



SINGAPORE
INSTITUTE OF
TECHNOLOGY

oneSiT
The University for Industry

ANNUAL REPORT 2025

The image of the vibrant red bridge across SIT's new Punggol Campus is a compelling visual metaphor that aligns beautifully with the theme **"OneSIT: The University for Industry"**. At its core, the bridge symbolises connection. Just as it physically links different parts of the campus, it also represents SIT's commitment to bridging knowledge and practice, in uniting students, faculty, and industry partners in one ecosystem of learning and innovation. The bold, industrial design of the bridge reflects the university's twin focus on applied learning and technological advancement, reinforcing its identity as *the University for Industry*.



Contents

- 04** / Chairman's Message
- 06** / President's Message
- 08** / Board of Trustees
- 10** / Senior Management
- 11** / SIT at a Glance
- 12** / Nurturing Industry-ready Talent
- 21** / Realising our University for Industry Vision
- 26** / Connecting with our Community
- 28** / Empowering our Future
- 30** / Driving a Sustainable Future
- 32** / Expanding our Horizons
- 33** / In Appreciation of our Donors
- 36** / Corporate Governance
- 38** / Board Committees
- 39** / Financial Statements

Chairman's Message

SHAPING THE NEXT CHAPTER OF SIT'S JOURNEY

FY2024 was a defining year for the Singapore Institute of Technology (SIT). The move to our purpose-built campus in Punggol was more than a physical consolidation when we used to operate in 6 different campuses – it marked a significant milestone in our evolution as Singapore's first University of Applied Learning. This new home unites our students and academic staff with industry within the larger Punggol Digital District. It represents a bold investment in the future, designed to foster innovation, partnerships, and expand the impact of applied learning for generations to come.

ANCHORING OUR LONG-TERM VISION – SIT2034

This year also marks the launch of SIT2034, our 10-year strategic vision to firmly establish SIT as Singapore's University for Industry. We will strengthen our close nexus with industry, providing a pipeline of talent, and delivering innovative solutions through our applied research focus.

This vision builds upon our first decade as an Autonomous University (AU). We pioneered the applied education pathway in the university landscape, and grew to be the third largest AU in Singapore in terms of undergraduate intake. We expanded our mission from offering just Pre-Employment Training (PET) to innovative Continuing Education and Training (CET) offerings, as well as engaging in industry-relevant applied research.

The SIT2034 vision was shaped through extensive engagement with stakeholders, rigorous environmental scanning, and thoughtful deliberation by the Board of Trustees (BOT) alongside our senior management team. It provides a clear and purposeful roadmap that guides the University's decisions and investments, ensuring that our growth remains aligned with Singapore's evolving priorities.

SIT2034 is not just a statement of aspiration; it is a call to strengthen our distinctive applied learning model, expand our research capabilities, and extend our reach as a lifelong learning institution that supports Singapore's national and economic transformation.

“Higher education is undergoing rapid change, shaped by technological advancements, shifting economic landscapes, and evolving learner expectations. SIT is well-positioned to navigate these changes – not by following trends, but by shaping them. Our new campus, our SIT2034 vision, and our growing network of partners give us the tools to be bold in our ambitions and confident in our trajectory.”

MR BILL CHANG

Chairman



LAYING STRONG FOUNDATIONS FOR THE FUTURE

In 2024, we continued to advance our academic offerings, research agenda, and partnerships in ways that reflect both present needs and future opportunities. We expanded our portfolio of industry-relevant degree programmes, introduced more flexible pathways for lifelong learning, and deepened our role in shaping workforce development through CET. Our collaborations with the Maritime and Port Authority of Singapore (MPA), Applied Materials, Singapore Pools and SingHealth institutions, resulted in new CET offerings and applied learning opportunities. These initiatives ensure that SIT remains a trusted partner for learners at every stage of their journey.

We also saw continued progress in applied research, with new projects and funding secured in areas of national significance, including the Building and Construction Authority's approval for a new Drilled Displacement (DD) pile technique. The technique was successfully deployed at a Tuas site and recognised with the SIT Applied Research Excellence Award 2025. Our researchers also co-developed a gravity-driven membrane-based filtration system to replace chemical-heavy water treatment methods in high-turbidity environments in collaboration with Atera Water. This innovation was mentioned by Singapore President Tharman Shanmugaratnam at the Lee Kuan Yew Water Prize 2024 award ceremony, reinforcing SIT's role in advancing solutions with real-world impact.

These efforts are only possible through close collaboration with our industry and community partners.

Our SITizens have also achieved remarkable milestones that reflect the quality and relevance of our programmes. Across disciplines, SIT students excelled in national and international competitions, demonstrating both technical expertise and innovative thinking. Making waves in the world of human-powered submarine engineering, our SIT Nautical Knights became the first Southeast Asian team to dive into the European International SubRace 2024. The 10-member student squad comprising undergraduates from the Naval Architecture and Marine Engineering programme, and Offshore Engineering programme, achieved a fourth-place finish among 11 international teams, while securing the Best Newcomer Award. Successes like this are great examples of how our students are not just studying theory; they are pushing boundaries, solving complex problems, and demonstrating the grit that defines our SITizens.

STEWARDSHIP FOR SIT'S NEXT CHAPTER

I am privileged to work alongside a Board of Trustees whose expertise spans diverse industries and sectors. Their stewardship ensures that SIT's growth is underpinned by sound governance and strategic foresight. I also wish to recognise the many industry leaders, government agencies, and community partners whose support makes our work possible. Together, we are building a university ecosystem that is agile, relevant, and deeply connected to the Punggol community, industry, and the nation.

LOOKING AHEAD WITH PURPOSE

Higher education is undergoing rapid change, shaped by technological advancements, shifting economic landscapes, and evolving learner expectations. With the rapid rise of AI adoption globally, we are continuously evolving our curriculum to equip students with the skills to harness its opportunities, enabling them to apply AI to drive meaningful outcomes, while instilling a strong sense of curiosity, adaptability, and a commitment to lifelong learning, qualities which are essential to thrive in a fast-changing, AI-driven world. However, we must also enable them to use AI tools ethically and responsibly and to prepare them to navigate an AI-driven reality with discernment, critical thinking and integrity.

SIT is well-positioned to navigate these changes – not by following trends, but by shaping them. Our new campus, our SIT2034 vision, and our growing network of partners give us the tools to be bold in our ambitions and confident in our trajectory.

To our students, faculty, staff, partners, and the Punggol community – thank you for your trust, collaboration, and belief in our mission. The years ahead will demand adaptability, innovation, and resolve, and I am confident that SIT will continue to rise to the challenge.

Together, we will strengthen SIT's role as Singapore's University for Industry – a place where learning transforms lives, research drives change, and partnerships allow us to shape a better future for all.

President's Message

A PLACE WE CAN CALL HOME: EMBRACING OUR FUTURE AT PUNGGOL CAMPUS

As we mark another milestone year in SIT's journey, I am filled with pride and excitement. We have officially moved to our new Punggol Campus – a place where we can truly call *home*. This move represents more than a change of address; it traces our growth into a premier university of applied learning and our commitment to becoming OneSIT: The University for Industry.

CONVERGING UNDER ONE ROOF: THE POWER OF UNITY

After years of operating across six campuses, bringing our entire SIT community together under one roof has been a big undertaking. But the transition has been worth every effort. Today, it is remarkable to see our new Punggol Campus standing as a vibrant hub where innovation thrives, partnerships flourish, and our signature applied learning pedagogy comes to life.

Strategically located within the Punggol Digital District (PDD), we find ourselves uniquely positioned as Singapore's first university located within an enterprise district, creating unprecedented opportunities for collaboration and impact. This strategic position has already begun to unlock transformative partnerships. A prime example is OCBC's multi-million-dollar strategic partnership with SIT, which combines industry expertise and academic excellence through the establishment of the Analytics and Innovation Lab. Equipped with Bloomberg terminals for hands-on financial analysis, shared facilities that foster real-world learning experiences, and bond-free scholarships for our students, this collaboration demonstrates how our Punggol Campus catalyses meaningful industry connections.

ADVANCING APPLIED LEARNING THROUGH COMPETENCY-BASED EDUCATION

This deeper integration with industry partners has reinforced our commitment to ensuring our graduates are equipped with the skills that employers need. Building on our success in the Competency-based Stackable Micro-credential (CSM) pathway in Applied Computing launched in Academic Year 2023, we launched two new Engineering programmes via the CSM pathway – the **Bachelor of Engineering (Honours) in Electrical and Electronic Engineering (EEE)** and the **Bachelor of Engineering (Honours) in Infrastructure and Systems Engineering (ISE)** – emphasising practical mastery of key engineering competencies, ensuring students acquire skills directly applicable to industry.

“Building on our success in the Competency-based Stackable Micro-credential (CSM) pathway in Applied Computing launched in Academic Year 2023, we launched two new Engineering programmes via the CSM pathway – the Bachelor of Engineering (Honours) in Electrical and Electronic Engineering (EEE) and the Bachelor of Engineering (Honours) in Infrastructure and Systems Engineering (ISE) – emphasising practical mastery of key engineering competencies, ensuring students acquire skills directly applicable to industry.”

PROFESSOR CHUA KEE CHAING

President



RESEARCH THAT TRANSFORMS INDUSTRIES

The applied learning approach we have adopted in education naturally extends to our research. Our dedication to delivering industry-relevant solutions drives research that addresses the needs of our partners. This year, we received our first National Research Foundation Competitive Research Programme grant for converting CO₂ into valuable aromatics using renewable energy, which would pave the way for the future of chemical manufacturing.

Another notable achievement comes from our Construction Technology Innovation Laboratory (CTIL). Our team has successfully pioneered the use of high-strength steel sections as kingposts — the vertical structural supports that transfer loads from temporary structures to the foundation during construction — marking the first of its kind in Singapore's construction history. This breakthrough delivers substantial cost savings and a 40% reduction in steel usage while maintaining the same load-bearing capacity.

The successful deployment of these innovations represents SIT's ongoing commitment to address industry challenges through practical and relevant solutions. This track record of translating research into tangible impact has contributed to our research grants increasing over the past three years, reflecting the growing confidence that government agencies and industry partners place in our ability to deliver solutions that make a difference to real-world challenges.

INDUSTRY PARTNERSHIP: THE HEART OF OUR SUCCESS

The success of our research and education initiatives is ultimately reflected in how well they serve industry needs and our students' careers. This close relationship between education and industry was showcased at IWSP: 10 Years On, a celebration of our signature Integrated Work Study Programme, which has supported over 11,000 SITizens over the past decade. Last academic year saw students from 30 degree programmes working with approximately 1,000 industry partners on IWSP opportunities. Alongside this event was the 10th edition of Career Nexus, held for the first time in our new Punggol Campus. It brought together 2,500 SITizens and more than 240 participating companies, providing an opportunity to introduce industry not just to our SITizens but to our new home.

WELCOMING OUR COMMUNITY: FIRST OPEN HOUSE IN PUNGGOL CAMPUS

Beyond our industry partnerships, we've been equally committed to building relationships with the broader community. This year brought a particularly meaningful moment, as we opened the doors to Punggol Campus for the very first time, inviting prospective students, their families and the public to discover what makes SIT special. The enthusiasm and positive response from our visitors reaffirmed our commitment to remaining an accessible and welcoming institution that puts people at the heart of everything we do.

STRENGTHENING COMMUNITY BONDS THROUGH STEM FOR SOCIAL IMPACT

We have also reached out to youth in the community, forging meaningful connections with close to 1,200 students across four Punggol secondary schools through sharing sessions and assembly talks. Our SITizens have stepped up to share their knowledge, passion and skills with the next generation through structured learning opportunities. Our hands-on workshops introduced about 130 secondary school students to 3D printing and AI, while more than 120 young learners from primary to junior college levels discovered their passion for STEM through our camps and hackathons. These hands-on opportunities have empowered our SITizens to apply their training to create meaningful impact, embodying our commitment to nurturing the next generation, and building lasting bonds with the larger Punggol community.

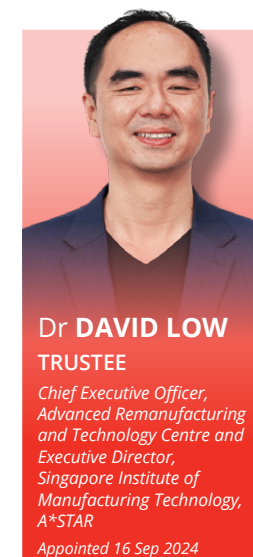
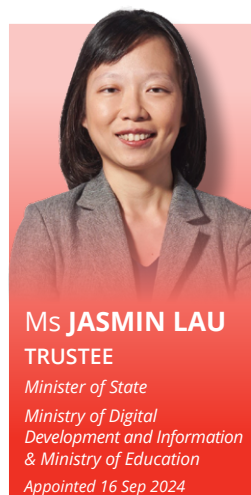
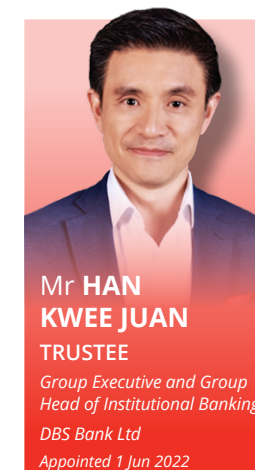
LOOKING AHEAD: A BRIGHT FUTURE TOGETHER

As we settle into our new Punggol home, all these interconnected elements – our purpose-built campus, strengthened industry partnerships, innovative research, competency-based education, and community bonds – position us well for the future. Our Living Labs will catalyse authentic learning experiences, while our '*Learn for Life*' initiative, which allows our alumni to take up a complimentary module every five years, ensures they remain connected to their alma mater throughout their careers.

I extend my heartfelt gratitude to our faculty, staff, and students for making this transition successful, and to the Punggol community for a warm welcome. To our partners, we invite you to visit, collaborate, and grow with us at our new campus. United as one community, we embody OneSIT: The University for Industry.

Board of Trustees

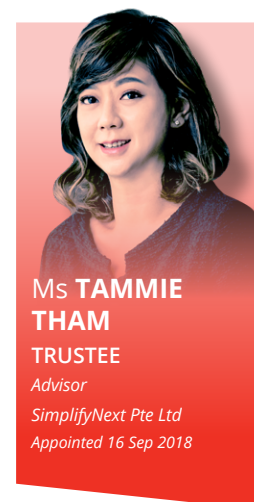
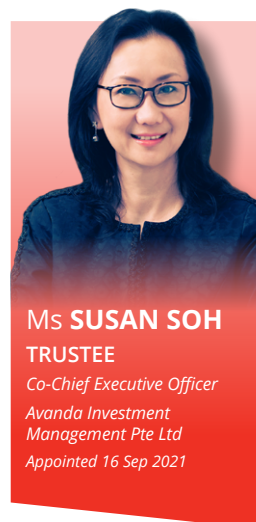
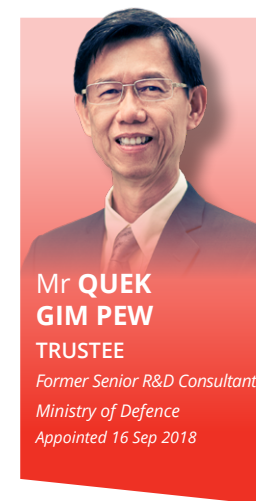
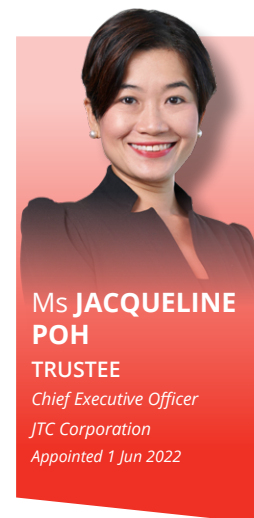
For the financial year ended
31 March 2025



Board of Trustees' designations are accurate as of publish date.

Board of Trustees

For the financial year ended
31 March 2025



Board of Trustees' designations are accurate as of publish date.

Senior Management

For the financial year ended
31 March 2025

PROFESSOR CHUA KEE CHANG

PRESIDENT

Appointed 1 Jan 2022



MR RONNIE TAY

DEPUTY PRESIDENT
(ADMINISTRATION) &
CHIEF FINANCIAL OFFICER

Appointed 1 Jul 2019



DR KWONG YUK WAH

VICE PRESIDENT
(DIGITAL TRANSFORMATION)
& CHIEF DIGITAL OFFICER

Appointed 3 Jan 2023



ASSOCIATE PROFESSOR IVAN LEE*

VICE PRESIDENT (INNOVATION)

Appointed 1 Jan 2022

**Stepped down on 1 January 2025*



PROFESSOR JOHN THONG

DEPUTY PRESIDENT (ACADEMIC) &
PROVOST

Appointed 1 Jan 2022

Appointed 1 Jan 2022

MR BERNARD NEE

DEPUTY PRESIDENT
(INDUSTRY & COMMUNITY)

Appointed 1 Jan 2022

Appointed 1 Jan 2022

PROFESSOR SUSANNA LEONG

VICE PRESIDENT
(APPLIED RESEARCH)

Appointed 1 Jan 2022

Appointed 1 Jan 2022

MR TSOI MUN HENG*

VICE PRESIDENT (PLANNING)

Appointed 1 Apr 2015

**Stepped down on 1 January 2025*

**Stepped down on 1 January 2025*

SIT AT A GLANCE

5 Academic Clusters

1 Punggol Campus



Business, Communication and Design

6 Undergraduate Programmes



Health and Social Sciences

8 Undergraduate Programmes



Engineering

13 Undergraduate Programmes



Infocomm Technology

10 Undergraduate Programmes



Food, Chemical and Biotechnology

3 Undergraduate Programmes

23 SIT-conferred Undergraduate Programmes

13 SIT-OU Joint Undergraduate Programmes

4 Overseas University Undergraduate Programmes

SIT-conferred Postgraduate Programmes

4 Postgraduate Programmes by Coursework

4 Postgraduate Programmes by Research

Data shows AY2024-25 programmes

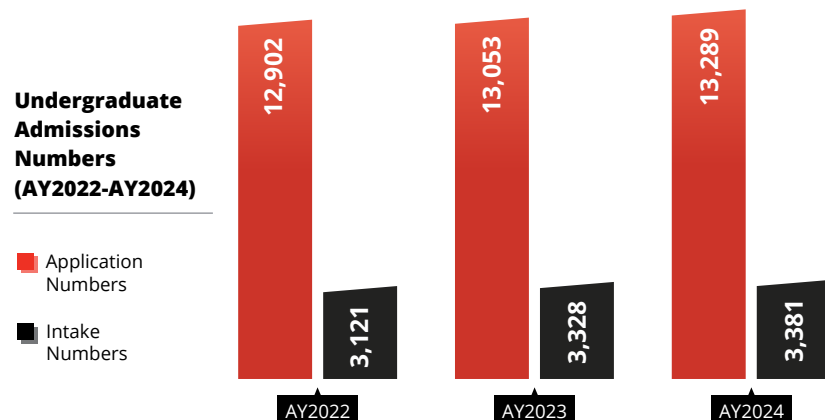
Nurturing Industry-ready Talent

As Singapore's University for Industry, we prepare students to be industry- and future-ready through a holistic education that combines academic rigour with personal and professional development.

We work closely with partners to drive innovation and develop talent for the economy. This distinctive approach continues to attract strong interest, reflected in healthy growth in both undergraduate and postgraduate intakes for AY2024.

UNDERGRADUATE ADMISSIONS

Interest in our applied learning approach to a university education continues to grow, with a steady increase in applications. We are Singapore's third largest Autonomous University by full-time undergraduate intake.



Application Numbers
13,289

Intake Numbers
3,381

↳ Including 319 adult learners and 101 international students

↳ 90.3% of undergraduates admitted to their first choice programmes, and 6.1% to their second choice programmes

AY2024 Full Time Undergraduate Intake by Entry Qualification

Entry Qualification	Student Numbers
Polytechnic Diploma	3,132
Singapore GCE 'A' Level	187
Others	62
Total	3,381

Academic cluster intake

Total
3,381
Students

14.4% (488 Students)
Business, Communication and Design

19% (642 Students)
Health and Social Sciences

28.3% (955 Students)
Engineering

31.3% (1,060 Students)
Infocomm Technology

7% (236 Students)
Food, Chemical and Biotechnology

Top 3 largest programmes by intake

- 1 Accountancy**
- 2 Nursing**
- 3 ICT (Information Security)**

POSTGRADUATE ADMISSIONS

Our postgraduate community is growing.

- 56** students for the Master of Science in Civil Engineering*
- 52** students for the Master of Science in Electrical and Electronic Engineering*
- 41** students for the Master of Science in Mechanical Engineering*
- 55** students for the Master of Health Sciences*
↳ First intake in AY2024

* As of 31 March 2025

INDUSTRIAL DOCTORATE AND INDUSTRIAL MASTER'S PROGRAMMES

- 66** enrolled learners in our Industrial Doctorate and Master's Programmes*
↳ 7 MCLinRes ↳ 6 DCLinRes
↳ 13 MEng ↳ 40 DEng

* As of 31 March 2025

STUDENT POPULATION

As of 31 March 2025

Undergraduate Programmes	10,605 *
Post-Graduate Coursework Programmes	204
Post-Graduate Research Programmes	66

* Includes 242 students taking the Competency-based Stackable Micro-credential (CSM) pathway in the following programmes:

- i) Bachelor of Science with Honours in Applied Computing
- ii) Bachelor of Engineering with Honours in Electrical and Electronic Engineering
- iii) Bachelor of Engineering with Honours in Infrastructure and Systems Engineering

PIONEERING INNOVATIONS IN APPLIED LEARNING

We bridge academia and industry through strong partnerships that continuously shape and enrich our curriculum. With a deep understanding of industry talent needs, we introduce new programmes that bridge skills gaps and immerse students in authentic, real-world experiences that prepare them for future challenges.

Launch of New Degree Programmes

Pre-employment Training (PET):

Bachelor of Integrated Studies with Honours in Business and Infocomm Technology with dual specialisations in Hospitality and Tourism Management & Artificial Intelligence

- ↳ Develops graduates' expertise in hospitality management and artificial intelligence to drive digital transformation in hospitality and tourism sector.

Bachelor of Engineering with Honours in Infrastructure and Systems Engineering

- ↳ Builds graduates' strong technical expertise in mechanical engineering, addressing industry demand for engineers adept in technology adoption to enhance design, productivity, and efficiency across sectors like transportation, logistics, and engineering services.

Bachelor of Engineering with Honours in Electrical and Electronic Engineering

- ↳ Equips graduates with competencies in areas such as data analytics, operational excellence, sustainable energy systems, and semiconductor manufacturing, empowering them to design and develop systems, devices, and technologies pivotal to our daily lives.

■ Alignment for Business, Communication and Design (BCD) Programmes

To better align with industry needs and enhance accessibility, SIT introduced a standardised curriculum framework for its BCD cluster. As part of this initiative, four programmes under the cluster were renamed from AY2025 to provide clearer pathways for polytechnic graduates, and reflect the comprehensive skill sets these degrees offer.

Bachelor of Business with Honours in Accountancy (renamed from Bachelor of Accountancy)

Bachelor of Business with Honours in Aviation Management (renamed from Bachelor of Science in Air Transport Management)

Bachelor of Business with Honours in Hospitality and Tourism Management (renamed from Bachelor of Hospitality Business)

Bachelor of Business with Honours in Communication and Digital Media (renamed from Bachelor of Science in Digital Communications and Integrated Media)

The updated curriculum features a harmonised structure, including shared Business Core modules in the first year across all BCD programmes. Through this unified approach, SIT reinforces its commitment to producing industry-ready graduates who can navigate the complexities of a rapidly evolving business and technological landscape.

■ Launch of Two New Programmes via the Competency-based Stackable Micro-credential (CSM) Pathway

SIT's Infrastructure and Systems Engineering (ISE), and Electrical and Electronic Engineering (EEE) degree programmes are the first engineering degrees offered via the CSM pathway in Singapore.

"The flexibility of the ISE programme enables me to advance my engineering knowledge at my own pace. As the rail industry evolves, with the shift towards digitalisation in operations and maintenance, this course keeps me up to date on the latest advancements, including data analytics, engineering design, smart maintenance, and more. It also gives me the opportunity to share this knowledge with my colleagues," said 47-year-old Patrick Tan, a Senior Engineer at SBS Transit. He joined the company 17 years ago.



The first class for Electronic Systems, a micro-credential in the Electrical and Electronic Engineering programme under the Competency-based Stackable Micro-credential pathway, started in September 2024. (SIT Photo)

BRIDGING LEARNING TO CAREER

The Centre for Career Readiness (CCR) empowers SITizens to transition confidently from classroom to workplace. Through structured guidance, meaningful experiences, and industry engagement, CCR helps students develop the mindsets, skills, and networks to succeed in a complex, fast-changing job landscape.

■ Integrated Work Study Programme (IWSP)

2025 marked a decade of SIT's flagship IWSP, celebrating 10 years of enabling students to integrate theory and practice in the real-world. To commemorate the milestone, we held "Celebrating IWSP: 10 Years On", to show our appreciation to our IWSP partners for their unwavering support and fruitful collaboration over the years.



SIT Photo: Keng Photography



SIT Photo: Keng Photography

The IWSP10 microsite was launched at the event, which showcases inspiring IWSP stories and celebrates a decade of strong industry partnerships that have supported SIT's signature work experience programme.

A Decade of IWSP in Numbers:

- More than **11,000** SITizens have participated in IWSP to date
- About **1,000** companies actively provided IWSP positions in AY2024
- IWSP for **30** degree programmes in AY2024

■ Career Nexus

The 10th edition of SIT's biggest networking event brought together over 2,500 SITizens and 240 companies at Punggol Campus, creating networking and job opportunities for SITizens looking for IWSP and full-time employment. The event also provided a platform for the SIT community to engage with industry partners and explore collaboration opportunities.



SIT Photo: Keng Photography



SIT Photo: Keng Photography

■ Industry Mentorship Programme (IMP)

The eighth run of the programme welcomed mentees from over 20 degree programmes, including those from the ICT cluster for the first time:

- **84** participating mentors
- More than **600** SITizen mentees have benefitted from the IMP since 2018
- **84** SITizen mentees



SIT Photo: Keng Photography



■ SITizens Mentoring SITizens

Our alumni also make good mentors, having walked similar paths as their juniors. In October 2024, more than 200 alumni, students, faculty, and staff gathered for "Mentoring Insights" – a flagship alumni event. Students gained career wisdom through speed mentoring, a powerful keynote by Ms Angela Wu from the Infocomm Media Development Authority, and breakout sessions with industry leaders from foodpanda, Google, and Rehab Matters.



SIT Photo: Keng Photography



SITIZENS GO GLOBAL

SIT offers a learning experience without boundaries. We encourage SITizens to step out of their comfort zone and embrace new challenges to enrich their learning journeys. Our carefully crafted overseas programmes offer invaluable global exposure, broadening worldviews and equipping SITizens for success in an interconnected world.



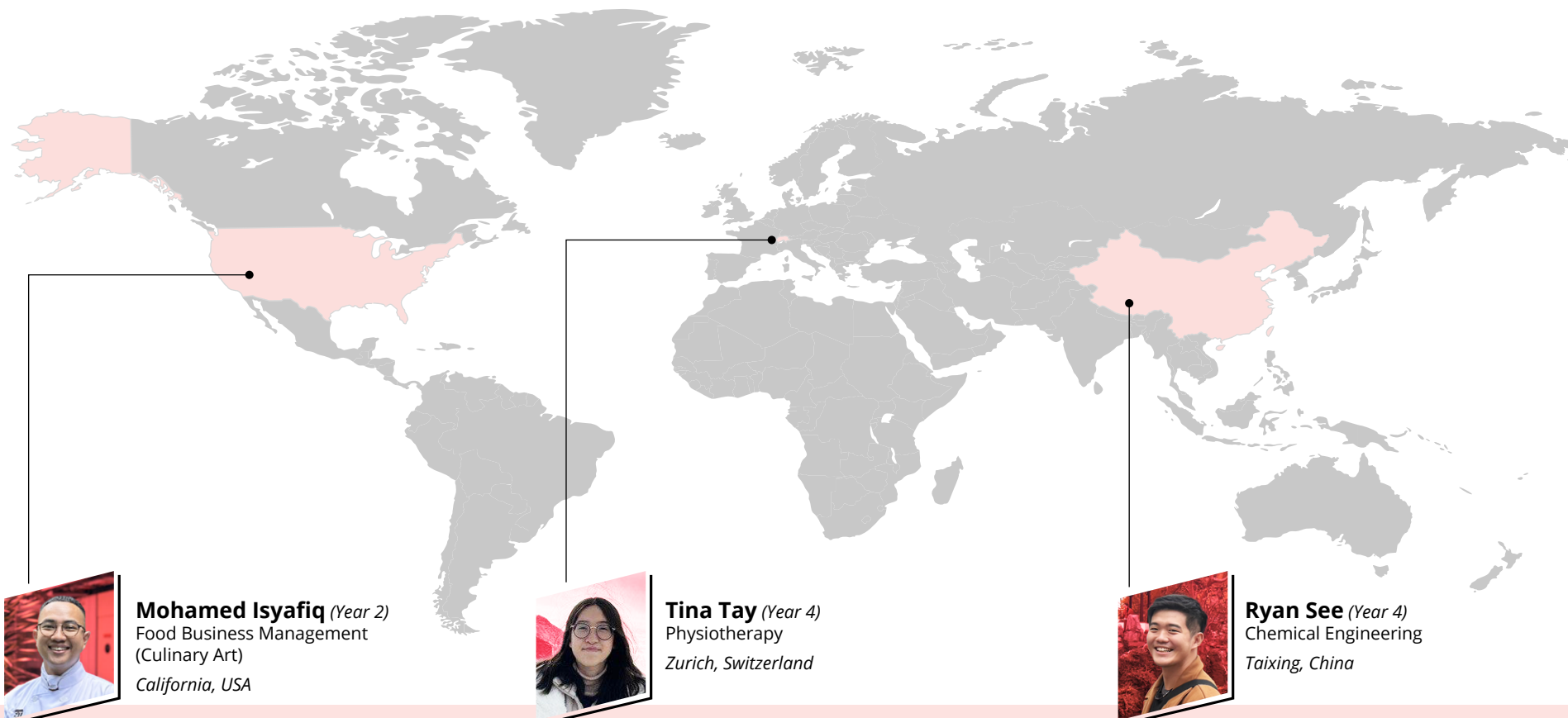
More than
1,700
SIT students
participated in
overseas trips
in AY2024



Across
19
countries



Collaborated with
60 international
universities and
companies



Mohamed Isyafiq (Year 2)
Food Business Management
(Culinary Art)
California, USA

My three-week Overseas Immersion Programme (OIP) experience in California has been incredibly eye-opening. We explored numerous farms, distilleries, wineries, and world-renowned restaurants like The French Laundry. These unique site visits have deepened my appreciation for humble ingredients and enriched my understanding of the food industry.



Tina Tay (Year 4)
Physiotherapy
Zurich, Switzerland

The Overseas Exposure Programme (OEP) experience offered a unique chance to connect deeply with international health and social care students from diverse backgrounds. Sharing accommodation fostered daily interactions, where we discussed our health systems, shared life experiences and bonded over food. I discovered our similarities despite cultural differences, enriching my understanding beyond health and social care systems.



Ryan See (Year 4)
Chemical Engineering
Taixing, China

Joining the Overseas Integrated Work Study Programme (OIWSP) has been an incredible experience. I immersed myself in a new culture, worked on exciting projects, and gained valuable skills. I forged lifelong friendships with SIT peers, gained hands-on experience and increased my confidence. OIWSP has been a remarkable adventure, blending travel, learning, and personal growth.

LIFE AS A SITIZEN

The SIT student experience thrived with energy, celebration, and impact in FY2024.



SIT Photo



SIT Photo

Signature Moments

- More than 3,000 freshmen began their journey through the First Year Experience, with OTi the Otter, our official mascot, making a splash.
- At the 10th Anniversary Concert, 160 student and alumni performers took the stage for SIT's first major campus production.
- Through the Future Ready Leadership Programme, 650 student leaders were trained to lead with confidence.
- 92 new ambassadors pledged their service during the SITizen Ambassador Investiture, connecting with SIT's leadership and mission.
- SITizen Appreciation Night and the SITizen Run (cumulatively covering 5,863 km) celebrated contributions and raised bursary funds in true SIT style.
- A record 1,307 students gave back through service initiatives, exemplifying the SITizen-DNA of being grounded in the community.
- Student well-being took centre stage through Wellness Weeks and the Safety Fair, reaching over 1,300 participants.
- Under the Industry-Ready Skills Framework (IRSF), all co-curricular activities are now mapped to transferrable skills, preparing SITizens to thrive in work and life.



SIT Photo



SIT Photo

Sports, Arts and Achievements

- 836 student athletes participated in 35 competitions, clinching historic wins at the World University Powerlifting Championship and ASEAN University Games.
- SIT placed third overall in Singapore University Games 2024 and hosted the first Institute-Varsity-Polytechnic Volleyball competition in Punggol.
- 453 student artistes performed in 107 showcases. Highlights included a top-5 finish in the *Super 24 Dance Competition* and a silver at *Battle of the Bands*.
- In 2024, our SIT Nautical Knights broke new ground as the first Southeast Asian team to dive into the European International SubRace competition, achieving a fourth-place finish among 11 international teams, while also securing the Best Newcomer Award.

OUR GRADUATES, OUR PRIDE

Our graduates consistently demonstrate their value to the industry, securing high employment rates and commanding competitive starting salaries. The Graduate Employment Survey for the Class of 2023 found that:

- **9 in 10** SIT graduates were employed within six months of graduation
- **81.4%** secured full-time permanent employment
- Mean Gross Monthly Salary: **\$4,209**
- Median Gross Monthly Salary: **\$4,000**
- Diagnostic Radiography, Dietetics and Nutrition, and Occupational Therapy graduates achieved **100%** overall employment within six months after graduation

Our Class of 2024 saw over 2,800 graduates, including pioneer cohorts of the following programmes:

- Bachelor of Science with Honours in Speech and Language Therapy (SLT)
- Bachelor of Science with Honours in Computer Science in Interactive Media and Game Development (IMGD), a joint programme with DigiPen Institute of Technology (DigiPen)
- Bachelor of Science with Honours in Computer Science in Real-Time Interactive Simulation (RTIS), a joint programme with DigiPen
- Bachelor of Engineering with Honours in Electronics and Data Engineering (EDE), a joint programme with the Technical University of Munich (TUM)
- Bachelor of Engineering with Honours in Chemical Engineering, a joint programme with TUM
- Master of Engineering (MEng)

For the first time, SIT awarded the Record of Transferable Skills (RTS) transcripts to Class of 2024 graduates from two programmes – Digital Communications and Integrated Media (DCIM), and Nursing. From next year, the RTS will be awarded to all graduating students. This, together with their academic transcripts, celebrates the graduate's holistic development at SIT.



SIT Photo: Keng Photography

"The RTS transcript is a key step in recognising our students' broader capabilities beyond academic qualifications. It reflects our commitment to shaping graduates who are both industry and future-ready."

Professor Chua Kee Chaing, President of SIT



Snippets of SIT Convocation 2024

SIT Photo: Keng Photography



ONCE A SITIZEN, ALWAYS A SITIZEN

Number of SIT alumni at the end of FY2024: **21,676**

3,219 SIT alumni participated in 55 events in FY2024

The Alumni Reunion at Hendrick's Sunset Cinema returned for its second run in April 2024 at Tanjong Beach, Sentosa. Over 700 alumni and graduating students came together to reconnect, celebrate milestones, and enjoy an evening under the stars.



SIT Photo: Keng Photography



Over 220 alumni from the BCD, ENG and ICT clusters returned to the Punggol Campus in 2024 for three unforgettable Alumni Industry Nights. From campus tours and panel discussions to great food, drinks, and buzzing conversation with old friends and faculty, it was a true homecoming for SITizens across industries.



SIT Photo: Keng Photography



EMPOWERING OUR EDUCATORS

As a leader in Singapore's applied learning movement, SIT actively curates platforms for critical dialogue and collaboration. We bring together experts from academia and industry through targeted initiatives, facilitating the exchange of best practices and insights into emerging trends, all to advance the field of applied learning.

SIT University Awards

- Following the inaugural award ceremony in 2023, the 2024 edition introduced the new SIT Fellowship Award.
- The ceremony honoured 146 faculty and staff for their achievements in the following categories:
 - Teaching Excellence Awards: Honouring academic staff for exceptional contributions in their fields.
 - Student Developer Awards: Acknowledging non-academic staff who significantly enhanced student learning experiences.
 - Applied Research Excellence Awards: Recognising academic staff whose research substantially advanced our applied research objectives.
 - SIT Fellowship Awards: Recognises exceptional academic staff for contributions to education and research. This award provides protected time for Fellows to deepen their expertise and pursue impactful research, contributing to SIT's vision.
 - Service Appreciation Awards: Commemorating dedicated employees with 5 or 10 years of service at SIT.



SIT Photo: Keng Photography



Realising our University for Industry Vision

At SIT, industry is not a stakeholder; it is the cornerstone. As Singapore's University for Industry, SIT collaborates closely with sector leaders to align education with evolving workforce needs. This integrated approach shapes our curriculum, fuels applied research, strengthens workforce training, and drives global readiness.

From empowering students through structured career development, co-developing Continuing Education and Training (CET) programmes, to collaborating on applied research that drives innovation, SIT is committed to nurturing a resilient, adaptable, and skilled talent pipeline that supports national priorities and economic transformation.

Partnerships

In FY2024, SIT deepened and expanded its strategic partnerships with industry and government agencies to strengthen its applied learning and research ecosystem. These collaborations played a critical role in enhancing students' authentic learning experiences, fostering innovation, and addressing real-world challenges across key sectors.

SIT signed **32 new Memoranda of Understanding (MOUs)** with leading public agencies, global corporations, and innovation-driven organisations.

These partnerships span key areas including:

- ↳ Applied Research & Innovation
- ↳ Curriculum Co-Development (PET & CET)
- ↳ IWSP
- ↳ Academic & Staff Exchanges
- ↳ Community Engagement & Sustainability
- ↳ Workforce Transformation & Talent Development

Notable MOU signings include:

- **Republic of Singapore Navy:** Collaboration on course development, student sponsorships, and co-hosting of symposia and conferences. 🌐



Photo: LCP Lucius Tan

- **Maritime Port Authority of Singapore, Singapore University of Technology and Design, and Singapore Shipping Association:** Joint efforts to build a resilient maritime cybersecurity ecosystem through training, talent development, and applied learning. 🌐
- **Seatrium Pte Ltd:** Establishment of a joint Offshore and Marine Digital Learning Lab for research in microgrids, 5G maritime use cases, and digital twin simulation for yard operations. 🌐



Photo: Seatrium Limited

- **Applied Materials and A*STAR:** Collaboration under the new Equipment and Process Innovation and Commercialisation Centre in Advanced Packaging, focusing on power electronics, mmWave, photonics, and new materials R&D. 🌐



Photo: Applied Materials

- **STMicroelectronics:** A renewed partnership to strengthen the semiconductor talent pipeline and establish a **Process Safety Living Lab**, focusing on process safety best practices and innovation. 🌐
- **Hyundai Motor Group Innovation Centre Singapore (HMGICS):** Donation of an IONIQ 5 to support applied research and training in EV technology and solutions. An MOU was signed to facilitate staff development, student attachments, and creation of CET courses. 🌐



Photo: Hyundai Motor Group Innovation Center Singapore

Living Labs

Living Labs at SIT serve as vibrant integrated platforms where academia and industry converge to provide hands-on, collaborative learning environments. Students are able to engage in authentic learning experiences and problem-solving opportunities through the real-world systems in these labs. In FY2024, two new living labs were set up with our key partners:

SBS Transit-SIT Living Lab: Beyond supporting real-world problem-solving for SBS Transit in addressing operational and engineering challenges and innovation in public transport, the public spaces at Punggol Coast MRT – such as the amphitheatre – will be activated as placemaking venues. These spaces, when ready, will host student-led performances, STEM and sustainability workshops, and social innovation showcases.

Army-SIT Systems Engineering and Technology (ASSET) Living Lab: Since 2024, SIT and the Singapore Army have embarked on a strategic collaboration to advance SIT's applied learning approach and strengthen the Army's engineering capabilities through the ASSET Living Lab initiative. This collaboration provides SIT students access to an authentic learning environment, where they participate in real-world Army projects through their final-year capstone or IWSP. Spanning areas such as Advanced Manufacturing, Power and Energy, Reliability-Centred Maintenance, and Robotics and Unmanned Ground Vehicles, SIT students can gain practical exposure while contributing to Singapore's national defence. In addition, the partnership supports workforce development by aligning the Army's training needs with SIT's offerings, including micro-credentials, competency-based stackable degrees and postgraduate certifications.

Lifelong Learning & Sector Capability Building

SIT^{LEARN}, SIT's lifelong learning division, plays an important role in scaling capability development across Singapore's industries. Working with leading organisations and industry partners, SIT^{LEARN} co-develops modular, stackable, and industry-relevant programmes that support upskilling, reskilling, and professional growth.

In the past year, SIT^{LEARN}:

- Forged new partnerships with Pacific International Lines (PIL), Singapore Pools, and the Sustainable Energy Association of Singapore (SEAS), strengthening our reach into the maritime, social services, and sustainability sectors.
- Deepened existing collaborations with SMRT, through the Queen Bee 2.0 initiative, and with SingHealth institutions, resulting in new CET offerings and applied learning opportunities.
- Launched new degree and micro-credential programmes, developed in consultation with industry, to build sector-specific competencies.
- Ensured professionals remain relevant by embedding applied learning into continuing education.

Milestones in CET offerings through the years

2016 Our first CET course on Design Experience Design Studio was held at Lifelong Learning Institute

2017 Launched Process Safety workshops, which are now adopted by 100+ companies

2018 Partnered with PSA Singapore to develop future-ready logistics talent for the automated port

2019 Trained national cyber defenders with then MINDEF C4I, now known as the Digital Intelligence Service

2020 Rolled out allied health programmes to support the needs of the ageing population

2021 Introduced SkillsFuture-aligned courses and certifications such as One Rehab Framework to 3,000 healthcare professionals

2022 Launched workplace learning via NACE@SIT; partnered with SMRT and SMEs to drive productivity

2023 Launched Competency-based Micro-credential pathways with SingTel, NCS, Singapore Armed Forces and Singapore Navy for modular, flexible upskilling

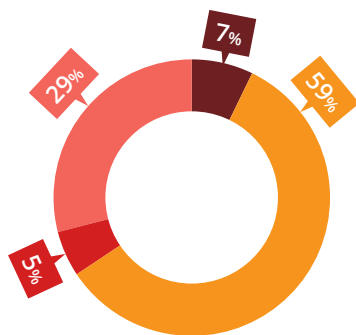
2024 Expanded executive education in AI, EVs, decarbonisation, data centres & innovation leadership; launched Master of Health Sciences with five specialisations

Applied Research

SIT's applied research acts as a catalyst for industry innovation, translating knowledge into real-world solutions that empower partners and strengthen Singapore's economic resilience. The University's research funding has grown steadily over the past three years.

In FY2024, industry cash and in-kind contributions more than doubled compared to FY2023, reflecting increasing confidence in SIT as a partner of choice for applied research.

Cumulative Research Grants and Industry Contributions FY22 – FY24*



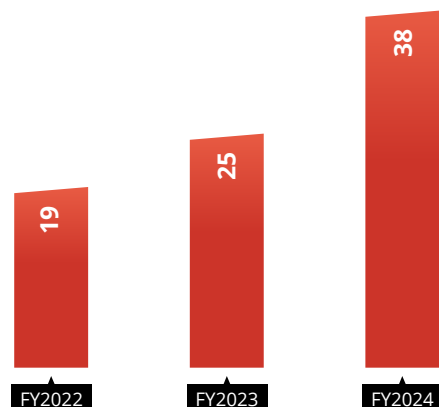
Internal Grant: \$9.1M
FY22: \$1.8M
FY23: \$3.6M
FY24: \$3.8M

External Grant: \$74.2M
FY22: \$8.8M
FY23: \$32.0M
FY24: \$33.4M

Industry Contribution (Cash): \$6.3M
FY22: \$1.7M
FY23: \$1.2M
FY24: \$3.4M

Industry Contribution (In-Kind): \$36.7M
FY22: \$6.5M
FY23: \$8.5M
FY24: \$21.7M

Number of Industry Funded Projects FY22 – FY24*



*As of 31 March 2025

Translating Knowledge into Real-World Impact

Applied research remains central to our mission – anchoring industry-relevant education, cultivating innovation-ready talent, and enabling impactful partnerships. Our translational research approach bridges academic discovery and practical application, empowering us to co-develop scalable solutions that address national and industry challenges.

With enhanced lab infrastructure, collaborative spaces, and proximity to the Punggol Digital District, SIT is poised to deepen our research impact and serve as a testbed for innovation across key sectors.

Decarbonising Maritime Operations



SIT Photo

SIT leads the Future Ship and System Design (FSSD) Programme, a five-year initiative supported by the MPA to accelerate the decarbonisation of harbour craft through electrification. The FSSD Laboratory, launched in March 2025, supports propulsion and battery systems research by simulating real-world shipboard operations.

In partnership with over 30 industry collaborators and academic institutions, SIT is co-developing solutions to reduce maritime emissions and improve vessel efficiency. The programme aims to train over 100 researchers, engineers, and students, strengthening the talent pipeline for Singapore's maritime sector.

Turning CO₂ into High-Value Chemicals

SIT received its first National Research Foundation Competitive Research Programme (CRP) grant for an electro-biocatalytic project that aims to convert carbon dioxide (CO₂) into high-value chemicals using renewable energy. This four-year initiative seeks to develop a new, sustainable process to produce aromatic compounds – key building blocks in industries such as pharmaceuticals and plastics, while overcoming critical technical barriers to scale-up.

Low-Carbon Solutions for Construction

The Construction Technology Innovation Laboratory (CTIL) continues to deliver innovations that are aligned with Singapore's Green Building Masterplan. CTIL's development of aqueous carbon sequestration technology for ultra-low-carbon concrete earned the IES Prestigious Engineering Achievement Award 2024.



Photo: Construction Technology Innovation Laboratory

Trialled in residential developments, the concrete is now being scaled for use in a new shopping mall in collaboration with City Developments Limited. The goal is to reduce construction emissions by over 40%, setting a new benchmark in green construction.

CTIL also introduced a novel welding protocol for S690 high-strength steel kingposts — the vertical structural supports that transfer loads from temporary structures to the foundation during construction — marking a first in Singapore's construction history. These kingposts reduce steel tonnage by 40% without compromising structural integrity, enabling material efficiency and cost savings. The solution has been adopted in projects such as Fuji Xerox Towers Redevelopment and Marina View Residences.

Smarter Foundations, Lower Emissions

SIT researchers received Building and Construction Authority's approval for a new Drilled Displacement (DD) pile technique. Compared to traditional bored piling, DD piles are expected to reduce concrete usage by 36%, increase load capacity by 34%, and improve productivity by 75%. The technique was successfully deployed at a Tuas site and recognised with the Singapore Concrete Institute's Excellence Award 2023 and SIT's Applied Research Excellence Award 2025.

Affordable Water Solutions for Developing Regions



SIT Photo: Keng Photography

In collaboration with local enterprise Atera Water, SIT researchers co-developed a gravity-driven membrane filtration system to replace chemical-heavy water treatment methods in high-turbidity environments. Designed for cost-effective deployment in developing regions, the system is now being commercialised in a Southeast Asian country.

This innovation was mentioned by President Tharman Shanmugaratnam at the Lee Kuan Yew Water Prize 2024 award ceremony, reinforcing SIT's role in advancing sustainable water technologies with real-world impact.

Supporting Healthier Ageing through Nutrition

The DIGNIFIED (*Delicious, Integrative, Good Nutrition and Fulfilment In Elderly Diet*) Programme, supported by the Industry Alignment Fund–Pre-positioning Programme (IAF-PP), tackles nutritional gaps for Singapore's ageing population. Combining expertise in food science, nutrition, gerontology and culinary technology, the programme develops elderly-friendly meals that are both functional and appealing.

SIT researchers work with food manufacturers and healthcare providers to deliver solutions that promote healthy ageing and independent living, while addressing an underserved market need.

Healthier Lives for Seniors

SIT researchers developed "Say No to Frailty", a 12-week intervention programme that has improved mobility and independence among seniors. In one case, a participant who was previously unable to stand unaided regained his ability to perform daily tasks and re-engage with his community.



Photo: Blossom Seeds Active Ageing Centre

The programme has been endorsed by the Ministry of Health and Agency for Integrated Care, and licensed to seven senior care centres. Plans are underway to expand to 30 Active Ageing Centres in the next two years, demonstrating SIT's commitment to community-focused research with scalable health outcomes.

Accelerating AI Innovation with NVIDIA



SIT Photo: Keng Photography

SIT partnered with NVIDIA to launch an AI Centre in 2024, dedicated to driving AI adoption across industries and strengthening Singapore's AI talent pipeline. The Centre collaborates with over 40 companies through joint research projects and supports the training of nearly 100 undergraduate and postgraduate students.

A notable project – AIDISA (*AI System for Intelligent Situation Awareness from Heterogeneous Commuter Feedback*) – was developed to improve Singapore's public transport systems. By analysing commuter feedback in real time across multiple platforms, the system enables faster issue detection and automated response, enhancing overall commuter experience and operational efficiency.

Connecting with our Community

SIT's Punggol Campus is a vibrant centre of learning, innovation and sustainability in Punggol. We collaborate closely with industry and community to positively influence the local community, while at the same time enhancing our students' learning and shaping their values.

SIT Community Challenge 2024

The SIT Community Challenge empowers students to apply STEM skills to tackle real-world social issues, reinforcing the university's commitment to being a platform university anchored by an ecosystem of partners.

Participants from four secondary schools in Punggol took part in a six-day immersive experience, where they attended workshops led by SIT academic staff and SITizens. The sessions combined empathy training, technical skill-building, product sharing, and mentorship. Students developed practical solutions to support commuters with mobility challenges in navigating public transport independently.



SIT Photo: Keng Photography

Social Innovation Project Module



SIT Photo

Through the Social Innovation Project (SIP) module, all SIT undergraduates put human-centred design into practice, co-creating solutions for multi-faceted social challenges.

Since AY2023, the number of overseas immersion trips has doubled. SITizens now work with peers in Bandung, Medan and Surabaya (Indonesia) and Batangas (Philippines), spending 5-7 days collaborating with local communities.

These trips offer invaluable opportunities to observe on-ground practices, build empathy, and co-create solutions tailored to local contexts, reinforcing SIT's commitment to applied, global learning.

- Collaboration with Institut Teknologi Sepuluh Nopember (ITS) in Surabaya
 - 34 SITizens collaborated with ITS students to focus on three problem statements on
 - stunting in children;
 - palliative care for seniors; and
 - community effort in recycling trash.

Through engaged observations and conversations, our SITizens proposed solutions such as a food stamp programme for families with young children; shared spaces for community-based palliative care; and an Internet of Things (IoT) compact maggot cultivation system.

CLASIC Project Grant

Since its launch in AY2021, the CLASIC Project Grant has supported 14 community-engaged projects led by SIT academic staff, with nine projects completed so far.

- To date, a total of \$176,104 has been disbursed to enable SIT's mission of grounded community impact.



SIT Photo

A multidisciplinary SIT team led by Assistant Professors Mark Teo and Kyrin Liong, Associate Professor Steven Tay, and former Associate Professor Karina Dancza partnered with Rainbow Centre and HOPE Technik to design a specialised classroom chair for children with special needs. Supported by a CLASIC grant, this community-engaged project exemplifies SIT's commitment to creating meaningful solutions that improve lives, with the team now exploring further implementation at Rainbow Centre and future inclusive classroom designs.



SIT Photo

Community Engagement: Inspiring Young Minds, Strengthening Ties

Some community engagement efforts by SIT in FY2024 included:

- Sharing sessions and assembly talks with more than **1,190 students** at four Punggol secondary schools, introducing students to real-world applications of science and technology.
- Four workshops on 3D printing and artificial intelligence for 129 students, facilitated by SIT's Professional Officers and members of the SiTech Developers Club.
- More than 120 students, ranging from primary to junior college levels, took part in STEM-focused camps and hackathons organised by SIT and its partners. These programmes provided early exposure to emerging technologies and inspired young learners to explore the possibilities of applied learning.

Empowering our Future

At SIT, we're dedicated to equipping our students for successful careers. Our strong financial aid programmes ensure quality education is accessible to all, setting SITizens on a clear path to professional growth.

Financial Assistance

- ↳ **1 in 2** SITizens received a scholarship or financial assistance
- ↳ **Year-round** availability of Financial Aid
- ↳ **Guaranteed Financial Assistance** for the most vulnerable segment of students at SIT

Forward SITizen Initiative

- ↳ In 2024, 233 SITizens were eligible for 100% support of tuition fees under the Forward SITizen Initiative launched in AY2023

NTUC Starter Awards

- ↳ A new collaboration between NTUC and SIT to provide bond-free scholarship and leadership development programmes for SITizens
- ↳ A Memorandum of Understanding was signed on 20 September 2024 with 13 SITizens awarded the scholarships in AY2024



SIT Photo

ASEAN Undergraduate Scholarships

- ↳ 38 SITizens were awarded the ASEAN Undergraduate Scholarships in AY2024

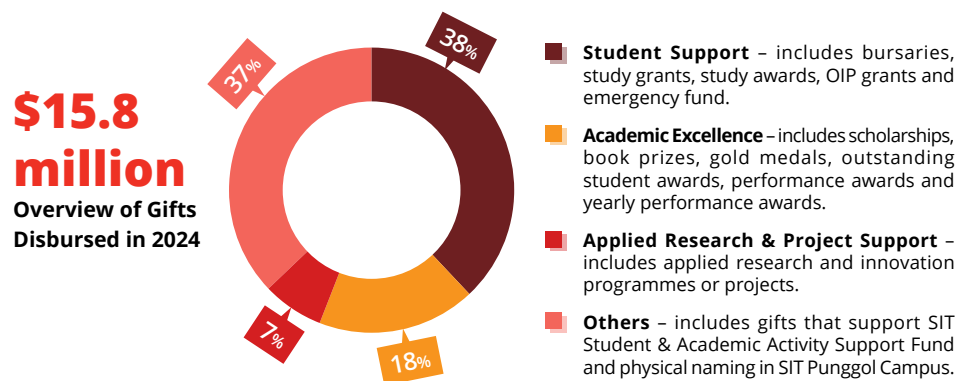
SIT Scholarship Engagement & Ceremony



SIT Photo

- ↳ The annual SIT Scholarship Engagement & Ceremony 2024 welcomed 25 new SIT Scholars, as well as recognised the contributions and achievements of 11 graduating scholars

Gifts received in FY2024



OCBC Punggol



Photo: OCBC

OCBC has invested in a multi-million dollar strategic partnership with SIT, which includes:

➤ The Analytics and Innovation Lab

- The state-of-the-art Lab is designed to be able to have up to 100 Bloomberg terminals in it, making it one of the biggest labs in any higher learning institute in Singapore. The Lab will provide hands-on experience in financial analysis tools, as well as cutting-edge technologies for students, faculty and industry partners.

➤ Bond-Free Scholarships

- In addition to partnering SIT in its unique IWSP, OCBC will award bond-free scholarships to five SIT undergraduate students annually for the duration of their studies, valued at \$11,000 per year.

SITizen Run 2025: Celebrating Fitness, Community & Generosity

From 14 to 24 February 2025, nearly 300 students, alumni, and staff came together for the inaugural SITizen Run, clocking an impressive 5,863 km in support of the SIT Bursary.

A highlight of the celebration was the physical run and carnival on 22 February at SIT Punggol Campus. Starting near Foodgle Hub, the route followed the scenic Punggol Promenade with views of Coney Island and the waterfront, looping back at Marina Country Club. The carnival featured tasty bites, cool drinks, and lively activities – bringing the community together in a vibrant celebration of fitness and generosity.



SIT Photo: Keng Photography

Driving a Sustainable Future

From applied learning to lifelong training, living labs to everyday campus life, sustainability is embraced at every turn in SIT.

New Campus, New Sustainability Chapter: Inaugural SIT Sustainability Day



SIT Photo

The university's dedicated SIT Sustainability Day on 9 September 2024 convened students, staff and industry partners under the theme *Fostering Interdisciplinary Perspectives & Innovations for a Sustainable Future*. The keynote session, industry workshop, and sustainability tours provided opportunities to discuss potential collaboration and inter-disciplinary solutions among stakeholders.



Love the Taste, Not the Waste:

12,500 disposables saved or **250kg** of waste avoided across catered events. That's the weight of a lion!

Launch of the Chief Sustainability Officer Community of Practice (CoP)

In November 2024, SIT brought together 16 Chief Sustainability Officers (CSO) to launch a new CoP platform. This initiative strengthens cross-sectoral exchange and provides an avenue for industry, innovators and academia to connect and share sustainability insights, discuss problem statements and catalyse collaborations.

Partners for Good: Maritime Energy Training Facility and Conservation International Singapore

The MPA appointed SIT as a partner of the Maritime Energy Training Facility to co-develop programmes to support the maritime sector's decarbonisation efforts and transition towards zero-emission fuelled vessels. We also signed an MoU with Conservation International Singapore to explore applied research and course development in emerging areas such as blue carbon, freshwater ecosystems, and nature-based climate solutions.



Photo: (c) Chris P Lim / CHRISPPICS+

SIT-Rotary Mangrove Conservatory

The SIT-Rotary Mangrove Conservatory is a collaborative initiative between SIT and Rotary, dedicated to conserving and studying Singapore's mangrove ecosystems. Located within SIT's Punggol Campus for ease of access and community engagement, the conservatory will serve as a hub for outreach, education, and applied research on mangrove biodiversity, blue carbon, and coastal resilience. In the initial phase of development, the project will focus on education programmes for SIT students and the Punggol community, along with establishing a mangrove nursery to support research and seedling cultivation.



The mangrove conservatory will be situated along the Punggol Heritage Trail next to the Punggol Coast MRT Station and SIT Punggol Campus. (SIT Photo)

Do No Harm: CHI x SIT Healthcare Sustainability Innovation Challenge 2024

The Centre for Healthcare Innovation (CHI) and SIT launched the inaugural Healthcare Sustainability Innovation Challenge on 4 and 5 July 2024 to catalyse sustainable transformation within the healthcare sector. Nine multidisciplinary teams from Singapore's public healthcare clusters were mentored by SIT faculty, culminating in a pitch showcase of innovative proposals addressing environmental challenges faced in healthcare. As part of efforts to deepen collaboration, SIT faculty members have also been appointed to join the CHI Sustainability Academy faculty.



Winners of the CHI Healthcare Sustainability Innovation Challenge. (Photo: NHG)

Building Skills for the Green Economy – Sustainability Courses launched in FY2024

- **Specialist Certificate in Environmental Sustainability**
This course equips professionals with practical skills to drive sustainable practices across industries. The Singapore Army is among the first to enrol its personnel in the programme to build capabilities in environmental stewardship and sustainable operations.
- **Graduate Certificate in Sustainability Principles and Practices**
Offered by SIT in collaboration with the Institution of Engineers, Singapore (IES), this course enables working professionals to deepen their expertise in domains such as carbon accounting and ESG reporting.
- **Action for Healthcare: Sustainability 101**
To support the healthcare sector's green transition, SIT launched a customised short course to equip SingHealth staff with baseline sustainability knowledge.
- **Impact Measurement for Sustainable Healthcare**
This course developed for the CHI Sustainability Academy is part of a 3-part programme that provides clinicians and healthcare administrators the foundational practical know-how to drive sustainability change through Quality Improvement Practice, Lean and Design Thinking. Participants also learn how to select sustainable digital solutions for solutions integration as well as calculate the impact of the sustainability improvement.

Expanding our Horizons

Our efforts to showcase SIT's applied learning philosophy reached more prospective students than ever, with expanded engagement across the region.

SIT WELCOME DAY 2024

- SIT Welcome Day 2024 was held at One Punggol on 11 May 2024, offering prospective students the opportunity to engage with programme leaders, industry partners and current SITizens.
- The event welcomed nearly 1,000 visitors, including applicants and their guests. This is SIT's first admissions event to feature community engagement activities with the Punggol community.



Dr Janil Puthucheary, then-Senior Minister of State, Ministry of Communications and Information & Ministry of Health joined us for Welcome Day 2024 (SIT Photo: Keng Photography)



SIT OPEN HOUSE 2025

- SIT Open House 2025 took place on 8 and 9 February 2025 at our new Punggol campus.
- The event drew over 10,000 visitors across two days, including 4,352 prospective students, which is a 13% increase from 3,854 prospective students during the last Open House held at Suntec.



SIT Photo: Keng Photography



REGIONAL OUTREACH

- Participated in "Study in Singapore 2024" – a collaborative initiative among Singapore AUs to promote higher education opportunities through educational fairs, school visits, webinars across ASEAN countries – Indonesia, Thailand and Vietnam.

In Appreciation of our Donors

For support awarded in Academic Year 2024/25

A big thank-you to all our donors for their generous support to nurture our students through bond-free bursaries, study grants, scholarships and excellence awards, while enabling us to strengthen applied learning and drive industry innovation and transformation.

AbbVie Operations Singapore Pte Ltd
 Acclaim Insurance Brokers Pte Ltd
 Acepak Technology Pte Ltd
 Aeris Dynamics Pte Ltd
 Aero Inspection Asia Pte Ltd
 AGI Freight Singapore Pte Ltd
 Ajit Aravind Prabhu
 Albert Wong
 Alexander Bock & Andreas Mendel & Peter Zinser
 Alfa Tech Vestasia Pte Ltd
 Alric MEP Engineering Pte Ltd
 Alteryx Singapore Pte Ltd
 Alvin Yeo
 AM Family Capital Foundation
 Amazon Web Services Singapore Private Limited
 Ang Poon Liat
 Angela Wu Peihui
 Applied Materials South East Asia Pte Ltd
 Ascentis Pte Ltd
 Ashland Singapore Pte Ltd
 Asia Chemicals Trading Pte Ltd
 AsiaCloud Solutions Private Limited

Association of Consulting Engineers Singapore
 Association of Process Industry (ASPRI)
 Atek Engineering Pte Ltd
 Baker Tilly
 Benjamin Toh Tsui Chuan
 Bijjala Radhakrishna
 Bindu Singh
 Blu5 View Pte Ltd
 Bo Rui Foundation
 BOC Aviation Limited
 Boon Swan Foo
 Bray Leino Splash Pte Ltd
 Buildo Engineering Pte Ltd
 Bureau Veritas Marine (Singapore) Pte Ltd
 Bushiroad International Pte Ltd
 Canon Medical Systems Asia Pte. Ltd.
 CapitaLand Ascendas REIT Management Limited
 CASY Engineering Consultancy Pte Ltd
 Centre for Strategic Infocomm Technologies
 CFAM Pte Ltd
 Chan Chik Weng and Chong Chow Hah
 Chan Mei Hong

Changi Airport Group (Singapore) Pte Ltd
 Chen Teck Shing
 Choo Chiau Beng
 Choo Chong Ngen
 Chua Foundation
 Chua Suet Kian
 CLA Global TS Holdings Pte Ltd
 Community Foundation of Singapore
 Continental Automotive Singapore Pte Ltd
 Core Concepts Pte Ltd
 CPA Australia Ltd
 CrimsonLogic Pte Ltd
 Cyber Security Agency of Singapore
 Cybersprout Pte Ltd
 Cyclect Electrical Engineering Pte Ltd
 David Poon Tat Wee & Jacqueline Ng Hsin-Yi
 Dell Global B.V. Singapore Branch
 Deloitte Singapore
 Desmond Gregory Chong Teck Jin & Tan Poey See
 DH RegSys Consulting Pte Ltd
 Diana Koh Foundation
 Discovering Foundation

DLE M&E Pte Ltd
 Dou Yee Enterprises (S) Pte Ltd
 Dr Clear Aligners Pte Ltd
 Dr Siti Noorbaiyah Binti Abdul Malek
 Dune Technologies Pte Ltd
 Edy Hardijana Tjugito
 Elite Airconditioning & Engineering Pte Ltd
 Emerson Asia Pacific Private Limited
 ENGIE Services Singapore Pte Ltd
 EnGro Corporation Limited
 Enviro Gas Pte Ltd
 EPS Computer Systems Pte Ltd
 Estate of Irene Tan Liang Kheng
 Ernst & Young LLP
 Family and Friends of Ng Sheng Poh and Quek Siew Keow
 Family of Loo Shaw Chang & Tan Hooi Hong
 Far East Organization
 FEO Hospitality Asset Management Pte Ltd
 Flex Connect Pte Ltd
 Foo Kon Tan LLP
 Foundation of Rotary Clubs (Singapore) Ltd

Fu Kang Healthcare Supply Pte Ltd	Kat Cat Pte Ltd	Lian Hin Pte Ltd	Namath Kurungodan Sanjeev
Gary Lim Chong Chen	KCTex International Ltd	Lien Ber Luen	National Council of Social Service
GB Helios Pte Ltd	Kee Sek Huat	LightHaus Photonics Pte. Ltd.	National Healthcare Group Pte Ltd
Geo Energy Group	Keppel Care Foundation Limited	Lih Ming Construction Pte Ltd	Nebulas Tree Pte Ltd
GlaxoSmithKline - EDB HRD Fund	Kevin Liang Choon Yee	Lim Daoyi, Moses and Lee Wen Wen Sandra Jean	NetLink Management Pte Ltd (as trustee of NetLink Trust)
Goh Bee Gah Foundation c/o SymAsia Foundation Limited	Kewalram Singapore Limited	Lim Joo Boon	Nexia Singapore PAC
Goh Foundation Limited	Keystone Cable (S) Pte Ltd	Lim Peng Hun and Vanisa Lee	Ngee Cheng Electric Company Pte Ltd
Goh Siew Lee	Khoo Chwee Neo Foundation Ltd	Lim Siah Mong	NING Research Pte Ltd
Gong Hao Fund	Khoo Sin Hock Victor & Loh Gek Peng	Lim Sok Mui	Nippon Express (Singapore) Pte Ltd
Government Technology Agency	Khoo Thomas Clive	Lim Sze Wee	Octava Foundation Limited
Harrier Technology Pte Ltd	Kilowatts Engineering and Construction Pte Ltd	Lions Community Service Foundation (Singapore)	Ohm Energy Pte Ltd
He Hui Foundation	Kimly Construction Private Limited	Lo Hock Ling & Co	Ong Kiem Kiok
Hegen Pte Ltd	Kitchen Haus Group Pte Ltd	Loo Tze Kian	Oribel Pte Ltd
Hiap Chuan Hardware (Pte) Ltd	Kleen-Pak Products Pte Ltd	Low Geok Cheng	OUE Limited
Ho Bee Land	Ko Oen Tjiang	Loyang Tua Pek Kong	Oversea-Chinese Banking Corporation Ltd (OCBC)
Ho Yee Yang Edmond	Koh Shirley	L-QuBE Pte Ltd	Pascal Industries Pte Ltd
iBMS Technology Pte Ltd	KRISfam Fund	LSK Engineering (S) Pte Ltd	Patrick Lee
IGG Singapore Pte Ltd	KSF Beverage Holding Foundation	LU Kee Hong and Chan Haw Ngee	Paul Tseng
Info-Communications Media Development Authority of Singapore	Kuang Yong Auto	Lum Kok Keong Richard	Paul Wong AICM Pte Ltd
Information Systems Audit and Control Association - Singapore Chapter	Kuok Khoon Hong	M.Tech Products Pte Ltd	PCS Pte. Ltd.
Ingredion Singapore Pte Ltd	Kwai Fong & Raymond Goh	Mapletree Investments Pte Ltd	Pei Hwa Foundation Limited
Institute of Materials (East Asia)	Kwee Liong Keng	Marina Bay Sands Pte Ltd	Peter Lim
Institute of Singapore Chartered Accountants	Kwek Leng Beng	Mei Kun Charity Fund	PKF-CAP LLP
Interlocal Exim Pte Ltd	Kwek Muar Kang Alvin	Meiban Global Pte. Ltd.	PPC Building Services Pte Ltd
IStructE Singapore Regional Group	Lam Yi Young	Metcore International Pte Ltd	Pratt & Whitney Singapore HQ
ITSEC Services Asia Pte Ltd	Land Transport Authority of Singapore	MHC Medical Network Pte Ltd	Precious Treasure Pte Ltd
JAG Engineering (S) Pte Ltd	Lau Ying Hui	Mitsubishi Electric Asia Pte Ltd	Prestech Industrial Automation Pte Ltd
Jeff Goh	Learning Access Foundation	MOH Holdings Pte Ltd	Prima Limited
Johnris System Pte Ltd	Lee Foundation	Mohan K Vaswani	Q'son Kitchen Equipment Pte Ltd
JTC Corporation	Lee Kok Keong and Goh Ling Ling Serene	Mohit Maheshwari	Quantedge Foundation (Singapore) Ltd
Julie Teo Lee Meng	Lee Su Ann	Mok Hon Yong	Quantum Inventions Pte Ltd
Kampung Spirit Fund	Leo Infocomm Pte Ltd	Mount Alvernia Hospital	Quek Loo Ang
Kaspersky Lab Singapore Pte Ltd	Leong Kwok Kee Stephen	Mr and Mrs Teo Hock Chuan	Racks Central Pte Ltd
	Lew Foundation	Nam Lee Pressed Metal Industries Limited	Raffles Hotel Singapore

Rajiv Ramnarayan	Singapore Computer Society	TAK Products & Services Pte Ltd	Tong Seng Produce Pte Ltd
Ridik Pte Ltd	Singapore Concrete Institute	Talentsis Pte Ltd	Total Integration Resources Pte Ltd
Rohde & Schwarz Asia Pte Ltd	Singapore Food Manufacturers' Association	Tammie Tham	Tote Board
Rooks Vac Pte Ltd	Singapore Green Building Council	Tan Bhing Leet	Tractors Singapore Limited
Rosalind Fok	Singapore Hotel Association	Tan Hiang Lee	Trihatma Kusuma Haliman and Tsang Kam Heung
Rotary Club of Bugis Junction, Singapore	Singapore Leong Khay Huay Kuan	Tan Hwee Hua @ Lim Hwee Hua	Tunnelling and Underground Construction Society (Singapore)
Rotary Club of Garden City	Singapore Noodles Manufacturers' Association	Tan Sieu Lee Amelia	Tyco Electronics Singapore Pte Ltd
Rotary Club of Jurong Town, Singapore	Singapore Nurses Association	Tang Chong Eng	United Overseas Bank Limited
Rotary Club of Tanglin, Singapore	Singapore Nutrition and Dietetics Association	Taylor & Francis Asia Pacific	VGC Technology Pte Ltd
Rotary Engineering Pte Ltd	Singapore Pools (Private) Limited	TD Family Foundation	Vilia Sulistyo
RSM Singapore	Singapore Society of Radiographers	Temasek Foundation	VMware Singapore Pte Ltd
S C Mohan PAC	Singapore Sports Council	Temasek Holdings Pte Ltd	Wee Siew Kim
S M Jaleel Foundation	SIT Health and Social Sciences (HSS) Cluster Faculty and Dr Alex Wirianski	Teo Hock Chwee	Wilmar International Limited
Sabil Salim	Siti Noorbaiyah Binti Abdul Malek	Terra Systems Pte Ltd	Woh Hup Pte Ltd
SAGE Publications Asia-Pacific Pte Ltd	SMRT Corporation Ltd	TES-AMM (Singapore) Pte Ltd	Wong Cheok Mui Geraldine
Samwoh Corporation Pte Ltd	Sodexo Singapore Pte Ltd	The Copyright Licensing and Administration Society of Singapore Ltd	Wong Chong Yee Kenny
San Yuan Enterprise Pte Ltd	Soon Sze Meng	The Estate of Chong Yook Yin	Wong-Mah Jia Lan
San Yuan Ke Geomancy	SP Group	The Estate of Eng Liat Kiang	WSP Consultancy Pte Ltd
SATS Ltd	SP Manufacturing Pte Ltd	The Estate of Lim Doa Hin	X-Inc Pte Ltd
SBF Foundation	Sprinkler Fire Systems Pte Ltd	The Hokkien Foundation	Yangzheng Foundation
SBS Transit Ltd	ST Engineering IHQ Pte Ltd	The Ireland Funds (Singapore)	Yi-Lin Tan and Foong Sheng-Wei
SCAL Resources Pte Ltd and members of The Singapore Contractors Association Ltd	St Luke's ElderCare Ltd.	The Loke Cheng-Kim Foundation	YP Academy Pte Ltd
Seagift Food Pte Ltd	ST Telemedia	The Masonic Charitable Fund	Yusof Bin Amir Wahid
Seah Moon Ming Foundation	Stanley Quek	The Moh Family Foundation Limited	
Security Solutions Association of Singapore	Steelaris Pte Ltd	The Ngee Ann Kongsi	
Select Group Pte Ltd	Steven Wong Kai Juan and Wong Kai Yun	The Silent Foundation Ltd	
Sheng Siong Group	Straits Bunkering Pte Ltd	The Tan Chin Tuan Foundation	
Shu Yuqiang Charity Fund	Straits Construction Singapore Pte Ltd	Thng Poh Choo	
Shu Yuran Charity Fund	Sugiarta Foundation	Thomson Shin Min Foundation	
Siemens Pte Ltd	Sun Ace Kakoh (Pte.) Ltd	Ti Sui Tsu Memorial Fund	
SIM People Development Fund Limited	Surya Jhunjhnuwala and Gaurang Jhunjhnuwala	Tiong Seng Contractors (Private) Ltd	
Singapore Chemical Industry Council Limited	T T J Design And Engineering Pte Ltd	TME Systems Pte Ltd	
Singapore Chinese Chamber Of Commerce Foundation	T.E Engineering & Trading	Toe Teow Heng	
	Tai Tak Estates Sdn Bhd	Toh See Kiat	

Corporate Governance

For the financial year ended 31 March 2025

Introduction

SIT was incorporated in September 2009 as a company limited by guarantee under the Companies Act 1967. It is an Institution of Public Character (IPC) under the Charities Act 1994.

SIT is governed by the Singapore Institute of Technology Act 2014. Its key constituent document is the Memorandum and Articles of Association which states that the purpose of the University is to promote and undertake the advancement of education by providing educational facilities and courses of study in all fields of knowledge, promote and engage in research and scholarships and establish, operate, promote and maintain the University as a going concern. SIT has two subsidiaries – SIT Microgrid Pte. Ltd¹. (Company Registration No. 201926986H), which was incorporated on 19 August 2019, and Foodplant Pte. Ltd. (Company Registration No. 202007139N), which was incorporated on 2 March 2020. The two subsidiaries were incorporated to support SIT's strategic initiatives.

Good corporate governance is the cornerstone of a well-managed University which is, in turn, critical to SIT's performance and operations. The focus of its governance framework, on which the University's vision, mission and core values are formulated, promotes accountability and transparency and is manifested in the composition of the Board of Trustees (Board) and its Committees, division of powers and duties between the Board and Management, adoption of checks and balances, and sound measures for internal and corporate controls.

Governance Evaluation Checklist

The University adheres to the Code of Governance for Charities and Institutions of Public Character (Code). The University has complied in material aspects with the principles and guidelines set out in the Code. Where there are departures from the Code, these are explained under the relevant sections of the Governance Evaluation Checklist (GEC).

According to disclosure requirements imposed by the Charity Council, Ministry of Culture, Community and Youth, all IPCs are required to publicly disclose their compliance with the Code. The University's GEC is made available on the website of the Charity Portal at www.charities.gov.sg.

Board of Trustees

The Board is the highest governing authority of the University and comprises 20 Trustees, chaired by Mr Bill Chang, Chief Executive Officer, Digital InfraCo, Singapore Telecommunications Ltd. The

Board oversees the business of the University, ensures that it acts in accordance with its objects, that its funds and assets are properly accounted for and safeguarded and provides guidance and stewardship to Senior Management, conferring regularly with them. The Board is accountable to the Minister for Education, Singapore for its acts and decisions.

The Trustees are eminent persons of good repute and sound judgment who possess collective competencies in areas such as the public and private sectors, academia, accounting and finance, law, information technology, strategic planning, engineering, defence, investment and asset management, healthcare, real estate, and sustainability. New Trustees will continue to be selected and invited to serve on the Board on the basis of the diversity of their experience, skills, knowledge, abilities and insight from time to time to ensure constant refreshing of the Board. The Trustees' profiles appear on pages 8 and 9 of the Annual Report.

There is an objective decision-making process, which allows each Trustee to exercise his or her own independent judgment. The University has established financial authorisation and approval limits for operating and capital expenditure, the procurement of goods and services, the acquisition and disposal of assets and making investments. The Board approves the annual budget and annual audited financial statements of SIT, amongst other responsibilities. With regard to the reserves policy, the use of the reserves is subject to the approval of the Board.

The Board is supported by eight Board Committees formed in accordance with Article 53 of the Articles of Association (AAs), namely the Advancement, Audit, Campus Development, Finance, Industry and Research, Investment, Remuneration and Nomination, and Sustainability Committees. Each Board Committee has clear Terms of Reference setting out their role, authority, powers and matters requiring their approval. The list of Board Committees is on page 38 of the Annual Report.

Briefly, the responsibilities of the Board Committees are as follows:

- (a) The Advancement Committee provides oversight and policy guidance on the University's philanthropic activities.
- (b) The Audit Committee oversees and reviews the University's internal controls, integrity of its financial reporting, legal and regulatory risks, enterprise risk management, internal and external audit functions.
- (c) The Campus Development Committee maintains oversight of the University's campus development policies and any other matters related to the acquisition, commissioning and management of significant physical assets or facilities.
- (d) The Finance Committee provides oversight of the University's financial policy management.
- (e) The Industry and Research Committee provides strategic guidance on the University's industry engagement and collaboration and applied research.
- (f) The Investment Committee oversees the investment of the University's endowment and surplus funds.
- (g) The Remuneration and Nomination Committee oversees and reviews the University's overall remuneration framework and policies, and also oversees succession planning for the Board and the Board Committees.
- (h) The Sustainability Committee provides strategic guidance on the University's sustainability strategy, policies and initiatives, as well as the development of the University's talent and applied research capabilities in sustainability.

¹ SIT Microgrid Pte. Ltd. was struck off the Register of Companies on 12 July 2025.

Each Board Committee comprises Trustees with appropriate qualifications and skills and there is a fair distribution of responsibilities amongst the Trustees. Where required, non-Trustees with relevant areas of expertise are invited to join or provide advice to the Board Committees to enhance the process of decision making. The Board is kept informed of the key matters discussed at each Board Committee meeting.

None of the Trustees have general control and management of the University's subsidiaries.

Board Attendance

A total of four Board meetings were held during the financial year from 1 April 2024 to 31 March 2025¹. The attendance of the Trustees at the Board meetings during the financial year is tabulated below:

Name	Percentage (%) of Attendance	Name	Percentage (%) of Attendance
Mr Bill Chang	100	Ms Neo Gim Huay	100
Mr Chan Hian Lim	100	Ms Gail Ong	100
Dr Chia Tai Tee	100	Ms Jacqueline Poh	50
Prof Chua Kee Chaing	100	Mr Quek Gim Pew	50
Mr Han Kwee Juan	100	Ms Sim Siew Moon ²	100
Dr Benjamin Koh	50	Ms Susah Soh	100
Mr Kwee Liong Keng	50	Mr Soon Sze Meng	75
Ms Jasmin Lau ²	50	Dr Syed Harun Alhabsyi ²	100
Ms Lim Wan Yong	100	Ms Tammie Tham	75
Dr David Low ²	100	Mr Wen Khai Meng	75

Management of the University

The President of the University, Professor Chua Kee Chaing, is appointed by the Board and is the Chief Executive Officer and the University's academic and administrative lead. He is responsible to the Board for the conduct, co-ordination and quality of the programmes of the University and its future development. He is empowered with the authority to perform all acts which are necessary to implement the policies, procedures and actions of the Board. As a liaison between the Board and the University, the President is tasked with the responsibility of informing each party of the views and concerns of the other that relate to the programmes and administration of the University. He also arranges for the annual budget of the University to be presented to the Board annually for approval as part of his duties.

The profiles of other members of the Senior Management of the University can be found on its corporate web page and at page 10 of the Annual Report.

Conflicts of Interest

The Trustees and staff are required to act in the best interest of the University at all times. Policies have been developed to prevent or manage situations where conflicts of interest could arise, by promoting integrity and ethical business conduct.

The AAs contain provisions for the management and avoidance of conflicts of interest by members of its Board of Trustees. Such provisions include:

- permitting a Trustee to be interested in any transaction with the University provided that the Trustee has declared the nature of the interest to the other Trustees of the Board as required under the Companies Act of Singapore and complied with the provisions of AAs to abstain from voting on any matter related to the transaction,
- permitting a Trustee, or a firm associated with the Trustee, to act in any professional capacity for the University (except as auditor) and to be remunerated for the provision of professional services, and
- permitting a Trustee to be reimbursed for out-of-pocket expenses, travelling and other expenses properly incurred by the Trustee in attending and returning from meetings of the Board of Trustees, any of its committees, or any general meeting of the University or otherwise in connection with the affairs of the University.

The AAs also state that Trustees shall not receive any remuneration for services rendered by them as Trustees. In addition, the University does not have any staff receiving more than S\$50,000 in annual remuneration that is a close relative of any Trustee.

The University has implemented a Conflict of Interest Policy which all staff must comply with. In accordance with that Policy, staff must ensure that their private activities and interests do not conflict with their professional obligations to the University. Where there is a potential conflict of interest, the staff is required to submit full disclosure and request for an appropriate exemption. The University will grant such exemptions at its discretion. In addition, staff are required to declare their compliance with the University's prevailing policy on conflicts of interest annually.

Whistleblowing Policy

The University seeks to uphold the highest standards of governance, ethics, and conduct. To this end, the University has a Whistleblowing Policy which provides individuals with a confidential avenue to report, in good faith, any wrongful practices in the University, without fear of reprisal against the whistleblower. The policy and reporting channels are published on SIT's website.

¹ Mr. Abu Bakar' Bin Mohd Nor's appointment ceased on 16 Sep, 2024. He did not participate in the FY2024 meetings.

Mrs Margaret Lui's, Mr Ravinder Singh's, and Mr Nagaraj Sivaram's appointments ceased on 16 Sep, 2024. They each participated in 1/2 FY2024 meetings.

² Ms Jasmin Lau, Dr David Low, Ms Sim Siew Moon and Dr Syed Harun Alhabsyi were appointed as Trustees of the Board on 16 Sep 2024.

Board Committees

For the financial year ended 31 March 2025

Board Committee	Composition
Advancement Committee	Mr Kwee Liong Keng, Chairman Mr Han Kwee Juan, Member Prof Lee Chuen Neng, Co-opted Member Dr Bill Foo, Co-opted Member

Board Committee	Composition
Audit Committee	Mr Han Kwee Juan, Chairman Dr Chia Tai Tee, Member Ms Gail Ong, Member Ms Jasmin Lau, Member

Board Committee	Composition
Campus Development Committee	Mr Wen Khai Meng, Chairman Ms Gail Ong, Member Ms Tammie Tham, Member

Board Committee	Composition
Finance Committee	Mr Soon Sze Meng, Chairman Mr Wen Khai Meng, Member Ms Sim Siew Moon, Member

Board Committee	Composition
Industry and Research Committee	Mr Quek Gim Pew, Chairman Mr Chan Hian Lim, Member Ms Tammie Tham, Member Ms Jacqueline Poh, Member Dr David Low, Member

Board Committee	Composition
Investment Committee	Ms Susan Soh, Chairman Dr Chia Tai Tee, Member Mr Oo Wooi Cheng, Co-opted Member Ms Debra Ng, Co-opted Member

Board Committee	Composition
Remuneration and Nomination Committee	Mr Bill Chang, Chairman Ms Lim Wan Yong, Member Mr Quek Gim Pew, Member Mr Soon Sze Meng, Member

Board Committee	Composition
Sustainability Committee	Ms Neo Gim Huay, Chairman Mr Chan Hian Lim, Member Mr Bill Chang, Member Dr Benjamin Koh, Member

Financial Statements

■ CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2025

	General Fund		Endowment and Term Funds		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Revenue	120,644	114,207	-	-	120,644	114,207
Other income	5,429	2,598	4,905	4,564	10,334	7,162
Operating expenditure						
Staff and related expenses	(193,355)	(176,082)	(1,249)	(1,008)	(194,604)	(177,090)
Programme and student-related expenses	(84,117)	(81,220)	(9,223)	(3,856)	(93,340)	(85,076)
Depreciation and amortisation expenses	(62,745)	(37,781)	(38)	(39)	(62,783)	(37,820)
Rental and other facility expenses	(42,552)	(19,141)	(3)	(1)	(42,555)	(19,142)
Interest expense	(8,642)	(1,360)	-	-	(8,642)	(1,360)
Other operating expenses	(50,634)	(35,047)	(327)	(1,020)	(50,961)	(36,067)
Total operating expenditure	(442,045)	(350,631)	(10,840)	(5,924)	(452,885)	(356,555)
Deficit before investment income and government grants	(315,972)	(233,826)	(5,935)	(1,360)	(321,907)	(235,186)
Net investment income	10,653	9,465	50,086	85,688	60,739	95,153
(Deficit)/surplus before government grants	(305,319)	(224,361)	44,151	84,328	(261,168)	(140,033)
Government grants	341,597	265,085	-	-	341,597	265,085
Net surplus for the financial year, representing total comprehensive income for the financial year	36,278	40,724	44,151	84,328	80,429	125,052

IMPORTANT NOTE:

The Consolidated Financial Statements, as set out on pages 39 to 43, are extracted from Singapore Institute of Technology and its subsidiaries ("the Group") Audited Financial Statements for the year ended 31 March 2025. It may not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Group. For further information, please refer to the full set of the audited financial statements published on SIT official website at [SingaporeTech.edu.sg](https://www.singaporetech.edu.sg).

STATEMENT OF FINANCIAL POSITION

As at 31 March 2025

	Group		SIT	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Assets				
Non-current assets				
Investment in subsidiaries	–	–	– (a)	– (a)
Property, plant and equipment	1,392,503	1,368,548	1,392,502	1,368,248
Intangible assets	662	462	662	462
Student loan receivables	1,116	752	1,116	752
Other non-current assets	335	57,454	300	57,420
Total non-current assets	1,394,616	1,427,216	1,394,580	1,426,882
Current assets				
Cash and cash equivalents	221,538	265,344	220,860	265,120
Financial assets at fair value through profit or loss	1,129,010	1,034,169	1,129,010	1,034,169
Tuition fee and other receivables	598,365	480,951	605,252	485,225
Student loan receivables	59	50	59	50
Other current assets	51,047	11,223	51,047	11,223
Derivative financial instruments	910	–	910	–
Total current assets	2,000,929	1,791,737	2,007,138	1,795,787
Total assets	3,395,545	3,218,953	3,401,718	3,222,669
Liabilities				
Current liabilities				
Trade and other payables	78,192	83,488	85,112	87,773
Deferred tuition fee income	5,859	6,159	5,859	6,159
Grants received in advance	51,986	44,921	51,986	44,921
Derivative financial instruments	–	85	–	85
Lease liabilities	1,045	6,017	1,045	5,976
Bank borrowings	35,078	38,591	35,078	38,591
Total current liabilities	172,160	179,261	179,080	183,505
Net current assets	1,828,769	1,612,476	1,828,058	1,612,282
Non-current liabilities				
Deferred capital grants	1,061,203	1,025,990	1,061,203	1,025,990
Other deferred grants	42,694	60,193	42,694	60,193
Lease liabilities	2,662	31,298	2,578	30,804
Bank borrowings	679,400	607,500	679,400	607,500
Total non-current liabilities	1,785,959	1,724,981	1,785,875	1,724,487
Total liabilities	1,958,119	1,904,242	1,964,955	1,907,992
Net assets	1,437,426	1,314,711	1,436,763	1,314,677
Funds and reserves				
General Fund				
Accumulated surplus	380,317	333,712	379,654	333,678
Endowment and Term Funds				
Capital	745,700	703,414	745,700	703,414
Accumulated surplus	311,409	277,585	311,409	277,585
Total funds and reserves	1,437,426	1,314,711	1,436,763	1,314,677

(a) Less than \$1,000

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND RESERVES

For the financial year ended 31 March 2025

	General Fund	Endowment and Term Funds	Total
	\$'000	\$'000	\$'000
2025			
At 1 April 2024	333,712	980,999	1,314,711
Government grants and donations	–	42,286	42,286
Transfer from Endowment Fund to General Fund	10,327	(10,327)	–
Net surplus for the financial year, representing total comprehensive income for the financial year	36,278	44,151	80,429
At 31 March 2025	380,317	1,057,109	1,437,426
2024			
At 1 April 2023	292,988	863,589	1,156,577
Government grants and donations	–	33,082	33,082
Net surplus for the financial year, representing total comprehensive income for the financial year	40,724	84,328	125,052
At 31 March 2024	333,712	980,999	1,314,711

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Deficit before government grants		(261,168)	(140,033)
Adjustments for:			
Depreciation and amortisation		62,783	37,820
Net loss on disposal of property, plant and equipment		10,853	-
Lease modification		(5,985)	-
Provision for expected credit loss allowance		59	40
Fair value gain on financial assets at fair value through profit or loss		(39,090)	(73,694)
Fair value (gain)/loss on derivative financial instruments		(776)	381
Gain on disposal of financial assets at fair value through profit or loss		(7,753)	(5,965)
Dividend income		(6,808)	(4,405)
Interest income		(6,995)	(10,950)
Interest expense		8,642	1,360
Donation income		(4,789)	(4,564)
Foreign exchange loss/(gain)		683	(520)
Operating cash flows before changes in working capital		(250,344)	(200,530)
Change in operating assets and liabilities			
Tuition fee and other receivables		(61,691)	(10,170)
Student loan receivables and other assets		16,922	2,514
Trade and other payables		21,978	12,888
Net cash used in operating activities		(273,135)	(195,298)
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets	B	(125,470)	(400,330)
Proceeds from disposal of property, plant and equipment		21	-
Purchase of financial assets at fair value through profit or loss		(304,918)	(216,739)
Proceeds from disposal of financial assets at fair value through profit or loss		257,077	76,704
Settlement of derivative financial instruments		(218)	(177)
Dividend received		6,808	4,405
Interest received		7,691	12,051
Net cash used in investing activities		(159,009)	(524,086)
Cash flows from financing activities			
Operating grants received		208,333	203,016
Development grants received		64,757	36,590
Matching endowment grants received		21,044	29,375
Other government grants received		46,748	32,573
Donations received		15,667	17,605
Proceeds from bank borrowings	A	96,700	377,400
Repayment of bank borrowings	A	(24,800)	-
Interest paid on bank borrowings	A	(32,819)	(19,890)
Principal payment of lease liabilities	A	(6,071)	(5,915)
Interest paid on lease liabilities	A	(1,221)	(1,360)
Net cash flows generated from financing activities		388,338	669,394
Net decrease in cash and cash equivalents		(43,806)	(49,990)
Cash and cash equivalents at beginning of financial year		265,344	315,334
Cash and cash equivalents at end of financial year		221,538	265,344

■ CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2025

Note A: Reconciliation of Liabilities Arising From Financing Activities

	Beginning of financial year	Principal and interest payments	Proceeds from borrowings	Non-cash changes		End of financial year
				Additions (A)	Lease modifications	Interest expense
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2025						
Bank borrowings	646,091	(57,619)	96,700	-	-	29,306
Lease liabilities	37,315	(7,292)	-	1,724	(29,261)	1,221
	Beginning of financial year	Principal and interest payments	Proceeds from borrowings	Non-cash changes		End of financial year
				Additions (A)	Interest expense	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2024						
Bank borrowings	267,217	(19,890)	377,400	-	21,364	646,091
Lease liabilities	43,141	(7,275)	-	89	1,360	37,315

Note B: Purchase of Property, Plant and Equipment and Intangible Assets

During the financial year, the Group acquired property, plant and equipment and intangible assets with an aggregate cost of \$121,088,000 (2024: \$381,057,000). The additions were by way as follows:

	Note	2025 \$'000	2024 \$'000
Additions to property, plant and equipment and intangible assets		121,088	381,057
Payables for property, plant and equipment		6,106	19,362
Lease liabilities	A	(1,724)	(89)
Cash outflow for purchase of property, plant and equipment and intangible assets		125,470	400,330

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