ANNUAL REPORT 2007 contents

2 vision, mission and core values
3 message from the chancellor and chairman
5 message from the president
7 board of trustees
11 school of arts and social sciences
13 school of business
15 school of human development and social services
17 school of science and technology
19 research and e-learning initiatives
21 our community
25 unisim directory
27 corporate information
our vision

Serving society through excellence in flexible learning for adults.

our mission

To provide opportunities for professionals and adult learners to upgrade their qualifications, knowledge and skills through a wide range of relevant programmes.

our core values

Spirit of learning
Passion for excellence
Integrity
Respect and trust for the individual
Innovation
Teamwork
“In UniSIM, our education philosophy is founded on lifelong learning. More than 7,400 adult learners were enrolled at UniSIM in 2007. Their ages range from 21 years to 71 years.”

Professor Cham Teo Soon
Chancellor and Chairman
SIM University
message from the chancellor and chairman

In Unisim, our education philosophy is founded on lifelong learning. More than 7,400 adult learners were enrolled at Unisim in 2007. Their ages range from 21 years to 71 years.

Many of our students are working professionals who aspire to enhance their skills and knowledge, earn their degrees, and play more strategic roles at work. Unisim thus play a critical role in helping our country’s workforce to remain competitive and relevant. However, not all students do so only to enhance their careers. Some desire learning as a passion or to enrich their lives with a new area of interest. Unisim’s mission is to serve the diversity of adult learners in Singapore, making continuing education accessible to more adults who need it and desire it.

In this regard, we have quickly set a benchmark for providing high-quality university education and training that are both relevant to individuals and that meet the demands of an increasingly globalised economy. We maintain a high standard as well.

An entirely different setup and teaching philosophy is required for training adult learners. Much emphasis is placed on building flexibility in the mode of learning. We achieve this by designing modular courses and by leveraging on technology in our teaching delivery and operations.

To ensure skills imparted are highly practical and sought-after, Unisim actively seeks industry and academic collaborations and partnerships to enhance its programme offerings. This will remain a distinguishable feature of a Unisim education.

The Government’s announcement to support local working professionals seeking continuing education and training will enable Unisim to reach out to even more Singaporeans and permanent residents. From July 2008, they can get up to 40% subsidy for their education at Unisim.

I thank the many organisations and individuals who have contributed to building Unisim in 2007. We look forward to taking greater strides in the year ahead.

Professor Cham Tao Soon
Chancellor and Chairman
Unisim University

making our mark 4
“UniSIM is on a steady growth track and rapidly consolidating our unique position as Singapore’s only privately-funded university approved by the Ministry of Education to award local degrees. The strong positive response from our adult learners validates our mission and underscores the need for well-trained professionals in building a strong economy.”

Professor Cheong Hee Kiat
President
SIM University
Making university education accessible to more people

As a university with a social mission, UniSIM offered more than $500,000 last year in scholarship awards and provided sponsorships for staff of NTUC and SAFRA to study at UniSIM. It also provided financial assistance to help 50 students with their school fees.

UniSIM collaborated with National Kidney Foundation (NKF) to provide free training to NKF volunteers over the next five years to equip them with skills and techniques to counsel kidney patients.

Using technology creatively

To cater to the special needs of busy working adults, we embarked on a strategy to blend e-Learning with classroom learning, making possible learning anytime, anywhere.

UniSIM’s e-Learning system serves as a pillar in our ability to provide flexible learning and programme delivery. It complements the other two major learning pillars – comprehensive course materials and effective tutorial support.

In 2007, increasing focus has been given to the e-Learning mode. All Tutor Marked Assignments (TMA) went electronic, giving our students the convenience of submitting their TMAs online via the BlackBoard Management System.

Technology was also used to help us serve our students more efficiently. UniSIM put in place a Customer Relationship Management system in August 2007.

Strong academia, better quality

We doubled the number of academic staff and enhanced teaching standards by putting our associate and new lecturers through general and subject training. To help our associate faculty keep up-to-date with trends and developments, an Annual Teaching-Learning Symposium was organised.

Our newly formed Centre for Applied Research also made initial headway focusing on research on learning and teaching pedagogies, which can be tapped by both UniSIM and SIM Global Education.

Engaging alumni

The UniSIM alumni network was launched in October to nearly 8,000 members who are graduates of UniSIM and our partner universities, including The Open University of the UK, and Beijing Normal University. It opens an exciting channel for linking intellectual and emotional connectiveness between the university and graduates past and future. UniSIM hopes to engage more talents from among this large resource pool in building the university for the people.

Poised for take off

UniSIM is on a steady growth track and rapidly consolidating our unique position as Singapore’s only privately-funded university approved by the Ministry of Education to award local degrees. The strong positive response from our adult learners validates our mission and underscores the need for well-trained professionals in building a strong economy.

UniSIM will continue to open more pathways and widen access to advanced learning while continuing to improve our capabilities, quality and expertise.

The dedication of our staff and lecturers, coupled with the positive support of the government, industry, students and the community, will put us in good stead of building a university of distinction for the people of Singapore.

Professor Cheong Hee Kiat
President
SIM University

making our mark 6
board of trustees

Professor Chiam Teo Soon
Chairman
Special Advisor to SIM Group
Chancellor, SIM University
President Emeritus, Nanyang Technological University

Professor Chung Chi Tat
Member
University Professor
Department of Mathematics
National University of Singapore

Mr Er Keong Wah
Member
Executive Director
EAST Institute of Management

Mr Richard Y. M. Eu
Member
Group CEO
Eu Yan Sang International Ltd

Mr Ong Ye Kung
Member
Chief Executive
Singapore Workforce Development Agency

Mr Ronald Tan
Member
Executive Director
Singapore Institute of Management

Dr N Venugopalan
Member
Chief Executive
National Library Board

Professor Aline Wong
Member
Academic Advisor
SIM University
Mr Han Vu-Ta  
Member  
Managing Director  
Vost Management Pte Ltd

Mr Lee Kwek Cheong  
Member  
CEO  
SIM Pte Ltd

Mr Pony Lim  
Member  
Director  
Higher Education Division  
Ministry of Education, Singapore

Mr Ong Boon Hwee  
Member  
Chief Operating Officer  
Singapore Power Ltd

Professor Cheong Hee Kiat  
Ex officio  
President  
SIM University

Mr Seah Chiong Tian  
Secretary  
Vice-President (Administration) & Registrar  
SIM University  
(up to 29 February 2009)

Associate Professor Yip Woon Kwong  
Secretary  
Registrar  
SIM University  
(with effect from 28 March 2008)

Finance & Audit Committee  
Chairman  
Mr Han Vu-Ta

Members  
Mr Ong Ya Kung  
Dr N Verasnad  
Professor Cheong Hee Kiat

Establishment Committee  
Chairman  
Professor Cham Tao Soon

Members  
Mr Ong Boon Hwee  
Mr Ronald Tan  
Professor Alma Wong  
Professor Cheong Hee Kiat

making our mark  8
The School of Arts and Social Sciences (SASS) develops dynamic individuals by honing their skills in the three ‘Cs’ of critical analysis, creative thinking and communication.

In 2007, SASS offered 22 programmes in diverse subjects ranging from communication studies, English language and literature, Chinese and Tamil psychology, sociology and translation and interpretation. They are designed to develop our students’ practical skills and specialist knowledge.

These programmes had an enrolment of about 2,300 students in 2007. They came from a wide age range and backgrounds, from school teachers of the Ministry of Education (MOE) to homemakers, executives and retirees. Their numbers are expected to grow steadily as new programmes come on-stream.
Building on strengths, widening the curriculum

While SASS has a strong edge in language training programmes, being the university that trains MOE teachers in advanced language skills in English, Chinese and Tamil, increased efforts were put on strengthening our partnerships and widening the offerings to our students.

A Memorandum of Understanding (MOU) was signed with the Beijing Foreign Studies University (BFSU) in June 2007 to promote resource sharing and establish academic ties. In July, the new Bachelor of Arts in Translation and Interpretation (BAT) was launched. This first-of-its-kind undergraduate programme in Singapore provides students the opportunity to achieve mastery of Chinese and English. It equips them with essential interdisciplinary knowledge and enables them to gain experience in translation technology.

SASS’s Chinese Language and Literature programmes with the Beijing Normal University (BNU) at the Bachelor and Master levels reached a milestone as, after several batches of bachelor graduates, our first cohort of 35 Masters students will be graduating in March 2008.

Growing SASS’s reputation, reaching out

SASS actively pursues industry partnerships to tap into industry trends and events. We were the academic partner for the 16th Asian Media Information and Communication Centre (AMIC) Annual Conference and World Journalism Education Congress 2007, held in June in Singapore.

We also sponsored Manfred Rist’s Photograph Exhibition and Oral Report on Burma: Inside-Insights. Mr Rist, who is an associate lecturer with UniSIM, is also the vice-president of the Foreign Correspondents Association (Singapore) and the Southeast Asia correspondent for Swiss daily Neue Zürcher Zeitung.

In September 2007, the Dean of SASS Associate Professor Noolan Sagar led a team of SASS heads of programmes on a visit to Singapore Press Holdings. The briefings during the visit stirred much interest in SASS programmes.

The faculty also took part in a number of discipline-specific and higher education conferences, locally and in the United Kingdom, China, India and Malaysia.

Engaging our students and community

The extra-curricular needs of our adult students differ significantly from young school leavers. Given their limited spare time and strong focus on career and skills enhancement, the activities we organise cater to these preferences.

SASS partnered the National Library Board to bring in eminent Tamil-speaker Mr Prabakaran, from Chennai, in July 2007. His talk benefited UniSIM students, tutors, MOE teachers and the public. Throughout the year, several more talks and seminars were conducted for students, associate faculty and the public. Topics were wide ranging – the significance of translation and interpretation in a globalised world, personal voice impact, essential academic skills, poetry analysis, close-reading literary prose, understanding paintings, hypnosis and hypnotherapy, translating classical Chinese poetry and prose, blogging and performance possibilities in Shakespeare’s plays.

Future plans

Looking ahead, SASS is moving in tandem with the rest of UniSIM to explore ways to creatively apply information technology to our programme delivery as well as for student interaction with faculty, e.g., SASS conducted a pilot study with EduMate (a learning outcomes management company) to explore alternative means of marking tutor marked assignments. This will translate into improved and more standardised corrective feedback in student assignments as well as a shorter turnover time.

New things are in the pipeline – a new Bachelor of Communication degree programme and a Social Science Core will be introduced in July 2008. The existing psychology programme will also be revamped to place greater emphasis on organisational psychology.
The School of Business (BEZ) offers various comprehensive programmes designed to groom managers and strategic thinkers in the highly competitive business world.

Our programmes aim to equip students with broad business fundamentals in general, and the capability to fulfill the specialist needs of their chosen fields in particular.

Graduates can expect a good mix of both theoretical and practical learning that will broaden their managerial knowledge and skills, training them to be effective leaders and decision-makers.

Some 1,400 students were enrolled in our business programmes in 2007. Most of them were managers and mid-career working adults seeking to upgrade themselves.

The collaboration with WQI gives workers with the WQI Diploma in Retail Management an opportunity to study at UniSBM.
Up-to-date programmes designed to groom management talents
The School continued building a niche for itself, through its ability to respond nimbly to changing needs in an increasingly global business environment and catering to current industry demands for management expertise and talents.

2007 saw the development of more courses/modules in all the main disciplines in business, including management, finance, marketing, strategy, operations management, quality management, information technology, accounting and business statistics. Eight programmes aligned to industry were offered in 2007. They are:

- Bachelor of Culinary Arts and Management
- BSc/BSc (Honours) Management and Security Studies
- BSc Business
- BSc Business Analytics
- BSc Business with Communications
- BSc Business with Psychology
- BSc Finance
- BSc Marketing

A cutting-edge programme, unique to BIZ, was launched in 2007, when the School signed a Memorandum of Understanding (MOU) with SPSS BI, the leading worldwide provider of predictive analytics software and solutions. This is the Bachelor of Science (BSc) in Business Analytics programme, which trains students to use different analytic techniques and decision rules to provide critical insights into the operational and performance characteristics of every aspect of a business.

The School collaborated with the Singapore Workforce Development Agency (WDA) to accept the Workforce Skills Qualification (WSQ) Diploma in Retail Management awarded by the Singapore Institute of Retail Studies as an alternative entry qualification to its BSc Marketing programme.

We also introduced programmes that cater to specific industry needs. The BSc/BSc (Honours) Management and Security Studies programme is tailored for the Singapore Police Force (SPF) and the Home Team, while the BSc Finance is aligned with the Chartered Financial Analyst professional qualification.

BIZ also launched the Bachelor of Culinary Arts and Management programme that offers culinary aspirants the relevant business knowledge useful for their career, as well as the BSc Business with Communications and BSc Business with Psychology programmes, which aim to first provide broad qualification in business and then, additional specialised knowledge in the respective fields of study.

In July 2007, UniSIM signed an MOU with the Tax Academy of Singapore to provide an upward educational pathway for specialised diploma holders of TAS Advanced Tax Programme (ATP) – the Masters of Taxation to be awarded by UniSIM. This programme is the first in Singapore and will be launched in 2009.

Future plans
As the demand for UniSIM’s business programmes picks up, the School plans to launch new programmes in accountancy, logistics and supply chain management as well as a programme that combines artistic training in visual communications with business.
The School of Human Development and Social Services (HDSS) aims to transform and enrich lives through lifelong learning and exposure to a diverse blend of disciplines.

The School’s programmes are designed to provide specialised training to professionals in fields of disciplines ranging from counselling, social work, human resources, and recreation to tourism, and aim to equip students to be practitioners upon graduation.

Focus on grooming practitioners for the workplace

In 2007, the young School focused its effort at building curricula and courses from scratch, consulting industry and professional bodies, and tailoring learning topics that are specifically applicable in practice and relevant to a student’s workplace needs, right from the time the knowledge is imparted.
In the School's pioneer year of operation in 2007, the Counselling and Social Work degree programmes were launched in January and July, respectively. Designed for practitioners and for those seeking to join the helping professions, the programmes included requirements for practicum experience to ensure graduates are well prepared for their future helping roles. Enrolment numbers were kept deliberately small, at 92 students, to ensure a steady start and to maintain high academic quality.

UniSIM is the first local university to offer undergraduate programmes for counselling which are accredited by the Singapore Association for Counselling (SAC). Similarly, undergraduate programmes in Social Work are accredited by the Singapore Association of Social Workers (SASW). All Counselling and Social Work programmes are also supported under the WWO Capability Fund (VCF) Training Grant managed by the National Council of Social Services, further affirming the quality of the programmes offered.

Reaching out to the community

To ensure that we continue to cater to the market needs for trained professionals, the School meets regularly with professional associations and government departments to discuss their training needs and pertinent issues. Periodically, the School organises public talks on topics in Counselling and Social Work, by prominent speakers and practitioners, creating higher awareness of the helping professions.

In June 2007, the School signed an MOU with the National Kidney Foundation (NKFI), pledging to train NKFI volunteers under the Basic Befriender's Course and to explore credit exemptions for volunteers trained in this course when they are admitted into UniSIM's Counselling programme.

The School co-organised the 1st Asia Pacific Academy of Management and Business (APAMAB) Conference with the International Academy of Management and Business (IAMB). The inaugural event, held in March 2007 at SIM Management House, successfully raised the profile of UniSIM and HDSS amongst participating universities as well as companies here and abroad.

Future plans

In 2008, UniSIM plans to introduce the General Studies Programme and the Human Resources Management (HRM) programme, the only such undergraduate degrees offered by a local university. While the General Studies Programme is aimed at giving adults of all ages the opportunities to gain education in a wide range of subjects, for enrichment, recreation and self-fulfilment, the HRM programme will be designed to be differentiated from other HRM-related programmes which usually include HRM only as a specialisation within another degree.
The School of Science and Technology (SST) offers programmes in Information Technology, Multimedia, Electronics, Mathematics and Biomedical Engineering. These programmes provide significant contributions to economic development and improvement in our quality of life.

Each programme is designed to be academically rigorous and industry-relevant. The strength of the School lies in its focus on industry relevance, ability to identify appropriate programmes and speed to bring them to market. Our School's strong links with industry partners and with other academic institutions give us almost real-time information on the pulse of the industry. Coupled with the philosophy of "learn tonight, apply the next day", these attributes enable SST's students to be industry-ready, much sought-after employees.

In 2007, the School offered 18 programmes and had an enrolment of some 2,400 students. They were largely local polytechnic diploma holders and working adults from the engineering or industrial sectors.
Infusing industry know-how into our programmes

The School actively works with key industry sectors to identify emerging manpower needs and competencies. By understanding the pulse of the industry and engaging the appropriate partners, SST has been able to strengthen its programme offerings. The year 2007 saw the signing of several significant Memorandums of Understanding (MOUs).

In June, an MOU was signed with Transition Systems, a network distributor and training provider, by which UniSIM became the first local university to incorporate a technical certification scheme into its information and communication technology (ICT) degrees. These industry certifications are from leading network companies, e.g., Bluecoat Systems, FS Networks and Packeteer, and classes are conducted in UniSIM’s dedicated Networking Laboratory. This enhances the value and employability of our ICT undergraduates even as they are completing their studies.

Another MOU was signed with local game developer and interactive digital media company, Playware Studios Asia Pte Ltd, in July. The collaboration is on training, research and development for advanced interactive animation for gaming, entertainment and education. A games development module from Playware has been customised and offered as an elective to UniSIM’s final year students pursuing the Bachelor of Multimedia Technology and Design and Bachelor of Engineering in Electronics.

In August, a collaboration agreement was signed with the Institute of Engineers, Singapore (IES) at the inaugural IES Distinguished Lecture delivered by Mr. Phu Yeo at SIM to launch the Technology Entrepreneurship (TEN) programme. The TEN programme aims to nurture future Singapore Entrepreneurs by equipping entrepreneurs with practical business acumen and skills to bring their innovations and business ideas to market. Graduands will be awarded either the Executive Master of Technology Entrepreneurship or the Executive Graduate Diploma. Since its launch, the TEN programme has become a part of SPRING Singapore's Advance Management Programme to upgrade the management capabilities of small and medium enterprises.

Future plans

We are looking forward to the excitement that 2008 will bring. Besides the Executive Graduate Diploma and Executive Master in Technology Entrepreneurship, three new programmes will be offered—the Bachelor in Engineering (Honours) Aerospace Systems, Graduate Diploma in Bioinformatics, and Graduate Diploma and Master in Open Source Software Management. We will also increase our emphasis on industry participation in the design of our courses and programmes and continually refresh and incorporate critical technical skills certification in our existing programmes. We expect that all these will richly benefit an increasing number of working adults who enrol in our existing and new programmes.
Laying a strong research foundation

The Centre for Applied Research (CFAR) was set up to encourage and facilitate research and development, particularly research that fosters meaningful connections with business and industry, and R&D and project consultancy that support community and local enterprises.

CFAR acts as an incubation centre for research programmes and projects, and advanced studies including doctorate programmes in the longer run. The areas of research span the disciplines covered by our four schools. CFAR is currently engaged in nine research projects.

Besides generating knowledge, the Centre aims to make a significant contribution to society, for example, by undertaking collaborative research projects with industry and by providing training and consultancy.

One such special project, the Business Times-UniSIM Business Climate Survey, tracks Singapore’s business cycles and publishes a quarterly report in the Business Times. Another special project is being undertaken with the Ministry of Community Development, Youth and Sports (MCYS) to study the learning needs of seniors.

CFAR also pursues research on learning and teaching pedagogies. One of its projects centres on facilitating the use of technology in education through the adoption of e-learning contents, systems, tools and standards. It has formed a Project Group on Standards for E-Learning Contents and Systems with the IT Standards Committee set up by SPRING Singapore and the Infocomm Development Authority (IDA).
Educational Technology and Production

E-Learning is one of three key pillars in UniSIM's educational system, the other two being quality print-based course materials and effective tutor support. This mode ideally suits the learning needs of UniSIM's adult learners. The Educational Technology and Production (ETP) department implements innovative educational technology to support UniSIM's mission of offering flexible lifelong learning, and to fulfill its mission of using innovative educational technology to deliver quality teaching and learning anytime, anywhere.

Following the earlier implementation of MyUniSIM, a Blackboard Learning Management System adopted by the university and which empowers students and tutors to manage their school assignments and teaching-learning processes, the department stepped up effort to encourage adoption of, and familiarity with, the system. ETP began training users of MyUniSIM in 2007. In the same year, UniSIM President, Professor Cheong Hee Nai, held three dialogue sessions with associates and staff in July and September to share the importance of incorporating e-Learning as part of UniSIM's vision.

In addition, more than 200 part-time and full-time staff were trained in a variety of e-Learning tools to equip them to transit to an e-Learning environment. Talks and a workshop by prominent practitioners in the field, Dr Kevin Downey and Professor Carmel McNabough, were organised to further enthuse staff and encourage mind-set change.

The department has also produced four online Professional Development courses for associates. Teaching at UniSIM, also known as Orientation for New Associates, Blackboard Basics, Effective Online Tutoring, and Creating Learning Objects. The university's target is to have every faculty member complete at least one course by 2009. In meeting this and other targets, ETP put in place in 2007 plans for manpower and systems growth that will continue over the next few years.
At UniSIM, our strong focus on people and optimising our resources around their needs drive the way we structure our curriculum, the kind of people we hire, our infrastructure and operating procedures.

In 2007, we focused on building a strong UniSIM community that forms a firm foundation as we move into the next stage of growth and development.

**Strong academic team and teaching pedagogy**

To support the growing number of programmes and students enrolled at UniSIM, our fulltime faculty strength doubled in 2007, bringing our total number of associate and full-time faculty to 500. The specific needs and learning styles of our adult and working students are met by a team of lecturers who are able to deliver quality, practice-focused programmes.

New lecturers are put through ongoing training programmes while their lectures and courses are audited periodically. To ensure that our associate lecturers keep track of the latest educational knowledge and best practices, we also organise the Annual Teaching-Learning Symposium where leading experts share on significant contemporary issues. In 2007, the Symposium featured the impact of digital technology on education, effective on-line tutoring, whole brain thinking and learning, and the interface between literature and culture, among many topics.
Motivated students and interest in lifelong learning

Total student enrolment in 2007 exceeded 7,400, a 17% increase from 2006. Their ages vary between 21 and 71 years old, with the mean age at 29 years. There are almost as many females as male students. They hail from diverse industry backgrounds ranging from teaching, administration, engineering, marketing and sales, IT to maintenance and services. This diversity is a much appreciated benefit, allowing for cross exchange of ideas throughout the students' studies.

These adult learners choose courses based on career improvement prospects, potential upward mobility and even career change opportunities. They are motivated to learn and apply their new knowledge back at work immediately. They are interested in learning through the actual experiences of their classmates and lecturers.

Thus, the design of our courses and flexible learning philosophy are influenced by the needs of our students and industry. Learning is outcome focused. Students are issued a learning guide so they know learning objectives and what is expected of them in assessments. This forms part of UnSIM’s quality assurance process.

Our students are commonly engaged in project work and group discussions which aim to facilitate interaction and group learning. Classroom learning is sometimes complemented by practical sessions, talks and workshops, where students meet and tap the expertise of experts or senior practitioners.

Some students study at UnSIM to pursue their interests and passion. In an innovative move, UnSIM introduced the General Studies Programme in 2007, the first in Singapore that promotes the joy of learning at the university. Students get to design their own programme, choosing from over 150 courses, and learn at their own pace.

UnSIM President, Professor Chooing Lee Kiat (first from left) and Provost, Professor Tai Kuei Ching (first from right), with graduates before their convocation ceremony.

Guest of Honour and Minister of State for Education, Mr Li Li Tuck Yew, at the UnSIM convocation dinner.

Building unique individuals.
Enriching lives.
Convocation 2007

Guest at the diploma graduation ceremony.

The new Customer Relationship Management system allows staff to respond swiftly to students' needs.
Providing a conducive learning environment

The daily operations of the University with regards to admissions, recruitment, examination, lecture and student records, and IT services is administered by a dedicated team of 80 non-academic staff. Services have been strengthened through the work of the Office of Student and Alumni Relations, which acts as a bridge between students, schools, administrative departments and alumni. It also actively pre-empts student needs and smoothens their passage through university in many big and small ways.

A Customer Relationship Management system was installed in August, enabling staff to serve student callers in a more responsive manner, a move much appreciated by our busy students.

On the academic front, all Tutor-Marked Assignments (TMA) went electronic, giving our students the convenience of submitting their TMAs online via the University's BlackBoard Management System.

400 PCs with internet access are installed at our computer laboratories and libraries. More specialised usage and training are available at the Macintosh Design Lab, Technology Lab, Bio- Electronics Lab, Bio-Mechanics Lab and CAD/CAM Lab. The campuses at SIM HQ and Management House are fully covered by wireless access. Internet bandwidth was also significantly boosted at both campuses, giving users fast access to our e-Services and e-Learning facilities.

UniSIM students also enjoy access to extensive physical and online library services, including online access from home, the SIM libraries located at SIM Headquarters and Management House as well as use of the library of the Nanyang Technological University (NTU), for a nominal membership subscription fee. Discussions are also underway with other institutions to extend similar privileges to UniSIM students.

The Online Library Catalogue was also upgraded to support multi-language search. The system now enables users to search the catalogue using the English or Chinese interface.

In the near future, students can enjoy further-enhanced student support services such as career guidance seminars and talks, course and programme advisory and guidance, time management workshops, study skills and basic research skills.

Fostering a strong alumni network

The UniSIM alumni network was launched on 6 October 2007 to promote connectedness between our alumni and their alma mater, to encourage lifelong learning, foster personal and professional development and to encourage continuing alumni involvement in the university's progress.

The current network, with nearly 8,000 alumni members, is made up of graduates of UniSIM and partner universities including the Open University of the UK and Beijing Normal University, from diverse backgrounds, professions and industries. Collectively, they are a pool of valuable working and industry experience and provide a rich platform for networking, business partnerships, seeking career opportunities and continued learning.

In line with its mission to be a university for the people here, UniSIM also wants to tap the wealth of practical experience of its alumni in growing the university. They can help to strengthen the university's corporate and academic governance; provide advisory services; take part in research or even join as academic staff, to teach others after them.

In 2008, UniSIM will launch the Alumni Continuing Education (ACE) programme. It encourages alumni to engage in active, continued learning by offering incentives such as course fee concessions of up to 25 percent for the next UniSIM programme.

Membership to the alumni network is free. Each member has a free e-mail account and access to an e-portal which offers an e-Directory, information on courses and events, links to career services, assistance for reunions and filling online requests for transcripts. Alumni will also get to enjoy special activities such as workshops and social or community activities, networking functions and complimentary access and use of most facilities at the NTU's one-north Clubhouse.
Patron
President S R Nathan

Chancellor and Chairman
Professor Cham Tao Soon

President's Office
President
Professor Cheong Hee Kiat

Provost
Professor Tsui Kai Chong

Registrar
Associate Professor Yip Woon Kwong

Academic Advisor
Professor Alina Wong

Planning and Finance Director
Ms May Goh

Organisation Development Manager
Ms Chong Lee Lin

School of Arts and Social Sciences
Dean
Associate Professor Neelam Aggarwal

Faculty
Ms Aisha Hussain
Dr Rashika Jadav
Dr Ganice Ngg
Dr Brian Lee
Dr Leong Chan Hoong
Dr Lau Foong
Mr Shanmugam K.
Ms Susan Xu Yun

Adjunct Faculty
Adjunct Professor S. Gopinathan
Adjunct Associate Professor Jimmy Tay Lye Soon
Adjunct Associate Professor S. P. Thinnappan
School of Human Development
and Social Services
Interim Dean
Associate Professor Branson Kwok
Faculty
Mrs Grace Ding
Dr Seng Boon Kheng
Adjunct Faculty
Adjunct Professor Esther Tan
School of Science and Technology
Dean
Associate Professor Chong Chea Leong
Faculty
Associate Professor Attallah Samir
Associate Professor Chay Yew Wah
Dr Chui Yoon Pong
Dr Low Wai Ping
Mr Stephen Low
Mr Lim Kin Chew
Dr Lim Teik Cheng
Mr V.V. Murthy
Dr Andrew Toon
Adjunct Faculty
Adjunct Professor Patrick Loh
Adjunct Professor Seah Moon Meng
Adjunct Professor Sarbjit Singh
Centre for Applied Research
Director
Professor Koh Hian Chye

Educational Technology and Production
Director
Associate Professor Sharen Liu
e-Learning Consultant
Dr Soo Wai Man
Multimedia Manager
Ms Rebecca Lee
Learning & Development Specialists
Mr Chye Siow Hoong
Ms Yenly Tan
Campus IT Services
(Acting) Director
Mr Gary Teo
Manager
Mr Li Changen
Office of Academic Services
Director
Mr Zenon Teh
Managers
Mr Jason Chiam
Ms Ling Ying Ying
Ms Betty Ong
Ms Sarah Yee
Office of Admissions
Director
Ms Serene Lim
Managers
Ms Elkeen Tan
Ms Helen Tan
Office of Student and Alumni Relations
Director
Ms Agnes Kwang
Managers
Ms Nancy Tan
Ms Yap Wai Lian

(As of 2 April 2008)
SIM University (UniSIM) is the first privately-funded local university approved by the Ministry of Education to issue university degrees in a comprehensive range of disciplines. UniSIM promotes lifelong learning and is dedicated to the higher education needs of local and resident adult learners and meeting industry needs for skilled professionals. It adopts a flexible and practice-focused learning approach and offers more than 40 academic programmes in various disciplines. Its current enrolment stands at 8,000 students.

Registered Addresses/ Headquarters
SIM Headquarters
461 Clementi Road
Singapore 599491

SIM University Administration Office
535A Clementi Road
BK 82, Level 11
Singapore 599490

Tel: 6248 9777
Fax: 6669 9312
Charity registration number 1887

Principal Banker
Citibank, NA
3 Temasek Avenue
#17-00 Centennial Tower
Singapore 039190

Lawyer
Ramas & Wong
36 Robinson Road
#10-01 City House
Singapore 068877

Auditor
Deloitte and Touche
6 Shenton Way, #32-00
DBS Building Tower Two
Singapore 068809
REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS
Year ended 31 December 2007
The Board of Trustees presents its report together with the audited financial statements of SIM University (“UniSIM”) for the year ended 31 December 2007.

1 Trustees

The Trustees of UniSIM in office at the date of this report are:

Professor Cham Tao Soon (Chairman)
Professor Cheong Hee Kiat
Professor Chong Chi Tat
Mr Er Kwong Wah
Mr Richard Eu Yee Ming
Mr Han Ya-Ta
Mr Lee Kwok Cheong
Mr Perry Lim Cheng Yeow
Mr Ong Boon Hwee
Mr Ong Ye Kung
Mr Ronald Tan Hee Huan
Dr N Varaprasad
Professor Aline Wong

2 Arrangements To Enable Trustees To Acquire Benefits By Means Of The Acquisition Of Shares And Debentures

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the Trustees of UniSIM to acquire benefits by means of the acquisition of shares or debentures in any other body corporate.
3 Trustees’ Interests In Shares And Debentures
As UniSIM is limited by guarantee, there are no matters to be disclosed under Section 201(6)(g) and Section 201(6A)(h) of the Companies Act, Cap 50.

4 Trustees’ Receipt And Entitlement To Contractual Benefits
Since the beginning of the financial year, no Trustees has received or become entitled to receive a benefit which is required to be disclosed under Section 201(8) of the Singapore Companies Act, by reason of a contract made by UniSIM or a related corporation with the Trustee or with a firm of which he is a member, or with a company in which he has a substantial financial interest except for salaries, bonuses and other benefits as disclosed in the financial statements. Certain Trustees received remuneration from related corporation in their capacity as directors and/or executives of those related corporations.

5 Options To Take Up Unissued Shares
As UniSIM is limited by guarantee, there are no matters to be disclosed under Section 201(11)(b) and Section 201(12) of the Companies Act, Cap 50.

6 Options Exercised
As UniSIM is limited by guarantee, there are no matters to be disclosed under Section 201(11) and Section 201(12) of the Companies Act, Cap 50.

7 Unissued Shares Under Option
As UniSIM is limited by guarantee, there are no matters to be disclosed under Section 201(11) and Section 201(12) of the Companies Act, Cap 50.
8 Auditors
The auditors, Deloitte & Touche, have expressed their willingness to accept re-appointment.

On Behalf Of The Trustees

Professor Cham Tao Soon

Professor Cheong Hee Kiat

6 March 2008
We have audited the accompanying financial statements of SIM University which comprise the balance sheet as at 31 December 2007, the statement of income and expenditure, statement of changes in funds and reserves and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 6 to 25.

Trustees’ Responsibility

The SIM University’s Trustees are responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Companies Act, Cap. 50, (the “Act”) and Singapore Financial Reporting Standards. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control relevant to SIM University’s preparation and fair presentation of the financial statements 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 SIM University’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by trustees, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion,

(a) the financial statements of SIM University are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of SIM University as at 31 December 2007 and of the results, changes in funds and reserves and cash flows of SIM University for the year ended on that date; and

(b) the accounting and other records required by the Act to be kept by SIM University have been properly kept in accordance with the provisions of the Act.

Deloitte & Touche
Certified Public Accountants
Singapore

6 March 2008
The Board of Trustees presents its report together with the audited financial arrangements to enable Trustees to acquire benefits by means of

Mr. Varaprasad
Mr. Vung
Mr. 3an VojTa
Professor 7ham Tao Soon

report of the report on the other trustees
designing and implementing and maintaining internal control relevant to

and cash flow statement for the year then ended and a summary of provisions of the Singapore Companies Act and Standards on Auditing. Those standards require that we comply with

The S2x University’s Trustees are responsible for the preparation and fair presentation of the financial statements, including the financial statements of the accompanying notes, for the year then ended and a summary of provisions of the Singapore Companies Act and Standards on Auditing. Those standards require that we comply with

Deloitte Touche

eloitte

Arch

The principal activities of UniS2x are those relating to the advancement of education and dissemination of knowledge, the promotion of research and

Utilised during the year gyote m%> gn(p> g9m(>

Revenue is measured at the fair value of the consideration received or receivable from the sale of goods or services, and is subsequently measured at the amortised cost. Revenue is also recognised as an asset if it is virtually certain that reimbursement will be received in the future. Revenue is realised when UniS2x’s right to receive payment is established. Expenses are measured as the consumption of assets or as the relinquishment of liabilities. Expenses are subsequently measured at the amortised cost. Expenses are also recognized as an asset if it is virtually certain that reimbursement will be received in the future. Expenses are realised when UniS2x’s right to receive payment is established.

The ultimate controlling party of UniS2x is the Singapore Institute of Management incorporated in the Republic of Singapore. The Institute is also subject to the audit of the Singapore Institute of Management. The Institute’s financial statements are audited by Deloitte Touche.

The Institute’s financial statements are prepared in accordance with the Companies Act and Standards on Auditing. Those standards require that we comply with

and foreign currency risk on its transactions and balances.

The effects of fluctuations in foreign currency exchange rates and interest rate risk on the carrying amount of financial assets and liabilities are not significant.

Significant intercompany transactions are as follows.

The key assumptions concerning the future and other assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those assumptions, and the effects of any variations will be reflected in the financial statements.

The notes to the financial statements are an integral part of these financial statements.

See accompanying notes to the financial statements.

balance sheet

31 December 2007

<table>
<thead>
<tr>
<th>Note</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$\text{'}000</td>
<td>$\text{'}000</td>
</tr>
</tbody>
</table>

**Assets**

<table>
<thead>
<tr>
<th>Current assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and bank balances</td>
<td>7</td>
<td>54,896</td>
</tr>
<tr>
<td>Sundry debtors, deposits and prepayments</td>
<td>8</td>
<td>1,016</td>
</tr>
<tr>
<td>Total current assets</td>
<td></td>
<td>55,912</td>
</tr>
<tr>
<td>Non-current asset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>9</td>
<td>9,179</td>
</tr>
<tr>
<td>Available-for-sale investments</td>
<td>10</td>
<td>10,562</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td></td>
<td>19,741</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td></td>
<td>75,653</td>
</tr>
</tbody>
</table>

**Liabilities, Funds And Reserves**

<table>
<thead>
<tr>
<th>Current liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Course fees received in advance</td>
<td></td>
<td>6,742</td>
</tr>
<tr>
<td>Government grants received in advance</td>
<td>11</td>
<td>253</td>
</tr>
<tr>
<td>Other payables</td>
<td>12</td>
<td>5,158</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td></td>
<td>12,153</td>
</tr>
<tr>
<td>Funds and reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General fund</td>
<td></td>
<td>5,583</td>
</tr>
<tr>
<td>Education fund:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>14</td>
<td>58,114</td>
</tr>
<tr>
<td>Fair value reserve</td>
<td></td>
<td>(427)</td>
</tr>
<tr>
<td>Other restricted funds</td>
<td>15</td>
<td>230</td>
</tr>
<tr>
<td>Total funds and reserves</td>
<td></td>
<td>63,500</td>
</tr>
<tr>
<td><strong>Total liabilities, funds and reserves</strong></td>
<td></td>
<td>75,653</td>
</tr>
</tbody>
</table>

See accompanying notes to the financial statements.
The Board of Trustees presents its report together with the audited financial statements. The Trustees’ interests in shares and debentures, bonuses and other benefits as disclosed in the financial statements of the corporation in their capacity as directors and/or executives of those companies. There are no matters to be disclosed.

### Statement of Income and Expenditure

**Year Ended 31 December 2007**

<table>
<thead>
<tr>
<th>Note</th>
<th>General Fund</th>
<th>Education Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>2007</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Operating income | 16 | 33,748 | - | 33,748 | 27,437 | - | 27,437 |
| Course expenditure | (12,543) | (1,100) | (13,643) | (10,716) | (731) | (11,447) |
| Staff and manpower costs | (10,852) | (618) | (11,470) | (7,808) | (524) | (8,332) |
| Depreciation | (1,196) | (2,572) | (3,768) | (1,329) | (133) | (1,462) |
| Other operating expenditure | (7,888) | (139) | (8,027) | (5,898) | - | (5,898) |
| Operating surplus (deficit) | 1,269 | (4,429) | (3,160) | 1,686 | (1,388) | 298 |
| Non-operating income | 19 | 1,076 | 18,665 | 19,741 | 690 | 21,266 | 21,956 |
| Net surplus for the year | 2,345 | 14,236 | 16,581 | 2,376 | 19,878 | 22,254 |

See accompanying notes to the financial statements.
statement of changes in funds and reserves

year ended 31 december 2007

<------------ Education Fund ----------->

<table>
<thead>
<tr>
<th>Note</th>
<th>General Fund $'000</th>
<th>Other restricted funds $'000</th>
<th>Accumulated surplus $'000</th>
<th>Fair value reserve $'000</th>
<th>Total $'000</th>
<th>Total $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 January 2006</td>
<td>862</td>
<td></td>
<td>24,000</td>
<td></td>
<td>24,000</td>
<td>24,862</td>
</tr>
<tr>
<td>Net surplus for the year</td>
<td>2,376</td>
<td>19,878</td>
<td></td>
<td>19,878</td>
<td>22,254</td>
<td></td>
</tr>
<tr>
<td>Receipts during the year (Net) 15</td>
<td>-</td>
<td>76</td>
<td></td>
<td></td>
<td></td>
<td>76</td>
</tr>
<tr>
<td>Balance at 31 December 2006</td>
<td>3,238</td>
<td>43,878</td>
<td>14,236</td>
<td>43,878</td>
<td>47,192</td>
<td></td>
</tr>
<tr>
<td>Net surplus for the year</td>
<td>2,345</td>
<td>14,236</td>
<td></td>
<td>14,236</td>
<td>16,581</td>
<td></td>
</tr>
<tr>
<td>Change in fair value of available-for-sale investments</td>
<td>-</td>
<td></td>
<td>(427)</td>
<td>(427)</td>
<td>(427)</td>
<td></td>
</tr>
<tr>
<td>Receipts during the year (Net) 15</td>
<td>-</td>
<td>154</td>
<td></td>
<td></td>
<td></td>
<td>154</td>
</tr>
<tr>
<td>Balance at 31 December 2007</td>
<td>5,583</td>
<td>58,114</td>
<td>(427)</td>
<td>(427)</td>
<td>57,687</td>
<td>63,500</td>
</tr>
</tbody>
</table>

See accompanying notes to the financial statements.
The cash flow statement for the year ended 31 December 2007 is as follows:

<table>
<thead>
<tr>
<th>Note</th>
<th>2007 $’000</th>
<th>2006 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net surplus for the year</td>
<td>16,581</td>
<td>22,254</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,768</td>
<td>1,462</td>
</tr>
<tr>
<td>Interest income</td>
<td>(1,288)</td>
<td>(980)</td>
</tr>
<tr>
<td>Grant income - Government grants</td>
<td>(276)</td>
<td>(317)</td>
</tr>
<tr>
<td>Other restricted funds utilised</td>
<td>(109)</td>
<td>(2)</td>
</tr>
<tr>
<td>Loss on disposal of plant and equipment</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Surplus before movements in working capital</td>
<td>18,686</td>
<td>22,317</td>
</tr>
<tr>
<td>Sundry debtors, deposits and prepayments</td>
<td>(87)</td>
<td>511</td>
</tr>
<tr>
<td>Course fees received in advance</td>
<td>1,142</td>
<td>(2,423)</td>
</tr>
<tr>
<td>Other payables</td>
<td>(1,455)</td>
<td>1,637</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>18,286</td>
<td>22,342</td>
</tr>
<tr>
<td>Interest received</td>
<td>1,241</td>
<td>958</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
<td>19,527</td>
<td>23,300</td>
</tr>
<tr>
<td>Investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from disposal of plant and equipment</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>Purchase of plant and equipment</td>
<td>(8,006)</td>
<td>(5,209)</td>
</tr>
<tr>
<td>Available-for-sale investments</td>
<td>(10,989)</td>
<td>-</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(18,991)</td>
<td>(5,209)</td>
</tr>
<tr>
<td>Financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received from the government</td>
<td>287</td>
<td>321</td>
</tr>
<tr>
<td>Other restricted funds received</td>
<td>263</td>
<td>78</td>
</tr>
<tr>
<td>Net cash from financing activities</td>
<td>550</td>
<td>399</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>1,086</td>
<td>18,490</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td>53,810</td>
<td>35,320</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of year</td>
<td>54,896</td>
<td>53,810</td>
</tr>
</tbody>
</table>

See accompanying notes to the financial statements.
1 general

UniSIM (Registration No. 200504979Z) is incorporated in Singapore as a company limited by guarantee with its principal place of business and registered office at 461 Clementi Road, Singapore 599491. It is also subject to the provisions of the Charities Act, Chapter 37. The financial statements are expressed in Singapore dollars.

The principal activities of UniSIM are those relating to the advancement of education and dissemination of knowledge, the promotion of research and the conferring and awarding of degrees, diplomas and certificates.

The financial statements of UniSIM for the year ended 31 December 2007 were authorised for issue by the Board of Trustees on 6 March 2008.

2 summary of significant accounting policies

Basis of Accounting

The financial statements have been prepared in accordance with the historical cost basis, except for the revaluation of certain non-current assets and financial instruments, and are drawn up in accordance with the provisions of the Singapore Companies Act and Singapore Financial Reporting Standards (FRS).

Adoption Of New And Revised Standards

In the current financial year, UniSIM has adopted all the new and revised FRSs and Interpretations of FRS (*INT FRS*) that are relevant to its operations and effective for annual periods beginning on or after 1 January 2007. The adoption of these new/revised FRSs and INT FRSs does not result in changes to UniSIM’s accounting policies and has no material effect on the amounts reported for the current or prior years.

At the date of authorisation of these financial statements, the following FRSs, INT FRSs and amendments to FRSs were issued but not effective:

- FRS 23 - Borrowing Costs (Revised)
- FRS 107 - Financial Instruments: Disclosures
- FRS 108 - Operating Segments
- INT FRS 111 - FRS 102 - Group and Treasury Share Transactions
- INT FRS 112 - Service Concession Arrangements

Consequential amendments were also made to various standards as a result of these new/revised standards.
The application of FRS 107 and the consequential amendments to other FRSs will not affect any of the amounts recognised in the financial statements, but will change the disclosures presently made in relation to UniSIM’s financial instruments and the objectives, policies and processes for managing capital.

The Trustees anticipate that the adoption of the above FRS and INF FRS in future periods will not have a material impact on the financial statements of UniSIM in the period of their initial adoption.

**General Fund**
Income and expenditure are generally accounted for under the General Fund in the Statement of Income and Expenditure.

**Education Fund**
The SIM University Education Fund ("Education Fund") is conferred the Institute of Public Character status. Accordingly, all donations made to the Education Fund will be tax deductible for the donors.

The income and expenditure relating to the Education Fund are accounted for under the Education Fund in the Statement of Income and Expenditure.

**Other Restricted Funds**
Sponsorship-Award fund comprising of donations and sponsorships, which are kept intact as capital, are directly taken to the fund in the year in which such donations and sponsorships are received for the purpose of awarding of scholarships, medals, prizes to deserving students.
Income and expenditure arising from the management of the fund is taken directly to Sponsorship-Awards fund account. Income designated to fund specific activities or programmes will be transferred from the fund to the Statement of Income and Expenditure to match the designated expenditure. Any shortfall of income from the fund for a particular year will be taken directly to Statement of Income and Expenditure.

**Financial Instruments**
Financial assets and financial liabilities are recognised on UniSIM’s balance sheet when UniSIM becomes a party to the contractual provisions of the instrument.

**Financial assets**
Investments are recognised and de-recognised on a trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value plus transaction costs.

Other financial assets are classified into the following specified categories: “available for sale,” financial assets and “loans and receivables”. The classification depends on the nature and purpose of financial assets and is determined at the time of initial recognition.
Effective interest method
The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period. Income and expense is recognised on an effective interest basis for debt instruments.

Available-for-sale financial assets
Certain investments held by UniSIM are classified as being available for sale and are stated at fair value. Gains and losses arising from changes in fair value are recognised directly in the fair value reserve with the exception of impairment losses, interest calculated using the effective interest method and foreign exchange gains and losses on monetary assets which are recognised directly in income and expenditure. Where the investment is disposed of or is determined to be impaired, the cumulative gain or loss previously recognised in the fair value reserve is included in income and expenditure for the period. Dividends on available-for-sale equity instruments are recognised in income and expenditure when UniSIM's right to receive payment is established. The fair value of available-for-sale monetary assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the reporting date. The change in fair value attributable to translation differences that result from a change in amortised cost of the asset is recognised in income and expenditure, and other changes are recognised in fair value reserve.

Sundry debtors
Sundry debtors that have fixed or determinable payments that are not quoted in an active market are classified as "loans and receivables". Sundry debtors are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate method, except for short-term receivables when the recognition of interest would be immaterial.

Impairment of financial assets
Financial assets are assessed for indicators of impairment at each balance sheet date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial asset have been impacted.

For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of sundry debtors, where the carrying amount is reduced through the use of an allowance account. When a sundry debtor is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in income and expenditure.

Fax: (65) 6469 9312
With the exception of available-for-sale equity instruments, if, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through income and expenditure, to the extent the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

In respect of available-for-sale equity instruments, any subsequent increase in fair value after an impairment loss, is recognised directly in fair value reserve.

financial liabilities

Other financial liabilities

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

Leases
Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Rentals payable under operating leases are charged to income and expenditure on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

Plant and Equipment
Plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. Artifacts and paintings included in office equipment, furniture and fittings are not depreciated. Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovations</td>
<td>25%</td>
</tr>
<tr>
<td>Office equipment, furniture and fittings (excluding artifacts and paintings)</td>
<td>25%</td>
</tr>
<tr>
<td>Computers</td>
<td>50%</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>20%</td>
</tr>
</tbody>
</table>

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</tr>
<tr>
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<td>50%</td>
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<td>20%</td>
</tr>
</tbody>
</table>

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<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovations</td>
<td>25%</td>
</tr>
<tr>
<td>Office equipment, furniture and fittings (excluding artifacts and paintings)</td>
<td>25%</td>
</tr>
<tr>
<td>Computers</td>
<td>50%</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>20%</td>
</tr>
</tbody>
</table>

Plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. Artifacts and paintings included in office equipment, furniture and fittings are not depreciated. Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovations</td>
<td>25%</td>
</tr>
<tr>
<td>Office equipment, furniture and fittings (excluding artifacts and paintings)</td>
<td>25%</td>
</tr>
<tr>
<td>Computers</td>
<td>50%</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>20%</td>
</tr>
</tbody>
</table>

Plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. Artifacts and paintings included in office equipment, furniture and fittings are not depreciated. Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovations</td>
<td>25%</td>
</tr>
<tr>
<td>Office equipment, furniture and fittings (excluding artifacts and paintings)</td>
<td>25%</td>
</tr>
<tr>
<td>Computers</td>
<td>50%</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>20%</td>
</tr>
</tbody>
</table>
Fully depreciated assets still in use are retained in the financial statements. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

The gain or loss arising on disposal or retirement of an item of plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in the income and expenditure statement.

**Impairment Of Assets**

At each balance sheet date, UniSIM reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, UniSIM estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows, are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the income and expenditure statement, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

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

**Provisions**

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

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the balance sheet date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

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

**Government Grants**

These represent contributions made by the government for UniSIM. Government grants received for the purchase of fixed assets or to meet operating expenses are taken to the government grants received in advance account. Grants for the purpose of fixed assets are recognised in the statement of income and expenditure over the periods necessary to match the depreciation of the assets purchased with the related grants. Government grants to meet operating expenses are recognised as income in the same year the expenses are incurred.

**Revenue Recognition**

Revenue is measured at the fair value of the consideration received or receivable.

Course fees are recognised over the duration of the programmes.

Diploma license fees are recognised on an accrual basis in accordance with the agreement.

Non-endowed donations are recognised in the financial year they are received.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.
Retirement Benefit Costs
Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where UniSIM’s obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

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

Donations
Donations given are charged to the income and expenditure statement when incurred.

Foreign Currency Transactions
The financial statements of UniSIM are presented in the currency of the primary economic environment in which the entity operates (its functional currency).

In preparing the financial statements of UniSIM, transactions in currencies other than UniSIM’s functional currency are recorded at the rate of exchange prevailing on the date of the transaction. At each balance sheet date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on the balance sheet date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date where the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in income and expenditure for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in income and expenditure for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised directly in the Statement of Funds and Reserves. For such non-monetary items, any exchange component of that gain or loss is also recognised directly in the Statement of Funds and Reserves.
Cash and Cash Equivalents
Cash and cash equivalents comprise cash on hand and at bank and fixed deposits which are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

3 critical accounting judgements and key sources of estimation uncertainty

(i) Critical judgements in applying UniSIM’s accounting policies
In the application of UniSIM’s accounting policies, which are described in Note 2, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

(iii) Key sources of estimation uncertainty
The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next financial year are as discussed below.

Useful lives of plant and equipment
Management exercises their judgment in estimating the useful lives of plant and equipment and reviews the useful lives at the end of each annual reporting period. The total carrying amount of plant and equipment is $9,179,000 (2006: $4,955,000).
4 financial risk and management

UnSIM’s activities expose it to a variety of financial risks, including the effects of fluctuations in foreign currency exchange rates and interest rates. UnSIM manages such exposure using a variety of techniques.

a) Credit risk

UnSIM is not exposed to significant credit risk as most of its fees are received in advance.

Cash and cash equivalents are held with creditworthy financial institutions.

b) Interest rate risk

All financial assets and liabilities at year end bear no interest rate except for cash and fixed deposits. The average interest rate on cash and fixed deposits for the financial year is disclosed in Note 7.

c) Foreign currency risk

UnSIM is not expected to be exposed to significant foreign currency risk on its transactions and balances except for available-for-sale investments which are denominated in United States dollar and some expenses which are denominated in Sterling Pound. UnSIM does not use derivative financial instruments to mitigate this risk.

d) Liquidity risk

UnSIM maintains sufficient cash and cash equivalents, and internally generated cash flows to finance its activities.

e) Fair value of financial assets and financial liabilities

The carrying amounts of cash and cash equivalents, sundry debtors and other payables, provisions and other liabilities and amounts payable approximate their respective fair values due to the relatively short-term maturity of these financial instruments. The fair value of available-for-sale investment is disclosed in Note 10.

5 holding company and related company transactions

The ultimate controlling party of UnSIM is the Singapore Institute of Management, a charity registered in Singapore. Singapore Institute of Management and UnSIM have common trustees. The Governing Council of Singapore Institute of Management may appoint, remove or replace a Trustee of UnSIM. Accordingly, the Board of Trustees deemed UnSIM to be a subsidiary of Singapore Institute of Management, incorporated in the Republic of Singapore.

Related companies in these financial statements refer to members of the parent entity’s group of companies.

Some of UnSIM’s transactions and arrangements are between members of the group and the effect of these on the basis determined between the parties is reflected in these financial statements. The inter-company balances are unsecured, interest-free and repayable on demand unless otherwise stated.

Significant inter-company transactions are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Group Corporate Services charges paid/payable to parent entity</td>
<td>6,624</td>
<td>5,178</td>
</tr>
<tr>
<td>Diploma license fee received from related company</td>
<td>(774)</td>
<td>(65)</td>
</tr>
</tbody>
</table>
6 related party transactions

Related parties are entities with common direct or indirect shareholders and/or trustees. Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

Some of the UniSIM's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements.

Compensation of trustees and key management personnel

The remuneration of the trustees and other members of key management during the year was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term benefits</td>
<td>2,873</td>
<td>2,504</td>
</tr>
<tr>
<td>Post-employment benefits</td>
<td>112</td>
<td>111</td>
</tr>
<tr>
<td></td>
<td>2,985</td>
<td>2,615</td>
</tr>
</tbody>
</table>

The remuneration of trustees and key management is determined by the Compensation & Establishment Committee of UniSIM having regard to the performance of individuals and market trends.

Related party transaction with a trustee for advisory services during the year was $90,000 (2006: $84,000).
Report of the Trustees and Board Notes to the Financial Statements

7 Cash and bank balances

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank</td>
<td>3,687</td>
<td>1,337</td>
</tr>
<tr>
<td>Fixed deposits</td>
<td>51,207</td>
<td>52,471</td>
</tr>
<tr>
<td>Cash on hand</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>54,896</td>
<td>53,810</td>
</tr>
</tbody>
</table>

Cash and bank balances comprise cash held by UniSim and short-term fixed deposits with an original maturity of three months or less. The carrying amounts of these assets approximate their fair values.

Short-term fixed deposits bear interest at average rates ranging from 0.3% to 3.28% (2006: 3.06% to 3.39%) per annum and are for a tenure of approximately 1 to 185 days (2006: 90 days to 182 days).

8 Sundry debtors, deposits and prepayments

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Related company (Note S)</td>
<td>578</td>
<td>417</td>
</tr>
<tr>
<td>Course fee receivable</td>
<td>77</td>
<td>361</td>
</tr>
<tr>
<td>Prepayments</td>
<td>222</td>
<td>344</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>97</td>
<td>50</td>
</tr>
<tr>
<td>Staff loans</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>7,078</td>
<td>185</td>
</tr>
</tbody>
</table>

UniSim’s sundry debtors and deposits that are not denominated in its functional currency are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sterling pound</td>
<td></td>
<td>228</td>
</tr>
</tbody>
</table>
9 plant and equipment

<table>
<thead>
<tr>
<th>Renovations</th>
<th>Office equipment, furniture and fittings</th>
<th>Computers</th>
<th>Motor vehicles</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 January 2006</td>
<td>833</td>
<td>1,675</td>
<td>5,952</td>
<td>175</td>
</tr>
<tr>
<td>Additions</td>
<td>2,789</td>
<td>178</td>
<td>2,242</td>
<td>-</td>
</tr>
<tr>
<td>Written off</td>
<td>(22)</td>
<td>(198)</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>At 31 December 2006</td>
<td>3,622</td>
<td>1,837</td>
<td>7,796</td>
<td>175</td>
</tr>
<tr>
<td>Additions</td>
<td>3,921</td>
<td>442</td>
<td>3,643</td>
<td>-</td>
</tr>
<tr>
<td>Disposal</td>
<td>(429)</td>
<td>(1,023)</td>
<td>(921)</td>
<td>-</td>
</tr>
<tr>
<td>At 31 December 2007</td>
<td>7,114</td>
<td>1,250</td>
<td>10,718</td>
<td>175</td>
</tr>
</tbody>
</table>

Accumulated depreciation:

| At 1 January 2006 | 580 | 1,633 | 5,208 | 6 | 7,427 |
| Depreciation for the year | 144 | 43 | 1,240 | 35 | 1,462 |
| Written off       | -   | (22) | (198) | - | (220) |
| At 31 December 2006 | 724 | 1,854 | 6,250 | 41 | 8,669 |
| Depreciation for the year | 1,573 | 106 | 2,054 | 35 | 3,768 |
| Disposal           | (416) | (1,022) | (921) | - | (2,359) |
| At 31 December 2007 | 1,881 | 738 | 7,383 | 76 | 10,078 |

Carrying amount:

| At 31 December 2006 | 2,898 | 177 | 1,746 | 134 | 4,955 |
| At 31 December 2007 | 5,233 | 512 | 3,335 | 99 | 9,179 |

10 available-for-sale investments

Funds managed by fund managers, at fair value

<table>
<thead>
<tr>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>10,562</td>
<td>-</td>
</tr>
</tbody>
</table>

Funds managed by fund managers comprise of:

Equity securities at fair value

| 10,562 | - |

The investments represent funds placed with professional fund managers. The investments above offer UniSIM the opportunity for return through dividend income and fair value gains. They have no fixed maturity or coupon rate. The fair values of these available-for-sale investments are determined as the quoted bid price or fair value estimates provided by fund managers at the balance sheet date.
UniSIM's available for sale investments that are not denominated in its functional currency is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States dollars</td>
<td>10,562</td>
<td>-</td>
</tr>
</tbody>
</table>

11 government grants received in advance

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>At beginning of financial year</td>
<td>242</td>
<td>238</td>
</tr>
<tr>
<td>Funds received</td>
<td>287</td>
<td>321</td>
</tr>
<tr>
<td>Utilised during the year (Note 19)</td>
<td>(276)</td>
<td>(317)</td>
</tr>
<tr>
<td>At end of financial year</td>
<td>253</td>
<td>252</td>
</tr>
</tbody>
</table>

12 other payables

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent entity (Note 5)</td>
<td>1,359</td>
<td>3,790</td>
</tr>
<tr>
<td>Accruals</td>
<td>3,322</td>
<td>2,200</td>
</tr>
<tr>
<td>Others</td>
<td>477</td>
<td>623</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,158</td>
<td>6,613</td>
</tr>
</tbody>
</table>

UniSIM’s other payables that are not denominated in its functional currency are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States dollars</td>
<td>111</td>
<td>135</td>
</tr>
<tr>
<td>Sterling pound</td>
<td>69</td>
<td>116</td>
</tr>
</tbody>
</table>
13 education fund

The SIM University Education Fund is set up to establish, operate, maintain and promote SIM University as a private university.

The following represents the SIM University Education Fund:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Balance at 1 January</td>
<td>43,878</td>
<td>24,000</td>
</tr>
<tr>
<td>Net surplus for the year</td>
<td>14,236</td>
<td>19,878</td>
</tr>
<tr>
<td>Balance at 31 December</td>
<td>58,114</td>
<td>43,878</td>
</tr>
<tr>
<td>Fair value reserve (Note 14)</td>
<td>(427)</td>
<td></td>
</tr>
<tr>
<td>Net</td>
<td>57,687</td>
<td>43,878</td>
</tr>
</tbody>
</table>

Represented by:

Current assets
- Fixed deposits                      | 38,822| 41,650 |
- Other receivables                  | -     | 59    |
Non-current assets
- Available-for-sale investments     | 10,562| -     |
- Property, plant and equipment      | 8,303 | 3,405 |
|                                      | 18,865| 3,405 |
Total assets                         | 57,687| 45,114 |

Less:

Current liability
- Parent entity (Note 5)              | -     | 1,236 |
Net assets                            | 57,687| 43,878 |

14 fair value reserve

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>At beginning of financial year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Arising during the year</td>
<td>427</td>
<td>-</td>
</tr>
<tr>
<td>At end of financial year</td>
<td>427</td>
<td>-</td>
</tr>
</tbody>
</table>

The fair value reserve relates to revaluation of the available-for-sale investments. As these investments are funded by the SIM University Education fund, the fair value reserve forms part of the Education Fund (Note 13).
15. **other restricted funds**

Other restricted funds comprise the following funds:

**Name of fund**

- Sponsorship awards fund
- Singapore IT Federation ("SITF") fund

**Purpose**

Donations and sponsorships received for the purpose of awarding of scholarships, medals, prizes to deserving students.

Fund received for the purpose of developing standards in e-learning.

<table>
<thead>
<tr>
<th></th>
<th>Sponsorship awards fund</th>
<th>SITF fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January 2006</td>
<td>$0'000</td>
<td>$0'000</td>
<td>$0'000</td>
</tr>
<tr>
<td>Received during the year</td>
<td>78</td>
<td>-</td>
<td>78</td>
</tr>
<tr>
<td>Utilised during the year</td>
<td>(2)</td>
<td>-</td>
<td>(2)</td>
</tr>
<tr>
<td>Balance at 31 December 2006</td>
<td>76</td>
<td>-</td>
<td>76</td>
</tr>
<tr>
<td>Received during the year</td>
<td>24</td>
<td>239</td>
<td>263</td>
</tr>
<tr>
<td>Utilised during the year</td>
<td>(2)</td>
<td>(107)</td>
<td>(109)</td>
</tr>
<tr>
<td>Balance at 31 December 2007</td>
<td>98</td>
<td>132</td>
<td>230</td>
</tr>
</tbody>
</table>

Represented by:

- Cash and bank balances
  - Balance at 31 December 2007: 98, 132, 230
  - Balance at 31 December 2006: 76, -

16. **operating income**

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course fees</td>
<td>32,820</td>
<td>27,244</td>
</tr>
<tr>
<td>Application fees</td>
<td>154</td>
<td>128</td>
</tr>
<tr>
<td>Diploma license fees (Note S)</td>
<td>774</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td><strong>33,748</strong></td>
<td><strong>27,437</strong></td>
</tr>
</tbody>
</table>
### 17 staff and manpower costs

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries</td>
<td>10,071</td>
<td>7,371</td>
</tr>
<tr>
<td>Employer’s contribution to Central Provident Fund</td>
<td>908</td>
<td>622</td>
</tr>
<tr>
<td>Other staff benefits</td>
<td>491</td>
<td>339</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>12,470</td>
<td>8,332</td>
</tr>
</tbody>
</table>

### 18 other operating expenditure

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative expenses</td>
<td>1,203</td>
<td>720</td>
</tr>
<tr>
<td>Group Corporate Services charges paid/payable to parent entity</td>
<td>6,824</td>
<td>5,178</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>8,027</td>
<td>5,898</td>
</tr>
</tbody>
</table>

### 19 non-operating income

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations received from:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parent entity (Note 5)</td>
<td>-</td>
<td>7,000</td>
</tr>
<tr>
<td>Related company (Note 5)</td>
<td>17,800</td>
<td>13,500</td>
</tr>
<tr>
<td>Interest income from fixed deposits and current accounts</td>
<td>1,288</td>
<td>980</td>
</tr>
<tr>
<td>Government grant income (Note 11)</td>
<td>276</td>
<td>317</td>
</tr>
<tr>
<td>Income from other restricted funds (Note 15)</td>
<td>109</td>
<td>2</td>
</tr>
<tr>
<td>Exchange gain</td>
<td>40</td>
<td>18</td>
</tr>
<tr>
<td>Other income</td>
<td>228</td>
<td>139</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17,741</strong></td>
<td><strong>21,956</strong></td>
</tr>
</tbody>
</table>

### 20 taxation

Prior to Year of Assessment 2008, under Section 13M (2)(b) of the Income Tax Act, Cap. 134, UniSIM is exempted from income tax in a financial year if it applies at least 80% of the amount of donations received by it and other sums accrued to it for that financial year towards the objectives of UniSIM by the end of the following financial year.

UniSIM has to expend approximately S$25,161,000 (2006: S$25,099,000) towards its objectives by 31 December 2007 to enable UniSIM to obtain exemption from tax in respect of donations and sums accrued to it in 2006. UniSIM has achieved this objective.

With effect from Year of Assessment 2008, the requirement for charities to spend at least 80% of their annual receipts on charitable objects in Singapore within 2 years in order to enjoy income tax exemption has been removed. Consequently, Section 13M has been repealed by Section 13(1)(zm) and UniSIM’s receipts for the financial year ended 31 December 2007 are exempt from income tax.
### 21 Commitments

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitments for the acquisition of plant and equipment</td>
<td>570</td>
<td>5,747</td>
</tr>
</tbody>
</table>

### 22 Operating Lease Commitments

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum lease payments under operating leases recognised as an expense during the year</td>
<td>122</td>
<td>46</td>
</tr>
</tbody>
</table>

At the balance sheet date, UniSIM has outstanding commitments under non-cancellable operating leases which fall due as follows:

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future minimum lease payments payable:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within one year</td>
<td>73</td>
<td>41</td>
</tr>
<tr>
<td>In the second to fifth years inclusive</td>
<td>127</td>
<td>43</td>
</tr>
</tbody>
</table>

Operating lease payments represent rentals payable by UniSIM for certain of its office equipment. Leases are negotiated for the range from 2 to 5 years and rentals are fixed for an average of 2 to 5 years.
In the opinion of the Trustees, the accompanying financial statements as set out on pages 6 to 25 are drawn up so as to give a true and fair view of the state of affairs of SIM University as at 31 December 2007, and of the results, changes in funds and reserves and cash flows of SIM University for the financial year ended 31 December 2007 and at the date of this statement there are reasonable grounds to believe that SIM University will be able to pay its debts when they fall due.

On Behalf Of The Trustees

Professor Cham Tao Soon

Professor Cheong Hee Kiat

6 March 2008
The Board of Trustees presents its report together with the audited financial statements for the year ended 31 December 2007.

UniS2x is a university, maintaining sufficient cash and cash equivalents to finance its activities. It is also exposed to foreign currency risk due to its operations in the United States.

Revenue is measured at the fair value of the consideration received or receivable, and expenses are recognized when incurred. The amount recognized as a provision is the best estimate of the amountUniS2x will pay for the settlement of the present obligation. Revisions to accounting estimates may differ from these estimates.

The amount recognized as a provision is the best estimate of the amount UniS2x will pay for the settlement of the present obligation. Revisions to accounting estimates may differ from these estimates.

UniS2x maintains a system of internal controls, incorporating an effective internal audit function.

The application of RS and the consequential amendments to other accounting policies may differ from these estimates.

The amount recognised as a provision is the best estimate of the amount UniS2x will pay for the settlement of the present obligation. Revisions to accounting estimates may differ from these estimates.

UniS2x is not expected to be exposed to significant operating decisions related parties are considered to be related by the Compensation Establishment Committee of UniS2x and key management personnel.

The application of RS and the consequential amendments to other accounting policies may differ from these estimates.