

PURPOSE IN **PRACTICE**



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PURPOSE IN PRACTICE

reflects how SIT transforms knowledge into real-world impact through applied learning, industry collaboration and research. At the heart of this vision is the Punggol Campus, where education, research and industry converge to turn ideas into action and prepare graduates to drive innovation and create lasting value for society.



SIT's success cannot be measured solely by enrolment figures, partnership numbers or research funding. It must ultimately be reflected in the value we create for learners, industries and society."

Mr Bill Chang
Chairman, Board of Trustees
Singapore Institute of Technology

Chairman's Message

Purpose in Practice

The theme of this Annual Report, *Purpose in Practice*, captures something SIT holds firmly: that what a university stands for is ultimately judged by what it delivers for learners, industries and the broader society.

Over the past year, SIT has continued to translate its vision as Singapore's University for Industry into meaningful outcomes. Anchored in SIT2034, launched last year, this progress reflects a continued focus on purposeful execution across education, research, industry engagement and organisational development.

The opening of our new Punggol Campus is perhaps the strongest example of purpose translated into practice. Designed as a place where education, industry and community intersect, the campus reflects SIT's belief that learning should be closely connected to real-world application. It provides a platform for better applied learning, deeper industry collaboration, new opportunities for translational research, and stronger engagement with the community, bringing to life the aspirations set out in SIT2034.

Translating Strategy into Outcomes

As stewards of the University's long-term development, the Board's focus extends beyond setting direction to ensuring that strategic priorities result in meaningful impact. Over the past year, we have seen clear evidence of this across our educational programmes, research initiatives and industry partnerships.

Much of this is grounded in a defining characteristic of SIT: our close partnership with industry. We believe that education, innovation and workforce transformation are most effective when developed in collaboration with those who will ultimately apply them. This commitment continues to shape how we educate our learners, conduct research and create value for society.

Deepening Industry Partnerships

One of the clearest indicators of progress is the continued strengthening of our industry partnerships. This year, SIT signed 28 new Memoranda of Understanding with partners spanning healthcare, aviation, maritime, sustainability, and defence. These include Schneider Electric, the Civil Aviation Authority of Singapore, the Singapore Army, SingHealth, JTC Corporation and DNV Singapore, among others.

These partnerships go beyond formal agreements. They create opportunities for curriculum co-development, work-integrated learning, applied research and innovation. More importantly, they reflect growing confidence in SIT as a trusted partner in talent development, workforce transformation and industry advancement.

Research that Creates Impact

Applied research remains central to SIT's mission and a key way in which we contribute to industry innovation and national priorities. This year, SIT secured \$49.2 million in external research grants and attracted \$44.9 million in industry contributions. These achievements reflect both the quality of our research and the relevance of the solutions we are developing with our partners.

Projects such as the Construction Technology Innovation Laboratory's low-carbon concrete initiative and the NutriBoost food innovation programme illustrate how SIT's research is addressing pressing challenges in sustainability, infrastructure and health. Such efforts exemplify our commitment to translational research, where knowledge creation is closely connected to real-world application and industry impact.

Beyond delivering impact today, SIT must also invest in the capabilities that will shape tomorrow's industries. To this end, we launched the Applied AI Doctoral Training Centre and the Maritime Engineering Doctoral Training Centre. These centres will help develop the next generation of highly skilled professionals and researchers capable of advancing emerging technologies and developing our critical industries.

Developing Talent for a Changing World

The same commitment to capability building extends beyond research and into education. Demand for an SIT education continues to grow. AY2025 saw a record 15,715 undergraduate applications, with 3,484 students admitted.

The value of this education is ultimately reflected in the opportunities available to graduates. While labour market conditions continue to evolve, nine in ten graduates from the Class of 2025 secured employment within six months of graduation. This outcome reinforces the importance of maintaining strong connections between education and industry, and ensuring that learners graduate with relevant skills and experience.

At the same time, SIT continues to strengthen its talent development pathways to meet evolving industry needs. This year, we launched the new Bachelor of Engineering in Civil Engineering programme and expanded enrolment in our Industrial Doctorate and Industrial Master's programmes by 48 per cent. Taken together with our continuing education offerings, these efforts reinforce SIT's contribution to developing talent across the broader learning continuum.

Building for the Long Term

As we look ahead, the Board remains focused on ensuring that SIT's growth is sustainable, resilient and aligned with Singapore's long-term needs. The rapid advancement of artificial intelligence presents both opportunity and responsibility for universities. As a Board, we are committed to ensuring that SIT is well-positioned to develop the talent, research capabilities and institutional readiness needed to contribute meaningfully to Singapore's AI future.

This commitment to long-term thinking is also reflected in how we govern and account for our progress. This year, we published our inaugural Sustainability Report, reinforcing our commitment to transparency, accountability and responsible stewardship. Together with our progress in education, research and industry engagement, it reflects our determination to build strong foundations for the future.

None of this progress would be possible without the commitment of our staff, the trust of our partners, and the inspiration of our students and alumni. I am grateful to my fellow Board members for their continued guidance and stewardship.

As Singapore's University for Industry, SIT's success cannot be measured solely by enrolment figures, partnership numbers or research funding. It must ultimately be reflected in the value we create for learners, industries and society. That remains the Board's guiding consideration as we steward the University's continued development in the years ahead.



A university is ultimately defined by its people. SIT is shaped by those who choose to be part of it — and by the purpose that brought us together. As long as we remain connected to them, and to the purpose that brought us together, we will continue to grow into the university we are working to become.”

Professor Chua Kee Chaing
President
Singapore Institute of Technology

President's Message

Purpose, Taking Shape

Last year, we marked the official opening of our Punggol Campus, and we have been learning what it means to call it home.

A campus does not come alive overnight. It takes time for communities to form, for spaces to find their purpose, and for a place to develop its own character. That work is ongoing. But in the labs, the classrooms and the corridors, we are beginning to see what this campus can be. It is our people — students, staff, industry partners and the community around us — who will ultimately define it.

Applied Learning with Purpose

That purpose finds its clearest expression in how we learn. Applied learning remains central to our identity and educational model. This year, we continued to deepen our applied learning pedagogy with the Competency-Based Education approach — shifting the focus from what learners have studied to what they can demonstrably do, assessed through authentic tasks that reflect real professional practice.

The results of that commitment were visible across the year. We celebrated over 2,900 graduates, including pioneer cohorts from five degree programmes. We launched the new Bachelor of Engineering in Civil Engineering programme, developed in direct response to Singapore's infrastructure needs. And our Integrated Work-Study Programme continued to evolve. Students now have access to a wider range of industry partners, reinforcing what has always made an SIT education distinctive: learning that is grounded in real work, real environments and real accountability.

Equipping Graduates for an AI-Enabled World

Preparing graduates for the world of work has always been at the heart of what we do. But the world they are entering is being reshaped by artificial intelligence at a pace that demands we think differently about what preparation means. Career pathways are less predictable, and the skills that matter most are evolving quickly. Our responsibility goes beyond preparing graduates for their first job. We must prepare them for a lifetime of careers.

At SIT, we think about this through the lens of being bilingual in AI. Our graduates need to speak two languages: the language of their profession, grounded in deep domain expertise; and the language of AI — understanding what these tools can do, where their limits lie, and how to apply them with sound judgement and integrity. It is the combination of both that makes a graduate genuinely capable and future-ready.

This is shaping how we design programmes, how we assess learning, and how we think about the role of our educators — who must increasingly focus not on delivering content, but on cultivating the habits of inquiry and judgement that technology cannot replicate.

Where Industry Meets Campus

These habits do not form in the abstract. They are built through encounters with real problems, in real environments. Our laboratories make that possible. Facilities such as our Autonomous Systems and Applied Intelligence Laboratory, Power Systems Lab, and Offshore and Marine Digital Learning Lab were developed in close partnership with industry. They are working environments where our students engage with authentic engineering and technological challenges that mirror professional practice. Through such partnerships, we continue to strengthen an applied learning model that develops graduates who are industry-ready, adaptable and prepared to contribute meaningfully from the outset.

Research Rooted in Real-World Challenges

SIT's research has always been guided by a clear purpose: to address real challenges and create meaningful impact for industry and society. This year, our CTIL and NutriBoost teams continued to break new ground, in low-carbon

construction and food innovation respectively. Our Innovation-as-a-Service initiative is creating new pathways for faculty, students and industry partners to collaborate on practical solutions to complex problems. Together, these efforts reflect SIT's research-education nexus at work: students and academic staff tackling challenges that extend well beyond the classroom.

Rooted in Punggol, Reaching the World

For SIT, purpose extends beyond the campus — into the community around us and the world beyond. This year, the University reached more than 2,000 youths through STEM outreach and engaged 18 schools. Our Social Innovation Project continued to build meaningful connections with the surrounding community. As SIT grows, so does our responsibility to contribute to the neighbourhood and society we are part of.

That same sense of purpose extends further still. The SIT Charity Golf raised \$900,000 for the SIT Global Mobility Grant, supporting students who might otherwise lack the means to pursue overseas learning opportunities. We are working towards 70% student participation in overseas programmes by 2030. Global exposure is not a luxury — it is essential preparation for graduates who will work in an increasingly interconnected world.

Looking Ahead

Our Punggol Campus gives us a strong foundation. But foundations only matter if we build well on them.

As we look ahead, our focus remains clear. We are committed to strengthening the applied learning model that makes an SIT education distinctive. The industry partnerships, research capabilities and community connections that sustain it will continue to deepen. The challenges will evolve, but so will our capabilities, our partnerships and our collective resolve.

A university is ultimately defined by its people. SIT is shaped by those who choose to be part of it — our students, staff, alumni, partners and community. As long as we remain connected to them and to the purpose that brought us together, we will continue to grow into the university we are working to become.

Board of Trustees

For the financial year ended 31 March 2026

01 **Mr Bill Chang
Chairman**

Chief Executive Officer, Digital InfraCo
Singapore Telecommunications Ltd
Appointed 16 Sep 2020

02 **Dr Chia Tai Tee
Trustee**

Appointed 16 Sep 2018

03 **Prof Chua Kee Chaing
Trustee**

President
Singapore Institute of Technology
Appointed 1 Jan 2022

04 **Dr Foo Say Mui (Bill)
Trustee**

Appointed 22 Sep 2025

05 **Mr Han Kwee Juan
Trustee**

Group Executive and Group Head of
Institutional Banking
DBS Bank Ltd
Appointed 1 Jun 2022

06 **Dr Benjamin Koh
Trustee**

Deputy Secretary (Sustainability)
Ministry of Sustainability and the
Environment
Appointed 16 Sep 2018

07 **Mr Kwee Liong Keng
Trustee**

Managing Director
Pontiac Land Pte Ltd
Appointed 1 Nov 2017

08 **Ms Lim Wan Yong
Trustee**

Permanent Secretary (Education)
Ministry of Education
Appointed 4 Oct 2021

09 **Dr David Low
Trustee**

Chief Executive Officer,
Advanced Remanufacturing and
Technology Centre and Executive
Director,
Singapore Institute of Manufacturing
Technology,
A*STAR
Appointed 16 Sep 2024



Board of Trustees

For the financial year ended 31 March 2026

10 **Ms Neo Gim Huay
Trustee**

Managing Director, Centre for Nature
and Climate,
World Economic Forum
Appointed 16 Sep 2021

11 **Ms Gail Ong
Trustee**

Head, Equity Capital Markets
WongPartnership LLP
Appointed 16 Sep 2018

12 **Ms Jacqueline Poh
Trustee**

Chief Executive Officer
JTC Corporation
Appointed 1 Jun 2022

13 **Mr Quek Gim Pew
Trustee**

Chairman
National Supercomputing Centre
Appointed 16 Sep 2018

14 **Mr Caesar Sengupta
Trustee**

Director
Arta Finance Group
Appointed 22 Sep 2025

15 **Ms Susan Soh
Trustee**

Co-Chief Executive Officer
Avanda Investment Management Pte Ltd
Appointed 16 Sep 2021

16 **Mr Soon Sze Meng
Trustee**

Chief Executive Officer
Go Net Zero Pte Ltd
Appointed 16 Sep 2018

17 **Mr Vincent Wu
Trustee**

Deputy Secretary (Policy)
Ministry of Health
Appointed 22 Sep 2025

18 **Prof Yeo Yee Chia
Trustee**

Deputy Chief Executive
(Innovation & Enterprise)
Agency for Science, Technology,
and Research
Appointed 1 Jun 2025



10



11



12



13



14



15



16



17



18

Senior Management

For the financial year ended 31 March 2026



Professor Chua Kee Chaing
President
Appointed 1 Jan 2022



Professor John Thong
Deputy President (Academic) & Provost
Appointed 1 Jan 2022



Mr Ronnie Tay
Deputy President (Administration) &
Chief Financial Officer
Appointed 1 Jul 2019



Mr Bernard Nee
Deputy President (Industry & Community)
Appointed 1 Jan 2022



Dr Kwong Yuk Wah
Vice President (Digital Transformation) &
Digital Officer
Appointed 3 Jan 2023



Professor Susanna Leong
Vice President (Applied Research)
Appointed 1 Jan 2022

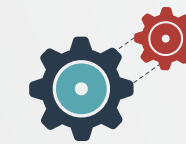
SIT at a Glance

5 Academic Clusters



Business, Communication and Design

7 Undergraduate Programmes



Engineering

17 Undergraduate Programmes



Food, Chemical and Biotechnology

4 Undergraduate Programmes



Health and Social Sciences

8 Undergraduate Programmes



Infocomm Technology

11 Undergraduate Programmes

29 SIT-conferred
Undergraduate
Programmes

14 SIT-Overseas University
Joint Undergraduate
Programmes

4 Overseas University
Undergraduate
Programmes

SIT-Conferred Post-graduate Programmes

4 Post-graduate
Programmes by
Coursework

4 Post-graduate
Programmes by
Research

Data shows AY2025 programmes

GROOMING **INDUSTRY-READY** TALENT

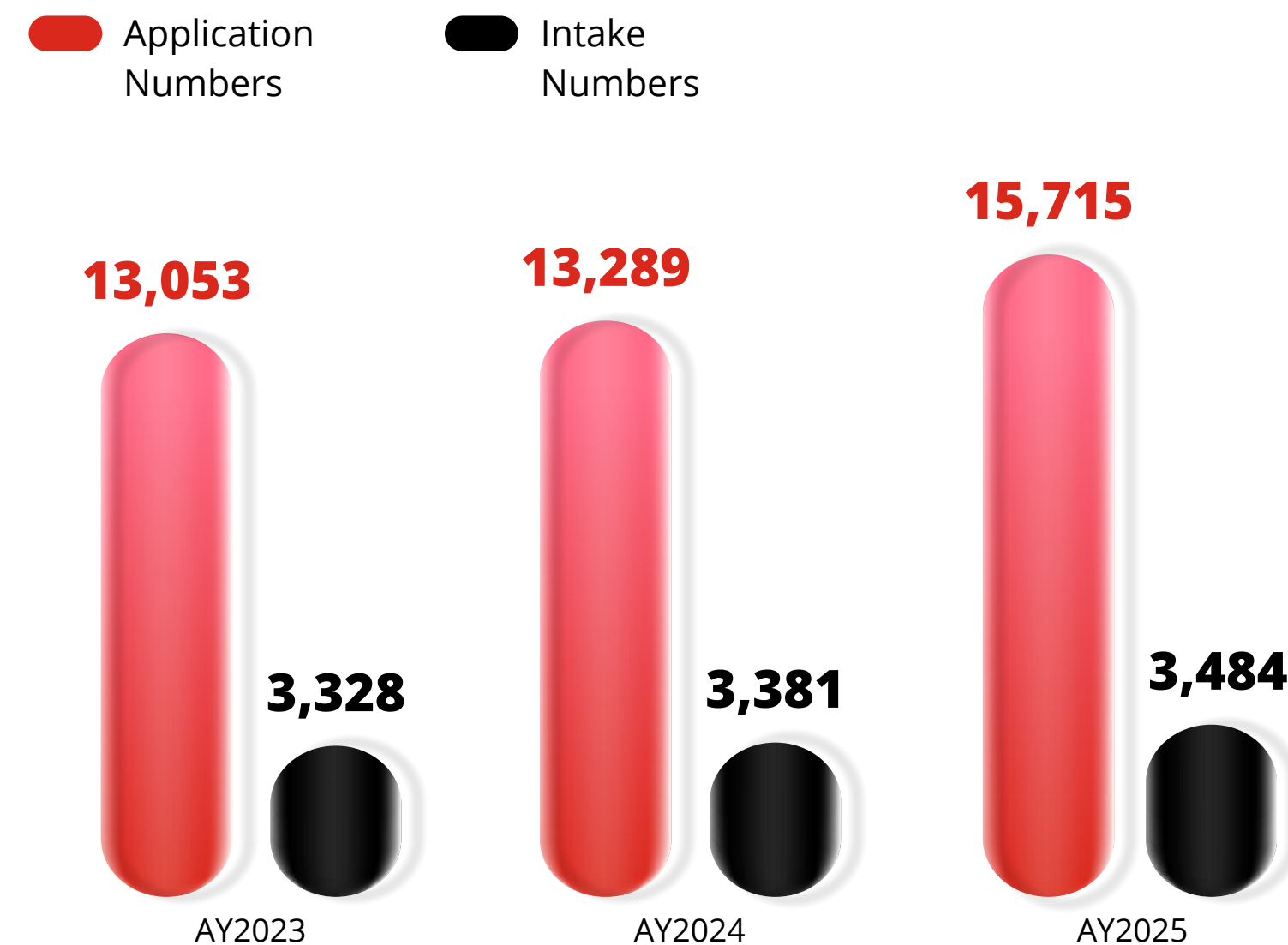
As Singapore's University for Industry, we work closely with industry partners to develop talent for the economy, support lifelong learning through flexible pathways, and drive innovation. This distinctive approach continues to attract strong interest, reflected in healthy growth in both undergraduate and postgraduate intakes for AY2025.

Undergraduate Admissions

SIT strengthened its position as Singapore's third-largest Autonomous University by full-time undergraduate intake. The AY2025 admissions exercise attracted a record 15,715 applications, with 3,484 students admitted.

Notably, 94.9% secured a place in their first or second-choice programmes, reflecting strong alignment between SIT's offerings and student aspirations.

▼ Undergraduate Admissions Numbers (AY2023-AY2025)



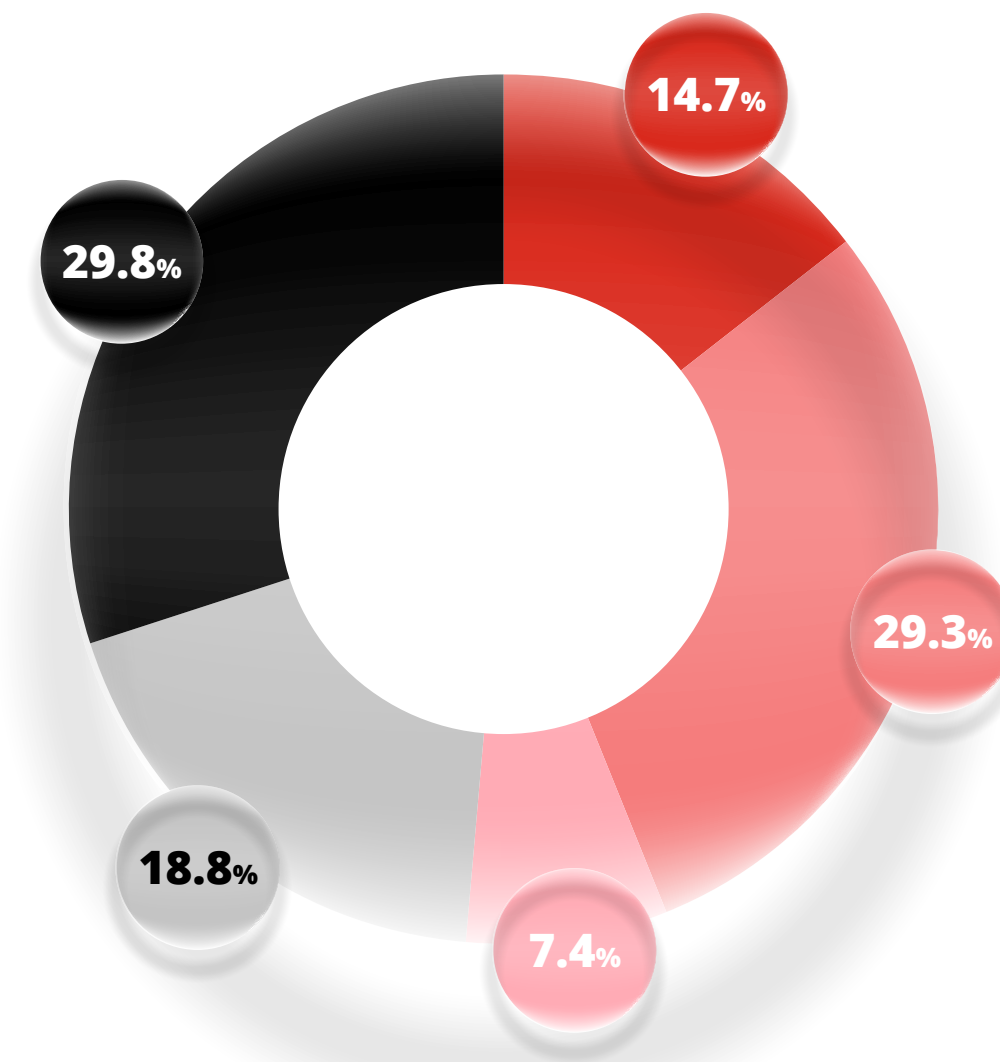
▼ Application Numbers **15,715**

▼ Intake Numbers **3,484**

- Including **323** adult learners and **134** international students
- **94.9%** of undergraduates admitted to their first- or second-choice programmes

▼ Academic cluster intake

Total **3,484** Students



— **513** Students
Business, Communication
and Design

— **259** Students
Food, Chemical and
Biotechnology

— **1,038** Students
Infocomm Technology

— **1,021** Students
Engineering

— **653** Students
Health and Social
Sciences

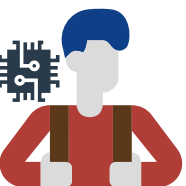
▼ Top 3 largest
programmes by intake:

1
ICT (Information
Security)

2
Accountancy

3
Physiotherapy

Postgraduate Admissions

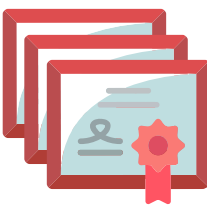


36 students
for the Master of
Science in Electrical
and Electronic
Engineering*



33 students for
the Master of Health
Sciences*

Industrial Doctorate And Industrial Master's Programmes



82 enrolments into
Industrial Doctorate
and Master's
Programmes*

- **8** MClInRes
- **6** DClinRes
- **19** MEng
- **49** DEng

* All data are as of 29 September 2025.

Student Population



11,571*
Undergraduate
Programmes



82 Post-Graduate
Research
Programmes



196 Post-Graduate
Coursework
Programmes

* Includes 339 learners pursuing 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 connect academia and industry through strong partnerships that shape our curriculum. We translate industry insight into programmes that close skills gaps and prepare students for real-world challenges through authentic, purposeful experiences.

Launch of New Programme

Pre-employment Training (PET):

▼ **SIT-conferred 4-year Bachelor of Engineering in Civil Engineering**

- Prepares students for Singapore's evolving Built Environment sector through applied learning, industry immersion, and a strong focus on digitalisation, automation and sustainability.

Bridging Learning to Career

SIT equips SITizens with the skills and confidence to enter the workplace. From work attachments to one-on-one career coaching, we build the mindsets, skills, and professional networks students need to navigate an evolving job market.

Integrated Work Study Programme (IWSP)

In 2025, close to 1,000 industry partners offered more than 7,800 Integrated Work Study Programme (IWSP) work attachment opportunities, supporting about 2,500 students. This means more than 3 opportunities per student, reflecting strong demand for SIT talent.



Career Nexus

In its 11th run, SIT's flagship networking event drew nearly 2,400 students and alumni, with around 200 industry partners. The event helped SITizens pursuing IWSP placements and full-time roles, while giving the wider SIT community a platform to connect with industry partners and find new collaboration opportunities.



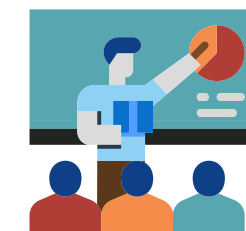
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SIT Photo: Keng Photography

Industry Mentorship Programme (IMP)

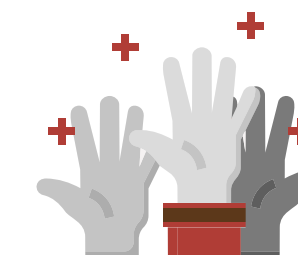
The 9th run of the IMP saw a growth in the number of mentees, with participants coming from 29 degree programmes:



84
participating
mentors



148
SITizen
mentees



More than **700**
SITizen mentees have
benefitted from the
IMP since 2018

SITizens Go Global

SIT continued to strengthen its global learning ecosystem in FY2025, giving students access to high-quality overseas academic experiences and diverse perspectives. Through partnerships with leading universities worldwide, SIT students can extend their learning beyond the classroom, develop cross-cultural competencies and gain the confidence to contribute in an increasingly interconnected world.

Key achievements

- **Expanded access to global learning:** More than 1,800 SIT students had access to international learning opportunities through overseas programmes and academic engagements.
- **Strengthened global partnerships:** Established a network of more than 30 leading university partners worldwide, including the University of Turku in Finland, Tallinn University of Technology in Estonia, and Shanghai Jiao Tong University in China.
- **Recognised overseas learning:** Students can earn up to six academic credits through selected overseas programmes, allowing them to integrate global learning experiences into their academic journey.
- **Developed future-ready graduates:** Overseas learning experiences enabled students to broaden their global perspectives, strengthen cross-cultural competencies, and apply their knowledge in diverse international contexts.



- ▶ SIT undergraduates visited a farm to learn honeycomb harvesting techniques from a beekeeper during the "Farm to Fork" Overseas Immersion Programme.



- ▶ SIT Food Technology undergraduates perform food analytics experiments alongside professors from the University of New South Wales, as part of the Overseas Immersion Programme.

Life as a SITizen

FY2025 was a year of vibrant student life at SIT — full of energy, celebration, and impact.

Signature Moments

- More than **3,200** Freshmen welcomed into the SIT community during First Year Experience 2025.
- Over **1,320** Students contributed to 28 community service and engagement initiatives, making a positive impact on more than 1,600 beneficiaries.
- **120** Student Volunteers (Team OTi) supported 26 major events, fostering a vibrant campus and community spirit.
- **1,010** Students and staff engaged in campus safety and wellness advocacy.
- More than **920** Student Leaders served the SIT community and beyond. Through their hands-on leadership roles, they developed core competencies under the Industry Ready Skills Framework (IRSF), strengthening their personal growth and equipping them with transferable skills for their future careers.
- IRSF expanded its Outside Curriculum Activities (OCA) offerings in 2025. **7** new divisions/clusters were onboarded, and **31** new activities were introduced for students. Together, these created an additional **192** Outside Curriculum Transferable Skills (OCTS) opportunities.
- In celebration of Singapore's 60th anniversary, the Office of SITizen Experience spearheaded 28 SG60 initiatives across the arts, sports, and community service, engaging over **2,000** students and **1,000** community members, in collaboration with more than 30 external partners.
- SITizen Appreciation Night brought together over **700** SITizens and staff to recognise the dedication and contributions of student leaders, student organisations, performing arts groups, and varsity sports teams under the purview of Office of SITizen Experience (OSE). **32** awards were presented to **231** students for their achievements and meaningful impact to the community.



▶ SIT's D'Streak Flo at Super 24 (S24), Asia's premier mega-crew dance competition.



▶ Freshmen and beneficiaries at Helix 2025.



▶ The Future Ready Leadership Programme (FRLP) is a specialised training framework run by the Office of SITizen Experience.



▶ SITizens and OTi at the Student Leaders Appreciation Night 2025.

SITizen Achievements

- **60** Medals clinched by over **560** SIT student-athletes across the SEA Games, Singapore University Games (SUniG), Institute-Varsity-Polytechnic (IVP) Games, World University Championships, and Asia Pacific University Championships.
- More than **450** student performers brought joy, vibrancy and meaningful community engagement through over **100** performances, reaching more than **10,000** community members.
- The Inter-Cluster Games were held for the first time at SIT Punggol Campus, with over **400** students, alumni and staff participants.
- **67** performers across **6** performing arts groups participated in the SIT Punggol Campus Official Opening Ceremony, an opportunity for students to be part of a milestone occasion for the SIT community.

Our Graduates, Our Pride

Graduates consistently show their value to industry, securing high employment rates and competitive starting salaries despite a cautious hiring climate. The Graduate Employment Survey for the Class of 2025 found that:

- **9 in 10** SIT graduates were employed within six months of graduation
- More than **8 in 10** secured full-time or part-time employment
- Median Gross Monthly Salary: **\$4,230**
- Diagnostic Radiography, Dietetics and Nutrition, Occupational Therapy, Physiotherapy, and Speech & Language Therapy graduates achieved 100% overall employment within six months after graduation



Our Class of 2025 saw over 2,900 graduates, including pioneer cohorts of the following programmes:

- Doctor of Clinical Research in Health Sciences
- Master of Health Sciences
- Bachelor of Engineering with Honours in Naval Architecture and Marine Engineering
- Bachelor of Engineering with Honours in Robotics Systems
- Bachelor of Science with Honours in Applied Artificial Intelligence
- Bachelor of Science with Honours in Applied Computing (Fintech specialisation)
- Bachelor of Science with Honours in Digital Supply Chain



SIT Photo: Keng Photography

SIT marked a significant milestone with its first Convocation ceremonies at its new Punggol Campus. The University also launched **Design Your Futures (DYF)**, an initiative that empowers students and alumni to chart purposeful career and life paths. Additionally, SIT extended career coaching services to alumni, reaffirming its commitment to supporting the community at every stage of their careers.



Our graduates are entering a world where agility and resilience are critical. With DYF and extended career coaching for alumni, we aim to equip them with the confidence, skills and networks to adapt and thrive in a rapidly evolving future. Echoing our 'Once a SITizen, Always a SITizen' ethos, SIT reaffirms our commitment as a lifelong career partner, journeying with and walking alongside SITizens at every stage of their careers."

Professor Chua Kee Chaing

President of SIT

Once a SITizen, Always a SITizen



24,611
SIT alumni as of
October 2025



3,135
SIT alumni participated
in 83 events as of
March 2026

SITizen Day

The inaugural SITizen Day, which included SIT's first Convocation in Punggol Campus, concluded successfully, uniting students, alumni, staff, and the wider community in celebration. With games, a food bazaar, a flea market, and an outdoor concert drawing over 1,000 participants, the event was both a community festival and a university occasion, capturing the spirit of belonging that defines the SIT experience.



SIT Photo: Keng Photography



SIT Photo: Keng Photography

SIT Mentoring Insights

More than 200 student mentees and alumni mentors gathered for SIT Mentoring Insights, celebrating mentorship and recognising long-serving mentors. The event featured industry and alumni speakers for breakout sessions, career development booths, and speed networking to strengthen mentor-mentee connections.



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SIT Photo: Keng Photography

SIT Alumni Industry Nights

Five Alumni Industry Night sessions brought together 365 participants across SIT's academic clusters. Through networking, career conversations, and laboratory visits, alumni reconnected with the University, exchanged industry insights, and built valuable professional connections.



SIT Photo: Keng Photography



SIT Photo: Keng Photography

Empowering our Educators

As a pioneer of applied learning in Singapore's university landscape, SIT celebrated the educators who drove its success by bringing together academics, practitioners, and industry experts to share insights, foster collaboration, and advance applied learning.

► SIT University Awards

- Continuing the tradition from previous years, the 2025 edition marked a significant milestone by introducing the **15-year** Service Appreciation Awards for the very first time.
- This year, a total of **148** awards were presented to celebrate excellence and dedication across the following categories:
 - Teaching Excellence Awards: Recognised **18** academic staff members for their exceptional contributions and commitment to teaching excellence.
 - Student Developer Awards: Honoured **8** non-academic colleagues who had significantly enhanced and enriched student learning experiences.
 - Applied Research Excellence Award: Awarded to 1 team (comprising 2 recipients) whose outstanding work had substantially advanced our applied research objectives.
 - SIT Fellowship Awards: Conferred upon **6** recipients to recognise exceptional academic staff for their impactful contributions to education and research.
 - Service Appreciation Awards: Commemorated long-standing dedication and loyalty to SIT, presented to:



69
recipients for
the 5-year
milestone



42
recipients for
the 10-year
milestone



4
recipients for the
inaugural 15-year
milestone



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Developing Leadership

In FY2025, SIT strengthened leadership capabilities through Learning Fiesta, its flagship learning event, and Leadership Forums and Dialogues. A second cohort of leaders also participated in the 360 Feedback initiative to support their leadership development.

Strengthening Organisational Resilience

SIT expanded well-being and psychological safety initiatives to foster a supportive and resilient workplace culture. As at 31 March 2026, 119 leaders had participated in Psychological Safety Workshops, which achieved an average evaluation score of 4.17 out of 5.

Advancing Learning and Development

Learning participation was concentrated in knowledge and skill development (61%), followed by digital competencies (26%) and SIT culture and values (9%). LinkedIn Learning course completions also grew by 117%, driven by targeted learning pathways and stronger outreach efforts.



► AI continued to be the buzzword at Learning Fiesta 2025.

UNIVERSITY FOR **INDUSTRY**, IN ACTION

SIT strengthened its partnerships with industry to deliver education, research, and workforce development that meet evolving economic and societal needs. Through industry-informed learning, applied research, Continuing Education and Training (CET), and enhanced career development initiatives, the University equips students, alumni, and professionals with the skills and opportunities to thrive in a rapidly changing world.

Partnerships

In FY2025, SIT's applied learning and research ecosystem grew through expanded partnerships with industry and government agencies.

SIT signed **28 new Memoranda of Understanding (MOU)** with industry and academic partners. These collaborations cover applied research, education, co-development of Pre-Employment Training (PET) and CET modules, IWSP opportunities, and academic exchanges.

Notable MOU signings included:

- **Schneider Electric:** This collaboration helps manufacturing SMEs accelerate their sustainability journey through applied research, energy optimisation and workforce upskilling. The collaboration combines SIT's academic expertise with Schneider Electric's industry experience to drive decarbonisation and improve energy efficiency.
- **Civil Aviation Authority of Singapore:** This MOU supports the growth of Singapore's aviation talent pipeline. The partnership will expand aviation-related education and training, raise awareness of aviation careers, and align programmes more closely with industry needs.



► SIT's collaboration with Schneider Electric aims to help manufacturing SMEs achieve their sustainability goals.

- **Singapore Army:** Building on an existing partnership, SIT broadened its collaboration with the Singapore Army to deepen talent development, applied research and industry engagement through the Army-SIT Systems Engineering & Technology Living Lab (ASSET LL). The enhanced partnership also creates opportunities for IWSP placements and Army personnel to contribute as adjunct faculty.
- **Frasers Hospitality:** This partnership advances Singapore's hospitality sector through the co-development of education programmes and joint research, focused on service excellence, sustainability and digital transformation.
- **SingHealth:** SIT and SingHealth enhanced their collaboration to support healthcare education, applied research and workforce development. The partnership will provide students with industry learning opportunities while supporting innovation to meet the evolving needs of Singapore's healthcare sector.
- **JTC Corporation:** As part of JTC's Industry Connect initiative, SIT joined other Institutes of Higher Learning and industry partners to accelerate digitalisation, innovation, sustainability and talent development across Singapore's industrial ecosystem through closer academia-industry collaboration.



► SIT's MOU with DNV (left image) and RINA (right image) to support maritime education, research and talent development.



► SIT and SingHealth enhanced its collaboration to support healthcare education.

- **DNV Singapore:** SIT renewed and grew its partnership with DNV Singapore to support maritime education, talent development and research. The collaboration will build capabilities in areas such as simulation-based ship design, competency-based education, and next-generation zero-emission and autonomous maritime technologies.
- **RINA:** The MOU advances maritime education, applied research and industry collaboration. It supports talent development through student mobility and postgraduate programmes while driving innovation in sustainable energy, process certification and future ship and system design.

New Labs

The Offshore & Marine Digital Learning Lab: Established with Seatrium, this lab strengthens SIT's industry collaboration in maritime sustainability, 5G-enabled industrial use cases, robotics, and digital yard technologies, including energy digital twin modelling, remote operations, and AI-enabled optimisation of offshore and marine systems.

Autonomous Systems and Applied Intelligence Laboratory (ASAIL): In collaboration with DSO, this lab advances research in robotics, unmanned systems, and cybersecurity while exploring emerging areas such as 5G-enabled robotics communications and sustainable maritime technologies. The launch also connected 86 Engineering and ICT students with DSO researchers, providing insights into career opportunities and cutting-edge defence research.

Power Systems Lab: The Power Systems Lab collaborates with the Land Transport Authority and Meiden Singapore. It provides students and industry professionals with hands-on training in railway power distribution systems and virtual-reality simulations of substation operations, strengthening rail engineering capabilities.

Lifelong Learning & Sector Capability Building

SIT*LEARN* extends SIT's applied learning approach beyond PET to help working professionals build new capabilities. Through partnerships with industry, it delivers flexible, stackable learning pathways that respond to emerging skills needs and support lifelong career development.

In 2025, SIT*LEARN* launched Executive Education Programmes to strengthen sustainability capabilities across key growth sectors, underscoring SIT's commitment to industry-relevant, future-focused, and applied lifelong learning. Designed for executives and based on SIT's Active Learning, Authentic Learning, and Applied Learning pedagogies, the programmes equip learners with practical competencies to address evolving sustainability and infrastructure challenges.

At the SIT Punggol Campus, learning is enriched through immersive gemba journeys across campus Living Labs, industry engagements, and facilities such as the Energy Efficiency Technology Centre (EETC) and the campus district cooling system.

Under the Sustainable Infrastructure Series, SIT*LEARN* offers four flagship Executive Education Programmes:

- Design and Performance Assessment of Low Carbon Buildings
- District Cooling Systems: Technologies, Components, and Sustainable Engineering
- Sustainable and Resilient Data Centres
- Electric Vehicles and Charging Infrastructure for Decarbonisation of Land Transportation



► SIT*LEARN* Executive Education course held in a lectorial at SIT Punggol Campus.



► SIT*LEARN* Executive Education site visit to BYD Kranji Workshop.

Applied Research

Applied research at SIT is use-inspired and impact-driven, addressing industry and societal challenges. It also strengthens our applied learning pedagogy. We work closely with industry to translate ideas into solutions that can be tested, validated, and deployed in real-world environments, accelerating industry innovation.

Key Research Projects Awarded:

Built Environment

SIT's low-carbon concrete innovation, developed by the Construction Technology Innovation Laboratory (CTIL), was featured in Singapore's RIE2030 Handbook as a key RIE2025 achievement. Building on CTIL's success, SIT secured its first Industry Alignment Fund - Industry Collaboration Project (IAF-ICP) grant. This programme, led by CTIL, in collaboration with A*STAR and industry partners, aims to facilitate decarbonisation by advancing sustainable construction materials, structural systems, and reusability solutions to support Singapore's 2050 net-zero commitment.

Food Innovation

SIT, in collaboration with A*STAR and Mycrocell Pte Ltd, was awarded a four-year project under the Singapore Food Story R&D Programme. Titled "Integrated Processing for Enhanced Techno-functional Properties and Nutritional Value of Alternative Protein", the project will develop an AI-powered food processing platform to produce alternative proteins with improved taste and nutritional profiles, and develop innovative nutritious products from sustainable ingredients cultivated in Singapore, such as mushroom mycelium. The project aims to set new benchmarks for food innovation, accelerating the adoption of alternative proteins as a mainstream dietary choice and strengthening Singapore's food resilience and sustainability goals.

Scaling Innovation across the Ecosystem

In 2026, SIT strengthened its role as a key innovation partner for industry through the launch of the Innovation-as-a-Service (IaaS) initiative. IaaS, supported by NRF and MOE, serves as a central focal point for industry to tap on expertise, capabilities and resources across SIT and its ecosystem partners to advance industry innovation and technology translation.

SIT's partners can leverage SIT's location in the Punggol Digital District (PDD) to trial innovations in a live environment, using real-time data from its Living Lab Network which supports applied research validation and hands-on learning.

The University is also advancing innovation in key domains like AI and robotics through its Centre for Intelligent Robotics. These efforts, combined with learning opportunities for students and PDD's smart precinct infrastructure, position SIT at the forefront of applied innovation and future-ready ecosystems.

Growing the Next Generation of Future-Ready Talent

SIT strengthens the research-education link by embedding real-world applied research into curricula, internships, and capstone projects, ensuring students gain hands-on, industry-relevant experience. Additionally, Industrial Doctorate/Industrial Master's (ID/IM) programmes saw a 48% increase in student enrollment, rising from 66 students in AY2024 to 82 students in AY2025. Two Doctoral Training Centres-the Maritime Engineering Doctoral Training Centre (MEDTC) and the Applied AI Doctoral Training Centre (AADTC)-were also launched to nurture future specialists and leaders for the maritime and applied AI sectors.

Applied Research Impact in FY2025



► SIT's CTIL secured a grant to accelerate innovations in sustainable construction materials, structural systems and reusability solutions.



Awarded
\$49.2m
in external research grants



Secured
\$44.9m
in industry contributions
(cash and in-kind)

COMMUNITY, IN PRACTICE

At the SIT Punggol Campus, learning extends beyond the classroom into the community. By working closely with industry and community partners, we create opportunities for students to apply their knowledge, develop as socially responsible professionals, and make a positive difference in Punggol.

Community Engagement: Inspiring Young Minds, Strengthening Ties

SIT expanded its youth and community outreach through strategic partnerships and flagship platforms at the Punggol Campus. Eight STEM outreach programmes engaged more than 2,000 youths across 18 schools, while seventeen community programmes reached over 2,000 residents from Punggol and beyond.

Key initiatives included the National Youth Tech Championship 2025, organised in partnership with IMDA and Google, and the SIT Community Challenge 2025, delivered with SBS Transit and STMicroelectronics. These collaborations strengthened SIT's position as the University for Industry and reinforced applied learning and community impact.

School partnerships grew from four to more than 18 schools nationwide, increasing opportunities for SIT students to lead STEM outreach initiatives in the community.

Social Innovation Project Module

The Social Innovation Project (SIP) module gives SIT undergraduates hands-on experience applying design thinking and human-centred design to complex, real-world problems in and beyond Singapore.

Since the module was implemented in AY2023, the number of overseas immersion trips has doubled. Students spend five to seven days working with counterparts in Indonesia (Bandung, Medan, and Surabaya), Vietnam (Ho Chi Minh), and Hong Kong.

Closer to home, two student teams worked with Allkin staff and dietitians from National Healthcare Group (NHG) to help 14 seniors adapt beloved recipes into healthier versions, preserving cultural authenticity and culinary heritage, while promoting better nutrition.

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



► The group of SITizens involved in the Allkin project with one of the seniors.



► Allkin Recipe Book.

CLASIC Project Grant

Since CLASIC first awarded its CLASIC Project Grant to SIT academic staff leading community-engaged projects in AY2021, 16 projects have been supported under this grant.

Ten projects have been completed. Approximately \$206,000 has been disbursed as CLASIC Project Grants.

One such project is the RemindMe app, created by a multidisciplinary SIT team led by Associate Professors Elaine Siow and Desmond Chong. Working with Mr Vincent Chan, SIT students, and Singapore General Hospital (SGH), the team built the app to equip caregivers with the knowledge, confidence, and practical support needed to manage pressure injuries at home.

The project includes key features to support caregivers, such as scheduled patient repositioning reminders, educational resources on pressure injury management, care management tools for daily tasks, and pictorial guides highlighting high-risk pressure areas.



EMPOWERING OUR **FUTURE** WITH PURPOSE

At SIT, we are committed to equipping our students for successful careers. Through comprehensive financial aid, we ensure quality education is accessible, empowering students to realise their potential and thrive in the workforce.

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 2025, **433** SITizens were eligible for 100% support of tuition fees under the Forward SITizen Initiative launched in AY2023

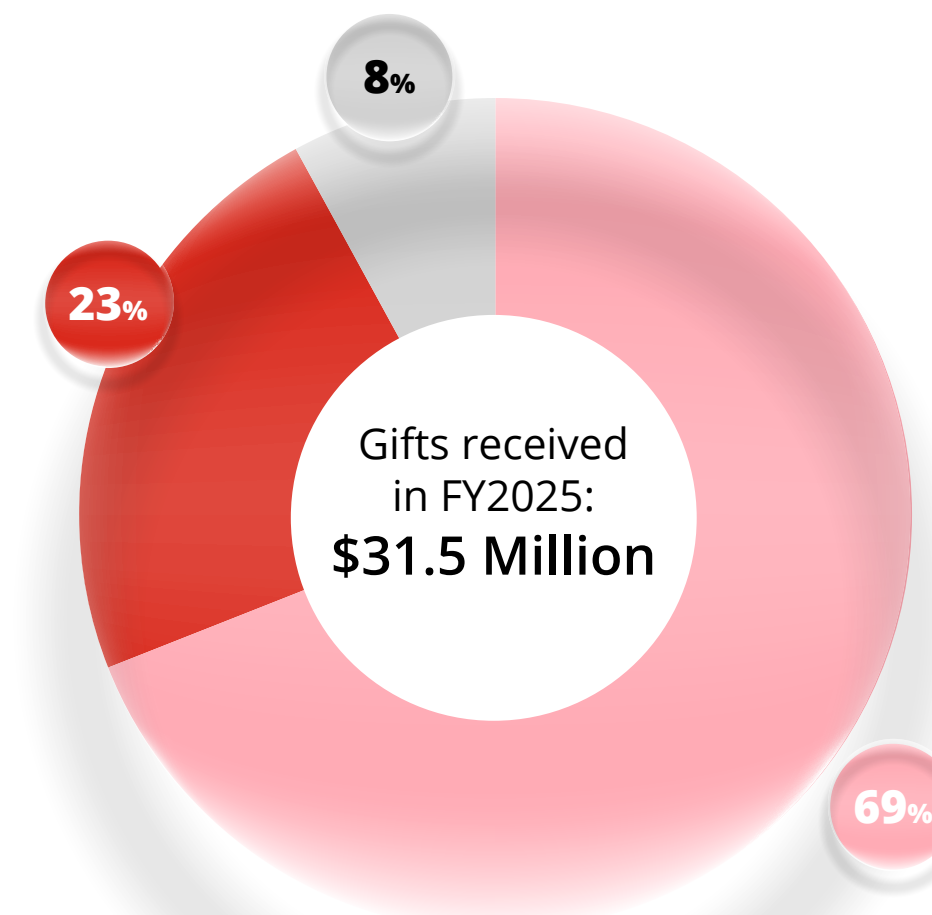
SIT Scholarship Engagement & Ceremony

- The annual SIT Scholarship Engagement & Ceremony 2025 welcomed **37** new SIT Scholars, as well as recognised the contributions and achievements of **19** graduating scholars.



Gifts received in FY2025 (received from 1 April 2025 to 31 March 2026)

Overview of Gifts Disbursed in AY2025



Student Support includes bursaries, study grants, study awards, overseas immersion programme grants, and emergency fund.

Academic Excellence includes scholarships, book prizes, gold medals, outstanding student awards, performance awards, and yearly performance awards.

Applied Research, Applied Learning & Academic Support includes professorships, applied research and learning, and gifts for general academic use.



SIT Campus Official Opening: Honouring the Visionary Support Behind SIT Punggol Campus

At the opening ceremony, SIT honoured benefactors whose support brought our new Punggol Campus to life. Their contributions established named facilities for education and research, reinforcing SIT's role as Singapore's premier university of applied learning.

10 esteemed individuals & organisations were recognised for their contributions, namely – The Ngee Ann Kongsi, Mr Kwek Leng Beng and City Developments Limited, Ho Bee Land, OCBC, the Estate of Eng Liat Kiang, Singapore Hokkien Huay Kuan, the late Mrs Wong-Mah Jia Lan, Diana Koh Foundation, Foundation of Rotary Clubs Singapore, and AM Family Capital Foundation.

In appreciation of their philanthropy, each received an exclusive hand-drawn silk scarf depicting the new campus, presented by Prof Chua Kee Chaing, SIT President and Mr Bill Chang, Chairman of the SIT Board of Trustees.

SIT Charity Golf 2026: Inaugural SIT Charity Golf Tees Off Strongly with Purpose

The inaugural SIT Charity Golf, held at the Laguna National Golf Resort Club, brought together donors, partners, and the SIT community to expand global opportunities for students. The event raised \$900,000, supported by matching contributions from the Government and Singapore Tote Board.

All proceeds were channelled to the new SIT Global Mobility Grant, which reduces financial barriers for students from less privileged backgrounds to access short-term overseas learning experiences. The initiative supports SIT's goal of achieving 70% student participation in overseas programmes by 2030, backed by over 140 university and industry partners across 23 countries.

The dinner welcomed approximately 300 guests and was graced by Deputy Prime Minister and Minister for Trade and Industry, Mr Gan Kim Yong.



SIT Photo



SIT Photo



SIT Photo



SIT Photo

SITizen Run 2026: Going the Distance for SITizens

The second edition of SITizen Run, which brought together students, alumni, staff and their families from across the SIT community, featured a hybrid format comprising a virtual run and physical 5km and 10km runs at the SIT Punggol Campus.

The event drew about 520 participants, who collectively logged over 9,500km. The physical run was flagged off by Deputy President (Administration) and CFO Mr Ronnie Tay, who also joined the 10km run.

More than \$21,000 was raised for the SIT Bursary, with all registration fees and donations going directly towards supporting students in need.

BUILDING A **SUSTAINABLE** FUTURE

To learn more about SIT's sustainability initiatives, please click [here](#) to view SIT's inaugural Sustainability Report.

EXPANDING OUR **HORIZONS**

SIT expanded its outreach across the region, bringing its applied learning philosophy to more prospective students than ever.

SIT Open House 2026

- **SIT Open House 2026** took place on 7 and 8 February 2026 at our fully operational Punggol Campus for the first time.
- The event drew close to **11,000** visitors across two days, including over 6,000 prospective students.
- Following the Open House, SIT launched its **Virtual Open House microsite** and **Virtual Campus Tour** to extend engagement beyond the physical event. The immersive digital platform enables prospective students to explore selected degree programmes, campus life and career pathways at their own pace.
- The **Virtual Campus Tour** received industry recognition for its innovative user experience, earning Website of the Day, Best UI, Best UX and Best Innovation at the CSS Design Awards, as well as FWA of the Day from FWA. FWA (Favourite Website Awards) is a prestigious international platform that recognises excellence in digital creativity, design, and innovation, with entries judged by more than 500 experts from over 35 countries.



International Outreach

- SIT strengthened its international student recruitment efforts across ASEAN and China through participation in the Study in Singapore 2025 initiative, which included education fairs, school visits, and webinars. The University also engaged school leaders, counsellors, and students from selected overseas high schools to build awareness of its applied learning pedagogy and industry-focused education.



IN APPRECIATION OF OUR DONORS

For support awarded in Academic Year 2025/26

Our donors’ impactful support continues 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. We sincerely thank all our donors, including those who wish to remain anonymous.

AbbVie Operations Singapore Pte Ltd
Abeo Consulting Pte Ltd
Accenture Pte Ltd
Acclaim Insurance Brokers Pte Ltd
Acepak Technology Pte Ltd
Aditya Ranjan
Aeris Dynamics Pte Ltd
Aero Inspection Asia Pte Ltd
AGI Freight Singapore Pte Ltd
Albert Wong
Alfa Tech Vestasia Pte Ltd
Alric MEP Engineering 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
Ashland Singapore Pte Ltd
Asia Chemicals Trading Pte Ltd
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Association of Information Security Professionals

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Chan Mei Hong

Chan Siew Wei & Ng Siew Yen
Changi Airport Group (Singapore) Pte Ltd
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Crocodile Foundation
Cyber Security Agency of Singapore
Cybersprout Pte Ltd
Dalio Foundation (Singapore)
Dassault Systemes Singapore Pte Ltd
David Chee Fook Weng
David Poon Tat Wee & Jacqueline Ng Hsin-Yi
Dell Global B.V. Singapore Branch
Desmond Gregory Chong Teck Jin

DH RegSys Consulting Pte Ltd
Diana Koh Foundation
Discovering Foundation
Dou Yee Enterprises (S) Pte Ltd
Dr Clear Aligners Pte Ltd
Dune Technologies Pte Ltd
Edy Hardijana Tjugito
EnGro Corporation Limited
Engtek (Pte) Ltd
Enviro Gas Pte Ltd
EPS Computer Systems Pte Ltd
Ernst & Young LLP
Estate of Irene Tan Liang Kheng
Family and Friends of Ng Sheng Poh and Quek Siew Keow
Family of Loo Shaw Chang & Tan Hooi Hong
FEO Hospitality Asset Management Pte Ltd
Flex Connect Pte Ltd
Foo Kon Tan LLP
Gary Lim Chong Chen
Geo Energy Group
GlaxoSmithKline - EDB HRD Fund

Goh Foundation Limited
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Gong Hao Fund
Government Technology Agency
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He Hui Foundation
Hiap Chuan Hardware (Pte.) Limited
Hjh Maimunah Restaurant Pte Ltd
Ho Bee Land
Ho Han Khoon
Ho Yee Yang Edmond
Hummingbird Health Pte Ltd
iBMS Technology Pte Ltd
IGG Singapore Pte Ltd
Infocomm Media Development Authority
Information Systems Audit and Control Association
Singapore
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JCS-Echigo Pte Ltd
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John Yong Ming Shyan
Johnris System Pte Ltd
JTC Corporation

Julie Teo Lee Meng
Kampung Spirit Fund
Kaspersky Lab Singapore Pte Ltd
Kat Cat Pte Ltd
KCTex International Limited
Kee Sek Huat
Keppel Care Foundation Limited
Kevin Liang Choon Yee
Kewalram Singapore Limited
Keystone Cable (S) Pte Ltd
Khoo Chwee Neo Foundation Ltd
Khoo Hock Tin
Khoo Sin Hock Victor & Loh Gek Peng
Khoo Thomas Clive
Kilowatts Engineering and Construction Pte Ltd
Kimly Construction Private Limited
Kitchen Haus Group Pte Ltd
Ko Oen Tjiang
Koh Shirley
Koh Tong Ho
KSF Beverage Holding Foundation
Kuang Yong Auto
Kuok Khoon Hong
Kwai Fong & Raymond Goh
Kwee Liong Keng
Kwek Leng Beng
Kwek Muar Kang Alvin
Lam Yi Young
Land Transport Authority of Singapore
Lau Ying Hui
Learning Access Foundation

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Lee Hee Long
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Lee Su Ann
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Lighthouse Club (Singapore)
Lih Ming Construction Pte Ltd
Lillyn Teh
Lim Daoyi, Moses and Lee Wen Wen Sandra Jean
Lim Peng Hun and Vanisa Lee
Lim Siah Mong
Lim Sze Wee
Lim Teck Cheng
Lions Community Service Foundation (Singapore)
Lo Hock Ling & Co
Loo Tze Kian
Low Geok Cheng
Loyang Tua Pek Kong
L-QuBE Pte Ltd
LSK Engineering (S) Pte Ltd
LU Kee Hong and Chan Haw Ngee
M.Tech Products Pte Ltd
Mapletree Investments Pte Ltd
Marina Bay Sands Pte Ltd
Mei Kun Charity Fund
Metcore International Pte Ltd
MHC Medical Network Pte Ltd

Mitsubishi Electric Asia Pte Ltd
MNEX
Mohan K Vaswani
Mohit Maheshwari
Mok Hon Yong
Mount Alvernia Hospital
Nam Lee Pressed Metal Industries Limited
Namath Kurungodan Sanjeev
National Council of Social Service
Nebulas Tree Pte Ltd
NetLink Management Pte Ltd (as trustee of NetLink
Trust)
Newlife Dental Practice Pte. Ltd.
Nexia Singapore PAC
NHG Health
NING Research Pte Ltd
Nippon Express (Singapore) Pte Ltd
OCBC
Octava Foundation Limited
OneMT Pte Ltd
Ong Kiem Kiok
Ong Wee Seng
Oribel Pte Ltd
OUE Limited
Pascal Industries Pte Ltd
Patrick Lee
Paul Tseng
Paul Wong AICM Pte Ltd
PCS Pte. Ltd.
Pei Hwa Foundation Limited
Peter Lim

PKF-CAP LLP
PPC Building Services Pte Ltd
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Prima Limited
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Ridik Pte Ltd
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Singapore Chemical Industry Council Limited
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Singapore Concrete Institute
Singapore Food Manufacturers' Association
Singapore Green Building Council
Singapore Hotel Association
Singapore Leong Khay Huay Kuan
Singapore Noodles Manufacturers' Association
Singapore Nutrition and Dietetics Association
Singapore Power Limited
SMRT Corporation Ltd
Sodexo Singapore Pte Ltd
Soon Sze Meng
SP Manufacturing Pte Ltd
Sprinkler Fire Systems Pte Ltd
St Luke's ElderCare Ltd.
Stanley Quek
Steelar's Pte Ltd
Steven Wong Kai Juan and Wong Kai Yun
Straits Bunkering Pte Ltd
Straits Construction Singapore Pte Ltd
Sugiarta Foundation
Sun Ace Kakoh (Pte.) Ltd
Surya Jhunjhnuwala and Gaurang Jhunjhnuwala
T T J Design And Engineering Pte Ltd
T.E Engineering & Trading
Tai Tak Estates Sdn Bhd
TAK Products & Services Pte Ltd

Talentsis Pte Ltd
Tammie Tham
Tan Hiang Lee
Tan Hwee Hua @ Lim Hwee Hua
Tan Jingwei
Tan Poey See
Tan Sieu Lee Amelia
Tax Academy of Singapore
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Temasek
Temasek Foundation
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Teo Hock Chwee
Terra Systems Pte Ltd
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of Singapore Ltd
The Estate of Chong Yook Yin
The Estate of Eng Liat Kiang
The Estate of Lim Doa Hin
The Hegen Foundation
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The late Wong-Mah Jia Lan
The Loke Cheng-Kim Foundation
The Masonic Charitable Fund
The Ngee Ann Kongsi
The Silent Foundation Ltd
The Tan Chin Tuan Foundation
Thng Poh Choo
Thomson Shin Min Foundation
Ti Sui Tsu Memorial Fund

Tiong Seng Contractors (Private) Ltd
TL Whang Foundation Limited
TME Systems Pte Ltd
Toe Teow Heng
Toh See Kiat
Tokyo Electron Singapore Pte Ltd
Tong Kok Chiang and Thng Poh Choo
Tong Seng Produce Pte Ltd
Tote Board
Tractors Singapore Limited
Tsoi Wing Foo
Tunnelling and Underground Construction Society
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Vilia Sulistyo
Wee Siew Kim
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Wong Cheok Mui Geraldine
Wong Chong Yee Kenny
WSP Consultancy Pte Ltd
X-Inc Pte Ltd
Yangzheng Foundation
Yi-Lin Tan and Foong Sheng-Wei
YP Academy Pte Ltd
Yusof Bin Amir Wahid
Yzer Solutions Pte Ltd

CORPORATE GOVERNANCE

Annual Report for the FYE 31 March 2026

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 objects of the University are to: (i) promote and undertake the advancement of education by providing educational facilities and courses of study in all fields of knowledge; (ii) advance and disseminate knowledge and promote and engage in research and scholarships; and (iii) establish, operate, maintain and promote the University as a going concern. SIT has one subsidiary, Foodplant Pte. Ltd. (Company Registration No. 202007139N), which was incorporated on 2 March 2020. The subsidiary was 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 18 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 reputation 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 7 and 8 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 seven Board Committees formed in accordance with Article 53 of the Articles of Association (“**AAs**”), namely the Advancement, Audit, 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 Finance Committee provides oversight of the University’s financial policy management.
- (d) The Industry and Research Committee provides strategic guidance on the University’s industry engagement and collaboration and applied research.
- (e) The Investment Committee oversees the investment of the University’s endowment and surplus funds.
- (f) 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.
- (g) 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.

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 subsidiary.

Board Attendance

A total of four Board meetings were held during the financial year from 1 April 2025 to 31 March 2026¹. The attendance of the Trustees at the Board meetings during the financial year is tabulated below:

Name	Percentage (%) of Attendance	
Mr Bill Chang	100	
Dr Chia Tai Tee	100	
Prof Chua Kee Chaing	100	
Dr Foo Say Mui (Bill) ⁵	100	
Mr Han Kwee Juan	50	
Dr Benjamin Koh	50	
Mr Kwee Liong Keng	0	
Ms Lim Wan Yong	50	
Dr David Low	100	
Ms Neo Gim Huay	25	
Ms Gail Ong	100	
Ms Jacqueline Poh	50	
Mr Quek Gim Pew	50	
Mr Caesar Sengupta ⁵	100	
Ms Sim Siew Moon ²	0	
Ms Susan Soh	75	
Mr Soon Sze Meng	100	
Dr Syed Harun Alhabsyi ³	50	
Mr Vincent Wu ⁵	100	
Prof Yeo Yee Chia ⁴	70	
Ms Tammie Tham ³	100	
Mr Wen Khai Meng ³	100	

¹ Mr Chan Hian Lim’s and Ms Jasmin Lau’s appointments ceased on 1 Apr 2025; no meetings were held prior to their cessation within FY2025.

² Ms Sim Siew Moon’s appointment ceased on 2 Sep 2025. She did not participate in the FY2025 meetings.

³ Dr Syed Harun Alhabsyi’s, Ms Tammie Tham’s and Mr Wen Khai Meng’s appointments ceased on 16 Sep 2025.

⁴ Prof Yeo Yee Chia was appointed on 1 June 2025.

⁵ Dr Foo Say Mui (Bill), Mr Caesar Sengupta and Mr Vincent Wu were appointed on 22 Sep 2025 as Trustees of the Board.

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 9 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:

- (a) 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 Board of Trustees 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 and
- (b) 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.

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 that is a close relative of any Trustee who receives more than S\$50,000 in annual remuneration.

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.

BOARD COMMITTEES

as at financial year ended 31 March 2026

Board Committee ¹	Composition
Advancement Committee	Mr Kwee Liong Keng, Chairman Mr Han Kwee Juan, Member Dr Foo Say Mui (Bill), Member Prof Lee Chuen Neng, Co-opted Member
Audit Committee	Mr Han Kwee Juan, Chairman Dr Chia Tai Tee, Member Ms Gail Ong, Member
Finance Committee	Mr Soon Sze Meng, Chairman Ms Gail Ong, Member Mr Vincent Wu, Member
Industry and Research Committee	Mr Quek Gim Pew, Chairman Ms Jacqueline Poh, Member Dr David Low, Member Prof Yeo Yee Chia, Member Mr Shashank Samant, Co-opted Member

Board Committee ¹	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
Remuneration and Nomination Committee	Mr Bill Chang, Chairman Ms Lim Wan Yong, Member Mr Quek Gim Pew, Member Mr Soon Sze Meng, Member
Sustainability Committee	Ms Neo Gim Huay, Chairman Mr Bill Chang, Member Dr Benjamin Koh, Member Mr Caesar Sengupta, Member

¹ Campus Development Committee was dissolved with effect from 16 Sep 2025.

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

	General Fund		Endowment and Term Funds		Total	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Revenue	123,030	120,644	–	–	123,030	120,644
Other income	5,712	5,429	13,668	4,905	19,380	10,334
Operating expenditure						
Staff and related expenses	(212,505)	(193,355)	(1,414)	(1,249)	(213,919)	(194,604)
Programme and student-related expenses	(82,966)	(84,117)	(10,019)	(9,223)	(92,985)	(93,340)
Depreciation and amortisation expenses	(134,530)	(62,745)	(62)	(38)	(134,592)	(62,783)
Rental and other facility expenses	(72,001)	(42,552)	(11)	(3)	(72,012)	(42,555)
Interest expense	(15,255)	(8,642)	–	–	(15,255)	(8,642)
Other operating expenses	(47,328)	(50,634)	(1,090)	(327)	(48,418)	(50,961)
Total operating expenditure	(564,585)	(442,045)	(12,596)	(10,840)	(577,181)	(452,885)
Deficit before investment income and government grants	(435,843)	(315,972)	1,072	(5,935)	(434,771)	(321,907)
Net investment income	6,697	10,653	80,332	50,086	87,029	60,739
(Deficit)/surplus before government grants	(429,146)	(305,319)	81,404	44,151	(347,742)	(261,168)
Government grants	440,490	341,597	–	–	440,490	341,597
Net surplus for the financial year, representing total comprehensive income for the financial year	11,344	36,278	81,404	44,151	92,748	80,429

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 2026. 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 2026

	Group		SIT	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Assets				
Non-current assets				
Investment in subsidiaries	-	-	1,951	- (a)
Property, plant and equipment	1,339,442	1,392,503	1,339,438	1,392,502
Intangible assets	1,603	662	1,603	662
Student loan receivables	1,491	1,116	1,491	1,116
Other non-current assets	446	335	439	300
Total non-current assets	1,342,982	1,394,616	1,344,922	1,394,580
Current assets				
Cash and cash equivalents	336,651	221,538	333,554	220,860
Financial assets at fair value through profit or loss	1,279,047	1,129,010	1,279,047	1,129,010
Tuition fee and other receivables	505,021	598,365	506,301	598,313
Student loan receivables	59	59	59	59
Other current assets	10,019	51,047	9,970	51,047
Derivative financial instruments	-	910	-	910
Total current assets	2,130,797	2,000,929	2,128,931	2,000,199
Total assets	3,473,779	3,395,545	3,473,853	3,394,779
Liabilities				
Current liabilities				
Trade and other payables	75,833	78,192	75,995	78,173
Deferred tuition fee income	5,738	5,859	5,738	5,859
Grants received in advance	61,035	51,986	61,035	51,986
Derivative financial instruments	775	-	775	-
Lease liabilities	748	1,045	660	1,045
Bank borrowings	34,841	35,078	34,841	35,078
Total current liabilities	178,970	172,160	179,044	172,141
Net current assets	1,951,827	1,828,769	1,949,887	1,828,058
Non-current liabilities				
Deferred capital grants	1,001,012	1,061,203	1,001,012	1,061,203
Other deferred grants	-	42,694	-	42,694
Grants received in advance	14,518	-	14,518	-
Lease liabilities	15,066	2,662	15,066	2,578
Bank borrowings	681,100	679,400	681,100	679,400
Total non-current liabilities	1,711,696	1,785,959	1,711,696	1,785,875
Total liabilities	1,890,666	1,958,119	1,890,740	1,958,016
Net assets	1,583,113	1,437,426	1,583,113	1,436,763
Funds and reserves				
General Fund				
Accumulated surplus	402,074	380,317	402,074	379,654
Endowment and Term Funds				
Capital	798,639	745,700	798,639	745,700
Accumulated surplus	382,400	311,409	382,400	311,409
Total funds and reserves	1,583,113	1,437,426	1,583,113	1,436,763

(a) Less than \$1,000

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND RESERVES

For the financial year ended 31 March 2026

	General Fund	Endowment and Term Funds	Total
	\$'000	\$'000	\$'000
2026			
At 1 April 2025	380,317	1,057,109	1,437,426
Government grants and donations	-	52,939	52,939
Transfer from Endowment Fund to General Fund	10,413	(10,413)	-
Net surplus for the financial year, representing total comprehensive income for the financial year	11,344	81,404	92,748
At 31 March 2026	402,074	1,181,039	1,583,113
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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

	Note	2026 \$'000	2025 \$'000
Cash flows from operating activities			
Deficit before government grants		(347,742)	(261,168)
Adjustments for:			
Depreciation and amortisation		134,592	62,783
Net loss on disposal of property, plant and equipment		709	10,853
Lease modification		-	(5,985)
Provision for expected credit loss allowance		30	59
Fair value gain on financial assets at fair value through profit or loss		(56,378)	(39,090)
Fair value gain on derivative financial instruments		(605)	(776)
Gain on disposal of financial assets at fair value through profit or loss		(16,956)	(7,753)
Dividend income		(6,356)	(6,808)
Interest income		(6,860)	(6,995)
Interest expense		15,255	8,642
Donation income		(13,668)	(4,789)
Foreign exchange loss		126	683
Operating cash flows before changes in working capital		(297,853)	(250,344)
Change in operating assets and liabilities			
Tuition fee and other receivables		33,198	(61,691)
Student loan receivables and other assets		40,543	16,922
Trade and other payables		2,449	21,978
Net cash used in operating activities		(221,663)	(273,135)
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets	B	(69,529)	(125,470)
Proceeds from disposal of property, plant and equipment		-	21
Purchase of financial assets at fair value through profit or loss		(365,479)	(304,918)
Proceeds from disposal of financial assets at fair value through profit or loss		335,646	257,077
Settlement of derivative financial instruments		2,289	(218)
Dividend received		6,356	6,808
Interest received		7,262	7,691
Net cash used in investing activities		(83,455)	(159,009)
Cash flows from financing activities			
Operating grants received		248,237	208,333
Development grants received		94,293	64,757
Matching endowment grants received		12,490	21,044
Other government grants received		54,045	46,748
Donations received		31,564	15,667
Proceeds from bank borrowings	A	46,900	96,700
Repayment of bank borrowings	A	(45,200)	(24,800)
Interest paid on bank borrowings	A	(18,008)	(32,819)
Principal payment of lease liabilities	A	(3,552)	(6,071)
Interest paid on lease liabilities	A	(538)	(1,221)
Net cash flows generated from financing activities		420,231	388,338
Net increase/(decrease) in cash and cash equivalents		115,113	(43,806)
Cash and cash equivalents at beginning of financial year		221,538	265,344
Cash and cash equivalents at end of financial year		336,651	221,538

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

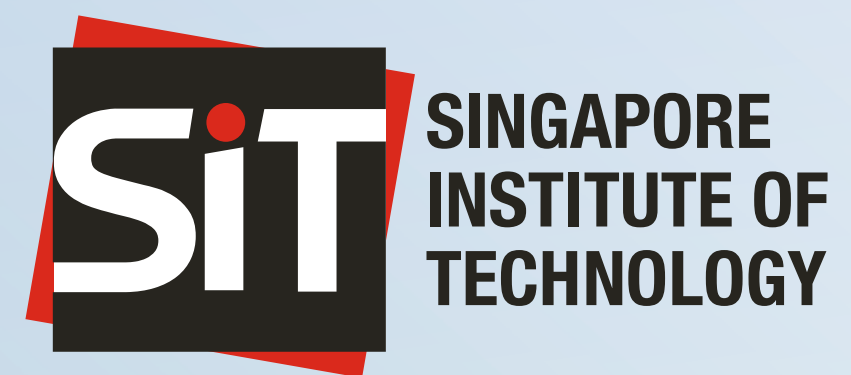
Note A: Reconciliation of liabilities arising from financing activities

	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	\$'000
2026							
Bank borrowings	714,478	(63,208)	46,900	-	-	17,771	715,941
Lease liabilities	3,707	(4,090)	-	15,948	(289)	538	15,814
	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	\$'000
2025							
Bank borrowings	646,091	(57,619)	96,700	-	-	29,306	714,478
Lease liabilities	37,315	(7,292)	-	1,724	(29,261)	1,221	3,707

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 \$83,182,000 (2025: \$121,088,000). The additions were by way as follows:

	Note	2026 \$'000	2025 \$'000
Additions to property, plant and equipment and intangible assets		83,182	121,088
Payables for property, plant and equipment		2,295	6,106
Lease liabilities	A	(15,948)	(1,724)
Cash outflow for purchase of property, plant and equipment and intangible assets		69,529	125,470



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