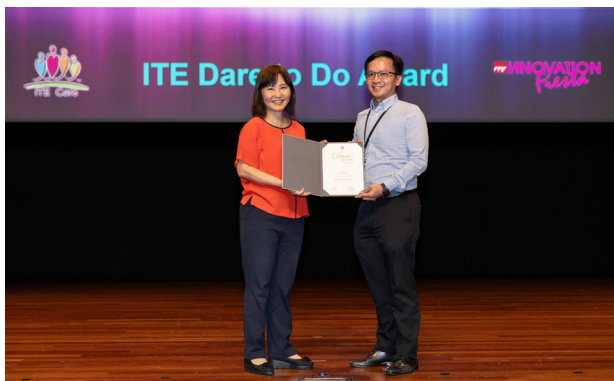
◀ EVENT HIGHLIGHTS FOR FY2025 ▶

STAFF AND INDUSTRY



ITE Teachers' Conference 2025

Held on 1 October 2025, the ITE Teachers' Conference centred on the theme 'The Future Workforce'. Discussions focused on how ITE can evolve its curriculum to meet industry needs, strengthen soft skills, and nurture a lifelong learning mindset among students.



ITE Care & Innovation Fiesta 2025

The annual ITE Care and Innovation Fiesta was held on 24 November 2025 to celebrate staff innovation and excellence. Awards were presented to 50 staff, 17 teams and five establishments for achievements in innovation, service delivery and lifelong learning. The winning teams of the ITE Smartathon, involving 111 staff across 24 teams, were also announced.



AI Festival Asia 2026

The AI Festival Asia, held on 22 and 23 January 2026, brought together SME leaders and industry partners to explore the value of AI in driving productivity. The event also marked the launch of the AI Foundry for SMEs, a collaboration between ASME and Lenovo that enables ITE students to work with SMEs on AI projects addressing business needs.



Electronics Industry Day 2026

The Electronics Industry Day was held on 29 January 2026 to showcase career opportunities and technologies in the semiconductor industry. At the event, ITE established partnerships with three leading semiconductor companies – Advanced Substrate Technologies Pte Ltd, HOYA Electronics Singapore, and United Test and Assembly Center Ltd. These collaborations will provide students with real-world exposure and employment pathways.

Fostering Excellence

◀ EVENT HIGHLIGHTS FOR FY2025 ▶

PARENTS AND SECONDARY SCHOOLS



Engagement Sessions for Secondary School Leaders

In April 2025, ITE hosted three engagement sessions for Principals and Vice Principals from secondary schools to update them on the latest developments in ITE. Some 90 school leaders from 63 secondary schools attended the sessions.



Parents' Seminar 2025

The ITE Parents' Seminar was held at the three ITE Colleges in November 2025, for parents of graduating N-Level students to find out more about ITE's educational offerings and pathways. Over 2,400 parents attended the Seminar, where they toured ITE's facilities.

Co-Creating Industry-Ready Learning

In collaboration with industry partners, ITE launched several new facilities to enhance industry-relevant learning in FY2025.



FITLAB

High-tech gym featuring AI-powered performance assessment tools used in professional sports and rehabilitation.



Sustainable Built Environment Hub

First facility of its kind in a Singapore educational institution that provides hands-on training across the entire building lifecycle, from design to operations and maintenance.



SME@AiTE

AI Centre of Excellence where students work with SMEs on real-world AI projects.



Onboarding Aviation Skills, Knowledge and Innovation Learning Laboratory (Onboarding@SKILL)

Training in aircraft engine maintenance, repair and overhaul, alongside smart technologies used in the aviation industry.



Logistics Technology Hub

Industry-grade technologies, including a Digital Twin Command Centre for simulated logistics operations.



Google AI Living Labs

Students solve real-world business challenges through AI-driven projects.

Our Generous Donors

We thank the following donors for their generous contributions and support to enable ITE students to achieve their full potential.



DBS Foundation's new \$14.5 million donation will provide study awards for ITE students.



SP Group renewed its support for the SP Group Engineering Study Awards with an additional \$1.35 million donation.

Donors for Student Financial Assistance

- III Family Foundation
- A.T. Fund
- Abraham-Varghese Foundation
- ACME Equipment Pte Ltd
- AsiaPac Technology Pte Ltd
- Blackstone Charitable Foundation
- Blossom Hope Fund
- Camellia Family Fund
- Catholic Welfare Services Singapore
- Chandra Das Education Fund
- Changi Foundation
- Cloudassist Services Pte Ltd
- Dalio Foundation (Singapore) Limited
- DBS Foundation
- Emily Chan Education Grant
- Enpee Group
- Foo Suan Sai
- GIC Private Limited
- He Hui Foundation
- Hong Leong Foundation
- In Memory of Maria Pang
- Isetan Foundation
- ITE Alumni Association
- ITE Education Services Pte Ltd
- Kampung Spirit Fund
- Keppel Care Foundation
- Khoo Teck Quee
- Lam Soon Singapore Pte Ltd
- Lee Foundation
- Lembaga Biasiswa Kenangan Maulud
- Lida and Peiying Memorial Fund
- Loh Chin Hua
- Loyang Tua Pek Kong
- Maanas Cares Foundation
- Majlis Ugama Islam Singapura
- MILK Children Fund
- Mind the Gap 200 - Knowledge Fund
- Mrs Lucy Yeo
- Neo Group Foundation
- Ng Kim Suan Foundation
- Octava Foundation Limited
- Ong Bee Lay
- Peter Lim
- RC Charity Fund
- Rotary Club of Bugis Junction
- Rotary Club of Singapore West
- Roxy Foundation
- Royal Insignia Pte Ltd

- S R Nathan Education Upliftment Fund
- SATS Ltd.
- Seatrium Limited
- Sembcorp Industries
- SIM People Development Fund
- Singapore Airlines Foundation Ltd.
- Singapore FinTech Association
- SMRT Trains Ltd
- South W
- SP Group
- Sri Krishnan Temple
- Takanen Foundation
- Tan Chay Bing Education Fund
- Tan Chin Tuan Foundation
- Tan Li Teng Angeline
- TD Family Foundation
- Temasek Foundation
- Thomson Shin Min Foundation
- TL Whang Foundation
- Trailblazer-Chan Chiew Ping Fund
- Union of ITE Training Staff
- UOL Group Limited
- Yan Bin Family Foundation
- YP Kong Community Fund

Sponsors of Top Graduate Awards

AWARD	DONOR
Lee Kuan Yew Gold Medal	Lee Kuan Yew Award Fund
Tay Eng Soon Gold Medal	Tay Eng Soon Scholarship Fund
The Ngee Ann Kongsi Gold Medal	The Ngee Ann Kongsi
Singapore National Employers Federation Gold Medal	Singapore National Employers Federation
Singapore Business Federation Gold Medal	Singapore Business Federation
Singapore Precision Engineering & Technology Association Gold Medal	Singapore Precision Engineering & Technology Association
e2i Gold Medal	e2i (Employment and Employability Institute)
IES Engineering Award	Institution of Engineers, Singapore

Course Medal Donors

- 3S Communication Pte Ltd
- Alphawave Technology (S) Pte Ltd
- Anewtech Systems Pte Ltd
- Archisen Pte Ltd
- Association of Singapore Attractions
- Aster Chemicals & Energy Pte Ltd
- Automobile Association of Singapore
- Aver Asia (S) Pte Ltd
- AVLite Pte Ltd
- Boon Software Consulting Pte Ltd
- Brotzeit Pte Ltd
- Bulbs Pte Ltd
- Canon Singapore Pte Ltd
- Carpe Diem @ ITE Pte Ltd
- Certis
- Cgangs International Pte Ltd
- Changi General Hospital
- Cisco Systems (USA) Pte Ltd
- Conrad Singapore Marina Bay
- Continental Equipment Pte Ltd
- CrimsonLogic Pte Ltd
- D'Marvel Scale Pte Ltd
- Decks Pte Ltd
- Defence Collective Singapore
- dnata Singapore Pte Ltd
- Electronics & Engineering Pte Ltd
- Festo Pte Ltd
- Flexspeed Technology Pte Ltd
- Food & Beverage Management Association
- Fort Sanctuary Pte Ltd

- Fourward Health and Fitness Singapore Pte Ltd
- Greyform Pte Ltd
- Healthcare Services Employees Union
- Housing & Development Board
- Hoya Lens (S) Pte Ltd
- Immigration & Checkpoints Authority
- Inclus Pte Ltd
- International Conferences Services
- JCS-Echigo Pte Ltd
- JW Marriott Hotel Singapore South Beach
- Kao Salon Division - Singapore
- KH Roberts Pte Ltd
- Kyoob Architects Pte Ltd
- L'Occitane Singapore Pte Ltd
- Linde Material Handling Asia Pacific Pte Ltd
- MA Concept & Design Pte Ltd
- Makino Asia Pte Ltd
- Marchwood Laboratory Services Pte Ltd
- Meiban Micro Pte Ltd
- Mitsubishi Chemical Methacrylates Singapore Pte Ltd
- Mitsubishi Electric Asia Pte Ltd
- Mossad Services Pte Ltd
- Motor Edgevantage Pte Ltd
- Murata Machinery Singapore Pte Ltd
- Nanyang Tech Pte Ltd
- National Heart Centre Singapore
- National Parks Board
- National University Hospital (S) Pte Ltd
- NCS Pte Ltd
- NEC Asia Pacific Pte Ltd
- Netpoleon Solutions Pte Ltd
- Novabay Pte Ltd
- Orient Maritime Agencies
- Otis Singapore Pte Ltd
- Parker Meggitt Aerospace
- Pieces of 7 Pte Ltd
- Pomegranets Pte Ltd
- Potato Productions Pte Ltd
- Precast Concrete Pte Ltd
- Pro-Matrix Pte Ltd
- PSA Corporation Limited
- PSGourmet Pte Ltd
- REDDOT ENGINEERING PTE LTD
- Resorts World Sentosa
- RMA Consultants Pte Ltd
- Safran Landing Systems Services Singapore Pte Ltd
- SATS Ltd
- SBS Transit Ltd
- Seatrium Limited
- Security Solutions Association of Singapore (SSAS)
- Sembcorp Industries Ltd
- Sentosa Development Corporation
- Silversteel Engineering Pte Ltd
- Singapore Food Manufacturers' Association (SFMA)
- Singapore GP Pte Ltd
- Singapore International Facility Management Association (SIFMA)
- Singapore Shipping Association
- SLB
- SMRT Corporation Ltd
- SMRT Trains Ltd
- Sampo Insurance Singapore Pte Ltd
- Soup Holdings Limited
- Sports Fashion Pte Ltd
- ST Engineering Aerospace Engines Pte Ltd
- ST Engineering IHQ Pte Ltd
- ST Engineering Defence Aviation Services Pte Ltd
- Starfield Enhance (S) Pte Ltd
- STMicronics Pte Ltd
- Syntech Switchgear & Engineering Pte Ltd
- Sysnet System & Solutions Pte Ltd
- Tan Tock Seng Hospital
- The Singapore Institute of Architects
- The Sporting Edge Pte Ltd
- Toffs Technologies Pte Ltd
- Total Solution Marketing Pte Ltd
- Unistrong Technology (S) Pte Ltd
- Uniqlo (Singapore) Pte Ltd
- Xpressflower.com Pte Ltd
- Yokogawa Engineering Asia Pte Ltd
- Yusen Logistics (Singapore) Pte Ltd

Towards New Heights

What to expect for FY2026

As we conclude a rewarding FY2025, we endeavour to build on our achievements and deliver even greater impact for our students and stakeholders.

With the full implementation of the 3-Year *Higher Nitec* curricular structure, we will continue to review and enhance the programme. Some refinements being explored include a six-month term structure and greater flexibility in module sequencing, assessment design and pacing, as well as internship arrangements.

We will also step up support for students with Special Educational Needs (SEN) to better meet their diverse needs. Beyond existing counsellors and peer support leaders, we will allocate more staff to classes with higher numbers of students with SEN and work with partners to facilitate their study-to-work transition.

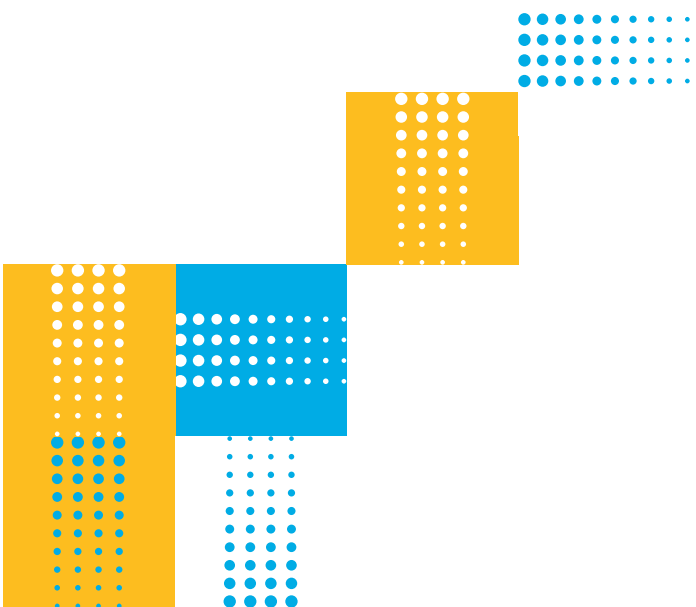
To prepare students for rapidly evolving job roles and skills demands, we will strengthen their foundations in domain skills while continuing to deepen their life skills. In particular, we will focus on equipping students with domain-specific AI mastery beyond basic AI awareness. This will ensure that ITE graduates remain industry-relevant in an AI-augmented economy.

As demand for skills upgrading grows, our CET offerings will evolve to align with industry changes and support lifelong learning and workforce development. We will increase staff participation in CET teaching and course development, while expanding our Work-Study Diploma and Workplace Training Centre with enhanced industry engagement.

As we begin another chapter in FY2026, we look forward to building stronger partnerships with our stakeholders and taking ITE to greater heights.

FINANCIAL REVIEW

for the Year Ended
31 March 2026



**Institute of Technical Education
and its subsidiaries**
Registration Number: T08GB0022B

Annual Report
Year ended 31 March 2026

Statement by Board of Governors

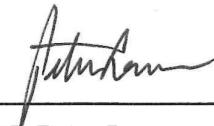
In our opinion,

- (a) the accompanying financial statements of Institute of Technical Education (the “Institute”) and its subsidiaries (the “Group”), which comprise the financial position of the Group and the Institute as at 31 March 2026 and the consolidated financial performance, changes in funds and reserves and cash flows of the Group and the financial performance, changes in funds and reserves of the Institute for the year ended on that date, are in accordance with the provisions of the Institute of Technical Education Act 1992, and the Public Sector (Governance) Act 2018 (the “Acts”) and Statutory Board Financial Reporting Standards (“SB-FRS”);
- (b) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Institute during the year are, in all material aspects, in accordance with the provisions of the Acts and the requirements of any other written law applicable to moneys of or managed by the Institute;
- (c) proper accounting and other records have been kept, including records of all assets of the Institute, whether purchased, donated or otherwise; and
- (d) at the date of this statement, there are reasonable grounds to believe that the Institute will be able to pay its debts as and when they fall due.

On behalf of the Board



Mr Andrew Chong
Chairman



Mr Peter Lam
CEO

31 July 2026



KPMG LLP
12 Marina View #15-01
Asia Square Tower 2
Singapore 018961

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Internet www.kpmg.com.sg

Independent auditors' report

Member of the Institute
Institute of Technical Education

Report on the audit of the financial statements

Opinion

We have audited the financial statements of the Institute of Technical Education (the "Institute") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Institute as at 31 March 2026, the consolidated statement of comprehensive income of the Group and the statement of comprehensive income of the Institute, the consolidated statement of changes in funds and reserves of the Group and the statement of changes in funds and reserves of the Institute and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including a summary of material accounting policy information as set out on pages FS1 to FS72.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in funds and reserves of the Institute are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 and the Institute of Technical Education Act 1992 (the "Acts") and Statutory Board Financial Reporting Standards ("SB-FRS") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Institute as at 31 March 2026 and of the consolidated financial performance, consolidated changes in funds and reserves and consolidated cash flows of the Group 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 '*Auditors' responsibilities for the audit of the financial statements*' section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ('ACRA Code') together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matters

The financial statements of the Group and Institute for the year ended 31 March 2025 were audited by another auditor who expressed an unmodified opinion on those financial statements on 16 July 2025.

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained all other information prior to the date of this auditors' report.

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 those charged with governance 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 Acts and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Group or for the Group to cease operations.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditors' 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 auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

Report on other legal and regulatory requirements

In our opinion:

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

Basis for opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the '*Auditors' responsibilities for the compliance audit*' section of our report. We are independent of the Group in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of management for compliance with legal and regulatory requirements

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

Auditors' responsibilities for the compliance audit

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

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

The engagement partner on the audit resulting in this independent auditor's report is Jeya Poh Wan Suppiah.



KPMG LLP
*Public Accountants and
Chartered Accountants*

Singapore
31 July 2026

**Statements of financial position
As at 31 March 2026**

	Note	Group		Institute	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Assets					
Property, plant and equipment	4	334,950	353,877	321,007	337,691
Right-of-use assets	5	147,009	161,999	147,005	161,989
Intangible assets	6	15,620	11,620	15,531	11,499
Subsidiaries	7	—	—	8,952	8,952
Other financial assets	8	326,808	293,270	326,808	293,018
Non-current assets		824,387	820,766	819,303	813,149
Other financial assets	8	5,988	26,046	—	26,046
Trade and other receivables	9	12,155	16,438	9,048	11,028
Grants receivable:					
- Operating grants	10	37,178	31,805	36,793	31,619
- Other grants	10	1,256	1,612	1,206	1,349
Cash and bank deposits	11	569,857	552,901	461,575	442,426
Current assets		626,434	628,802	508,622	512,468
Total assets		1,450,821	1,449,568	1,327,925	1,325,617
Capital and funds					
Capital account	12	2,715	2,715	2,715	2,715
Retirement benefits reserve	13	(2,040)	(1,814)	(2,040)	(1,814)
Accumulated surplus					
General Funds	14	679,533	622,815	594,274	541,976
Restricted Funds	14	10,151	9,770	6,322	6,071
Total capital and other funds		690,359	633,486	601,271	548,948
Liabilities					
Lease liabilities	15	80,599	88,819	80,598	88,815
Deferred capital grants	10	567,032	597,227	557,683	585,977
Provision for retirement benefits	13	870	872	870	872
Other payables	16	352	590	352	590
Non-current liabilities		648,853	687,508	639,503	676,254
Trade and other payables	16	45,632	47,262	41,977	42,383
Lease liabilities	15	8,220	7,954	8,217	7,949
Provision for retirement benefits	13	255	254	255	254
Deferred income	17	5,196	7,214	3,747	4,056
Grants received in advance:					
- Operating grants	10	48,687	63,354	31,331	44,813
- Development grants	10	—	254	—	—
- Other grants	10	3,619	2,282	1,624	960
Current liabilities		111,609	128,574	87,151	100,415
Total liabilities		760,462	816,082	726,654	776,669
Total funds and liabilities		1,450,821	1,449,568	1,327,925	1,325,617
Net assets of trust funds					
ITE Education Fund		217,241	198,800	217,241	198,800
Pre-Employment Clinical Training Fund		336	375	336	375
	18	217,577	199,175	217,577	199,175

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

**Consolidated statement of comprehensive income
Year ended 31 March 2026**

	Note	General Funds		Restricted Funds		Total	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Group Income							
Course fees	19	28,396	25,623	—	—	28,396	25,623
Examination fees	19	723	514	—	—	723	514
Consultancy services		7,796	10,153	—	—	7,796	10,153
Rental income		2,961	2,937	—	—	2,961	2,937
Supplementary fees		3	3	1,038	1,035	1,041	1,038
Licence fees		1,158	1,158	—	—	1,158	1,158
Donations		164	401	815	489	979	890
Interest income	20	9,378	13,748	69	88	9,447	13,836
Fair value gain on financial assets		17,457	11,275	—	—	17,457	11,275
Other income	21	3,832	1,980	140	124	3,972	2,104
		<u>71,868</u>	<u>67,792</u>	<u>2,062</u>	<u>1,736</u>	<u>73,930</u>	<u>69,528</u>
Operating expenditure							
Manpower costs	22	458,889	438,071	1,128	704	460,017	438,775
Depreciation of property, plant and equipment	4	43,198	40,770	366	341	43,564	41,111
Depreciation of right-of-use assets	5	14,990	14,990	—	—	14,990	14,990
Amortisation of intangible assets	6	3,032	3,174	45	46	3,077	3,220
(Gain)/loss on disposal of property, plant and equipment and intangible assets, net		(96)	58	(13)	—	(109)	58
Agency fees		31,755	31,217	410	572	32,165	31,789
Repair and maintenance		24,275	21,137	29	90	24,304	21,227
Public utilities		11,429	11,923	—	—	11,429	11,923
Student benefits		37,582	32,684	9,500	9,212	47,082	41,896
Grants-in-aid	23	54	90	—	—	54	90
Supplies and materials		11,879	11,112	188	447	12,067	11,559
Other expenditure	24	38,685	32,548	734	828	39,419	33,376
Finance costs		3,388	3,662	—	—	3,388	3,662
		<u>679,060</u>	<u>641,436</u>	<u>12,387</u>	<u>12,240</u>	<u>691,447</u>	<u>653,676</u>
Deficit before government grants		(607,192)	(573,644)	(10,325)	(10,504)	(617,517)	(584,148)
Operating grants	10	606,050	572,596	979	1,136	607,029	573,732
Other grants	10	53	60	9,588	8,995	9,641	9,055
Deferred capital grants amortised	10	57,807	55,167	139	136	57,946	55,303
Surplus/(deficit) after government grants		56,718	54,179	381	(237)	57,099	53,942
Taxation	25	—	—	—	—	—	—
Net surplus/(deficit) for the year		<u>56,718</u>	<u>54,179</u>	<u>381</u>	<u>(237)</u>	<u>57,099</u>	<u>53,942</u>

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

Consolidated statement of comprehensive income (cont'd)
Year ended 31 March 2026

	General Funds		Restricted Funds		Total	
	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other comprehensive income/(loss)						
Item that will not be reclassified to surplus or deficit						
Net change in retirement benefits reserves arising from actuarial adjustments	(226)	(377)	–	–	(226)	(377)
Other comprehensive loss for the year, net of tax	(226)	(377)	–	–	(226)	(377)
Total comprehensive income/(loss) for the year	56,492	53,802	381	(237)	56,873	53,565

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

**Statement of comprehensive income
Year ended 31 March 2026**

	Note	General Funds		Restricted Funds		Total	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Institute Income							
Course fees	19	27,345	24,782	—	—	27,345	24,782
Examination fees	19	725	347	—	—	725	347
Consultancy services		2,223	2,287	—	—	2,223	2,287
Rental income		3,131	3,107	—	—	3,131	3,107
Supplementary fees		—	—	1,038	1,035	1,038	1,035
Licence fees		1,130	1,130	—	—	1,130	1,130
Donations		141	401	—	—	141	401
Interest income	20	8,089	11,746	39	47	8,128	11,793
Fair value gain on financial assets		17,457	11,275	—	—	17,457	11,275
Other income	21	5,180	1,701	128	103	5,308	1,804
		<u>65,421</u>	<u>56,776</u>	<u>1,205</u>	<u>1,185</u>	<u>66,626</u>	<u>57,961</u>
Operating expenditure							
Manpower costs	22	405,591	386,593	166	158	405,757	386,751
Depreciation of property, plant and equipment	4	38,645	37,064	133	111	38,778	37,175
Depreciation of right-of-use assets	5	14,984	14,985	—	—	14,984	14,985
Amortisation of intangible assets	6	2,964	3,106	45	47	3,009	3,153
(Gain)/loss on disposal of property, plant and equipment and intangible assets, net		(130)	29	(13)	—	(143)	29
Agency fees		31,553	31,095	410	571	31,963	31,666
Repair and maintenance		21,623	18,431	22	70	21,645	18,501
Public utilities		10,642	11,027	—	—	10,642	11,027
Student benefits		35,755	31,011	7,143	6,956	42,898	37,967
Grants-in-aid	23	54	90	—	—	54	90
Supplies and materials		10,490	10,034	108	358	10,598	10,392
Other expenditure	24	35,491	29,044	685	807	36,176	29,851
Finance costs		3,387	3,656	—	—	3,387	3,656
		<u>611,049</u>	<u>576,165</u>	<u>8,699</u>	<u>9,078</u>	<u>619,748</u>	<u>585,243</u>
Deficit before government grants		(545,628)	(519,389)	(7,494)	(7,893)	(553,122)	(527,282)
Operating grants	10	542,814	516,468	94	93	542,908	516,561
Other grants	10	—	—	7,651	7,693	7,651	7,693
Deferred capital grants amortised	10	55,112	53,108	—	—	55,112	53,108
Surplus/(deficit) after government grants		52,298	50,187	251	(107)	52,549	50,080
Taxation	25	—	—	—	—	—	—
Net surplus/(deficit) for the year		<u>52,298</u>	<u>50,187</u>	<u>251</u>	<u>(107)</u>	<u>52,549</u>	<u>50,080</u>

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

Statement of comprehensive income (cont'd)
Year ended 31 March 2026

	General Funds		Restricted Funds		Total	
	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other comprehensive income/(loss)						
Item that will not be reclassified to surplus or deficit						
Net change in retirement benefits reserves arising from actuarial adjustments	(226)	(377)	–	–	(226)	(377)
Other comprehensive loss for the year, net of tax	(226)	(377)	–	–	(226)	(377)
Total comprehensive income/(loss) for the year	<u>52,072</u>	<u>49,810</u>	<u>251</u>	<u>(107)</u>	<u>52,323</u>	<u>49,703</u>

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

**Consolidated statement of changes in funds and reserves
Year ended 31 March 2026**

	Capital account (Note 12) \$'000	Retirement benefits reserve (Note 13) \$'000	<u>Accumulated surplus</u> General Funds (Note 14) \$'000	Restricted Funds (Note 14) \$'000	Total \$'000
Group					
At 1 April 2024	2,715	(1,437)	568,636	10,007	579,921
Net surplus/(deficit) for the year	—	—	54,179	(237)	53,942
Other comprehensive loss for the year, net of tax	—	(377)	—	—	(377)
Total comprehensive income/(loss) for the year	—	(377)	54,179	(237)	53,565
At 31 March 2025	2,715	(1,814)	622,815	9,770	633,486
At 1 April 2025	2,715	(1,814)	622,815	9,770	633,486
Net surplus for the year	—	—	56,718	381	57,099
Other comprehensive loss for the year, net of tax	—	(226)	—	—	(226)
Total comprehensive income/(loss) for the year	—	(226)	56,718	381	56,873
At 31 March 2026	2,715	(2,040)	679,533	10,151	690,359

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

**Statement of changes in funds and reserves
Year ended 31 March 2026**

	Capital account (Note 12) \$'000	Retirement benefits reserve (Note 13) \$'000	<u>Accumulated surplus</u>		Total \$'000
			General Funds (Note 14) \$'000	Restricted Funds (Note 14) \$'000	
Institute					
At 1 April 2024	2,715	(1,437)	491,789	6,178	499,245
Net surplus/(deficit) for the year	—	—	50,187	(107)	50,080
Other comprehensive loss for the year, net of tax	—	(377)	—	—	(377)
Total comprehensive income/(loss) for the year	—	(377)	50,187	(107)	49,703
At 31 March 2025	2,715	(1,814)	541,976	6,071	548,948
At 1 April 2025	2,715	(1,814)	541,976	6,071	548,948
Net surplus for the year	—	—	52,298	251	52,549
Other comprehensive loss for the year, net of tax	—	(226)	—	—	(226)
Total comprehensive income/(loss) for the year	—	(226)	52,298	251	52,323
At 31 March 2026	2,715	(2,040)	594,274	6,322	601,271

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

Consolidated statement of cash flows
Year ended 31 March 2026

	Note	2026 \$'000	2025 \$'000
Cash flows from operating activities			
Deficit before government grants		(617,517)	(584,148)
Adjustments for:			
Depreciation of property, plant and equipment	4	43,564	41,111
Depreciation of right-of-use assets	5	14,990	14,990
Amortisation of intangible assets	6	3,077	3,220
Interest cost for retirement benefits	13	25	27
Net increase in fair value of financial assets at FVTPL		(17,457)	(11,275)
Gain on disposal of financial assets		(7)	—
Amortisation on financial assets		19	(700)
(Gain)/loss on disposal of property, plant and equipment and intangible assets, net		(109)	58
Bad debts written off	24	118	167
Allowance for expected credit losses on receivables, net	28	293	76
Interest income	20	(9,447)	(13,836)
Finance costs		3,388	3,662
Cost adjustment of property, plant and equipment, net	4	778	66
Cost adjustment of intangible assets, net	6	48	(119)
Reclassification of property, plant and equipment, net	4	2	37
		(578,235)	(546,664)
Changes in:			
- Trade and other receivables		3,872	(1,617)
- Trade and other payables and deferred income		(5,307)	755
Cash used in operations		(579,670)	(547,526)
Retirement benefits paid	13	(252)	(255)
Net cash flows used in operating activities		(579,922)	(547,781)
Cash flows from investing activities			
Purchase of property, plant and equipment		(24,053)	(24,107)
Purchase of intangible assets	6	(7,130)	(5,387)
Purchase of other financial assets		(28,340)	(6,080)
Redemption of other financial assets		32,305	3,997
Proceeds from disposal of property, plant and equipment and intangible assets		171	31
Interest received		9,447	13,836
Changes in fixed deposits	11	(20,530)	4,903
Net cash flows used in investing activities		(38,130)	(12,807)
Cash flows from financing activities			
Finance costs		(3,388)	(3,662)
Payment of lease liabilities	15	(7,954)	(7,685)
Operating grants received from Government	10	614,533	657,033
Development grants refunded to Government	10	(254)	—
Other grants received from Government	10	11,541	7,817
Net cash flows generated from financing activities		614,478	653,503
Net (decrease)/increase in cash and cash equivalents		(3,574)	92,915
Cash and cash equivalents at 1 April		513,101	420,186
Cash and cash equivalents at 31 March	11	509,527	513,101

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

Notes to the financial statements

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Governors on 31 July 2026.

1 Domicile and activities

Institute of Technical Education (the “Institute”) was established on 1 April 1992 under the Institute of Technical Education Act 1992 and is domiciled in Singapore. The Institute is under the purview of the Ministry of Education (“MOE”). As a statutory board, the Institute is subject to the directions of the MOE and is required to implement policies and policy changes as determined by its supervisory ministry. The Institute’s registered office and place of business is located at 2 Ang Mo Kio Drive, Singapore 567720.

The Institute is principally engaged in the development, promotion and provision of technical training programmes for school leavers, and continuing education and training programmes for upgrading and retraining the existing workforce in Singapore. The principal activities of the subsidiaries are set out in Note 7.

The financial statements of the Group as at and for the year ended 31 March 2026 comprise the Institute and its subsidiaries (together referred to as the ‘Group’).

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with the provisions of the Institute of Technical Education Act 1992 and the Public Sector (Governance) Act 2018 (the “Acts”) and Statutory Board Financial Reporting Standards (“SB-FRS”). The changes to material accounting policies are described in Note 2.5.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars (SGD), which is the Institute’s functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

2.4 Use of estimates and judgement

The preparation of the financial statements in conformity with SB-FRS requires management to make judgements, estimates and assumptions about the future, including climate-related risks and opportunities, that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Group's risk management and climate-related commitments where appropriate. Revisions to accounting estimates are recognised prospectively.

There is no critical judgement in applying accounting policies that have significant effect on the amounts recognised in the financial statements and no assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets, and financial and non-financial liabilities.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

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

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

The Group recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following notes:

Note 28 Financial instruments.

2.5 Changes in material accounting policies

The Group has applied the Amendments to SB-FRS 21 *Lack of Exchangeability* for the first time for the annual period beginning on 1 April 2025. The application of these amendments to accounting standards does not have a material effect on the financial statements.

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, except as explained in Note 2.5, which addresses changes in material accounting policies.

3.1 Subsidiaries and basis of consolidation

(i) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

(ii) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(iii) Subsidiaries in the separate financial statements

Investments in subsidiaries are stated in the Institute's statement of financial position at cost less accumulated impairment losses.

3.2 Foreign currency

Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are generally recognised in surplus or deficit and presented within finance costs/income.

3.3 Financial instruments

(i) Recognition and initial measurement

Non-derivative financial assets and financial liabilities

Trade receivables and debt investments issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, or minus, for an item not at fair value through profit or loss (“FVTPL”), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. However, if the Group has an unconditional right to an amount that differs from the transaction price (e.g. due to the Group’s refund policy), the trade receivable will be initially measured at the amount of that unconditional right.

(ii) Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at amortised cost or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

Financial assets at FVTPL

All financial assets not classified as measured at amortised cost as described above (e.g. financial assets held for trading and those that are managed and whose performance is evaluated on a fair value basis) are measured at FVTPL.

Financial assets: Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held-for-trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Non-derivative financial assets: Assessment of whether contractual cash flows are solely payments of principal and interest

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

The Group had no financial assets held outside trading business models that failed the SPPI assessment.

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in surplus or deficit.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in surplus or deficit. Any gain or loss on derecognition is recognised in surplus or deficit.

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in surplus or deficit. Directly attributable transaction costs are recognised in surplus or deficit as incurred.

Other financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost under the effective interest method. Interest expense and foreign exchange gains and losses are recognised in surplus or deficit.

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
 - substantially all of the risks and rewards of ownership of the financial asset are transferred;
 - or
 - the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in surplus or deficit.

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(v) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and short-term deposits with maturities of three months or less from the date of acquisition that are subject to an insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments.

3.4 Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

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

Interest paid and capitalised is presented as part of financing cash flows in the statement of cash flows.

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

Any gain or loss on disposal of an item of property, plant and equipment is recognised in surplus or deficit.

(ii) Subsequent costs

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

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as an expense in surplus or deficit on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment, unless it is included in the carrying amount of another asset. Land is not depreciated.

The estimated useful lives for the current and comparative years are as follows:

• Buildings on leasehold land	25 to 28 years
• Renovations	5 to 8 years
• Computer hardware	3 to 8 years
• Machinery and equipment	5 to 10 years
• Fixtures, fittings and office equipment	5 to 8 years
• Motor vehicles	8 to 10 years

Project-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3.5 Intangible assets

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

(i) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in surplus or deficit as incurred.

(ii) Amortisation

Amortisation is calculated based on the cost of the asset, less its residual value.

Amortisation is recognised in surplus or deficit on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. The estimated useful lives for the current and comparative years of computer software are 3 years.

Amortisation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3.6 Leases

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

As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated under the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Group uses the lessee's incremental borrowing rate as the discount rate.

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

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in surplus or deficit if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

As a lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease accounts for most of the asset's economic life.

If an arrangement contains lease and non-lease components, then the Group applies SB-FRS 115 *Revenue from Contracts with Customers* to allocate the consideration in the contract.

3.7 Impairment

(i) Non-derivative financial assets and contract assets

The Group recognises loss allowances for expected credit losses ("ECLs") on:

- financial assets measured at amortised cost ('cash and bank deposits' and 'trade and other receivables'); and
- contract assets (as defined in SB-FRS 115).

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt investments at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant drop in credit rating of the issuer;
- a breach of contract such as a default or past due event;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulty.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due. Based on its experience, there have been no corporate customer recoveries after six months.

(ii) Non-financial assets

The carrying amounts of the Group's non-financial assets, other than contract assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each year at the same time. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ('CGU') exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

Impairment losses are recognised in surplus or deficit. Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

3.8 Employee benefits

(i) Defined contribution plans

Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in surplus or deficit in the periods during which related services are rendered by employees.

(ii) Defined benefit plans

Certain officers of the Institute are entitled to benefits under the provisions of the Pensions Act 1956 in respect of their services with the Institute.

The Institute's net obligation in respect of defined benefit pension plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. The fair value of any plan assets is deducted. The Institute determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the net defined benefit liability (asset).

The discount rate is the yield at the end of the reporting period on Singapore government bonds that have maturity dates approximating the terms of the Institute's obligations.

The calculation is performed annually by the Institute using the projected unit credit method. When the calculation results in a benefit to the Institute, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. In order to calculate the present value of economic benefits, consideration is given to any minimum funding requirements that apply to any plan in the Institute. An economic benefit is available to the Institute if it is realisable during the life of the plan, or on settlement of the plan liabilities.

Remeasurements of the net defined benefit liability comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest). The Group recognises them immediately in OCI. The Institute determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in surplus or deficit.

When the benefits of a plan are changed, or when a plan is curtailed, the portion of the changed benefit related to past service by employees or the gain or loss on curtailment, is recognised immediately in surplus or deficit when the plan amendment or curtailment occurs.

The Institute recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs. The gain or loss on settlement is the difference between the present value of the defined benefit obligation being settled as determined on the date of settlement and the settlement price, including any plan assets transferred and any payments made directly by the Institute in connection with the settlement.

(iii) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

3.9 Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

3.10 Income recognition

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

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

Contract assets are recognised when the Group recognises revenue before being unconditionally entitled to the consideration for consultancy services rendered but not yet billed as at reporting date. Contract assets are assessed for ECL in accordance with the policy set out in Note 3.7 and are reclassified to receivables when the right to the consideration has become conditional.

Contract liabilities are recognised upon the Group obtained right to payments or advanced payments received but the goods or services have not been transferred to a customer. Such contract liabilities comprised consultancy fees and student course fees received in advance.

Course fees

Course and other fees are recognised on time apportionment basis, over the period of the academic year.

Examination fees

Examination fees are recognised at a point in time, when the examinations have been conducted.

Donations

Donations (cash or assets) are recognised in surplus or deficit when the Group's right to receive payment is established.

Other income

Income from the rendering of services related to staff deployment and consulting fee are recognised when the services are rendered.

Income from equipment procurement is recognised when the equipment is delivered to customers.

Rental of premises and other income are recognised on an accrual basis.

Interest income

Interest income comprises interest income on funds invested. Interest income is recognised using the effective interest method.

3.11 Funds

Assets and liabilities of general funds and restricted funds are pooled in the statements of financial position.

General Funds

Income and expenditure relating to the main activities of the Group are accounted for in these funds.

Designated Funds

These are funds within general funds, which management has earmarked for specific purpose, and the management has the power to re-designate their use for other purpose.

Restricted Funds

Restricted funds comprise specific funds set up to account for the contributions received for specific purposes as detailed in Note 14 to the financial statements.

Income and expenditure relating to specific funds are accounted for in the “Restricted Funds” column in surplus or deficit and are separately disclosed in Note 14 to the financial statements.

Trust Funds

Trust funds are funds which the Institute acts as a custodian, trustee manager or agent but does not exercise control over. These funds are set up to account for contributions received from the Government of Singapore and external sources for specified project or based on a specified agreement. Upon completion of the project or termination of the agreement, the fund balance is either distributed in accordance with an agreement or deed, returned to contributors, or distributed as directed by a party other than the Institute. The residual funds do not belong to the Institute.

Trust funds are excluded from the statements of comprehensive income, changes in funds and reserves. The trust funds’ statement of financial position is presented at the bottom of the statements of financial position with disclosures in Note 18 to the financial statements.

3.12 Grant income

Government grants and contributions from other organisations are recognised at their fair value where there is reasonable assurance that the grants will be received and all required conditions will be complied with.

Government grants that are given outright to the Group for its discretion to spend on the purchase of assets are recognised immediately as deferred capital grants. The timing and extent of the release of grants to surplus or deficit depend on when the grant is spent to purchase assets and whether the assets are capitalised.

Other government grants and contributions from other organisations for the purchase of property, plant and equipment or to finance research or capital projects are taken to the grants received in advance account upon receipt. They are transferred to the deferred capital grants account upon the utilisation of the grants for purchase of assets which are capitalised, or to surplus or deficit for purchase of assets which are written off in the year of purchase.

Donations of depreciable assets are taken directly to surplus or deficit in the period it is received or receivable when the Group has obtained control of the donation or the right to receive the donation, the amount of the donation can be measured reliably and it is probable that the economic benefits comprising the donation will flow to the Group.

Deferred capital grants are recognised in surplus or deficit over the periods necessary to match the depreciation, write off and/or impairment loss of the assets purchased or donated with the related grants. Upon the disposal of property, plant and equipment, the balance of the related deferred capital grants is recognised in surplus or deficit to match the net book value of the property, plant and equipment written off.

Government grants to meet the current year's operating expenses are recognised as income in the same year these operating expenses were incurred. Government grants are accounted for on an accrual basis.

3.13 Income tax

The Institute is a tax-exempted Institution under the provisions of the Income Tax Act 1947. The subsidiaries of the Institute are subject to local income tax legislation, except for those that are tax-exempt under the provisions of the Income Tax Act 1947.

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in surplus or deficit except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI.

The Group has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SB-FRS 37 *Provisions, Contingent Liabilities and Contingent Assets*.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that
 - is not a business combination and
 - at the time of the transaction (i) affects neither accounting nor taxable surplus or deficit; and (ii) does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities

Deferred tax assets and liabilities are offset only if certain criteria are met.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

3.14 New accounting standards and interpretations not adopted

A number of new accounting standards and amendments to standards are effective for annual periods beginning after 1 April 2025 and earlier application is permitted. However, the Group has not early adopted the new or amended accounting standards in preparing these financial statements.

(i) SB-FRS 118 *Presentation and Disclosure in Financial Statements*

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

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as other.

(ii) Other accounting standards

The Group is in the process of assessing the potential impact of the amendments on adopting the following new or amended accounting standards:

- *Classification and Measurement of Financial Instruments* (Amendments to SB-FRS 109 and SB-FRS 107)
- *Annual Improvements to SB-FRSs—Volume 11*
- *SB-FRS 119 Subsidiaries without Public Accountability: Disclosures*
- *Contracts Referencing Nature-dependent Electricity* (Amendments to SB-FRS 109 and SB-FRS 107)

4 Property, plant and equipment

Group	Buildings on leasehold land S'000	Renovations S'000	Computer hardware S'000	Machinery and equipment S'000	Fixtures, fittings and office equipment S'000	Motor vehicles S'000	Project-in-progress S'000	Total S'000
Cost								
At 1 April 2024	628,766	54,753	56,763	141,947	14,847	75	5,215	902,366
Additions	–	3,060	1,652	8,953	704	–	10,845	25,214
Cost adjustments	–	23	–	3	–	–	(92)	(66)
Disposals/write-off	–	(22)	(2,673)	(9,260)	(794)	–	–	(12,749)
Reclassifications	–	4,338	–	803	987	–	(6,165)	(37)
Transfer to intangible assets (Note 6)	–	–	–	–	–	–	(22)	(22)
At 31 March 2025	628,766	62,152	55,742	142,446	15,744	75	9,781	914,706
Additions	–	4,930	840	4,754	784	–	14,166	25,474
Cost adjustments	–	(7)	–	(45)	–	–	(726)	(778)
Disposals/write-off	–	(3,727)	(13,984)	(5,192)	(632)	–	–	(23,535)
Reclassifications	–	5,522	171	1,706	338	–	(7,739)	(2)
At 31 March 2026	628,766	68,870	42,769	143,669	16,234	75	15,482	915,865
Accumulated depreciation								
At 1 April 2024	318,941	38,515	52,199	112,710	10,010	8	–	532,383
Depreciation for the year	22,694	6,088	2,248	8,888	1,186	7	–	41,111
Disposals/write-off	–	(22)	(2,671)	(9,212)	(760)	–	–	(12,665)
At 31 March 2025	341,635	44,581	51,776	112,386	10,436	15	–	560,829
Depreciation for the year	22,694	8,182	2,293	9,085	1,303	7	–	43,564
Disposals/write-off	–	(3,727)	(13,983)	(5,174)	(594)	–	–	(23,478)
At 31 March 2026	364,329	49,036	40,086	116,297	11,145	22	–	580,915
Carrying amounts								
At 1 April 2024	309,825	16,238	4,564	29,237	4,837	67	5,215	369,983
At 31 March 2025	287,131	17,571	3,966	30,060	5,308	60	9,781	353,877
At 31 March 2026	264,437	19,834	2,683	27,372	5,089	53	15,482	334,950

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Institute	Buildings on leasehold land \$'000	Renovations \$'000	Computer hardware \$'000	Machinery and equipment \$'000	Fixtures, fittings and office equipment \$'000	Motor vehicles \$'000	Project-in-progress \$'000	Total \$'000
Cost								
At 1 April 2024	628,766	44,654	55,211	136,282	8,693	75	4,471	878,152
Additions	–	1,270	1,649	8,732	266	–	6,658	18,575
Cost adjustments	–	23	–	3	–	–	(92)	(66)
Disposals/write-off	–	–	(2,632)	(9,152)	(662)	–	–	(12,446)
Reclassifications	–	680	–	488	47	–	(1,215)	–
Transfer to intangible assets (Note 6)	–	–	–	–	–	–	(22)	(22)
At 31 March 2025	628,766	46,627	54,228	136,353	8,344	75	9,800	884,193
Additions	–	3,181	816	4,371	528	–	13,993	22,889
Cost adjustments	–	–	–	(45)	–	–	(726)	(771)
Disposals/write-off	–	(3,727)	(13,054)	(5,088)	(409)	–	–	(22,278)
Reclassifications	–	5,371	171	1,705	335	–	(7,585)	(3)
At 31 March 2026	628,766	51,452	42,161	137,296	8,798	75	15,482	884,030

**Accumulated
depreciation**

At 1 April 2024	318,941	35,265	50,774	109,658	7,071	8	–	521,717
Depreciation for the year	22,694	3,668	2,156	8,190	460	7	–	37,175
Disposals/write-off	–	–	(2,631)	(9,103)	(656)	–	–	(12,390)
At 31 March 2025	341,635	38,933	50,299	108,745	6,875	15	–	546,502
Depreciation for the year	22,694	5,029	2,259	8,326	463	7	–	38,778
Disposals/write-off	–	(3,727)	(13,054)	(5,070)	(406)	–	–	(22,257)
At 31 March 2026	364,329	40,235	39,504	112,001	6,932	22	–	563,023

Carrying amounts

At 1 April 2024	309,825	9,389	4,437	26,624	1,622	67	4,471	356,435
At 31 March 2025	287,131	7,694	3,929	27,608	1,469	60	9,800	337,691
At 31 March 2026	264,437	11,217	2,657	25,295	1,866	53	15,482	321,007

5 Leases

Leases as lessee

On 22 April 2007, the Institute entered into a lease agreement with the Singapore Land Authority (“SLA”) to lease a land along Bukit Batok Road and Choa Chu Kang Way (“the land”) for a period of 30 years for the development of new ITE College West (“ITE facilities”). The prepayment of the land premium is recognised as a prepaid lease.

Subsequently on 11 August 2008, the Institute entered into a Sublease Agreement and a Project Agreement with Gammon Capital (West) Pte Limited (“PPP Co.”). PPP Co. has been renamed to PPP Infrastructure Management Pte Ltd from 11 October 2019. Under the Sublease Agreement, the land is subleased to the PPP Co. for a period of 27 years commencing from 11 August 2008. Pursuant to the Project Agreement, the PPP Co. was engaged to develop, construct, finance and operate the ITE facilities in accordance with the Institute’s specifications and prescribed performance standards. The PPP Co. would undertake the development and construction of the ITE facilities in the first 2 years of the sublease period.

Upon completion of the ITE facilities on 1 July 2010, the PPP Co. has made available the facilities and facilities management services (such as helpdesk, logistic, cleaning services, fire management service, lockers management, utilities management, security service) consistent with the prescribed purpose and performance level until the end of the sublease period (“service period”). The Institute recognised an amount of \$207 million representing the present value of total cost incurred for ITE facilities as leasehold building.

During the service period, the Institute will provide monthly unitary payments (“MUP”) to the PPP Co. which in aggregate represents the cost of the ITE facilities (including capital expenditure and financing costs, if any) and agency fees in relation to facilities management services. The MUP is subject to certain adjustments, including inflation adjustment on a yearly basis, other variable factors adjustments on a monthly basis and any other variations due to changes in law or regulated by the Institute. During the year, the total MUP paid to PPP Co. amounts to \$38.2 million (2025: \$38.3 million).

95% of the ITE facilities is built for educational training purposes while the remaining 5% relates to cafeterias and commercial retail outlets. The Institute has specified the use of ITE facilities and the timetable for its use of the ITE facilities in the Project Agreement.

Pursuant to the Project Agreement, the PPP Co. is required to hand back the ITE facilities in a good tenantable condition to the Institute upon the expiry of the service period without any consideration. This arrangement does not contain a renewal option. The standard rights to terminate the Project Agreement include default by either party (i.e. PPP Co. or the Institute) and Force Majeure which would render it impossible for the PPP Co. to fulfil its obligations under the Project Agreement.

The lease liabilities relating to the ITE facilities held under lease at the reporting date was \$88.8 million (2025: \$96.7 million). The Group and the Institute record these facilities as right-of-use assets with a corresponding lease liability.

Prepaid lease represents the premium paid on leasehold land. Prepaid lease is stated at cost less accumulated amortisation and impairment losses, and is amortised in surplus or deficit using the straight-line method over the lease term of 30 years.

The Group also has lease contracts for office equipment used in its operation. The Group's obligations under its leases are secured by the lessor's title to the leased assets.

Information about leases for which the Group is a lessee is presented below.

Right-of-use assets

Group	Building on leasehold land \$'000	Prepaid lease \$'000	Office equipment \$'000	Total \$'000
Cost				
At 1 April 2024 and 1 April 2025	206,916	201,277	96	408,289
Disposals/write-off	–	–	(27)	(27)
At 31 March 2026	206,916	201,277	69	408,262
Accumulated depreciation				
At 1 April 2024	113,425	117,819	56	231,300
Depreciation	8,249	6,723	18	14,990
At 31 March 2025	121,674	124,542	74	246,290
Depreciation	8,249	6,723	18	14,990
Disposals/write-off	–	–	(27)	(27)
At 31 March 2026	129,923	131,265	65	261,253
Carrying amount				
At 1 April 2024	93,491	83,458	40	176,989
At 31 March 2025	85,242	76,735	22	161,999
At 31 March 2026	76,993	70,012	4	147,009

Institute	Building on leasehold land \$'000	Prepaid lease \$'000	Office equipment \$'000	Total \$'000
Cost				
At 1 April 2024, 1 April 2025 and 31 March 2026	206,916	201,277	36	408,229
Accumulated depreciation				
At 1 April 2024	113,425	117,819	11	231,255
Depreciation	8,249	6,723	13	14,985
At 31 March 2025	121,674	124,542	24	246,240
Depreciation	8,249	6,723	12	14,984
At 31 March 2026	129,923	131,265	36	261,224
Carrying amount				
At 1 April 2024	93,491	83,458	25	176,974
At 31 March 2025	85,242	76,735	12	161,989
At 31 March 2026	76,993	70,012	–	147,005

Amounts recognised in surplus or deficit

	Group		Institute	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Interest expense on lease liabilities	3,388	3,657	3,386	3,656
Expense for short-term leases and leases of low-value assets	572	619	73	113

Amounts recognised in statement of cash flows

	Group		Institute	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Total cash outflow for leases	11,342	11,961	11,336	11,449

Leases as lessor

The Group leases out its properties to third parties as commercial retail outlets, food and beverage outlets and childcare facility within the campus. These leases have a 3-year term with extension option. All leases include a clause giving lessor the right to revise the rental for the option period.

The following table shows the maturity analysis of the undiscounted lease payments to be received. These lease payments exclude those related to the extension option:

	Group		Institute	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Within one year	1,526	1,528	1,724	1,726
After one year but not more than five years	1,574	1,314	1,574	1,512
	<u>3,100</u>	<u>2,842</u>	<u>3,298</u>	<u>3,238</u>

These lease payments exclude those related to the extension option where the Group and the Institute are not certain of the tenants' intention to extend.

6 Intangible assets

Group	Computer software \$'000	Project-in- progress \$'000	Total \$'000
Cost			
At 1 April 2024	42,389	5,366	47,755
Additions	2,618	2,769	5,387
Cost adjustments	115	(1)	114
Disposals	(4,909)	—	(4,909)
Reclassifications	28	(28)	—
Transfer from plant, property and equipment (Note 4)	22	—	22
At 31 March 2025	<u>40,263</u>	<u>8,106</u>	<u>48,369</u>
Additions	2,752	4,378	7,130
Cost adjustments	—	(48)	(48)
Disposals	(4,910)	—	(4,910)
Reclassifications	1,628	(1,628)	—
At 31 March 2026	<u>39,733</u>	<u>10,808</u>	<u>50,541</u>
Accumulated amortisation			
At 1 April 2024	38,438	—	38,438
Amortisation for the year	3,220	—	3,220
Cost adjustments	(5)	—	(5)
Disposals	(4,904)	—	(4,904)
At 31 March 2025	<u>36,749</u>	<u>—</u>	<u>36,749</u>
Amortisation for the year	3,077	—	3,077
Disposals	(4,905)	—	(4,905)
At 31 March 2026	<u>34,921</u>	<u>—</u>	<u>34,921</u>

Group	Computer software \$'000	Project-in- progress \$'000	Total \$'000
Carrying amounts			
At 1 April 2024	3,951	5,366	9,317
At 31 March 2025	3,514	8,106	11,620
At 31 March 2026	4,812	10,808	15,620
Institute			
Cost			
At 1 April 2024	41,731	5,366	47,097
Additions	2,545	2,769	5,314
Cost adjustments	115	(1)	114
Disposals	(4,722)	–	(4,722)
Reclassifications	28	(28)	–
Transfer from plant, property and equipment (Note 4)	22	–	22
At 31 March 2025	39,719	8,106	47,825
Additions	2,716	4,378	7,094
Cost adjustments	–	(48)	(48)
Disposals	(4,774)	–	(4,774)
Reclassifications	1,628	(1,628)	–
At 31 March 2026	39,289	10,808	50,097
Accumulated amortisation			
At 1 April 2024	37,895	–	37,895
Amortisation for the year	3,153	–	3,153
Cost adjustments	(5)	–	(5)
Disposals	(4,717)	–	(4,717)
At 31 March 2025	36,326	–	36,326
Amortisation for the year	3,009	–	3,009
Disposals	(4,769)	–	(4,769)
At 31 March 2026	34,566	–	34,566
Carrying amounts			
At 1 April 2024	3,836	5,366	9,202
At 31 March 2025	3,393	8,106	11,499
At 31 March 2026	4,723	10,808	15,531

7 Subsidiaries

	Institute	
	2026	2025
	\$'000	\$'000
Equity investments at cost	8,952	8,952

Details of subsidiaries are as follows:

Name of subsidiaries	Country of incorporation	Principal activities	Ownership interest	
			2026	2025
			%	%
NorthLight School ^	Singapore	Provision of integrated education	#	#
Crest Secondary School ^	Singapore	Provision of customised curriculum for Normal (Technical) students	#	#
Spectra Secondary School ^	Singapore	Provision of customised curriculum for Normal (Technical) students	#	#
ITE Education Services Pte Ltd ^	Singapore	Promotion of technical education in Asia Pacific region	100	100

^ Audited by KPMG LLP, Singapore

These corporations are incorporated as companies limited by guarantee, and do not have share capital.

8 Other financial assets

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Non-current investments				
Unit trusts managed by fund managers – at FVTPL ⁽ⁱ⁾	310,418	276,561	310,418	276,561
Quoted debt securities – at amortised cost ⁽ⁱⁱ⁾	16,390	16,709	16,390	16,457
	<u>326,808</u>	<u>293,270</u>	<u>326,808</u>	<u>293,018</u>
Current investments				
Quoted debt securities – at amortised cost ⁽ⁱⁱ⁾	5,988	26,046	–	26,046

- (i) The fund managers were appointed by Accountant-General's Department, under the Demand Aggregation Scheme for fund management services.
- (ii) The interest-bearing debt securities are investments quoted in Singapore dollar, Singapore Treasury Bills, Singapore Government bonds and corporate bonds. Details are as follows:

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Fair values	23,084	43,093	17,086	42,839
Interest rates	1.25% to 3.46%	0.50% to 3.58%	3.12% to 3.46%	0.50% to 3.46%
Maturity	<u>0.2 to 7.4 years</u>	<u>0.6 to 8.4 years</u>	<u>3.8 to 7.4 years</u>	<u>0.6 to 8.4 years</u>

The fair value of the bonds is determined by reference to their quoted bid prices and is within Level 1 of the fair value hierarchy.

9 Trade and other receivables

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Trade receivables	4,611	6,291	3,055	2,521
Impairment losses	(1,107)	(835)	(1,059)	(790)
	<u>3,504</u>	<u>5,456</u>	<u>1,996</u>	<u>1,731</u>
Contract assets (unbilled revenue)	242	358	—	—
Other receivables	5,235	7,242	4,473	6,321
Security deposits	88	132	28	37
Amounts due from subsidiaries				
- trade	—	—	219	425
Prepayments	<u>3,086</u>	<u>3,250</u>	<u>2,332</u>	<u>2,514</u>
	<u>12,155</u>	<u>16,438</u>	<u>9,048</u>	<u>11,028</u>

Trade receivables are generally on 30 to 90 days' terms. They are recognised at their original invoiced amounts, which represent their fair values on initial recognition. No interest is charged on the outstanding balance except for the late interest charges on receivables due from non-students at the Institute level of 6.60% (2025: 8.05%) per annum.

10 Grants (receivable)/received in advance

(a) Operating grants

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
At 1 April	31,549	(20,167)	13,194	(36,576)
Grants received during the year	614,533	657,033	551,070	592,786
Amounts transferred to deferred capital grants (Note 10(d))	(27,544)	(31,585)	(26,818)	(26,455)
Amounts taken to statement of comprehensive income	<u>(607,029)</u>	<u>(573,732)</u>	<u>(542,908)</u>	<u>(516,561)</u>
At 31 March	<u>11,509</u>	<u>31,549</u>	<u>(5,462)</u>	<u>13,194</u>

Net operating grants (receivable)/received in advance are represented by the following:

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Operating grants receivable	(37,178)	(31,805)	(36,793)	(31,619)
Operating grants received in advance	<u>48,687</u>	<u>63,354</u>	<u>31,331</u>	<u>44,813</u>
	<u>11,509</u>	<u>31,549</u>	<u>(5,462)</u>	<u>13,194</u>

(b) Development grants

The movements in development grants received in advance are as follows:

	Group	
	2026 \$'000	2025 \$'000
At 1 April	254	254
Grants refunded during the year	(254)	—
At 31 March	<u>—</u>	<u>254</u>

These are government grants pertaining to the financing of development projects.

(c) Other grants

Other grants (receivable)/received in advance mainly comprises grants received from Government to sponsor the co-curricular development opportunities for Singapore citizens from lower income households. Any unspent grants disbursed will be returned to the Government at the end of the period.

The movements in other grants (receivable)/received in advance are as follows:

	Group		Institute	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
At 1 April	670	1,908	(389)	882
Grants received during the year	11,541	7,817	8,458	6,422
Amount transferred to deferred capital grants (Note 10(d))	(207)	—	—	—
Amounts taken to statement of comprehensive income	(9,641)	(9,055)	(7,651)	(7,693)
At 31 March	<u>2,363</u>	<u>670</u>	<u>418</u>	<u>(389)</u>

Net other grants (receivable)/received in advance are represented by the following:

	Group		Institute	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Other grants receivable	(1,256)	(1,612)	(1,206)	(1,349)
Other grants received in advance	3,619	2,282	1,624	960
	<u>2,363</u>	<u>670</u>	<u>418</u>	<u>(389)</u>

(d) Deferred capital grants

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
At 1 April	597,227	620,945	585,977	612,630
Amount transferred from operating grants (Note 10(a))	27,544	31,585	26,818	26,455
Amount transferred from other grants (Note 10(c))	207	–	–	–
Amortisation charge for the year	(57,946)	(55,303)	(55,112)	(53,108)
At 31 March	<u>567,032</u>	<u>597,227</u>	<u>557,683</u>	<u>585,977</u>
Represented by:				
Grants utilised	399,616	420,808	390,267	409,558
Grants unutilised	<u>167,416</u>	<u>176,419</u>	<u>167,416</u>	<u>176,419</u>
	<u>567,032</u>	<u>597,227</u>	<u>557,683</u>	<u>585,977</u>

The Institute's deferred capital grants (unutilised) include the current year grant amount set aside of \$32,882,419 (2025: \$29,384,823) for future capital expenditure according to the approach endorsed by the Institute's Board.

11 Cash and bank deposits

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Cash and bank balances	508,477	489,535	461,575	442,426
Short-term bank deposits	<u>1,050</u>	<u>23,566</u>	<u>–</u>	<u>–</u>
Cash and cash equivalents in the statement of cash flows	509,527	513,101	461,575	442,426
Fixed deposits	<u>60,330</u>	<u>39,800</u>	<u>–</u>	<u>–</u>
	<u>569,857</u>	<u>552,901</u>	<u>461,575</u>	<u>442,426</u>

Cash and bank balances comprise cash on hand and bank balances held by the Group, which include bank balances of \$443 million (2025: \$368 million) held under the Government's Centralised Liquidity Management Framework for Statutory Boards managed by Accountant-General's Department ("AGD"). The cash deposits with AGD bear interest rates ranging from 1.47% to 2.80% (2025: 2.75% to 3.36%) per annum.

Fixed deposits bear interest rates ranging from 0.95% to 2.10% (2025: 2.20% to 3.30%) per annum and for a tenure ranging from 3 to 12 months (2025: 3 to 12 months).

12 Capital account

The capital account comprises:

- (a) assets and liabilities transferred to the Institute in 1992 from the former Vocational and Industrial Training Board; and
- (b) government grants received for the purchase of vested land.

13 Provision for retirement benefits

Retirement benefits reserve

Certain officers of the Institute were, at one time, transferred from the service of the Government. These officers are entitled to benefits in respect of their services with the Government and the Institute, inter-alia, on the same terms in relation to pension, gratuity and allowances as those provided to Government employees under the provision of the Pensions Act 1956.

In practice, payments of the benefits to the officers are made by the Government. However, the Institute is required to pay to the Government such portion of any pension, gratuity and allowance payable to the officers during the service with the Institute.

Benefits are payable based on the last drawn salaries of the respective employees and the employees' cumulative service period served with the Institute at the time of retirement.

Retirement benefits reserve comprises the accumulated amounts of actuarial gains or losses on remeasurement of retirement benefits recognised in other comprehensive income.

The amounts recognised in the statements of financial position are as follows:

	Group and Institute	
	2026	2025
	\$'000	\$'000
Present value of unfunded obligations	1,125	1,126
Represented by:		
Current	255	254
Non-current	870	872
	1,125	1,126

- (a) Movements in the present value of the defined benefit obligations:

	Group and Institute	
	2026	2025
	\$'000	\$'000
At 1 April	1,126	977
Charge for the year	251	404
Retirement benefits paid	(252)	(255)
At 31 March	<u>1,125</u>	<u>1,126</u>

- (b) The amounts charged in the statement of comprehensive income are as follows:

	Group and Institute	
	2026	2025
	\$'000	\$'000
<u>Recognised in surplus or deficit</u>		
Interest cost	<u>25</u>	<u>27</u>
<u>Recognised in other comprehensive income</u>		
Actuarial losses	<u>226</u>	<u>377</u>

- (c) Principal actuarial assumptions used are as follows:

	Group and Institute	
	2026	2025
	\$'000	\$'000
Discount rate	2.29%	2.69%
Mortality	<u>90.0 years</u>	<u>89.1 years</u>

Assumptions regarding future mortality are based on published statistics and life assured population table.

- (d) Sensitivity analysis for provision of retirement benefits

	Increase/(decrease)	
	2026	2025
	\$'000	\$'000
<u>Sensitivity of defined benefit obligation to discount rate</u>		
Discount rate of five basis points higher	(1)	(1)
Discount rate of five basis points lower	<u>1</u>	<u>1</u>
<u>Sensitivity of defined benefit obligation to mortality</u>		
Mortality improvement of +0.2 (lighter mortality)	11	25
Mortality improvement of -0.2 (heavier mortality)	<u>(25)</u>	<u>(25)</u>

14 Accumulated surplus

(a) General Funds

Income and expenditure relating to the main activities of the Group are accounted for through the general funds in surplus or deficit.

Designated Funds

Within the general funds is Institute of Technical Education's ("ITE") Fund, which the Institute has earmarked for specific purpose and the Institute has direct control to re-designate its use for other purpose. As at 31 March 2026, the accumulated surplus of ITE's Fund is \$42,473,000 (2025: \$41,483,000).

(b) Restricted Funds

The basis of accounting in relation to restricted funds is stipulated in Note 3.11.

Restricted funds comprise the following:

Name of Fund	Purpose
Training Programme Fund	Funding of relevant programmes and activities in training initiatives.
Supplementary Fee Fund	Promoting student welfare activities from supplementary fees collected.
Special Project Fund	To account for funds received from third parties for specific purposes.
Edusave Fund	Funded by the Government for the purpose of conducting enrichment programmes, procuring equipment and resource materials to enhance the quality of teaching and learning.
Opportunity Fund	Grant paid by the Government to level up co-curricular development opportunities for Singapore citizens from lower income households.
Miscellaneous Funds	Set up for specific purposes relating to the Group's and the Institute's operations.

Restricted Funds

Group	Training Programme Fund \$'000	Supplementary Fee Fund \$'000	Special Project Fund \$'000	Edusave Fund \$'000	Opportunity Fund and Miscellaneous Funds \$'000	Total \$'000
2026						
Income						
Supplementary fees	—	1,038	—	—	—	1,038
Donations	—	—	140	—	675	815
Interest income	—	39	—	—	30	69
Other income	—	18	123	(2)	1	140
	—	1,095	263	(2)	706	2,062
Less: Operating expenditure						
Manpower costs	37	—	518	373	200	1,128
Depreciation of property, plant and equipment	—	—	187	—	179	366
Amortisation of intangible assets	—	—	—	—	45	45
(Gain)/loss on disposal of property, plant and equipment, net	(21)	—	—	—	8	(13)
Agency fees	—	410	—	—	—	410
Repair and maintenance	—	5	1	6	17	29
Student benefits	—	369	1,963	734	6,434	9,500
Supplies and materials	—	5	20	54	109	188
Other expenditure	3	305	326	8	92	734
	19	1,094	3,015	1,175	7,084	12,387
Surplus/(deficit) before government grants	(19)	1	(2,752)	(1,177)	(6,378)	(10,325)
Operating grants	—	94	—	885	—	979
Other grants	—	—	2,869	290	6,429	9,588
Deferred capital grants amortised	—	—	139	—	—	139
Net surplus/(deficit) for the year	(19)	95	256	(2)	51	381
Accumulated surplus at 1 April 2025	855	3,148	1,581	52	4,134	9,770
Accumulated surplus at 31 March 2026	836	3,243	1,837	50	4,185	10,151

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Group	Training Programme Fund \$'000	Supplementary Fee Fund \$'000	Special Project Fund \$'000	Edusave Fund \$'000	Opportunity Fund and Miscellaneous Funds \$'000	Total \$'000
2025						
Income						
Supplementary fees	–	1,035	–	–	–	1,035
Donations	–	–	45	–	444	489
Interest income	–	47	–	–	41	88
Other income	–	9	114	1	–	124
	–	1,091	159	1	485	1,736
Less: Operating expenditure						
Manpower costs	–	–	435	53	216	704
Depreciation of property, plant and equipment	–	–	181	–	160	341
Amortisation of intangible assets	–	–	–	–	46	46
Agency fees	–	411	161	–	–	572
Repair and maintenance	–	51	7	12	20	90
Student benefits	–	283	2,109	799	6,021	9,212
Supplies and materials	–	5	26	60	356	447
Other expenditure	–	305	419	1	103	828
	–	1,055	3,338	925	6,922	12,240
Surplus/(deficit) before government grants	–	36	(3,179)	(924)	(6,437)	(10,504)
Operating grants	–	93	484	559	–	1,136
Other grants	–	–	2,259	366	6,370	8,995
Deferred capital grants amortised	–	–	136	–	–	136
Net surplus/(deficit) for the year	–	129	(300)	1	(67)	(237)
Accumulated surplus at 1 April 2024	855	3,019	1,881	51	4,201	10,007
Accumulated surplus at 31 March 2025	855	3,148	1,581	52	4,134	9,770

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Institute	Training Programme Fund \$'000	Supplementary Fee Fund \$'000	Special Project Fund \$'000	Edusave Fund \$'000	Opportunity Fund and Miscellaneous Funds \$'000	Total \$'000
2026						
Income						
Supplementary fees	–	1,038	–	–	–	1,038
Interest income	–	39	–	–	–	39
Other income	–	18	110	–	–	128
	–	1,095	110	–	–	1,205
Less: Operating expenditure						
Manpower costs	37	–	–	–	129	166
Depreciation of property, plant and equipment	–	–	48	–	85	133
Amortisation of intangible assets	–	–	–	–	45	45
(Gain)/loss on disposal of property, plant and equipment, net	(21)	–	–	–	8	(13)
Agency fees	–	410	–	–	–	410
Repair and maintenance	–	5	–	–	17	22
Student benefits	–	369	1,231	–	5,543	7,143
Supplies and materials	–	5	1	–	102	108
Other expenditure	3	305	308	–	69	685
	19	1,094	1,588	–	5,998	8,699
Surplus/(deficit) before government grants	(19)	1	(1,478)	–	(5,998)	(7,494)
Operating grants	–	94	–	–	–	94
Other grants	–	–	1,651	–	6,000	7,651
Net surplus/(deficit) for the year	(19)	95	173	–	2	251
Accumulated surplus at 1 April 2025	854	3,149	680	–	1,388	6,071
Accumulated surplus at 31 March 2026	835	3,244	853	–	1,390	6,322

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Institute	Training Programme Fund \$'000	Supplementary Fee Fund \$'000	Special Project Fund \$'000	Edusave Fund \$'000	Opportunity Fund and Miscellaneous Funds \$'000	Total \$'000
2025						
Income						
Supplementary fees	–	1,035	–	–	–	1,035
Interest income	–	47	–	–	–	47
Other income	–	9	94	–	–	103
	–	1,091	94	–	–	1,185
Less: Operating expenditure						
Manpower costs	–	–	23	–	135	158
Depreciation of property, plant and equipment	–	–	45	–	66	111
Amortisation of intangible assets	–	–	–	–	47	47
Agency fees	–	410	161	–	–	571
Repair and maintenance	–	51	–	–	19	70
Student benefits	–	283	1,483	–	5,190	6,956
Supplies and materials	–	5	2	–	351	358
Other expenditure	–	305	407	–	95	807
	–	1,054	2,121	–	5,903	9,078
Surplus/(deficit) before government grants	–	37	(2,027)	–	(5,903)	(7,893)
Operating grants	–	93	–	–	–	93
Other grants	–	–	1,757	–	5,936	7,693
Net surplus/(deficit) for the year	–	130	(270)	–	33	(107)
Accumulated surplus at 1 April 2024	854	3,019	950	–	1,355	6,178
Accumulated surplus at 31 March 2025	854	3,149	680	–	1,388	6,071

15 Lease liabilities

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
<u>Current</u>				
Amounts due to PPP Co.	8,214	7,936	8,214	7,936
Other lease liabilities	6	18	3	13
	<u>8,220</u>	<u>7,954</u>	<u>8,217</u>	<u>7,949</u>
<u>Non-current</u>				
Amounts due to PPP Co.	80,598	88,812	80,598	88,812
Other lease liabilities	1	7	–	3
	<u>80,599</u>	<u>88,819</u>	<u>80,598</u>	<u>88,815</u>
Total	<u>88,819</u>	<u>96,773</u>	<u>88,815</u>	<u>96,764</u>

Amounts due to PPP Co. represent the present value of amounts due to PPP Co. pursuant to the Project Agreement (Note 5). The above present value is discounted at government bond rate of 3.50% (2025: 3.50%). These amounts are repayable over a period of 25 years by monthly unitary payment (“MUP”) commencing from 1 July 2010.

Terms and debt repayment schedule

Terms and conditions of lease liabilities are as follows:

				2026		2025	
	Currency	Nominal interest rate %	Year of maturity	Face value \$'000	Carrying amount \$'000	Face value \$'000	Carrying amount \$'000
Group							
Lease liabilities	SGD	3.09 – 4.70	2026 – 2035	<u>105,682</u>	<u>88,819</u>	<u>117,023</u>	<u>96,773</u>
Institute							
Lease liabilities	SGD	3.50 – 4.70	2026 – 2035	<u>105,678</u>	<u>88,815</u>	<u>117,013</u>	<u>96,764</u>

Reconciliation of movements of liabilities to cash flows arising from financing activities

Group	Lease liabilities \$'000	Interest payables \$'000	Total \$'000
Balance at 1 April 2024	104,458	—	104,458
Changes from financing cash flows			
Payment of lease liabilities	(7,685)	—	(7,685)
Interest paid	—	(3,657)	(3,657)
Total changes from financing cash flows	(7,685)	(3,657)	(11,342)
Interest expense	—	3,657	3,657
Balance at 31 March 2025	96,773	—	96,773
Balance at 1 April 2025	96,773	—	96,773
Changes from financing cash flows			
Payment of lease liabilities	(7,954)	—	(7,954)
Interest paid	—	(3,388)	(3,388)
Total changes from financing cash flows	(7,954)	(3,388)	(11,342)
Interest expense	—	3,388	3,388
Balance at 31 March 2026	88,819	—	88,819

Institute

Balance at 1 April 2024	104,444	—	104,444
Changes from financing cash flows			
Payment of lease liabilities	(7,680)	—	(7,680)
Interest paid	—	(3,656)	(3,656)
Total changes from financing cash flows	(7,680)	(3,656)	(11,336)
Interest expense	—	3,656	3,656
Balance at 31 March 2025	96,764	—	96,764
Balance at 1 April 2025	96,764	—	96,764
Changes from financing cash flows			
Payment of lease liabilities	(7,949)	—	(7,949)
Interest paid	—	(3,387)	(3,387)
Total changes from financing cash flows	(7,949)	(3,387)	(11,336)
Interest expense	—	3,387	3,387
Balance at 31 March 2026	88,815	—	88,815

16 Trade and other payables

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Trade payables	5,074	7,420	4,022	5,451
Deposits received	658	674	658	674
Accrued operating expenses	15,888	17,662	13,643	15,111
Accrued capital expenditure	4,035	2,905	4,035	2,905
Provision for unutilised compensated leave	20,329	19,191	19,971	18,832
	<u>45,984</u>	<u>47,852</u>	<u>42,329</u>	<u>42,973</u>
Non-current	352	590	352	590
Current	<u>45,632</u>	<u>47,262</u>	<u>41,977</u>	<u>42,383</u>
	<u>45,984</u>	<u>47,852</u>	<u>42,329</u>	<u>42,973</u>

17 Deferred income

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Contract liabilities	4,335	6,513	3,632	3,963
Revenue received in advance	415	155	115	93
Donations received in advance	446	546	—	—
	<u>5,196</u>	<u>7,214</u>	<u>3,747</u>	<u>4,056</u>

Contract liabilities represent consultancy fees and student course fees received in advance. These form part of deferred income as at year end. The contract liabilities are expected to be fully recognised as revenue in the next financial year.

Significant changes in the contract liabilities balances during the year are as follows:

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 April	6,513	5,997	3,963	3,740
Increases in contract liabilities, excluding amounts recognised as revenue during the year	4,007	6,263	3,632	3,963
Revenue recognised that was included in the contract liability balance at the beginning of the year	(6,185)	(5,747)	(3,963)	(3,740)
Balance as at 31 March	<u>4,335</u>	<u>6,513</u>	<u>3,632</u>	<u>3,963</u>

18 Net assets of trust funds

The basis of accounting in relation to trust funds is stipulated in Note 3.11.

Trust funds comprise the following funds:

ITE Education Fund (“IEF”)

IEF was granted the Institute of Public Character (“IPC”) status with effect from 1 April 2003. Under this revision, tax-exempt receipts may be issued to donors under the fund.

IEF was established on 1 April 1993 and is managed by the Institute. The objective of the Fund, which receives public and miscellaneous contributions, is to promote technical training by providing financial assistance and awards to ITE students, carrying out activities to generate greater public awareness and interest in technical education and any other activities or projects that are related to technical education or support national directives.

Additional information of ITE Education Fund is available on the Charity Portal (www.charities.gov.sg).

Other trust funds

Other trust funds comprise the following funds for which the Institute acts as custodian, trustee, manager or agent but does not exercise control over.

Name of Fund	Purpose
Pre-Employment Clinical Training (PECT) Fund	Funding by MOH (Ministry of Health) for Post-Secondary Educational Institutions (PSEIs) to support the delivery of pre-employment clinical training since Academic Year 2013.
Work Study Programme Fund (WSP)	SkillsFuture Singapore (SSG) provides this grant for the SkillsFuture Work Study Programme (previously known as Earn and Learn Programme) to support participants in acquiring profession job skills related to their discipline of study.

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The asset of the trust funds' of the Group and the Institute is set out below:

	2026 S'000	IEF 2025 S'000	2026 S'000	PECT Fund 2026 S'000	2025 S'000	2026 S'000	WSP Fund 2026 S'000	2025 S'000	2026 S'000	Total 2025 S'000
Balance at 1 April	198,800	183,069	375	678	—	—	—	—	199,175	183,747
Income										
Grant income	10,170	9,763	5,156	7,609	14,001	14,549	29,327	31,921		
Dividend income	406	—	—	—	—	—	406	—		
Interest income	3,275	3,481	—	—	—	—	3,275	3,481		
General donations	11,271	10,172	—	—	—	—	11,271	10,172		
Fair value gain on financial assets	4,001	2,850	—	—	—	—	4,001	2,850		
Other income	—	161	—	—	—	—	—	161		
	29,123	26,427	5,156	7,609	14,001	14,549	48,280	48,585		
Expenditure										
Manpower costs	—	—	2,602	4,593	—	—	2,602	4,593		
Grant, student assistance and scholarships	10,659	10,693	—	—	14,001	14,549	24,660	25,242		
Other expenditure	23	3	2,593	3,319	—	—	2,616	3,322		
	10,682	10,696	5,195	7,912	14,001	14,549	29,878	33,157		
Net surplus/(deficit) for the year	18,441	15,731	(39)	(303)	—	—	18,402	15,428		
Balance at 31 March	217,241	198,800	336	375	—	—	217,577	199,175		
Represented by:										
Assets										
Cash and bank balances	49,930	53,005	831	417	(7,804)	1,339	42,957	54,761		
Grant and other receivables	2,776	2,477	2	2	17,787	9,517	20,565	11,996		
Other financial assets	170,627	145,649	—	—	—	—	170,627	145,649		
	223,333	201,131	833	419	9,983	10,856	234,149	212,406		
Liabilities										
Accruals and other payables	6,092	2,331	497	44	9,983	10,856	16,572	13,231		
Net assets	217,241	198,800	336	375	—	—	217,577	199,175		

19 Revenue

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Course fees				
Full time courses	18,732	18,521	18,031	17,909
Part time courses	9,664	7,102	9,314	6,873
	<u>28,396</u>	<u>25,623</u>	<u>27,345</u>	<u>24,782</u>
Examination fees				
Full time courses	71	71	71	71
Part time courses	652	443	654	276
	<u>723</u>	<u>514</u>	<u>725</u>	<u>347</u>
Total				
Full time courses	18,803	18,592	18,102	17,980
Part time courses	10,316	7,545	9,968	7,149
	<u>29,119</u>	<u>26,137</u>	<u>28,070</u>	<u>25,129</u>
Timing of transfer of goods or services				
At a point in time	723	514	725	347
Over time	28,396	25,623	27,345	24,782
	<u>29,119</u>	<u>26,137</u>	<u>28,070</u>	<u>25,129</u>

20 Interest income

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Interest received				
- debt securities	1,048	1,314	998	1,305
- fixed deposits	1,266	2,034	—	—
- bank balances	7,133	10,488	7,130	10,488
	<u>9,447</u>	<u>13,836</u>	<u>8,128</u>	<u>11,793</u>

21 Other income

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Administrative fees	2,546	713	2,379	542
Dividend income	—	—	1,760	140
Registration fees	—	40	—	40
Miscellaneous sales	463	552	465	552
Exchange gain	—	31	—	31
Liquidated damages	66	36	66	36
Others	897	732	638	463
	<u>3,972</u>	<u>2,104</u>	<u>5,308</u>	<u>1,804</u>

22 Manpower costs

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Wages, salaries, bonuses and allowance	398,064	378,922	351,476	334,240
Contribution to defined contribution plans	53,698	51,701	47,184	45,346
Staff development and benefits	8,255	8,152	7,097	7,165
	<u>460,017</u>	<u>438,775</u>	<u>405,757</u>	<u>386,751</u>

23 Grants-in-aid

Grants-in-aid are grants used to reimburse the costs incurred by companies under the traineeship scheme.

24 Other expenditure

Included in other expenditure are the following:

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Allowance for expected credit losses	437	426	412	426
Reversal of allowance for expected credit losses	(144)	(350)	(122)	(277)
Bad debts written off	118	167	83	154
Consultancy services	3,652	3,140	3,094	2,347
Security services	2,022	1,906	1,573	1,538
Software as a service	7,213	4,761	7,213	4,761
Property tax	320	304	320	304
GST expenses	13,631	12,524	13,552	12,302
Overseas travelling	2,109	2,646	1,705	2,015
Marketing & advertising	2,876	2,630	2,712	2,488
Rental of premises	145	87	1	2
Travelling and communications	523	471	435	382
Student admin expenses & student insurance	857	768	826	734
Others	5,660	3,896	4,372	2,675
	<u>39,419</u>	<u>33,376</u>	<u>36,176</u>	<u>29,851</u>

25 Taxation

Certain subsidiaries are charitable institutions by virtue of Section 2 of the Charities Act 1994.

With effect from the Year of Assessment 2008, all registered and exempt charities will enjoy automatic income tax exemption by virtue of Section 13(1)(zm) of the Income Tax Act 1947.

A subsidiary of the Institute is subject to tax under Singapore income tax legislation.

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Tax recognised in surplus or deficit				
Current tax expense				
Current year	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>

Reconciliation of effective tax rate

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Surplus before taxation	57,099	53,942	52,549	50,080
Tax calculated at tax rate of 17% (2025: 17%)	9,707	9,170	8,933	8,514
Effects of:				
- expenses not deductible for tax purposes	8	2	—	—
- income not subject to tax	—	(17)	—	—
- utilisation of previously unrecognised tax losses	—	(326)	—	—
- unrecognised tax losses	144	—	—	—
- results that are tax exempt	(9,859)	(8,829)	(8,933)	(8,514)
Income tax expense recognised in surplus or deficit	—	—	—	—

26 Capital commitments

Capital expenditure approved by the Institute's management but not provided for in the financial statements is as follows:

	Group and Institute	
	2026	2025
	\$'000	\$'000
Amount approved and contracted for	5,128	9,150

27 Related party transactions

Key management personnel compensation

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group. The Chief Executive Officer, Deputy Chief Executive Officers and Principals are considered as key management personnel.

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Salaries and related short-term benefits	7,435	7,370	3,068	3,189

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

Other than as disclosed elsewhere in the financial statements, the following significant related party transactions were carried out by the Group with its related parties based on terms agreed between the parties:

	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Subsidiaries				
Re-charge of payroll costs for staff seconded to all subsidiaries	—	—	1,056	1,981
Charges for services rendered to a subsidiary	—	—	207	162
Rental fee for a subsidiary's usage of facilities	—	—	198	198
Dividend income by a subsidiary	—	—	1,760	140

28 Financial risk management

Overview

The Group has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

Risk management framework

The Board of Governors has overall responsibility for the establishment and oversight of the Group's risk management framework. Management is responsible for developing and monitoring the Group's risk management policies. Management reports regularly to the Board of Governors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group's Board of Governors oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and debt investments.

The carrying amounts of financial assets and contract assets represent the Group's maximum exposure to credit risk, before taking into account any collateral held. The Group does not hold any collateral in respect of its financial assets.

Trade and other receivables and contract assets

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk of the industry and country in which customers operate.

The Group limits its exposure to credit risk from trade receivables by collecting advance payment from individual and corporate receivables respectively.

The Group establishes an allowance for impairment that represents its expected losses in respect of trade and other receivables and contract assets.

Exposure to credit risk

The exposure to credit risk for trade and other receivables and contract assets at the reporting date by geographic region was as follows:

	Carrying amount			
	Group		Institute	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Singapore	3,746	5,814	1,996	1,731

Impairment losses

The following table provides information about the ageing, exposure to credit risk and ECLs for trade receivables and contract assets as at 31 March:

	Weighted average loss rate %	Gross carrying amount \$'000	Impairment loss allowance \$'000
Group			
2026			
Current (not past due)	0.00%	1,193	–
Past due 0 – 30 days	1.15%	433	(5)
Past due 31 – 60 days	4.74%	359	(17)
Past due 61 – 90 days	1.85%	1,080	(20)
More than 90 days	59.56%	1,788	(1,065)
		<u>4,853</u>	<u>(1,107)</u>
2025			
Current (not past due)	0.00%	2,061	–
Past due 0 – 30 days	0.17%	1,751	(3)
Past due 31 – 60 days	1.18%	845	(10)
Past due 61 – 90 days	12.90%	651	(84)
More than 90 days	55.03%	1,341	(738)
		<u>6,649</u>	<u>(835)</u>
Institute			
2026			
Current (not past due)	0.00%	635	–
Past due 0 – 30 days	1.59%	315	(5)
Past due 31 – 60 days	8.81%	193	(17)
Past due 61 – 90 days	2.66%	752	(20)
More than 90 days	87.67%	1,160	(1,017)
		<u>3,055</u>	<u>(1,059)</u>
2025			
Current (not past due)	0.00%	831	–
Past due 0 – 30 days	1.95%	154	(3)
Past due 31 – 60 days	9.80%	102	(10)
Past due 61 – 90 days	10.93%	549	(60)
More than 90 days	81.02%	885	(717)
		<u>2,521</u>	<u>(790)</u>

The movement in the allowance for impairment loss in respect of trade receivables and contract assets during the year was as follows:

	ECL			
	Group		Institute	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
At 1 April	835	800	790	681
Impairment loss recognised	437	426	412	426
Impairment loss reversed	(144)	(350)	(122)	(277)
Amount written off	(21)	(41)	(21)	(40)
At 31 March	<u>1,107</u>	<u>835</u>	<u>1,059</u>	<u>790</u>

The allowance account in respect of trade receivables and contract assets is used to record impairment losses unless the Group is satisfied that no recovery of amount is possible, as which point the amounts are considered irrecoverable and are written off against the financial asset directly.

Credit risk concentration profile

Group	2026		2025	
	Percentage of balance	No. of counter- parties/ debtors	Percentage of balance	No. of counter- parties/ debtors
Trade and other receivables	<u>19%</u>	<u>3</u>	<u>46%</u>	<u>3</u>

Institute	2026		2025	
	Percentage of balance	No. of counter- parties/ debtors	Percentage of balance	No. of counter- parties/ debtors
Trade and other receivables	<u>5%</u>	<u>3</u>	<u>6%</u>	<u>3</u>

Cash and bank deposits and investments

The Group held cash and bank deposits of \$569,857,000 and investments of \$332,796,000 at 31 March 2026 (2025: \$552,901,000 and \$319,316,000). The cash and bank deposits and investments are held with bank and financial institution counterparties which are rated A to AA-, based on rating agency Standard & Poor's ratings.

Impairment on cash and bank deposits has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Group considers that its cash and bank deposits and investments have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and bank deposits and investments is negligible.

The Group uses two categories of internal risk ratings for debt instruments based on whether these instruments remain within the Group's selection criteria for investment.

Category	Description	Basis for recognition of expected credit loss provision
Within selection criteria for investment	Issuers have low risk of default and a strong capacity to meet contractual cash flow.	12-month expected credit loss
No longer within selection criteria for investment	Significant increase in credit risk.	Lifetime expected credit loss

The Group computes expected credit loss using the probability of default approach. For the first category of debt instruments still within the Group's selection criteria, the Group considers news or adverse reports on the issuers that could affect issuers' ability to meet coupon pay-out obligation in the next 12 months. For the second category of debt instruments that no longer fall within selection criteria for investment, the Group considers the implied probability of default associated with credit rating accorded on the issuer by Moody's or Standard and Poor. The implied probability of default is based on research conducted by a local reputable university.

As at 31 March 2026, all financial assets except trade receivables and contract assets belong to the first category where expected credit loss provision is based on the 12-month expected credit loss. The Group has assessed that the expected credit loss is not significant for these debt instruments over the next 12 months.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's objective when managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

Typically, the Group monitors its liquidity risk by regularly monitoring current and expected liquidity requirements and ensuring sufficient liquid cash to meet the Group's liquidity requirements in the short and long term.

Exposure to liquidity risk

The following are contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting agreements which show the contractual undiscounted cash flows of the Group's financial liabilities on the basis of their earliest possible contractual maturity.

Group	Carrying amount \$'000	Contractual cash flows \$'000	Less than 1 year \$'000	Between 1 and 5 years \$'000	More than 5 years \$'000
2026					
Lease liabilities	88,819	(105,682)	(11,328)	(45,291)	(49,063)
Provision for retirement benefits	1,125	(1,194)	(258)	(860)	(76)
Trade and other payables*	25,655	(25,655)	(25,303)	(352)	–
	<u>115,599</u>	<u>(132,531)</u>	<u>(36,889)</u>	<u>(46,503)</u>	<u>(49,139)</u>
2025					
Lease liabilities	96,773	(117,023)	(11,341)	(45,297)	(60,385)
Provision for retirement benefits	1,126	(1,209)	(257)	(864)	(88)
Trade and other payables*	28,661	(28,661)	(28,071)	(590)	–
	<u>126,560</u>	<u>(146,893)</u>	<u>(39,669)</u>	<u>(46,751)</u>	<u>(60,473)</u>

* Excludes provision for unutilised compensated leave

Institute	Carrying amount \$'000	Contractual cash flows \$'000	Less than 1 year \$'000	Between 1 and 5 years \$'000	More than 5 years \$'000
2026					
Lease liabilities	88,815	(105,678)	(11,325)	(45,290)	(49,063)
Provision for retirement benefits	1,125	(1,194)	(258)	(860)	(76)
Trade and other payables*	22,358	(22,358)	(22,006)	(352)	–
	<u>112,298</u>	<u>(129,230)</u>	<u>(33,589)</u>	<u>(46,502)</u>	<u>(49,139)</u>
2025					
Lease liabilities	96,764	(117,013)	(11,335)	(45,293)	(60,385)
Provision for retirement benefits	1,126	(1,209)	(257)	(864)	(88)
Trade and other payables*	24,141	(24,141)	(23,551)	(590)	–
	<u>122,031</u>	<u>(142,363)</u>	<u>(35,143)</u>	<u>(46,747)</u>	<u>(60,473)</u>

* Excludes provision for unutilised compensated leave

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Currency risk

The Group is exposed to transactional foreign currency risk to the extent that there is a mismatch between the currencies in which sales that are denominated in a currency other than the Group's functional currency, the Singapore dollar ('SGD'). The currency in which these transactions primarily are denominated is the US dollar ('USD').

Exposure to currency risk

The summary of quantitative data about the Group's exposure to currency risk as reported to the management based on its risk management policy is as follows:

	2026	2025
	\$'000	\$'000
Trade receivables	1,188	3,296
Contract assets	240	157
Contract liabilities	(703)	(2,452)
Net statement of financial position exposure	<u>725</u>	<u>1,001</u>

Sensitivity analysis

A strengthening of 1% (2025: 1%) in the USD against the functional currency of the Group at 31 March would have increased/(decreased) surplus or deficit by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for 2025, as indicated below.

	Surplus or deficit	
	2026	2025
	\$'000	\$'000
USD	<u>7</u>	<u>10</u>

A 1% (2025: 1%) weakening of the USD against the functional currency of the Group at 31 March would have an equal but opposite effect on the above currency to the amounts shown above, on the basis that all other variables remain constant.

Interest rate risks

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risks arises primarily from fixed deposits placed with financial institution and cash deposits placed with Accountant-General's Department. The interest rates for the latter are based on deposit rates determined by financial institution with which cash are deposited and are expected to move in tandem with market interest rates movements.

Sensitivity analysis

	Group	
	2026	2025
	\$'000	\$'000
5 bp increase	252	216
5 bp decrease	(252)	(216)

A 5 (2025: 5) basis points higher/lower of SGD interest rates against the fixed deposits placed with financial institution and cash deposits placed with Accountant-General's Department of the Group as at 31 March would have an equal but opposite effect on the amounts shown above, on the basis that all other variables remain constant.

Price risk

Price risk is the risk that the value of a financial asset will fluctuate because of changes in market prices. The Group is exposed to price risk arising from its investments in unit trusts managed by fund managers which are classified as financial assets at fair value through profit or loss as disclosed in Note 8. To manage the price risk, the Group diversifies its portfolio according to the investment policies as determined by its Investment Committee.

Sensitivity analysis

	Group	
	2026	2025
	\$'000	\$'000
10 bp increase	31,042	27,656
10 bp decrease	(31,042)	(27,656)

A 10 (2025: 10) basis points higher/lower of underlying market prices of the financial assets at fair value through profit or loss of the Group as at 31 March would have an equal but opposite effect on the amounts shown above, on the basis that all other variables remain constant.

Accounting classifications and fair values

The carrying amounts and fair values of financial assets and liabilities are as follows. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

Group	-----Carrying amount-----			-----Fair value-----				
	Designated at FVTPL \$'000	Amortised cost \$'000	Other financial liabilities \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
31 March 2026								
Financial assets measured at fair value								
Unit trusts managed by fund managers – at FVTPL	310,418	–	–	310,418	–	310,418	–	310,418
Financial assets not measured at fair value								
Trade and other receivables [#]	–	9,069	–	9,069				
Quoted debt securities - at amortised cost	–	22,378	–	22,378				
Cash and bank deposits	–	569,857	–	569,857				
	–	601,304	–	601,304				
Financial liabilities not measured at fair value								
Trade and other payables*	–	–	(25,655)	(25,655)				

Excludes prepayments

* Excludes provision for unutilised compensated leave

	-----Carrying amount-----			-----Fair value-----				
	Designated at FVTPL \$'000	Amortised cost \$'000	Other financial liabilities \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
31 March 2025								
Financial assets measured at fair value								
Unit trusts managed by fund managers – at FVTPL	276,561	–	–	276,561	–	276,561	–	276,561
Financial assets not measured at fair value								
Trade and other receivables [#]	–	13,188	–	13,188				
Quoted debt securities - at amortised cost	–	42,755	–	42,755				
Cash and bank deposits	–	552,901	–	552,901				
	–	608,844	–	608,844				
Financial liabilities not measured at fair value								
Trade and other payables*	–	–	(28,661)	(28,661)				

Excludes prepayments

* Excludes provision for unutilised compensated leave

	-----Carrying amount-----			-----Fair value-----				
	Designated at FVTPL \$'000	Amortised cost \$'000	Other financial liabilities \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Institute								
31 March 2026								
Financial assets measured at fair value								
Unit trusts managed by fund managers – at FVTPL	310,418	–	–	310,418	–	310,418	–	310,418
Financial assets not measured at fair value								
Trade and other receivables [#]	–	6,716	–	6,716				
Quoted debt securities - at amortised cost	–	16,390	–	16,390				
Cash and bank deposits	–	461,575	–	461,575				
	–	484,681	–	484,681				
Financial liabilities not measured at fair value								
Trade and other payables*	–	–	(22,358)	(22,358)				

Excludes prepayments

* Excludes provision for unutilised compensated leave

	-----Carrying amount-----		-----Fair value-----		
	Designated at FV/TPL \$'000	Amortised cost \$'000	Other financial liabilities \$'000	Total \$'000	
31 March 2025					
Financial assets measured at fair value					
Unit trusts managed by fund managers – at FV/TPL	276,561	–	–	276,561	
Financial assets not measured at fair value					
Trade and other receivables [#]	–	8,514	–	8,514	
Quoted debt securities - at amortised cost	–	42,503	–	42,503	
Cash and bank deposits	–	442,426	–	442,426	
	–	493,443	–	493,443	
Financial liabilities not measured at fair value					
Trade and other payables*	–	–	(24,141)	(24,141)	

Excludes prepayments

* Excludes provision for unutilised compensated leave

29 Capital management

The primary objective of the Group's capital management is to ensure that it maintains a strong capital and general funds base so as to sustain future development of the Group.

There were no changes in the Group's approach to capital management during the year. The returns on investment are monitored on a regular basis.

The Group is not subject to externally imposed capital requirements.

	Group	
	2026	2025
	\$'000	\$'000
Capital account	2,715	2,715
Accumulated surplus – General Funds	679,533	622,815
Total capital and general funds	<u>682,248</u>	<u>625,530</u>

30 Funds management

The Group's objectives when managing the funds are:

- (a) to safeguard the Group's ability to continue as a going concern;
- (b) to support the Group's stability and growth; and
- (c) to provide funds for the purpose of strengthening the Group's risk management capability.

The Group actively and regularly reviews and manages its funds to ensure optimal fund structure, taking into consideration the future fund requirements and fund efficiency, prevailing and projected probability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities, if any.