A great global university founded on science and technology, nurturing leaders through research and a broad education in diverse disciplines.
### AT A GLANCE

#### GLOBAL
- **108** nationalities on campus
- **540** university partners in academia and research
- **40** joint entities set up with leading multinationals on campus
- **330** partner universities in close to 40 countries offer student attachment programmes
- **7 in 10** undergraduates have an overseas opportunity during their studies
- **27** joint/dual PhD degree programmes with overseas universities

#### HONOURS
- **12th** in QS World University Rankings 2018/19
- **1st** in QS ranking of the world’s young universities for 5th consecutive year
- **3rd** in Times Higher Education Young University Rankings 2018
- **5th** in Times Higher Education Asia University Rankings 2018
- **52nd** in Times Higher Education World University Rankings 2018
- **3rd** in Materials Science in QS World University Rankings by Subject 2018
- **5th** in Engineering and Technology in QS World University Rankings by Subject 2018

### PEOPLE
- **23,800** undergraduates
- **8,100** graduate students
- **5,300** faculty and researchers from 81 countries
- **230,300** alumni representing 156 nationalities

### RESEARCH
- **S$578m** in competitive research grants won in FY2017/18
- **1st** in Asia for normalised research impact (Thomson Reuters, Elsevier and CWTS Leiden Ranking)
- **34th** in Nature Index 2018 Global & 1st in Singapore
- **114** patents granted in FY2017/18
- **2,735** technology disclosures received since FY2007

### CAMPUS
- **758** units of faculty housing
- **26** halls of residence housing more than 12,800 students
- **3** Singapore campuses
- **TOP 10** best green university (DesignCurial)
- **TOP 10** most photogenic university in the world (QS)
- **5th** in Times Higher Education Asia University Rankings 2018
- **3rd** in Materials Science in QS World University Rankings by Subject 2018
- **5th** in Engineering and Technology in QS World University Rankings by Subject 2018
- **5th** in Times Higher Education World University Rankings 2018
- **52nd** in Times Higher Education World University Rankings 2018
- **52nd** in Times Higher Education World University Rankings 2018

### AT A GLANCE
- **9 in 10** of the Class of 2017 received a job offer within four months of graduation
THE ARC OF EXCELLENCE

After its recent years of rapid growth, NTU Singapore is at an inflection point. To many observers and by many objective measures it has now taken its place among the world’s most renowned universities.

But it would be misplaced to think we have arrived, and worse, if we succumbed to hubris in acclaining this.

On 1 January 2018, Prof Subra Suresh took over the helm as NTU President from Prof Bertil Andersson. Both leaders share the view that notwithstanding our achievements, there is much more to do.

The world is moving rapidly into a new era of disruption that we now label Industry 4.0. This is already changing the way students learn, and the way we teach, do research, and carry out our administrative work.

Prof Suresh has articulated his vision and outlined the “moonshot” projects that will meet the challenges of this new era and drive NTU’s next phase of development.

He has announced the NTU Smart Campus vision where the power of digital technology and tech-enabled solutions are harnessed to support better learning and living experiences, the discovery of new knowledge, and the sustainability of resources.

Through the NTU Smart Campus, the University will support Singapore’s SMART Nation ambitions. NTU has earned a reputation for the quality of its research but our discoveries and innovations should also achieve impact in benefitting society and contributing to the economic wellbeing of Singapore.

Our professors may not all see themselves as entrepreneurs, and they shouldn’t all try to be – that would be a narrow view of how a university’s work is translated into impact.

However, they play an undeniably instrumental role in motivating and guiding their students. Throughout my career, I have always been inspired by Stanford professor Frederick Terman, the father of Silicon Valley. Under his wings, countless tech CEOs were born, impacting lives with their game-changing innovations. Bill Hewlett and David Packard, who went on to found the Hewlett-Packard Company, were just two of the many he fostered.

In this new era, we foresee that students will need to have the strength and imagination to reinvent themselves perhaps three or four times during their career. The “right answer” will keep changing for them.

So their university education needs to help them acquire the skill of lifelong learning and to “learn how to learn”. A one-size-fits-all approach to teaching won’t work. But if we are smart about using technology to incorporate real-time feedback and analytics, we can give them an education that is personalised, takes into account their strengths and weaknesses, and helps everyone reach their highest potential, throughout their life.

NTU is thus at an inflection point but it will continue resolutely on its arc of excellence. On behalf of the University, I recognise the contributions of our academic, research and administrative partners and our philanthropic benefactors in upholding our excellence.

The NTU Board of Trustees also appreciates the outstanding and dedicated service of Prof Bertil Andersson, its third President, whose term concluded during this past year. He has done a stellar job of steering the University’s growth, revamping its academic, research and administrative systems and programmes, establishing new talent recruitment schemes and building a reputation for NTU as one of the world’s most beautiful and sustainable campuses.

We are delighted that he continues his association as President Emeritus.

Alongside Prof Andersson, we also thank Mr Ernest Wong and Sir Keith O’Nions, who have stepped down from the NTU Board after years of valuable service, and warmly welcome to the Board Prof Suresh, Dr Lee Shiang Long, Prof Gene Block and Prof Sir Leszek Borysiewicz.

We are indebted to former President of Singapore, Dr Tony Tan, who was NTU Chancellor from 2011 until 2017. A staunch supporter of education, he played a vital role in shaping NTU and Singapore’s higher education landscape.

As the University’s new Chancellor, Singapore President Halimah Yacob will continue to be an advocate for NTU, and we look forward to her stewardship.

At just half the age of our country, NTU must be proud of what it has already contributed to Singapore’s success and the betterment of society. Excellence and an aversion to complacency should guide us at all times as we establish our place in society as a university for the world.

“The world is moving rapidly into a new era of disruption that we now label Industry 4.0. This is already changing the way students learn, and the way we teach, do research, and carry out our administrative work.”
IN CONVERSATION WITH
THE NTU PRESIDENT

PROF SUBRA SURESH
President
Nanyang Technological University,
Singapore

A FORAY INTO NEW FRONTIERS

How will you continue to develop the
talent needed to drive NTU’s next phase
of major growth as a leading research
university?
The recruitment and retention of top talent
among faculty, staff, postdocs and students
remains one of our priorities in our quest to
further elevate NTU as one of the greatest
global universities.

We have new talent recruitment schemes,
starting with the creation of 350 two-year
“postdoc” positions to attract the best and the
brightest young researchers worldwide.

Through expected transitions and
demographic projections, we also plan to
recruit 300 faculty members over the next
five years. We also plan to create up to 100
new named professorships, with funding
commitments for several new “Faculty
Chairs” already secured. This effort will
increase named professorships available
at NTU many-fold in five years, providing
a critically-needed mechanism to attract,
nurture and retain top faculty.

After the launch of the Presidential
Postdoctoral Fellowship in February to
attract up-and-coming scientists and
scholars to begin their academic careers at
NTU, we received more than 500 applications
from outstanding researchers worldwide
competing for 12 fellowships.

NTU also continues to be the university of
choice for exceptional young academics,
with more than 400 of these top minds from
around the world aspiring to be a Nanyang
Assistant Professor.

As pioneers and early adopters of tomorrow’s
technologies, the NTU community is serving as
a model for other communities in Singapore and
around the globe by demonstrating how advanced
tech-enabled solutions and sound policies for
their implementation could help improve everyday
life sustainably.”

What is your vision of the “NTU Smart
Campus”? NTU, being a microcosm of Singapore
with its lush grounds and with a university
community of 40,000, is an ideal test bed
for innovations that can be deployed to
Singapore and the world. We’re really serious
about walking the talk and testing what
we’ve discovered and developed in our labs,
on our own doorstep. For example, there
are campus trials of Singapore’s first flash-
charging electric shuttle and Singapore’s first
electric bicycle-sharing service. We recently
announced an ambitious plan to double the
amount of electricity harnessed from solar
energy by next year, compared to current
levels, and to reduce net energy and water
use by 35 per cent before the end of 2021,
compared to the levels of 2011.

How can the NTU Smart Campus support
Singapore’s Smart Nation drive?
The fourth industrial revolution is
transforming economies, jobs and even
society itself. Many areas shaping the fourth
industrial revolution are NTU’s strength
areas.

NTU is already a research pioneer in
environmental sciences, artificial intelligence,
and energy, water and waste research. As
pioneers and early adopters of tomorrow’s
technologies, the NTU community is
serving as a model for other communities
in Singapore and around the globe by
demonstrating how advanced tech-enabled
solutions and sound policies for their
implementation could help improve everyday
life sustainably.

A key component of this effort is not only to
develop, test and adopt new technologies,
but also to focus on the human, policy and
societal implications of such technologies. In
order to tap into the fullest strength of NTU to
address societal challenges, we launched in
February a university-wide initiative through
the newly-created NTU Institute of Science
and Technology for Humanity (NISTH). Over
the next few years, NISTH will focus on
three theme areas: Responsible Innovation;
Governance and Leadership in the Age of
Industry 4.0; and New Urban Asia.

How else is NTU walking the talk
when it comes to its commitment to
sustainability?
Over 95 per cent of NTU’s buildings, including
the halls of residence, are certified Green
Mark Platinum, the equivalent of LEED
Without digital literacy, NTU students cannot be productive citizens in the digital age, so this year, we rolled out core digital literacy courses for all NTU undergraduates, where they study aspects like the ethical and human aspects of digitisation.

NTU students cannot be productive citizens in the digital age, so this year, we rolled out core digital literacy courses for all NTU undergraduates, where they study aspects like the ethical and human aspects of digitisation.

We also launched a degree programme in Data Science and Artificial Intelligence, which was heavily oversubscribed. Students have a sandbox right here to get hands-on practice in the latest technologies and to research and develop different technology systems needed for the smooth running of a smart campus and a smart nation.

How well is NTU doing in terms of research and innovation?

NTU is now first in Asia for research impact based on the citation impact scores of Thomson Reuters and Elsevier, and is rising rapidly, surpassing renowned institutions in Europe and North America. Eleven of our professors were named among the world’s highly cited researchers by Clarivate’s Analytics Web of Science.

In the last fiscal year, NTU secured S$578 million in competitive research funding, including deals to start a number of new multimillion-dollar corporate laboratories with big industry players. We clinched research grants in high-impact areas. For example, our young medical school won its first large grant award totalling S$19.4 million for research dementia.

The last academic year saw licensing revenue surpassing the S$1 million mark for the first time, with 14 spin-off companies formed.

We are about to launch a new S$10 million Accelerating Creativity and Excellence Programme, with which we plan to catalyse bold and unconventional cross-disciplinary research with seed funding for faculty who undertake research in new areas.

How has big industry responded to NTU’s research and development?

Today, more than 180 global industry collaborators have made NTU their research partner of choice. A big draw is the opportunity to tap NTU’s Smart Campus to develop and test technologies.

The quality of our research and its impact is attractive to industry. Since February, we have set up joint laboratories with the Alibaba Group, Dyson and Surbana Jurong. NTU is Alibaba’s first partner in a joint research institute outside of China and they hope to use NTU’s AI expertise to advance elderly care and urban transport. The multimillion-dollar collaboration will be NTU’s largest direct funding for research from industry.

Within the past year, we also launched a corporate laboratory with Singtel with S$42.4 million in funding to develop smart applications and accelerate innovation in AI, advanced data analytics, robotics and smart computing.

NTU has garnered strong support from the industry. Have you received the same support from other benefactors?

Yes, and we are heartened to have received sizeable philanthropic gifts from abroad for the new NTU Presidential Postdoctoral Fellowship. The Knut and Alice Wallenberg Foundation in Sweden made the largest foreign philanthropic gift to NTU’s history with an exceptional S$25.5 million donation, inclusive of government matching. We also received a S$2 million gift from Mr Kris Gopalakrishnan, Chairman of Axilor Ventures and co-founder of Indian IT giant Infosys.

From Singapore, a landmark S$22 million endowment was given from the estate of the late Irene Tan Liang Kheng, inclusive of government matching, which will fuel our medical school’s mission to provide better doctors and healthcare for everyone.

What other relationships are being built on the international stage?

NTU has been named a new member of the Global University Leaders Forum, an intellectual community within the World Economic Forum in Davos. Through this “brain trust”, NTU helps to set the agenda for discussions around the future of higher education, innovation and research with 27 other leading universities in the world.

It was a highlight for us that India’s Prime Minister, Narendra Modi, visited the campus to speak and to witness the sealing of new collaborations.

Prof Suresh has won numerous honours for his research and achievements. He is active on the boards and advisory councils of multinationals and has received 15 honorary doctorates.

China is also an important pillar of NTU’s international collaboration. The University has enhanced its physical presence in China with the establishment of a Shanghai centre for education, innovation, and alumni and advancement activities. Every year, we hold a convocation ceremony in a different Chinese city for hundreds of graduates of our Master’s programmes who are typically Chinese government officials and senior industry professionals.

How have administrative and support services kept up with the changes in the University?

We’ve been kept busy as we roll out new initiatives for our 9,600 employees, including the adoption of cloud-based solutions. NTU is the first Singapore university to adopt an end-to-end procurement-to-payment cloud solution that is government compliant, and also a pioneer in adopting a cloud-based HR solution.

We are also elevating customer service through a mobile-enabled single employee service portal giving anytime, anywhere access to administrative services. All these developments reduce costs while improving efficiency and responsiveness, and are a key part of building a world-class administration across NTU.

An emeritus American scientist, engineer and entrepreneur, Prof Subra Suresh is President of NTU Singapore and also its inaugural Distinguished University Professor.

Nominated by President Barack Obama in 2010, and unanimously confirmed by the US Senate, he served as Director of the US National Science Foundation, overseeing a US$7 billion annual budget for research and innovation, before being appointed President of Carnegie Mellon University. Earlier in his career, he was Dean of the School of Engineering at Massachusetts Institute of Technology.

Prof Suresh is the only university president elected to all three US national academies of Sciences, Engineering and Medicine. His research in materials science and engineering, mechanics and biomechanics has helped to shape disciplines and technologies at the interfaces of engineering, science and medicine.

Prof Suresh has won numerous honours for his research and achievements. He is active on the boards and advisory councils of multinationals and has received 15 honorary doctorates.
MILESTONES
April 2017 – March 2018

• Official opening of the Wave, a mega sports hall that is the first large-scale development in Southeast Asia built using an innovative timber construction technology
• NTU maintains place among the world’s top three young universities in Times Higher Education ranking
• Launch of research centre for big data analytics and artificial intelligence to pioneer new technologies for the Singapore economy

April 2017

• Top NTU engineering programme ties up with Canada’s University of British Columbia as its fourth overseas partner
• Research partnership with ST Aerospace and Evonik on 3D printing technologies, including new methods of printing human tissue

May 2017

• NTU teams up with Fraunhofer-Gesellschaft on a new research institute to develop digital technologies to help companies move into the digital era
• NTU places 11th in QS World University Rankings, the highest position ever by a Singapore or Asian university
• Innovation centre established in Haifa to nurture innovative thinking and entrepreneurship, and to stimulate broader collaboration with Israel’s industrial players, venture capitalists and angel investors

June 2017

• NTU-NIE team’s Mount Everest expedition a success as trainee teacher Nur Yusrina Ya’akob, 30, becomes the first Malay-Muslim woman from Singapore to reach the summit
• Collaboration with Danish consortium Smart City World Labs to develop technologies to improve the sustainability and liveability of cities

July 2017

• 9,600 NTU students receive their degrees at 19 Convocation ceremonies; honorary degrees are conferred on photosynthesis pioneer Prof James Barber and social scientist Prof Helga Nowotny
• American scientist, engineer and entrepreneur Prof Subra Suresh is announced as the 4th President of NTU Singapore from 1 January 2018
• NTU tops QS’ list of the world’s top young universities for the fourth straight year

August 2017

• Plans unveiled for more community-based activities, education-related programmes and social initiatives to benefit residents in neighbourhoods near NTU, such as the South West District
• NTU-NIE team’s Mount Everest expedition a success as trainee teacher Nur Yusrina Ya’akob, 30, becomes the first Malay-Muslim woman from Singapore to reach the summit

September 2017

• NTU-NIE team’s Mount Everest expedition a success as trainee teacher Nur Yusrina Ya’akob, 30, becomes the first Malay-Muslim woman from Singapore to reach the summit
• Collaboration with Danish consortium Smart City World Labs to develop technologies to improve the sustainability and liveability of cities

NTU ANNUAL REPORT 2018

10

THE ARC OF EXCELLENCE
MILESTONES
April 2017 - March 2018

- NTU and ENGIE deploy the nation’s first long-span wind turbine at Semakau Landfill as a sustainable energy solution
- NTU rises to Asia’s No 1 in QS Asia University Rankings
- Collaboration with IBM to develop an AI-based virtual tutor to offer personalised learning
- Saab teams up with NTU on a joint research centre on campus to advance high-end digital technology for air traffic management and underwater robotics
- Lifelong learning scheme started for NTU alumni, where each alumnus receives S$1,600 worth of course credits for further studies at the University
- Singapore’s first robot masseuse, EMMA, created by an NTU startup, begins work at a traditional Chinese medicine clinic
- NTU joins hands with National Healthcare Group and Dover Park Hospice to boost palliative care research and education through a new joint centre
- Wee Kim Wee School of Communication & Information celebrates silver anniversary
- In partnership with M1, NTU embarks on Singapore’s first comprehensive research study on the use of 4.5G HetNet for secure drone operations
- NTU, the Land Transport Authority and JTC unveil Singapore’s first test centre for self-driving vehicles
- Research partnership with Genetic Education and Research Institute to enhance well-being of the elderly
- Singapore Maritime Institute and NTU launch S$15 million research centre to find innovative and sustainable solutions for the maritime industry
- NTU and Singtel set up S$42.4 million corporate lab for artificial intelligence and tech-enabled solutions to support better learning and living experiences, the discovery of new knowledge, and the sustainability of resources
- For third straight year, NTU rises in Financial Times' global MBA ranking, placing 22nd; 98 per cent of Nanyang MBA graduates employed within three months of graduation, the highest among the world’s top 25 business schools
- Partnership with Volvo to jointly develop and test autonomous electric buses in Singapore
- NTU Institute of Science and Technology for Humanity announced as a key initiative to study the impact of technological advancement on society
- Launch of Presidential Postdoctoral Fellowship to recruit the best early-career scientists around the world
- NTU retains position among Asia’s top 5 universities in Times Higher Education Asia University Rankings
- NTU’s Wealth Management Institute selected as lead training provider to design and develop programmes to equip wealth managers for new global demands
- Plans unveiled to make NTU a Smart Campus that uses digital technology and tech-enabled solutions to support better learning and living experiences, the discovery of new knowledge, and the sustainability of resources
- Partnership with DBS to groom wealth management talent through a new Applied Wealth Management track for undergraduates
- NTU retains position among Asia’s top 5 universities in Times Higher Education Asia University Rankings
- NTU’s second learning hub, The Arc, a sustainable building with 56 smart classrooms, officially opens
- Partnership with Changi General Hospital on new Graduate Diploma in Sports Medicine programme to train medical practitioners in ageing and sports-related injuries
- Collaboration with Desay SV to develop cyber security solutions to mitigate threats faced by the automotive industry
- NTU launches nationwide research initiative to promote lung health, spearheaded by the Lee Kong Chian School of Medicine
- Alibaba Group and NTU unveil multimillion-dollar research institute on artificial intelligence, Alibaba’s first joint research lab outside China
- Formally inaugurated as the fourth President of NTU Singapore, Prof Suresh sets out his vision for NTU’s future and refocuses its values as a great global research university
- Record number of employers offer 4,000 jobs and internship opportunities at NTU Career Fair 2018, where a new mentorship programme is launched
- Extension of a multimillion-dollar partnership in air traffic management research with Civil Aviation Authority of Singapore to develop next-generation air traffic management solutions
- Plans unveiled to make NTU a Smart Campus that uses digital technology and tech-enabled solutions to support better learning and living experiences, the discovery of new knowledge, and the sustainability of resources
- For third straight year, NTU rises in Financial Times’ global MBA ranking, placing 22nd; 98 per cent of Nanyang MBA graduates employed within three months of graduation, the highest among the world’s top 25 business schools
- Partnership with DBS to groom wealth management talent through a new Applied Wealth Management track for undergraduates
- NTU retains position among Asia’s top 5 universities in Times Higher Education Asia University Rankings
- NTU’s second learning hub, The Arc, a sustainable building with 56 smart classrooms, officially opens
- Partnership with Changi General Hospital on new Graduate Diploma in Sports Medicine programme to train medical practitioners in ageing and sports-related injuries
- Collaboration with Desay SV to develop cyber security solutions to mitigate threats faced by the automotive industry
- NTU launches nationwide research initiative to promote lung health, spearheaded by the Lee Kong Chian School of Medicine
BOARD OF TRUSTEES
As at 31 July 2018

Mr KDH Boon Hwee (Chairman)
Chairman
Credence Partners Pte Ltd
Appointed on 28 March 2006

Prof Gene D BLOCK
Chancellor
University of California, Los Angeles
Appointed on 1 January 2018

Ms CHAN Lai Fung
Permanent Secretary (Education)
Ministry of Education
Appointed on 1 April 2012

Mr LOW Check Kian
Director
Cluny Park Capital Pte Ltd
Appointed on 1 April 2014

Mr Inderjit SINGH Dhalwal
Chief Executive Officer
Solstar International Pte Ltd
Appointed on 28 March 2006

Mr TAN Chin Hwee
Chief Executive Officer, Asia Pacific
Trafigura Pte Ltd
Appointed on 1 April 2015

Mr GOH Sin Teck
Editor
Lianhe Zaobao & Lianhe Wanbao
Appointed on 1 June 2012

Dr LEE Shiang Long
President
Singapore Technologies Kinetics Ltd
Appointed on 15 September 2017

Mr WONG Yew Meng
Board Member
People’s Association
Appointed on 1 August 2010

Mr ZAINUL ABIDIN Rasheed
Non-Resident Ambassador to Kuwait
Ministry of Foreign Affairs
Appointed on 1 April 2017

Prof Sir Leszek BORYSIEWICZ
Chairman
Cancer Research UK
Appointed on 1 February 2018

Prof Subra SURESH
President
Nanyang Technological University, Singapore
Appointed on 1 January 2018

Ms LIEN Siaou-Sze
Senior Executive Coach
Mobley Group Pacific (An Associate of RHR International)
Appointed on 28 March 2006

Mr LIM Chow Kiat
Chief Executive Officer
GIC Pte Ltd
Appointed on 1 April 2015

Mr LIM Chuan Poh
Chairman
Agency for Science, Technology and Research
Appointed on 28 March 2006

Prof Alexander JB ZEHNDER
Chairman
Triple Z Ltd
Appointed on 25 August 2009

Mr LIM Chuan Poh
Chairman
Agency for Science, Technology and Research
Appointed on 28 March 2006
UNIVERSITY LEADERSHIP

As at 31 July 2018

PRESIDENT'S COUNCIL

Prof Subra SURESH
President
Appointed on 1 January 2018

Prof LAM Khin Yong
Vice President
(Research)
Appointed on 1 May 2014
• Acting Provost
(1 October – 31 December 2017)
• Chief of Staff
(1 July 2011 – 31 December 2017)
• Chief of Staff-Designate
(1 April – 30 June 2011)
• Associate Provost
(Graduate Education & Special Projects)
(1 April 2008 – 30 June 2011)
• Chair, School of Mechanical & Aerospace Engineering
(1 August 2006 – 30 April 2008)

Ms TAN Aik Na
Vice President
(Administration)
Appointed on 1 January 2018
• Chief Administration Officer
(1 January – 31 December 2017)
• Chief Financial Officer
(1 January – 31 December 2017)
• Chief Financial Officer-Designate
(3 August – 31 December 2016)

Prof Alan CHAN
Vice President
(Alumni & Advancement)
Appointed on 1 January 2018
• Dean, College of Humanities, Arts, & Social Sciences
(1 October 2009 – 30 June 2018)

UNIVERSITY LEADERSHIP COUNCIL

The University Leadership Council comprises the President’s Council and the following members in alphabetical order:

ACADEMIC APPOINTMENTS

Prof James BEST
Dean, Lee Kong Chian School of Medicine
Appointed on 29 July 2014

Prof CHEE Yew Meng
Interim Dean, College of Science
Appointed on 1 January 2018
• Chair, School of Physical & Mathematical Sciences
(1 July 2011 – 31 December 2017)
• Acting Chair, School of Physical & Mathematical Sciences
(1 January – 30 June 2011)
• Co-Director, Fraunhofer IDM@NTU
(1 June 2010 – 31 May 2015)
• Head, Division of Mathematical Sciences, School of Physical & Mathematical Sciences
(1 April 2008 – 31 December 2010)

Prof Christine GOH
Director, National Institute of Education
Appointed on 1 July 2018
• Dean, Office of Graduate Studies & Professional Learning, National Institute of Education
(1 July 2014 – 30 June 2018)
• Associate Dean, Office of Graduate Studies & Professional Learning, National Institute of Education
(1 July 2010 – 30 June 2014)
• Associate Dean, Graduate Programmes & Research Office, National Institute of Education
(1 January 2009 – 30 June 2010)
• Associate Dean-Designate, Graduate Programmes & Research Office, National Institute of Education
(1 September – 30 December 2008)
• Deputy Head, English Language & Literature Academic Group, National Institute of Education
(1 January – 31 December 2008)

Prof Robert KENNEDY
Dean, College of Business (Nanyang Business School)
Appointed on 1 January 2018

Prof Joseph LIOW
Dean, College of Humanities, Arts, & Social Sciences, and Dean, 5 Rajarajam School of International Studies
Appointed on 1 July 2018 and 3 November 2014 respectively
• Associate Dean, 5 Rajarajam School of International Studies
(1 July 2008 – 2 November 2014)

Prof Louis PHEE
Dean, College of Engineering
Appointed on 1 June 2018
• Interim Dean, College of Engineering
(16 September 2017 – 31 May 2018)
• Chair, School of Mechanical & Aerospace Engineering
(1 July 2014 – 15 September 2017)
• Head, Division of Mechatronics & Design, School of Mechanical & Aerospace Engineering
(1 January 2013 – 30 June 2014)

Prof TING Seng Kiong
Dean, College of Professional & Continuing Education
Appointed on 3 May 2018

ADMINISTRATIVE APPOINTMENTS

Mr CHAN Kwong Lok
Chief Planning Officer/Registrar
Appointed on 1 July 2010

Mr Gregory CHEW
Chief Financial Officer
Appointed on 3 May 2016

Mr ONG Eng Hock
Chief Operating Officer
Appointed on 1 July 2008

Dr LIM Jui
Chief Executive Officer, NTU
Appointed on 1 January 2011

Ambassador ONG Keng Yong
Executive Deputy Chairman, 5 Rajarajam School of International Studies
Appointed on 3 November 2014
• Director, Institute of Defence & Strategic Studies
(from 3 November 2014)

Prof Staffan KJELLEBERG
Director, Singapore Centre for Environmental Life Sciences Engineering
Appointed on 1 January 2011

Prof Alvin ONG
Chief Information Officer
Appointed on 23 October 2017

Ms FOO Mee Har
Chief Executive Officer, Wealth Management Institute
Appointed on 1 July 2017

Prof Christine GOH
Director, National Institute of Education
Appointed on 1 January 2018

Prof Robert KENNEDY
Dean, College of Business (Nanyang Business School)
Appointed on 1 January 2018

Prof Joseph LIOW
Dean, College of Humanities, Arts, & Social Sciences, and Dean, 5 Rajarajam School of International Studies
Appointed on 1 July 2018 and 3 November 2014 respectively
• Associate Dean, 5 Rajarajam School of International Studies
(1 July 2008 – 2 November 2014)

Prof Louis PHEE
Dean, College of Engineering
Appointed on 1 June 2018
• Interim Dean, College of Engineering
(16 September 2017 – 31 May 2018)
• Chair, School of Mechanical & Aerospace Engineering
(1 July 2014 – 15 September 2017)
• Head, Division of Mechatronics & Design, School of Mechanical & Aerospace Engineering
(1 January 2013 – 30 June 2014)

Prof TING Seng Kiong
Dean, College of Professional & Continuing Education
Appointed on 3 May 2018

ADMINISTRATIVE APPOINTMENTS

Mr CHAN Kwong Lok
Chief Planning Officer/Registrar
Appointed on 1 July 2010

Mr Gregory CHEW
Chief Financial Officer
Appointed on 3 May 2016

Dr LIM Jui
Chief Executive Officer, NTU
Appointed on 1 January 2011

Ambassador ONG Keng Yong
Executive Deputy Chairman, 5 Rajarajam School of International Studies
Appointed on 3 November 2014
• Director, Institute of Defence & Strategic Studies
(from 3 November 2014)

Prof Alvin ONG
Chief Information Officer
Appointed on 23 October 2017

Ms FOO Mee Har
Chief Executive Officer, Wealth Management Institute
Appointed on 1 July 2017

Prof Christine GOH
Director, National Institute of Education
Appointed on 1 January 2018

Prof Staffan KJELLEBERG
Director, Singapore Centre for Environmental Life Sciences Engineering
Appointed on 1 January 2011

Dr LIM Jui
Chief Executive Officer, NTU
Appointed on 1 January 2011

Ambassador ONG Keng Yong
Executive Deputy Chairman, 5 Rajarajam School of International Studies
Appointed on 3 November 2014
• Director, Institute of Defence & Strategic Studies
(from 3 November 2014)

Prof Alvin ONG
Chief Information Officer
Appointed on 23 October 2017

Mr ONG Eng Hock
Chief Operating Officer
Appointed on 1 July 2008

Dr LIM Jui
Chief Executive Officer, NTU
Appointed on 1 January 2011

Ambassador ONG Keng Yong
Executive Deputy Chairman, 5 Rajarajam School of International Studies
Appointed on 3 November 2014
• Director, Institute of Defence & Strategic Studies
(from 3 November 2014)
Prof Christina SON
Associate Provost (Faculty Affairs)
Appointed on 1 January 2018
• Deputy Associate Provost (Faculty Affairs) (1 November 2015 – 31 December 2017)
• Head, Division of Information Technology & Operations Management, Nanyang Business School (1 July 2014 – 22 January 2017)
• Associate Dean, Nanyang Business School (15 August 2009 – 30 June 2012)

Prof Schubert FOO
Associate Provost (Student Development & Outreach), Deputy Associate Provost (Student Life)
Appointed on 1 January 2018
• Associate Dean (Undergraduate Life), Nanyang Business School (1 July 2014 – 30 September 2016)
• Associate Dean (Student Development & Outreach), Nanyang Business School (28 February 2011 – 30 June 2014)

Prof TJIN Swee Chuan
Associate Provost (Graduate Education) and Co-Director, The Photonics Institute
Appointed on 1 January 2018 and 30 October 2014 respectively
• Executive Director, Office of Research & Technology in Defence & Security (1 April 2015 – 31 March 2018)
• Associate Chair (Research), School of Electrical & Electronic Engineering (1 June 2014 – 31 May 2017)

Prof Subodh MHASALKAR
Associate Vice President (Strategy & Partnerships) and Executive Director, Energy Research Institute
Appointed on 1 March 2018 and 1 April 2010 respectively
• Associate Chair (Academic), School of Materials Science & Engineering (1 June 2009 – 31 August 2010)

Prof Timothy John WHITE
Associate Vice President (Infrastructure & Programmes) and Research Director (Engineering & Physical Sciences)
Appointed on 1 March 2018 and 1 December 2013 respectively
• Associate Chair (Research), School of Materials Science & Engineering (1 March 2014 – 28 February 2018)

Assoc Prof Valerie DU TOT-LOW
Deputy Associate Provost (Residential Education)
Appointed on 1 October 2016
• Associate Dean (Undergraduate Student Life), Nanyang Business School (1 July 2014 – 30 September 2016)

Prof Schubert FOO
Deputy Associate Provost (Student Life)
Appointed on 1 September 2014
• Director, University Scholars Programme (1 April 2012 – 31 March 2015)
• Associate Dean (Academic), College of Humanities, Arts, & Social Sciences (20 August 2007 – 30 September 2012)

Assoc Prof Victor YEO
Deputy Associate Provost (Information & Knowledge)
Appointed on 1 January 2018
• Associate Dean (Undergraduate Student Life), Nanyang Business School (1 October 2016 – 14 March 2018)

Gifts to the University continue to impact the future. In FY2017 and beyond, NTU drew strong philanthropic support, with donors sharing its vision to uplift education, research and the larger society through the University’s programmes. This support was also aligned with NTU’s thrusts in healthcare, sustainability, security, innovation as well as arts, culture and heritage.

The gifts include:
• Over S$12.2 million from Aranda Investments Pte Ltd for NTU’s Wealth Management Institute. The gift supports the Institute’s objectives to develop mastery of wealth and asset management in Singapore and the rest of Asia, and to deepen the skills and expertise of professionals in the field through continuing professional education, research, forums and consulting services.
• S$7.6 million from the Knut and Alice Wallenberg Foundation (above), the largest single donation received by NTU from a foreign entity, in support of the Wallenberg-NTU Presidential Postdoctoral Fellowship. The gift will enable promising postdoctoral candidates to carry out research at NTU, and spend one year in Sweden affiliated with the Wallenberg Artificial Intelligence, Autonomous Systems and Software Programme, Sweden’s largest research programme.
• S$2 million from Mr Kris Gopalakrishnan, Chairman of Axilor Ventures and co-founder and former CEO of Infosys, to establish the Gopalakrishnan-NTU Presidential Postdoctoral Fellowship to attract promising early-career scientists and engineers to NTU, and fund cutting-edge research collaborations between students at NTU and renowned Indian institutes. The endowed gift will fund up to two Presidential Postdoctoral Fellowships per year for five years, starting from academic year 2018-2019.

• S$2 million from Mr Kris Gopalakrishnan, Chairman of Axilor Ventures and co-founder and former CEO of Infosys, to establish the Gopalakrishnan-NTU Presidential Postdoctoral Fellowship to attract promising early-career scientists and engineers to NTU, and fund cutting-edge research collaborations between students at NTU and renowned Indian institutes. The endowed gift will fund up to two Presidential Postdoctoral Fellowships per year for five years, starting from academic year 2018-2019.

Gifts to the University continue to impact the future. In FY2017 and beyond, NTU drew strong philanthropic support, with donors sharing its vision to uplift education, research and the larger society through the University’s programmes. This support was also aligned with NTU’s thrusts in healthcare, sustainability, security, innovation as well as arts, culture and heritage.

The gifts include:
• Over S$12.2 million from Aranda Investments Pte Ltd for NTU’s Wealth Management Institute. The gift supports the Institute’s objectives to develop mastery of wealth and asset management in Singapore and the rest of Asia, and to deepen the skills and expertise of professionals in the field through continuing professional education, research, forums and consulting services.
• S$7.6 million from the Knut and Alice Wallenberg Foundation (above), the largest single donation received by NTU from a foreign entity, in support of the Wallenberg-NTU Presidential Postdoctoral Fellowship. The gift will enable promising postdoctoral candidates to carry out research at NTU, and spend one year in Sweden affiliated with the Wallenberg Artificial Intelligence, Autonomous Systems and Software Programme, Sweden’s largest research programme.
• S$2 million from Mr Kris Gopalakrishnan, Chairman of Axilor Ventures and co-founder and former CEO of Infosys, to establish the Gopalakrishnan-NTU Presidential Postdoctoral Fellowship to attract promising early-career scientists and engineers to NTU, and fund cutting-edge research collaborations between students at NTU and renowned Indian institutes. The endowed gift will fund up to two Presidential Postdoctoral Fellowships per year for five years, starting from academic year 2018-2019.

Gifts to the University continue to impact the future. In FY2017 and beyond, NTU drew strong philanthropic support, with donors sharing its vision to uplift education, research and the larger society through the University’s programmes. This support was also aligned with NTU’s thrusts in healthcare, sustainability, security, innovation as well as arts, culture and heritage.

The gifts include:
• Over S$12.2 million from Aranda Investments Pte Ltd for NTU’s Wealth Management Institute. The gift supports the Institute’s objectives to develop mastery of wealth and asset management in Singapore and the rest of Asia, and to deepen the skills and expertise of professionals in the field through continuing professional education, research, forums and consulting services.
• S$7.6 million from the Knut and Alice Wallenberg Foundation (above), the largest single donation received by NTU from a foreign entity, in support of the Wallenberg-NTU Presidential Postdoctoral Fellowship. The gift will enable promising postdoctoral candidates to carry out research at NTU, and spend one year in Sweden affiliated with the Wallenberg Artificial Intelligence, Autonomous Systems and Software Programme, Sweden’s largest research programme.

Gifts to the University continue to impact the future. In FY2017 and beyond, NTU drew strong philanthropic support, with donors sharing its vision to uplift education, research and the larger society through the University’s programmes. This support was also aligned with NTU’s thrusts in healthcare, sustainability, security, innovation as well as arts, culture and heritage.

The gifts include:
• Over S$12.2 million from Aranda Investments Pte Ltd for NTU’s Wealth Management Institute. The gift supports the Institute’s objectives to develop mastery of wealth and asset management in Singapore and the rest of Asia, and to deepen the skills and expertise of professionals in the field through continuing professional education, research, forums and consulting services.
• S$7.6 million from the Knut and Alice Wallenberg Foundation (above), the largest single donation received by NTU from a foreign entity, in support of the Wallenberg-NTU Presidential Postdoctoral Fellowship. The gift will enable promising postdoctoral candidates to carry out research at NTU, and spend one year in Sweden affiliated with the Wallenberg Artificial Intelligence, Autonomous Systems and Software Programme, Sweden’s largest research programme.

Gifts to the University continue to impact the future. In FY2017 and beyond, NTU drew strong philanthropic support, with donors sharing its vision to uplift education, research and the larger society through the University’s programmes. This support was also aligned with NTU’s thrusts in healthcare, sustainability, security, innovation as well as arts, culture and heritage.

The gifts include:
• Over S$12.2 million from Aranda Investments Pte Ltd for NTU’s Wealth Management Institute. The gift supports the Institute’s objectives to develop mastery of wealth and asset management in Singapore and the rest of Asia, and to deepen the skills and expertise of professionals in the field through continuing professional education, research, forums and consulting services.
• S$7.6 million from the Knut and Alice Wallenberg Foundation (above), the largest single donation received by NTU from a foreign entity, in support of the Wallenberg-NTU Presidential Postdoctoral Fellowship. The gift will enable promising postdoctoral candidates to carry out research at NTU, and spend one year in Sweden affiliated with the Wallenberg Artificial Intelligence, Autonomous Systems and Software Programme, Sweden’s largest research programme.
• S$1 million from Peng Da International Pte Ltd to support a research project, “Intravenous Infusion for Blocking Heroin or Morphine Addiction for Patients”. The five-year project will establish metabolomics and proteomics profiling of drug-cell interactions to identify biomarkers for drug efficacy, and investigate drug metabolism in the liver cell culture system.

• More than S$1.3 million from Temasek Foundation Connects CLG Limited to support the Temasek Regional Regulators Scholarship Programme, which will award scholarships to Asian central bankers and financial regulators who want to participate in NTU’s Wealth Management Programme. The gift will develop the capabilities of industry professionals and promising officers from regional banks and financial regulatory institutions.

• S$750,000 from Zhong Feng International Development Pte Ltd to support a research project, “P²biotics for Healthy Living”, conducted by the NTU Food Science and Technology Programme to make the production of probiotics drinks more sustainable through fermentation technology.

• S$502,000 from Lubritrade Trading Pte Ltd, a sales and distribution company for fast-moving consumer goods, to launch the Lubritrade Scholarship, which will support up to three undergraduates per academic year with a S$10,000 award each.

• S$500,000 from Dyson Operations Pte Ltd to establish the Dyson-NTU Studio, Dyson’s first on-campus engineering studio in Asia. The studio at NTU aims to encourage creativity and an interest in engineering and innovation, as well as support internships and graduate hires in the science, technology, engineering and mathematics professions.

BENEFACTORS
(1 April 2017 to 31 March 2018)

S$1 MILLION AND ABOVE
- Aranda Investments Pte Ltd
- Peng Da International Pte Ltd
- SCOR Reinsurance Asia-Pacific Pte Ltd
- Temasek Foundation Connects CLG Limited

S$500,000 AND ABOVE
- Dyson Operations Pte Ltd
- Lubritrade Trading Pte Ltd
- NIE International Pte Ltd
- Temasek Foundation Connects CLG Limited
- Zhong Feng International Development Pte Ltd

S$250,000 AND ABOVE
- Aon Benfield Asia Pte Ltd
- MSIG Insurance (Singapore) Pte Ltd
- RGE Pte Ltd
- Risk Management Solutions Inc
- SWTs Pte Ltd

S$100,000 AND ABOVE
- Bayer AG
- Bengawan Solo Pte Ltd
- Chua Wei Seen & Chan Mee Yee
- CJ International Asia Pte Ltd
- Delta Wilmar CSE LLC
- Dole Asia Holdings Pte Ltd
- Dong Liyuan
- Emilia Said
- ExxonMobil Asia Pacific Pte Ltd
- Dole Asia Holdings Pte Ltd
- Fuji Electric (Singapore) Pte Ltd
- Leow Joo Teng & Chang Choon Har
- Mitsui & Co (Asia Pacific) Pte Ltd
- MM2 Asia Ltd
- Nanyang International Club
- Ng Foundation Limited
- Prosperity Steel United Singapore Pte Ltd
- QAF Limited
- Sim Bee Lim
- Singapore Leong Khay Huay Kuan
- Summit Asia Pacific Pte Ltd
- Teh Kiu Cheong
- The Great Eastern Life Assurance Company Limited
- Toprip Holding Pte Ltd
- Trustees of the Estate of Mdm Chong Siew Neo

S$50,000 AND ABOVE
- Bertil Andersson
- Ho Bee Foundation
- Malay Bank Berhad
- Max Lewis Scholarship Fund
- MK2 Entertainment Pte Ltd
- SCOR UK Company Ltd
- Sudhir Gupta
- The International Institute for Environment & Development
- Theodore Charles Swartz

S$25,000 AND ABOVE
- Asia Culture Communications Pte Ltd
- Info-communications Media Development Authority
- Jenny Toh Bee Teng
- Lee Say Seng
- Lee Soo Hiang, Madeleine
- Lien Lian Sze
- Nexia TS Pte Ltd
- Professional Engineers Board Singapore
- Singapore Sogetsu Association
- Singapore Totalisator Board
- Tan Chin Hwee
- Tan Joo Kee Scholarship Fund
- Teo Soon Chye, Anthony
- Teo Soon Chye, Anthony
- Thomas Foo Jie Weng

FINANCIAL REVIEW

22 Corporate Governance
25 Trustees’ Statement
27 Independent Auditor’s Report
30 Statements of Financial Position
32 Consolidated Statement of Profit or Less and other Comprehensive Income
34 Statements of Changes in Funds and Reserves
36 Consolidated Statement of Cash Flows
38 Notes to Financial Statements
INTRODUCTION

In April 2006 under the Nanyang Technological University (Corporatisation) Act (Cap. 192A) (“NTU Act”), NTU was corporatised from a statutory board to a not-for-profit company limited by guarantee (Reg. No. 200604393R) formed under the Companies Act (Cap. 50) of Singapore. The governance of the University takes place within the NTU Act and the University’s Constitution. NTU is committed to high standards of corporate governance, professionalism, integrity, transparency and commitment at all levels, underpinned by strong internal controls and risk management systems.

GOVERNANCE EVALUATION CHECKLIST

In addition to the application of good governance practices as a company and registered charity (Reg. No 01955), we have, as an institution of public character (“IPC”), adopted best practices in key areas of governance that are closely aligned to the principles and guidelines in the Code of Governance for Charities and Institutions of a Public Character (the “Code”), in line with the disclosure requirement by the Charity Council that all IPCs are required to disclose the extent of their compliance with the Code, NTU’s Governance Evaluation Checklist can be found at the Charity Portal website (www.charities.gov.sg).

BOARD OF TRUSTEES

The NTU Board of Trustees is the highest governing organ within the University’s governance framework. The Board comprises 17 members appointed by the Minister for Education, and is chaired by Mr Koh Boon Hwee. Our Board of Trustees includes eminent business leaders, academics, alumni, entrepreneurs and professionals from the public service and private sectors. Each member is appointed on the strength of his/her calibre, experience, stature and ability to contribute to NTU, and brings with him/her independent judgment on issues of strategy, performance, resource allocation and risk and compliance, as well as valuable relationships and networks that are essential for the growth of NTU.

The Board of Trustees is responsible for ensuring that the University acts in the furtherance of its objectives in education and research, and properly accounts for and safeguards the funds and assets of the University. The Board of Trustees works closely with the Management and stakeholders of the University to shape the vision, chart the major directions, and develop programmes and initiatives to produce a strong and enduring impact for the University, and for Singapore and beyond. The Board also approves the annual budget, the use of the University’s operating reserves and the annual audited financial statements of NTU, among other responsibilities.

The NTU Board of Trustees has in place a framework with systems and processes for an effective Board based on the following governance principles and practices:

1. Effective recruitment and induction of Trustees. The Nominating Committee is delegated the responsibility of recommending suitable candidates and has in place an induction programme comprising interactive briefing sessions. In addition, a Board Manual is available.
2. Board Committees are structured to assist the Board to fulfil its governance role, tapping each Trustee’s competencies, skills and experience.
3. The Board works with Management to set the vision, mission and strategy of NTU.
4. The Board has an executive succession plan tailored to reflect NTU’s current strategy and organisation.
5. The Board has a system for effective consultation and decision-making with executive sessions and board meetings scheduled in advance, professional expertise advice available, internal guidelines and procedures for conduct of board meetings and obtaining board approvals via circulation, and a Trustees’ portal as a secured web-based resource centre for information relevant to the Board.
6. The Board evaluates and reviews its own performance and has appointed an independent third party to collate and analyse the returns of the Trustees.
7. The Board delineates roles and responsibilities between Board and Management. All members of the Board, including the Chairman, are non-executive with the exception of the President of NTU. This ensures Board independence from Management.
8. The Board has a rotation plan for continuous self-renewal, with staggering of Trustees’ terms to ensure continuity. There are policies and procedures for nomination and retirement of Trustees to ensure a formal board nomination and election.

GOVERNANCE EVALUATION CHECKLIST

In line with the disclosure requirement by the Charity Council that all IPCs are required to disclose the extent of their compliance with the Code, NTU’s Governance Evaluation Checklist can be found at the Charity Portal website (www.charities.gov.sg).

• The Academic Affairs Committee provides oversight and policy guidance for and directly supports the academic concerns of the University as well as the management of faculty and related matters.
• The Alumni and Development Committee provides oversight of issues relating to the advancement of the University as a great university founded on science and technology and its relationship with its students, alumni and external communities.
• The Audit and Risk Committee oversees the University’s internal controls, financial reporting and enterprise risk management.
• The Finance Committee provides oversight of the financial management of the University.
• The Investment Committee oversees the management and investment of the funds of the University.
• The Nominating Committee nominates suitable persons to serve on the Board and committees.
• The Remuneration Committee provides oversight and policy guidance in employee compensation matters.
• The Campus Planning Advisory Committee provides oversight and advice on the implementation of the campus master plan.

The Committees operate based on the principle of delegated authority from the Board and are required to observe their respective Terms of Reference as set by the Board. The Terms of Reference of each of these Committees set out the role, powers and rules applicable to these Committees. Where necessary, non-Board members who have expertise in their respective fields are also co-opted to enhance the deliberations and decision-making process of some of the Board Committees.
POLICIES TO MANAGE CONFLICT OF INTEREST

Members of the Board of Trustees and staff are required in their respective capacities to act at all times in the best interest of the University. Clear policies and procedures are designed to prevent and address potential conflict-of-interest situations while promoting ethical business conduct of faculty and staff.

Trustees have a fiduciary duty not to allow themselves to get into a position where there is a conflict between what they ought to do for NTU and what they might do for themselves. The NTU Board of Trustees subscribes to a code of conduct to uphold a high standard of integrity and commitment in serving the University and in the event of a conflict of interest, members of the Board shall recuse themselves from decisions where such a conflict exists.

In addition, NTU’s Constitution contains provisions for the management and avoidance of conflicts of interest by members of its Board of Trustees. Such provisions include (a) permitting a Board member to be interested in any transaction with NTU provided that the member has declared the nature of the interest to the Board of Trustees and abstains from participating in the Board’s decision in respect of the transaction concerned, (b) permitting a Board member, or a firm associated with the member, to act in any professional capacity for the University and to be remunerated for professional services as if the Board member was not a Trustee, and (c) permitting a Board member to be reimbursed for out-of-pocket expenses, travelling and other expenses properly incurred by the Board member 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. NTU’s Constitution expressly stipulates that Board members shall not receive any remuneration for services rendered by them as members of the Board of Trustees.

Under the University Code of Conduct, faculty and staff owe their primary professional allegiance to the University. To protect the University and its mission, all faculty and staff must comply with policies on conflict of interest as laid down from time to time. The current Policy requires faculty and staff to ensure that their private activities and interests do not conflict with their professional obligations to the University. They should take care to avoid conflict between their own personal interests and the interests of the University and should avoid or withdraw from situations where there may be a perception of such conflict. Where there is potential violation of the Policy, the faculty or staff shall fully and frankly disclose the nature and extent of their interest to the University as soon as possible.

TRUSTEES’ STATEMENT

The Board of Trustees present their statement to the members together with the audited consolidated financial statements of Nanyang Technological University (the “University Company”) and its subsidiaries (collectively the “Group”) and statement of financial position and statement of changes in funds and reserves of the University Company for the financial year ended 31 March 2018.

In the opinion of the Trustees:

(a) the consolidated financial statements of the Group and the statement of financial position and statement of changes in funds and reserves of the University Company as set out on pages 20 to 87 are drawn up so as to give a true and fair view of the financial position of the Group and of the University Company as at 31 March 2018, and the financial performance, changes in funds and reserves and cash flows of the Group and the changes in funds and reserves of the University Company for the financial year then ended; and

(b) at the date of this statement, there are reasonable grounds to believe that the University Company will be able to pay its debts when they fall due.

TRUSTEES

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

Mr Koh Boon Hwee (Chairman)
Mrs Lee Suet Fern
Ms Lien Siau Sze
Mr Lim Chuan Poh
Mr Indrjit Singh
Prof Alexander J.B. Zehnder
Mr Wong Yew Meng
Ms Chan Lai Fung
Mr Goh Sin Teck
Mr Low Chee Kian
Mr Tan Chin Hee
Mr Lim Chow Kiat
Mr Zanul Akrin bin M Rasheed
Dr Lee Shiang Long (Appointed on 15 September 2017)
Prof Gene D. Block (Appointed on 1 January 2018)
Prof Subra Suresh
Prof Sir Leszek Borysiewicz (Appointed on 1 February 2018)

Prof Bertil Andersson retired as Trustee of the University Company on 31 December 2017.
Mr Ernest Wong and Sir Keith O’Nions retired as Trustees of the University Company on 31 March 2018.
ARRANGEMENTS TO ENABLE TRUSTEES TO ACQUIRE SHARES AND DEBENTURES

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

TRUSTEES’ INTERESTS IN SHARES AND DEBENTURES

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

As the University Company is limited by guarantee and not having a share capital, there are no matters to be disclosed under Section 201(6)(g), Section 201(6A)(h), Section 201(11) and Section 201(12) of the Singapore Companies Act, Chapter 50.

AUDITORS

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

ON BEHALF OF THE BOARD OF TRUSTEES

Mr Koh Boon Hwee
Chairman of the Board of Trustees
Trustee

Prof Subra Suresh
President of Nanyang Technological University
Trustee

16 August 2018
RESPONSIBILITIES OF MANAGEMENT AND TRUSTEES FOR THE FINANCIAL STATEMENTS

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

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

The trustees’ responsibilities include overseeing the Group’s financial reporting process.

AUDITOR’S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

(a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group’s internal control.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

(d) Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Group to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

(f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required by the Act to be kept by the University Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

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

(a) the University Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and

(b) The University Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

Chartered Accountants
Singapore

16 August 2018
### STATEMENTS OF FINANCIAL POSITION

#### 31 MARCH 2018

<table>
<thead>
<tr>
<th>Note</th>
<th>Group 2018</th>
<th>University Company 2018</th>
<th>2017</th>
<th>University Company 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### ASSETS

<table>
<thead>
<tr>
<th>Non-current assets</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment</td>
<td>3</td>
<td>2,110,704</td>
<td>2,048,249</td>
<td>2,108,453</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>4</td>
<td>9,629</td>
<td>6,529</td>
<td>9,649</td>
</tr>
<tr>
<td>Prepaid lease</td>
<td>5</td>
<td>38,760</td>
<td>40,443</td>
<td>38,760</td>
</tr>
<tr>
<td>Subsidiaries</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>2,203</td>
</tr>
<tr>
<td>Associate and joint venture</td>
<td>7</td>
<td>639</td>
<td>741</td>
<td>3</td>
</tr>
<tr>
<td>Available-for-sale financial assets</td>
<td>8</td>
<td>3,698</td>
<td>1,397</td>
<td>-</td>
</tr>
<tr>
<td>Student loans</td>
<td>9</td>
<td>2,721</td>
<td>2,658</td>
<td>2,721</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>2,165,571</td>
<td>2,100,023</td>
<td>2,161,189</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current assets</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Derivative financial instruments</td>
<td>10</td>
<td>5,213</td>
<td>11,739</td>
<td>5,213</td>
</tr>
<tr>
<td>Student loans</td>
<td>9</td>
<td>1,465</td>
<td>1,445</td>
<td>1,465</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>11</td>
<td>289,721</td>
<td>226,750</td>
<td>278,915</td>
</tr>
<tr>
<td>Financial assets at fair value through profit or loss</td>
<td>12</td>
<td>2,642,963</td>
<td>2,601,006</td>
<td>2,642,963</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>13</td>
<td>1,078,675</td>
<td>1,307,546</td>
<td>1,278,915</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>4,018,037</td>
<td>3,948,486</td>
<td>3,978,562</td>
</tr>
</tbody>
</table>

| **Total assets** |          | 6,183,608            | 6,048,509| 6,139,751           | 6,008,999|

#### LIABILITIES

<table>
<thead>
<tr>
<th>Non-current liabilities</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred capital grants</td>
<td>14</td>
<td>1,433,891</td>
<td>1,327,236</td>
<td>1,433,789</td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td>15</td>
<td>3,108</td>
<td>3,588</td>
<td>3,108</td>
</tr>
<tr>
<td>Sinking fund received in advance</td>
<td>16</td>
<td>251,075</td>
<td>256,186</td>
<td>251,075</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td></td>
<td>1,488,074</td>
<td>1,567,010</td>
<td>1,487,972</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current liabilities</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Derivative financial instruments</td>
<td>10</td>
<td>6</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>Other payables and accruals</td>
<td>16</td>
<td>210,094</td>
<td>187,017</td>
<td>204,748</td>
</tr>
<tr>
<td>Provisions</td>
<td>17</td>
<td>67,470</td>
<td>107,901</td>
<td>67,030</td>
</tr>
<tr>
<td>Grant received in advance</td>
<td>18</td>
<td>7,097</td>
<td>6,406</td>
<td>-</td>
</tr>
<tr>
<td>Grant received in advance</td>
<td>19</td>
<td>40,937</td>
<td>44,793</td>
<td>40,937</td>
</tr>
<tr>
<td>Sinking fund received in advance</td>
<td>20</td>
<td>48,304</td>
<td>35,788</td>
<td>48,304</td>
</tr>
<tr>
<td>Short-term borrowings</td>
<td>21</td>
<td>245,200</td>
<td>350,200</td>
<td>245,200</td>
</tr>
<tr>
<td>Deferred tuition and other fees</td>
<td>22</td>
<td>91,888</td>
<td>92,467</td>
<td>91,841</td>
</tr>
<tr>
<td>Research grants received in advance</td>
<td>23</td>
<td>97,292</td>
<td>98,636</td>
<td>92,724</td>
</tr>
<tr>
<td>Income tax payable</td>
<td>24</td>
<td>306</td>
<td>213</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td>808,594</td>
<td>923,432</td>
<td>790,970</td>
</tr>
</tbody>
</table>

| **Total liabilities** |          | 2,496,668            | 2,510,442| 2,478,762           | 2,492,036|

| **Net assets** |          | 3,686,940            | 3,538,067| 3,660,989           | 3,516,963|

#### FUNDS AND RESERVES

| Capital account | 20 | 200,858              | 200,858| 200,858 | 200,858 |
| Endowment fund | 21 | 1,948,290             | 1,872,452| 1,948,763 | 1,872,455 |
| Accumulated surplus | 21 | 955,584              | 869,547| 922,992 | 842,708 |
| - General fund | 22 | 955,584              | 869,547| 922,992 | 842,708 |
| - Other restricted fund | 23 | 579,557              | 593,813| 588,346 | 600,942 |
| Investment revaluation reserves | 24 | 2,651                 | 1,397 | - | - |
| **Funds and reserves** |          | 3,686,940            | 3,538,067| 3,660,989 | 3,516,963|

See Note 22 for funds managed on behalf of the Government Ministry.

The accompanying notes form an integral part of these financial statements.
### CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

**YEAR ENDED 31 MARCH 2018**

<table>
<thead>
<tr>
<th>Note</th>
<th>General fund</th>
<th>Endowment fund</th>
<th>Other restricted fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td><strong>$’000</strong></td>
<td><strong>$’000</strong></td>
<td><strong>$’000</strong></td>
<td><strong>$’000</strong></td>
</tr>
<tr>
<td>Group (cont’d)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount brought forward</td>
<td>1,390,188</td>
<td>1,295,508</td>
<td>1,319</td>
<td>1,274</td>
</tr>
<tr>
<td>Capital expenditure not capitalised</td>
<td>17,965</td>
<td>18,860</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Loss/(Gain) on disposal of property, plant and equipment</td>
<td>2,142</td>
<td>871</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other expenses</td>
<td>11,214</td>
<td>3,421</td>
<td>2,094</td>
<td>2,365</td>
</tr>
<tr>
<td>Total expenses</td>
<td>1,421,509</td>
<td>1,318,660</td>
<td>3,413</td>
<td>3,639</td>
</tr>
<tr>
<td><strong>Surplus/(Deficit) for the year</strong></td>
<td><strong>$’000</strong></td>
<td><strong>$’000</strong></td>
<td><strong>$’000</strong></td>
<td><strong>$’000</strong></td>
</tr>
<tr>
<td>Surplus/(Deficit) after grants from ministries</td>
<td>131,841</td>
<td>137,033</td>
<td>102,460</td>
<td>154,490</td>
</tr>
<tr>
<td>Surplus/(Deficit) for the year</td>
<td>132,066</td>
<td>137,366</td>
<td>102,460</td>
<td>154,490</td>
</tr>
<tr>
<td>Items that may be reclassified subsequently to profit or loss</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available-for-sale financial assets</td>
<td>1,254</td>
<td>1,397</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>for the year, net of tax</td>
<td>1,254</td>
<td>1,397</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive income/(loss) for the year</td>
<td>132,836</td>
<td>138,124</td>
<td>102,460</td>
<td>154,490</td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these financial statements.
## STATEMENTS OF CHANGES IN FUNDS AND RESERVES

**YEAR ENDED 31 MARCH 2018**

<table>
<thead>
<tr>
<th></th>
<th>Accumulated surplus</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Capital account</td>
<td>Endowment fund</td>
<td>General fund</td>
<td>Other restricted fund</td>
<td>Investment revaluation reserves</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td><strong>Group</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2016</td>
<td>200,858</td>
<td>1,714,452</td>
<td>782,939</td>
<td>618,430</td>
<td></td>
<td>-3,316,679</td>
</tr>
<tr>
<td>Total comprehensive income/(loss) for the year:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/(Deficit) for the year</td>
<td>-154,490</td>
<td>136,727</td>
<td>(110,367)</td>
<td></td>
<td></td>
<td>180,850</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td>1,797</td>
</tr>
<tr>
<td>Transactions recognised directly in funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>-</td>
<td>11,334</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>11,334</td>
</tr>
<tr>
<td>Government matching grants</td>
<td>-</td>
<td>27,807</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>27,807</td>
</tr>
<tr>
<td>Transfer from endowment fund</td>
<td>-</td>
<td>(35,631)</td>
<td>18,028</td>
<td>17,603</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Transfer to other restricted fund</td>
<td>-</td>
<td>-</td>
<td>(107,683)</td>
<td></td>
<td></td>
<td>107,683</td>
</tr>
<tr>
<td>Transfer to general fund</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2017</td>
<td>200,858</td>
<td>1,872,452</td>
<td>869,547</td>
<td>593,813</td>
<td></td>
<td>3,538,067</td>
</tr>
<tr>
<td>Total comprehensive income/(loss) for the year:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/(Deficit) for the year</td>
<td>-102,960</td>
<td>125,829</td>
<td>(112,150)</td>
<td></td>
<td></td>
<td>116,639</td>
</tr>
<tr>
<td>Transactions recognised directly in funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>-</td>
<td>7,671</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,671</td>
</tr>
<tr>
<td>Government matching grants</td>
<td>-</td>
<td>19,716</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>19,716</td>
</tr>
<tr>
<td>Transfer from endowment fund</td>
<td>-</td>
<td>(54,009)</td>
<td>26,297</td>
<td>27,712</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Transfer to other restricted fund</td>
<td>-</td>
<td></td>
<td>(115,055)</td>
<td>115,055</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Transfer to general fund</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 March 2018</td>
<td>200,858</td>
<td>1,948,793</td>
<td>922,992</td>
<td>588,346</td>
<td></td>
<td>3,660,989</td>
</tr>
</tbody>
</table>

The accompanying notes form an integral part of these financial statements.
CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2018

Note 2018 2017
$'000  $'000

Group

Operating activities

Group
Deficit before grants from ministries (1,031,580) (862,258)
Adjustments for:
Research grant income (100,951) (87,920)
Depreciation of property, plant and equipment 238,954 196,210
Amortisation of intangible assets 2,053 774
Amortisation of prepaid lease 1,483 1,483
Loss on disposal of property, plant and equipment 2,115 895
Profit on investments (148,952) (224,353)
Gain on acquisition/disposal of subsidiary - (173)
Impairment of available-for-sale financial assets - 1,000
Deferred capital grants amortised (non-ministry) (30,881) (28,162)
Interest income (5,280) (6,351)
Share of associate and joint venture’s results 55 87
Impairment loss of an associate 116 -
(1,072,668) (1,008,568)

Changes in working capital:
Other payables 61,849 (14,839)
Trade and other receivables (29,752) 69,174
Deferred tuition and other fees (579) 2,680
Loans (extended to)/repaid by students (83) 350
Cash used in operations (1,041,233) (951,203)
Donations received for Endowment Fund 7,671 11,334
Income taxes paid (146) (232)
Cash flows used in operating activities (1,033,728) (940,101)

CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2018

Note 2018 2017
$'000  $'000

Investing activities

Acquisition of property, plant and equipment (303,742) (471,979)
Acquisition of intangible assets (4,912) (5,630)
Purchase of financial assets (276,981) (250,490)
Proceeds from disposal of property, plant and equipment 583 -
Proceeds from sale of financial assets 129,461 323,020
Acquisition of subsidiary - 309
Disposal of subsidiary - (511)
Investment in associate/joint venture (50) (300)
Loan to associate (19) (507)
Increase/(Decrease) in money market funds and cash held by custodian banks 13 59,969 (60,051)
Interest received 5,510 8,963
Cash flows used in investing activities (390,101) (457,776)

Financing activities

Sinking fund received, net of refund 31,832 31,212
IT and F&E grant received 30,574 34,508
Research grants received, net of refund 386,740 426,286
Operating grants received, net of payment of goods and service tax expense on tuition fees and tuition grants 505,985 494,210
Development grants and related income received 196,322 177,344
Government ministry grants received 148,505 152,324
Proceeds from borrowings 97,300 314,500
Repayments of borrowings (202,300) (70,800)
Cash flows from financing activities 1,194,958 1,559,584

Net (decrease)/increase in cash and cash equivalents (228,871) 162,307
Cash and cash equivalents at beginning of the year 1,307,546 1,145,239
Cash and cash equivalents at end of the year 1,078,675 1,307,546

The accompanying notes form an integral part of these financial statements.
NOTES TO FINANCIAL STATEMENTS
31 MARCH 2018

1 GENERAL

Nanyang Technological University ("NTU" or the "University Company") is incorporated and domiciled in Singapore as a Company limited by guarantee under the Singapore Companies Act, Chapter 50. The University Company’s registered office and place of business is located at 50 Nanyang Avenue Singapore 639798. The financial statements are expressed in Singapore dollars.

The University Company is principally engaged in the advancement and dissemination of knowledge, the promotion of research and scholarships and the conferment and awarding of degrees, diplomas and certificates.

The principal activities of the subsidiaries are set out in Note 6.

As the operations of the University Company is substantially funded by the Ministry of Education ("MOE" or the "Government Ministry") through government grants, with MOE having the power to appoint and remove members to the Board of Trustees of the University Company, MOE is regarded as the parent entity.

The consolidated financial statements relate to the University Company and its subsidiaries (referred to as the "Group"). The consolidated financial statements of the Group are prepared in accordance with the historical cost basis except otherwise disclosed below.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

(a) Basis of measurement

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

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, are discussed below.

Key sources of estimation uncertainty

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

(b) Functional and presentation currency

The individual financial statements of each group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the statement of financial position of the University Company are presented in Singapore dollars, which is the functional currency of the University Company and the presentation currency for the consolidated financial statements.

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

(c) Use of estimates and judgements

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

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

Notes 2.9, 10 and 12 - valuation of financial instruments

Fair value measurements and valuation processes

In estimating the fair value of an asset or a liability, the Group obtains valuations from third party fund managers/fund administrators/custodian banks. The valuations are determined using market-observable data to the extent it is available. Where Level 1 inputs are not available, the fund managers/fund administrators/custodian banks establish the fair value of the investments using the net asset value at the end of the reporting period.

Derivative financial instruments

The fair value of derivatives (foreign currency forwards) is estimated by discounting the difference between the contractual forward price and the current forward price for the residual period to maturity of the contract.
2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT’D)

2.1 Basis of preparation (cont’d)

(c) Use of estimates and judgements (cont’d)

Financial assets at fair value through profit or loss

The fair values of financial instruments traded in active markets are based on quoted market prices at the end of the reporting period. The Group and University Company also holds unquoted investments, of which the valuation methodologies are set out in Note 12.

• Notes 2.11, 16 (b) - measurement of provisions

Provision for undergraduate funding

Provision for undergraduate funding relates to the adjustment to the undergraduate output funding from MOE in the event the University Company achieves fewer undergraduates than MOE’s output target. The provision is based on the University Company’s actual and projected number of undergraduates. Due to a change in MOE’s undergraduate funding model from output-based to enrolment-based with effect from 2019 for both new and existing cohorts, the provision previously set aside was no longer required and had been written back.

(d) Adoption of new and revised standards

On 1 April 2017, the Group has adopted all the new and revised FRSs and Interpretations of FRS (‘NTF FRS’) that are effective from that date and are relevant to its operations. The adoption of these new/revised FRSs does not result in changes to the Group’s and University Company’s accounting policies and has no material effect on the amounts reported for the current or prior years.

2.2 Consolidation

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the University Company and entities controlled by the University Company and its subsidiaries. Control is achieved when the University Company:

(i) Has power over the investee;
(ii) Is exposed, or has rights, to variable returns from its involvement with the investee; and
(iii) Has the ability to use its power to affect its returns.

The University Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the University Company obtains control over the subsidiary and ceases when the University Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the University Company gains control until the date when the University Company ceases to control the subsidiary.

The accounting policies of subsidiaries have been changed where necessary to align them with the policies adopted by the Group.

NOTES TO FINANCIAL STATEMENTS
31 MARCH 2018

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT’D)

2.2 Consolidation (cont’d)

Basis of consolidation (cont’d)

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Investments in subsidiaries are carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

Business combinations

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group. The consideration for each acquisition is measured at the aggregate of the acquisition date fair values of assets given, liabilities incurred by the Group to the former owners of the acquiree, and equity interests issued by the Group in exchange for control of the acquiree.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Costs related to the acquisition, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

Any contingent consideration payable is recognised at fair value at the acquisition date. If the contingent consideration is classified as funds and reserves, it is not remeasured and settlement is accounted for within funds and reserves. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in the statement of profit or loss and other comprehensive income.

Associate and Joint venture

An associate is an entity over which the group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The results and assets and liabilities of joint ventures and associate are incorporated in these consolidated financial statements using the equity method of accounting. Under the equity method, an investment in joint venture or an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group’s share of the profit or loss and other comprehensive income of the joint venture or associate. When the Group’s share of losses of a joint venture or associate exceeds the Group’s interest in that joint venture, the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture or associate.

An investment in a joint venture or an associate is accounted for using the equity method from the date on which the investee becomes a joint venture or an associate. On acquisition of the investment in a joint venture or an associate, any excess of the cost of investment over the Group’s share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group’s share of the net fair value of the identifiable assets and liabilities over the cost of investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.
2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.2 Consolidation (cont'd)

Associate and Joint venture (cont'd)

When a Group entity transacts with a joint venture or an associate of the Group, profits and losses resulting from the transactions with the joint venture or associate are recognised in the Group's consolidated financial statements only to the extent of interests in the joint venture or associate that are not related to the Group.

2.3 Foreign currencies

Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the exchange rate prevailing on the date of the transaction. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated to the functional currency at the rates prevailing at the end of the reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated to the functional currency at the rates prevailing on the date that the fair value is determined. Non-monetary items that are measured in terms of historical cost in foreign currency are not retranslated.

Foreign currency differences arising on retranslation are recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated to the functional currency of the University Company and the presentation currency for the consolidated financial statements at exchange rates prevailing at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at exchange rates ruling at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in a separate component of equity under the header of foreign currency translation reserve. When a foreign operation is disposed of, in part or in full, the relevant amount in the foreign exchange translation reserves is transferred to profit or loss as part of the gain or loss on disposal.

2.4 Funds

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

General and other restricted funds

Income and expenditure are generally accounted for under the "General Fund" in the statement of profit or loss and other comprehensive income. The use of these reserves is subject to the approval of the Board of Trustees.

The income and expenditure relating to funds that are set up for specific purposes are accounted for under "Other Restricted Fund" in the statement of profit or loss and other comprehensive income.
2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT’D)

2.5 Grants and sinking fund (cont’d)

Grants from the Government Ministry and other ministries to meet the current year’s operating expenses are recognised as income in the same year these operating expenses were incurred.

All grants and contributions are accounted for on the accrual basis.

Wage Credit scheme, Special Employment Credit scheme and Temporary Employment Credit scheme

Cash grants received from the government in relation to the Wage Credit scheme, Special Employment Credit scheme and Temporary Employment Credit scheme are recognised upon receipt. Such grants are provided to defray the wage costs incurred and are offset against manpower costs in the financial statements.

2.6 Property, plant and equipment

Recognition and measurement

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses except for land alienated to the Group and University Company which are stated at values provided by the Government. Donated assets are stated at valuation at initial recognition.

The freehold land of the Group and the University Company were stated at valuation carried out in December 1987 based on values in a valuation report from the Commissioner of Lands. The revaluation was done on a one-off basis and accordingly, the transitional provision in FRS 16 - Property, Plant and Equipment was adopted to continue with its existing policy of stating the freehold land at deemed cost. This revaluation surplus was credited directly to the Capital Account. Upon disposal, any related revaluation surplus is transferred from the Capital Account to accumulated surplus and is not taken into account in arriving at the gain or loss on disposal.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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

Property, plant and equipment costing less than $2,000 each, renovation costing $100,000 and below and library books are generally charged to profit or loss in the year of purchase.

The gain or loss on disposal of an item of property, plant and equipment recognised in profit or loss is derived from the proceeds from disposal and the carrying amount of property, plant and equipment.

Depreciation

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

Depreciation is recognised in the profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment.

Except for freehold land and buildings under construction which are not depreciated, depreciation on other property, plant and equipment is recognised in the statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful lives (or lease term, if shorter) of each part of an item of property, plant and equipment.

The estimated useful lives are as follows:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings and infrastructure</td>
<td>3 to 30 years</td>
</tr>
<tr>
<td>Improvement works</td>
<td>5 years</td>
</tr>
<tr>
<td>Machinery, laboratory and workshop equipment</td>
<td>6 years</td>
</tr>
<tr>
<td>Furniture and office equipment</td>
<td>3 to 5 years</td>
</tr>
<tr>
<td>Transportation equipment</td>
<td>8 years</td>
</tr>
<tr>
<td>Others</td>
<td>8 years</td>
</tr>
</tbody>
</table>

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Buildings under construction are stated at cost, less any recognised impairment loss, if any. Expenditure relating to the construction of projects are capitalised when incurred. No depreciation is charged on building under construction until the building under construction is completed and the related property, plant and equipment are transferred to the respective property, plant and equipment categories and depreciated accordingly.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, if there is no certainty that the lessee will obtain ownership by the end of the lease term, the assets shall be fully depreciated over the shorter of the lease term and their useful lives.
2.7 Intangible assets

Intangible assets acquired separately are reported at cost less accumulated amortisation (where they have finite useful lives) and accumulated impairment losses. Intangible assets with finite useful lives are amortised on a straight-line basis over their estimated useful lives, on the following basis:

Application Software - 3 years

The estimated useful life and amortisation method are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives are not amortised. Each period, the useful lives of such assets are reviewed to determine whether events and circumstances continue to support an indefinite useful life assessment for the asset. Such assets are tested for impairment annually and whenever there is an indication that the asset may be impaired.

2.8 Impairment - non-financial assets

The carrying amounts of the Group’s non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset’s recoverable amounts are estimated. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in the statement of profit or loss and other comprehensive income unless it reverses a previous revaluation, credited to equity, in which case it is charged to equity. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that belong. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

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

2.9 Financial instruments (cont’d)

Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise trade and other receivables, student loans, grant receivables and cash and cash equivalents.

Cash and cash equivalents comprise cash balances and bank deposits.

Impairment of financial assets

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate.

Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics. All impairment losses are recognised in the profit or loss.

For available-for-sale financial assets, a significant or prolonged decline in the fair value of the investment below its cost is considered to be objective evidence of impairment. When an available-for-sale financial asset is considered to be impaired, cumulative gains or losses previously recognised in other comprehensive income are reclassified to profit or loss. Any subsequent increase in fair value after an impairment loss is recognised in other comprehensive income and accumulated under the heading of investment revaluation reserves.

Non-derivative financial liabilities

The Group recognises financial liabilities when the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or expired.

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

Non-derivative financial liabilities (cont’d)

The Group classifies non-derivative financial liabilities into the other financial liabilities category. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Non-derivative financial liabilities comprise loans and borrowings and other payables and accruals.

Derivative financial instruments and hedging instruments

The Group holds derivative financial instruments, through its external fund managers, to hedge its foreign currency exposure. Further details of derivative financial instruments are disclosed in Note 10 to the financial statements.

Embedded derivatives are separated from the host contract and accounted for separately if the economic characteristics and risks of the host contract and the embedded derivative are not closely related, a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative, and the combined instrument is not measured at fair value through profit or loss.

Derivatives are recognised initially at fair value; any attributable transaction costs are recognised in the profit or loss when incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein accounted for in the profit or loss.

Investment revaluation reserves

The investment revaluation reserves arise on the revaluation of quoted equity investments classified as available-for-sale financial assets. Where a revalued financial asset is sold, the portion of the reserve that relates to that financial asset, and is effectively realised, is recognised in profit or loss. Where a revalued financial asset is impaired, the portion of the reserve that relates to that financial asset is recognised in profit or loss.

2.10 Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions to a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in the profit or loss in the periods during which services are rendered by employees.

Short-term employee benefits

Short-term employee benefit obligations, including accumulated compensated absences, are measured on an undiscounted basis and are expensed as the related services are provided.
2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.11 Provisions

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

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

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

2.12 Income tax

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income, in which case it is recognised in equity or in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable income and expenditure; temporary differences related to investments in subsidiaries and jointly controlled entities to the extent that it is probable that they will not reverse in the foreseeable future; and taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

2.13 Income recognition

Student fees

Income from tuition and other fees are recognised in the period in which the services are rendered.

Management fees

Management fees are recognised upon services rendered.

Donations and sponsorships

Unconditional donations and sponsorships are recognised upon receipt.

Licence fees

Licence fees are recognised in accordance with terms of licensing agreement.

Royalties

Royalties are recognised on sale, by licensor, of products using the technology granted.

Dividends

Dividends are recognised in the financial year in which the right to receive payment is established.

Rental income

Rental income receivable under operating leases is recognised in the profit or loss on a straight-line basis over the term of the lease.

2.14 Finance income and finance costs

Finance income comprises interest income generated from fixed deposits, bank deposits and finance leases. Interest income is recognised as it accrues in the profit or loss, using the effective interest method. Interest income on the finance lease is recognised in the profit or loss over the period of the lease so as to earn an approximately constant periodic rate of return on the remaining balance of the finance lease receivables for each reporting period.

Finance costs comprise interest expense on borrowings. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in the profit or loss using the effective interest method.
2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT’D)

2.15 Lease payments

Payments made under operating leases are recognised in the profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

Determining whether an arrangement contains a lease

At inception of an arrangement, the Group determines whether such an arrangement is or contains a lease. A specific asset is the subject of a lease if fulfilment of the arrangement is dependent on the use of that specified asset. An arrangement conveys the right to use the asset if the arrangement conveys to the Group the right to control the use of the underlying asset.

At inception or upon reassessment of the arrangement, the Group separates payments and other consideration required by such an arrangement into those for the lease and those for other elements on the basis of their relative fair values. If the Group concludes for a finance lease that it is impracticable to separate the payments reliably, then an asset and a liability are recognised at an amount equal to the fair value of the underlying asset. Subsequently, the liability is reduced as payments are made and an imputed finance charge on the liability is recognised using the Group’s incremental borrowing rate.

2.16 Prepaid lease

Prepaid lease is recognised in the statement of financial position and amortised to profit or loss on a straight-line basis over the term of the lease.

2.17 Key management personnel

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. The Board of Trustees and senior management team are considered as key management personnel of the Group.

2.18 New standards and on interpretations not yet adopted

At the date of authorisation of these financial statements, the following FRSs that are relevant to the Group and the University Company were issued but not effective:

- FRS 109 Financial Instruments
- FRS 115 Revenue from Contracts with Customers (with clarifications issued)
- FRS 116 Leases

1 Applies to annual periods beginning on or after 1 January 2018, with early application permitted.
2 Applies to annual periods beginning on or after 1 January 2019, with early application permitted.

Management is currently assessing the impact that FRS 109, FRS 115 and FRS 116 will have on the financial statements.

FRS 109 Financial Instruments

FRS 109 was issued in December 2014 and will replace FRS 39 Financial Instruments: Recognition and Measurement. It introduces new requirements for (i) the classification and measurement of financial assets and financial liabilities and (ii) impairment requirements for financial assets.

Key requirements of FRS 109:

In respect of classification and measurement of financial assets and liabilities, all recognised financial assets that are within the scope of FRS 109 are now required to be subsequently measured at amortised cost or fair value. Available-for-sale financial assets are measured at fair value through profit or loss (FVTPL) at the end of subsequent accounting periods. Management may make an irrevocable election to measure these financial assets (that is not held for trading) at fair value through other comprehensive income (FVOTCI), with only dividend income generally recognised in profit or loss. Any subsequent fair value changes are recognised in other comprehensive income and will not be reclassified to the income statement even upon divestment.

In relation to the impairment of financial assets, FRS 109 requires an expected credit loss model, as opposed to an incurred credit loss model under FRS 39. The expected credit loss model requires an entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. It is no longer necessary for a credit event to have occurred before credit losses are recognised.

Management anticipates that the initial application of FRS 109 will result in changes to the accounting policy relating to the recognition and measurement of available-for-sale financial assets as well as the impairment of financial assets. Additional disclosures with respect to certain financial assets may be required, including any significant judgement and estimation made. Management does not plan to early adopt the new FRS 109.
FRS 115 Revenue from Contracts with Customers

In November 2014, FRS 115 was issued which establishes a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. FRS 115 will supersede the current revenue recognition guidance including FRS 18 Revenue, FRS 11 Construction Contracts and the related Interpretations when it becomes effective. Further clarifications to FRS 115 were also issued in June 2016.

The core principle of FRS 115 is that an entity should recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Specifically, the Standard introduces a 5-step approach to revenue recognition:

1. Identify the contract(s) with a customer.
2. Identify the performance obligations in the contract.
3. Determine transaction price.
4. Allocate the transaction price to the performance obligations in the contract.
5. Recognise revenue when (or as) the performance obligation is satisfied, i.e. when “control” of the goods or services has transferred to the customer.

Management anticipates that the initial application of the new FRS 116 may result in operating leases to be recognised as right-of-use assets with corresponding lease liabilities, unless they qualify for low value or short-term leases. The new requirement to recognise a right-of-use asset and a related lease liability is expected to have an impact to the amounts recognised in the Group’s financial statements.

Management does not plan to early adopt the new FRS 115.

FRS 116 Leases

FRS 116 was issued in June 2016 and will supersede FRS 17 Leases and its associated interpretative guidance.

The standard provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessors and lessees. The identification of leases, distinguishing between leases and service contracts, are determined on the basis of whether there is an identified asset controlled by the customer.

Significant changes to lease accounting are introduced, with the distinction between operating and finance leases removed and assets and liabilities recognised in respect of all leases (subject to limited exceptions for short-term leases and leases of low value assets). The standard maintains substantially the lessor accounting approach under the predecessor FRS 17.

Management anticipates that the initial application of the new FRS 116 may result in operating leases to be recognised as right-of-use assets with corresponding lease liabilities, unless they qualify for low value or short-term leases. The new requirement to recognise a right-of-use asset and a related lease liability is expected to have an impact to the amounts recognised in the Group’s financial statements and management is currently assessing its potential impact including the transition options and practical expedients. Management does not plan to early adopt FRS 116.
3 PROPERTY, PLANT AND EQUIPMENT (CONT’D)

<table>
<thead>
<tr>
<th></th>
<th>Freehold land</th>
<th>Buildings and improvement works</th>
<th>Machinery, laboratory and workshop equipment</th>
<th>Furniture and office equipment</th>
<th>Transportation equipment</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>University Company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost or valuation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2016</td>
<td>200,858</td>
<td>2,086,593</td>
<td>463,114</td>
<td>199,161</td>
<td>1,025,611</td>
<td>248,492</td>
<td>7,272</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>17,853</td>
<td>346,032</td>
<td>6,758</td>
<td>77,114</td>
<td>25,976</td>
<td>1,697</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(3,953)</td>
<td>(1,192)</td>
<td>(26,795)</td>
<td>(15,247)</td>
<td>(252)</td>
<td>660</td>
</tr>
<tr>
<td>Reclassifications</td>
<td>-</td>
<td>264,610</td>
<td>(89,607)</td>
<td>36,750</td>
<td>208,451</td>
<td>7,335</td>
<td>239</td>
</tr>
<tr>
<td>At 31 March 2017</td>
<td>200,858</td>
<td>2,644,893</td>
<td>217,627</td>
<td>237,077</td>
<td>1,278,381</td>
<td>266,576</td>
<td>8,756</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>34,103</td>
<td>163,451</td>
<td>6,938</td>
<td>71,725</td>
<td>296</td>
<td>1,383</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(21,794)</td>
<td>(2,871)</td>
<td>(29,759)</td>
<td>(13,471)</td>
<td>(854)</td>
<td>(170)</td>
</tr>
<tr>
<td>Reclassifications</td>
<td>-</td>
<td>167,988</td>
<td>(298,885)</td>
<td>20,355</td>
<td>88,470</td>
<td>21,429</td>
<td>677</td>
</tr>
<tr>
<td>At 31 March 2018</td>
<td>200,858</td>
<td>2,827,788</td>
<td>82,193</td>
<td>261,499</td>
<td>1,408,218</td>
<td>299,143</td>
<td>8,611</td>
</tr>
</tbody>
</table>

Comprising

|                      | $'000         | $'000                           | $'000                                      | $'000                         | $'000                     |       |       |
|----------------------|---------------|                                 |                                            |                               |                          |       |       |
| University Company   |               |                                 |                                            |                               |                          |       |       |
| Cost or valuation    |               |                                 |                                            |                               |                          |       |       |
| At cost              | -             | 2,644,893                       | 217,627                                    | 237,077                       | 1,278,381                 | 266,576 | 8,756 | 8,061 | 4,664,229 |
| At valuation         | 200,858       | -                               | -                                         | -                             | -                         | 200,858 |       |       |           |
| 31 March 2018        | 200,858       | 2,644,893                       | 217,627                                    | 237,077                       | 1,278,381                 | 266,576 | 8,756 | 8,061 | 4,664,229 |
| Cost or valuation    |               |                                 |                                            |                               |                          |       |       |
| At cost              | -             | 2,827,788                       | 82,193                                     | 261,499                       | 1,408,218                 | 299,143 | 8,611 | 9,192 | 4,897,502 |
| At valuation         | 200,858       | -                               | -                                         | -                             | -                         | 200,858 |       |       |           |
| Accumulated depr.     |               |                                 |                                            |                               |                          |       |       |
| At 1 April 2016      | -             | 1,379,744                       | 162,327                                    | 201,387                       | 8,611                    | 2,465,378 |       |       |           |
| Depreciation for the year | -         | 1,045                          | 27,687                                     | 130,778                       | 476                       | 1,957,960 |       |       |           |
| Disposals            | -             | (19,955)                        | (2,704)                                    | (28,759)                      | (13,471)                  | (854)  | (170) | (68,579) |
| At 31 March 2018     | -             | 1,456,206                       | 193,962                                    | 112,064                       | 927,899                   | 217,539 | 6,035 | 3,496 | 2,789,049 |

Carrying amount

|                      | $'000         | $'000                           | $'000                                      | $'000                         | $'000                     |       |       |
|----------------------|---------------|                                 |                                            |                               |                          |       |       |
| University Company   |               |                                 |                                            |                               |                          |       |       |
| Cost or valuation    |               |                                 |                                            |                               |                          |       |       |
| At cost              | -             | 2,827,788                       | 82,193                                     | 261,499                       | 1,408,218                 | 299,143 | 8,611 | 9,192 | 4,897,502 |
| At valuation         | 200,858       | -                               | -                                         | -                             | -                         | 200,858 |       |       |           |
| Accumulated depr.     |               |                                 |                                            |                               |                          |       |       |
| At 1 April 2016      | -             | 1,379,744                       | 162,327                                    | 201,387                       | 8,611                    | 2,465,378 |       |       |           |
| Depreciation for the year | -         | 1,045                          | 27,687                                     | 130,778                       | 476                       | 1,957,960 |       |       |           |
| Disposals            | -             | (19,955)                        | (2,704)                                    | (28,759)                      | (13,471)                  | (854)  | (170) | (68,579) |
| At 31 March 2018     | -             | 1,456,206                       | 193,962                                    | 112,064                       | 927,899                   | 217,539 | 6,035 | 3,496 | 2,789,049 |

The freehold land of the Group and the University Company were stated at valuation carried out in December 1987 based on values in a valuation report from the Commissioner of Lands. The revaluation was done on a one-off basis and accordingly, the transitional provision in FRS 16 - Property, Plant and Equipment was adopted to continue with its existing policy of stating the freehold land at deemed cost.

4 INTANGIBLE ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Group and University Company</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td>Cost</td>
<td>$'000</td>
</tr>
<tr>
<td>At 1 April</td>
<td>7,580</td>
</tr>
<tr>
<td>Additions</td>
<td>4,912</td>
</tr>
<tr>
<td>Disposals</td>
<td>(469)</td>
</tr>
<tr>
<td>At 31 March</td>
<td>11,823</td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td></td>
</tr>
<tr>
<td>At 1 April</td>
<td>1,045</td>
</tr>
<tr>
<td>Amortisation charge for the year</td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>2,053</td>
</tr>
<tr>
<td>At 31 March</td>
<td>2,774</td>
</tr>
</tbody>
</table>

5 PREPAID LEASE

<table>
<thead>
<tr>
<th></th>
<th>Group and University Company</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td>Cost</td>
<td>$'000</td>
</tr>
<tr>
<td>At 1 April</td>
<td>47,660</td>
</tr>
<tr>
<td>Additions</td>
<td>47,660</td>
</tr>
<tr>
<td>At 31 March</td>
<td>47,660</td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td></td>
</tr>
<tr>
<td>At 1 April</td>
<td>7,217</td>
</tr>
<tr>
<td>Amortisation charge for the year</td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>1,483</td>
</tr>
<tr>
<td>At 31 March</td>
<td>8,690</td>
</tr>
</tbody>
</table>

Carrying amount

<table>
<thead>
<tr>
<th></th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31 March</td>
<td>38,760</td>
<td>40,443</td>
</tr>
</tbody>
</table>

The prepaid lease relates to the lease of land from JTC and Singapore Land Authority at One-North and at Mandai Road (for Novena Campus) respectively. The prepaid lease is capitalised and amortised over the tenure period of the land lease of 30 years.
6 SUBSIDIARIES

<table>
<thead>
<tr>
<th>University Company</th>
<th>2018 $'000</th>
<th>2017 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity investments at cost</td>
<td>1,912</td>
<td>500</td>
</tr>
<tr>
<td>Loans to subsidiaries</td>
<td>291</td>
<td>291</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,203</strong></td>
<td><strong>791</strong></td>
</tr>
</tbody>
</table>

The loans to subsidiaries are unsecured and interest-free. The settlements of the amounts are neither planned nor likely to occur in the foreseeable future. As the amounts are, in substance, a part of the University Company’s net investment in the subsidiaries, they are stated at cost less impairment losses.

Details of subsidiaries are as follows:

<table>
<thead>
<tr>
<th>Name of subsidiary</th>
<th>Country of incorporation</th>
<th>Ownership interest</th>
<th>Principal activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>@ Nanyang Technological University - NTUitive Pte Ltd</td>
<td>Singapore</td>
<td>100</td>
<td>Innovation and enterprise company of NTU</td>
</tr>
<tr>
<td>@ NTU Holdings Pte Ltd</td>
<td>Singapore</td>
<td>100</td>
<td>Investment holding</td>
</tr>
<tr>
<td>@ Singapore Centre for Chinese Language Limited</td>
<td>Singapore</td>
<td>100</td>
<td>Provision of training/ professional development courses for Chinese language teachers and conduct of educational research and activities</td>
</tr>
<tr>
<td>@ NIE International Private Limited</td>
<td>Singapore</td>
<td>100</td>
<td>Provision of training programs and consultancy in teacher education and school leadership</td>
</tr>
<tr>
<td>@ Wealth Management Institute Pte Ltd</td>
<td>Singapore</td>
<td>100</td>
<td>Provision of education and training services for professional and management development</td>
</tr>
</tbody>
</table>

Held by NTU

- @ National Institute of Early Childhood Development Limited
- # Friends of NTU
- @ Code Farm Pte Ltd (formerly known as TechBiz Xccelerator Pte Ltd)
- @ TechXcel Pte Ltd
- @ Systemed Pte Ltd
- @ Techbridge Ventures Pte Ltd
6 SUBSIDIARIES (CONT’D)

Details of subsidiaries are as follows (cont’d):

<table>
<thead>
<tr>
<th>Name of subsidiary</th>
<th>Country of incorporation</th>
<th>Ownership interest Principal activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
</tr>
<tr>
<td>Held by NTU Holdings Pte Ltd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Nanyang Venture Consulting (Shanghai) Co., Ltd</td>
<td>China</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consultant for enterprise management; technology and education</td>
</tr>
<tr>
<td>@ Confucius Institute, NTU Pte Ltd</td>
<td>Singapore</td>
<td>100</td>
</tr>
<tr>
<td># NTU (London) Limited</td>
<td>United Kingdom</td>
<td>100</td>
</tr>
<tr>
<td>Held by Nanyang Venture Consulting (Shanghai) Co., Ltd</td>
<td>China</td>
<td>100</td>
</tr>
<tr>
<td>* Nanyang Venture Consulting (Beijing) Co., Ltd</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Audited by overseas practices of Deloitte Touche Tohmatsu Limited.
@ Audited by Deloitte & Touche LLP, Singapore.
# Not required to be audited in the country of incorporation.
(i) The subsidiary was acquired on 19 July 2017.
(ii) The subsidiary was incorporated on 2 March 2018.
(iii) Due to change in board composition during the year, the Group reclassified the entity from subsidiary to associate due to an effective loss of control (Note 7).

7 ASSOCIATE AND JOINT VENTURE

Group University Company

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Cost of investment</td>
<td>350</td>
<td>512</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Loan to associate</td>
<td>417</td>
<td>507</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Share of post-acquisition loss</td>
<td>(128)</td>
<td>(278)</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>639</td>
<td>761</td>
<td>3</td>
<td>-</td>
</tr>
</tbody>
</table>

The convertible loan to associate bears interest at 4% per annum, unsecured and matures in 2019.

Details of the associates are as follows:

<table>
<thead>
<tr>
<th>Name of associate</th>
<th>Country of incorporation</th>
<th>Group’s proportion of ownership interest/ voting power held Principal activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
</tr>
<tr>
<td>Kuprion Inc (i)</td>
<td>United States</td>
<td>53.7</td>
</tr>
<tr>
<td></td>
<td>Development and commercialisation in NanoCopper technology</td>
<td></td>
</tr>
<tr>
<td>InnoPartner Pte Ltd (ii)</td>
<td>Singapore</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Engineering activities, research and experimental development on engineering</td>
<td></td>
</tr>
</tbody>
</table>
7 ASSOCIATE AND JOINT VENTURE (CONT’D)

Details of the associates are as follows (cont’d):

<table>
<thead>
<tr>
<th>Name of associate</th>
<th>Country of incorporation</th>
<th>Group’s proportion of ownership interest/voting power held</th>
<th>Principal activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Friends of NTU</td>
<td>United States</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>GenomeAsia 100k Ltd</td>
<td>Singapore</td>
<td>33.3</td>
<td></td>
</tr>
</tbody>
</table>

Details of the joint ventures are as follows:

<table>
<thead>
<tr>
<th>Name of joint venture</th>
<th>Country of incorporation</th>
<th>Group’s proportion of ownership interest/voting power held</th>
<th>Principal activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Lushang (Nanyang) Pte Ltd (iii)</td>
<td>Singapore</td>
<td>30</td>
<td>30</td>
</tr>
</tbody>
</table>

(i) During the year, there is a restructuring exercise that resulted in a change in the Group’s proportion of ownership interest/voting power held in Kuprion Inc. However, the Group does not have effective control of Kuprion Inc.

(ii) The Group via its wholly-owned subsidiary acquired a 20% equity interests in InnoPartner Pte Ltd during the year.

(iii) The Group has joint control over Lushang (Nanyang) Pte Ltd by virtue that all significant matters requiring unanimous approval by all the directors and shareholders.

8 AVAILABLE-FOR-SALE FINANCIAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Quoted equity investments, at fair value</td>
<td>900</td>
<td>949</td>
</tr>
<tr>
<td>Unquoted equity investments, at fair value</td>
<td>2,798</td>
<td>448</td>
</tr>
<tr>
<td></td>
<td>3,698</td>
<td>1,397</td>
</tr>
</tbody>
</table>

9 STUDENT LOANS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group and University Company</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Student loans</td>
<td>4,186</td>
<td>4,103</td>
</tr>
</tbody>
</table>

Represented by:

Amount repayable within 12 months | 1,465 | 1,465 |
Amount repayable after 12 months  | 2,721 | 2,658 |
|                                 | 4,186 | 4,103 |

The student loans are unsecured, interest-free and repayable over a period of 2 to 5 years.

10 DERIVATIVE FINANCIAL INSTRUMENTS

The table below sets out the notional principal amounts and the positive and negative fair values of the Group’s and University Company’s outstanding derivative financial instruments at the end of the reporting period (comprising foreign currency forwards). Positive and negative fair values represent the mark-to-market values of the derivative contracts and are termed as derivative assets and derivative liabilities respectively. Notional principal amounts are the amount of principal underlying the contract at the end of reporting date.

<table>
<thead>
<tr>
<th>Contractual maturity</th>
<th>Group and University Company</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>within 1 year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign currency forwards</td>
<td>694,432</td>
<td>694,432</td>
<td>5,213</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>beyond 1 year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign currency forwards</td>
<td>694,432</td>
<td>694,432</td>
<td>11,739</td>
</tr>
</tbody>
</table>

Changes in the fair value of the foreign currency forwards are included as part of the fair value gain/(loss) on derivative financial instruments in Note 24.
### 11 TRADE AND OTHER RECEIVABLES

<table>
<thead>
<tr>
<th>Note</th>
<th>Group</th>
<th>University Company</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>2017</td>
</tr>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>37,083</td>
<td>37,305</td>
</tr>
<tr>
<td>Interest receivables</td>
<td>1,701</td>
<td>2,011</td>
</tr>
<tr>
<td>Operating grant receivables</td>
<td>11,383</td>
<td>1,378</td>
</tr>
<tr>
<td>Research grant receivables</td>
<td>121,444</td>
<td>84,113</td>
</tr>
<tr>
<td>Endowment matching grant receivables</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grants receivables</td>
<td>15</td>
<td>11,055</td>
</tr>
<tr>
<td>Other receivables</td>
<td>85,071</td>
<td>68,228</td>
</tr>
<tr>
<td>Allowance for doubtful receivables</td>
<td>(3,357)</td>
<td>(1,236)</td>
</tr>
<tr>
<td>Amounts due from subsidiaries (trade)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Allowance for doubtful receivables</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amounts due from subsidiaries (non-trade)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Allowance for doubtful receivables</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amounts due from joint venture</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Loans and receivables</td>
<td>264,380</td>
<td>204,423</td>
</tr>
<tr>
<td>Prepayments</td>
<td>25,341</td>
<td>22,327</td>
</tr>
<tr>
<td></td>
<td>289,721</td>
<td>226,750</td>
</tr>
</tbody>
</table>

The amounts due from subsidiaries are unsecured, interest-free and repayable on demand.

Concentration of credit risk relating to trade receivables is limited due to statutory boards, ministries and companies who provided funding for research activities. The Group's historical experience in the collection of accounts receivables falls within the recorded allowances. Due to these factors, management believes that no additional credit risk beyond amounts provided for collection losses is inherent in the Group's trade receivables.

Credit risk for other receivables is limited as these relate mainly to receivables from the Government Ministry.

### 12 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

<table>
<thead>
<tr>
<th>Group and University Company</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td></td>
</tr>
<tr>
<td>Quoted fixed income investments</td>
<td>655,012</td>
<td>427,599</td>
</tr>
<tr>
<td>Quoted equity investments</td>
<td>898,377</td>
<td>675,486</td>
</tr>
<tr>
<td>Unquoted investments</td>
<td>1,056,842</td>
<td>1,060,958</td>
</tr>
<tr>
<td>Other investments</td>
<td>232,732</td>
<td>237,063</td>
</tr>
<tr>
<td></td>
<td>2,642,763</td>
<td>2,401,106</td>
</tr>
</tbody>
</table>

The Group's and University Company's investments are managed by external fund managers. The fair values of the financial instruments traded in active markets are based on quoted market prices at the end of the reporting period. Quoted fixed income investments include investments in fixed income instruments via segregated accounts and pooled vehicles. Quoted equity investments represent investments in quoted equities via segregated accounts and pooled vehicles. The unquoted investments represent investments in private equity funds, hedge funds and limited partnerships. The fair values of these unquoted investments are based on net asset values provided by fund managers, fund administrators and external valuations.

The Group's and University Company's investments comprise financial instruments (quoted fixed income, quoted equity, unquoted investments and other investments) managed by external fund managers and cash balances and bank deposits as follows:

<table>
<thead>
<tr>
<th>Group and University Company</th>
<th>Note</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets at fair value through profit or loss</td>
<td>13</td>
<td>2,642,763</td>
<td>2,401,106</td>
</tr>
<tr>
<td>Cash balances and bank deposits</td>
<td>141,186</td>
<td>248,968</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,784,949</td>
<td>2,649,974</td>
<td></td>
</tr>
</tbody>
</table>

The cash balances and bank deposits are included as a component in the cash and cash equivalents in Note 13 for the purpose of disclosure.
12 Financial Assets at Fair Value Through Profit or Loss (Cont’d)

The weighted average interest rates of fixed income securities at the end of the reporting period and the periods in which they mature are as follows:

<table>
<thead>
<tr>
<th>Effective interest rate per annum</th>
<th>Fixed interest rate securities maturing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than 1 year</td>
</tr>
<tr>
<td>%</td>
<td>$’000</td>
</tr>
</tbody>
</table>

Group and University Company

<table>
<thead>
<tr>
<th>Year</th>
<th>1.8 to 3.6</th>
<th>1.1 to 3.7</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>167,629</td>
<td>156,238</td>
</tr>
<tr>
<td>2017</td>
<td>156,138</td>
<td>174,228</td>
</tr>
</tbody>
</table>

13 Cash and Cash Equivalents

<table>
<thead>
<tr>
<th>Note</th>
<th>Group 2018</th>
<th>Group 2017</th>
<th>University Company 2018</th>
<th>University Company 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
</tbody>
</table>

Operating

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank and in hand</td>
<td>127,421</td>
<td>129,811</td>
<td>156,497</td>
<td>102,318</td>
</tr>
<tr>
<td>Deposit with financial institutions</td>
<td>760,648</td>
<td>908,767</td>
<td>752,323</td>
<td>905,025</td>
</tr>
</tbody>
</table>

Investments

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank and in hand</td>
<td>10,553</td>
<td>122,324</td>
<td>10,553</td>
<td>122,324</td>
</tr>
<tr>
<td>Deposit with financial institutions</td>
<td>46,000</td>
<td>122,000</td>
<td>46,000</td>
<td>122,000</td>
</tr>
</tbody>
</table>

Money market funds and cash held by custodian banks

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>1,078,675</td>
<td>1,307,546</td>
<td>1,050,006</td>
<td>1,276,311</td>
</tr>
</tbody>
</table>

The University Company administers 2 bank accounts on behalf of the NTU Students’ Union. As at end of the reporting period, the total bank balance of $6,557,000 (2017: $6,065,000) has not been included in the cash and cash equivalents of the University Company.
14 DEFERRED CAPITAL GRANTS (CONT'D)

<table>
<thead>
<tr>
<th></th>
<th>Government ministries</th>
<th>Statutory boards</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Company</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April</td>
<td>1,215,836</td>
<td>1,105,985</td>
<td>81,111</td>
<td>88,451</td>
</tr>
<tr>
<td>Add</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>capital expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>project transferred</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>from:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Operating grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Research grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Note 19)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Development grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Note 15)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Other grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assets donated by</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>various organisations</td>
<td>-</td>
<td>-</td>
<td>33</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>279,158</td>
<td>253,786</td>
<td>20,530</td>
<td>14,517</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants taken to</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>profit or loss</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortisation charge</td>
<td></td>
<td>174,002</td>
<td>143,404</td>
<td>22,205</td>
</tr>
<tr>
<td>for the year</td>
<td></td>
<td>1,715</td>
<td>531</td>
<td>887</td>
</tr>
<tr>
<td>On disposal of fixed</td>
<td></td>
<td>177,287</td>
<td>142,882</td>
<td>21,962</td>
</tr>
<tr>
<td>assets</td>
<td></td>
<td></td>
<td>81,111</td>
<td>88,451</td>
</tr>
<tr>
<td>At 31 March</td>
<td>1,317,277</td>
<td>1,215,836</td>
<td>78,569</td>
<td>81,111</td>
</tr>
</tbody>
</table>

15 GRANTS RECEIVABLE/IT AND F&E GRANTS/SINKING FUND RECEIVED IN ADVANCE

<table>
<thead>
<tr>
<th>Note</th>
<th>Group and University Company</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

Grants receivable within 12 months
- Development grant 2,109 10,937
- Sinking fund 8,946 1,487
Subtotal 11 12,824

Grants received in advance
- IT and F&E (a) (40,937) (44,793)
- Sinking fund (b) (292,379) (291,974)
Subtotal (342,316) (336,767)

Total (329,216) (324,143)

Grants received in advance represented as:
Current portion
- IT and F&E (a) (40,937) (44,793)
- Sinking fund (b) (48,304) (35,768)
Subtotal (89,241) (80,561)

Non-current portion
- Sinking fund (251,075) (258,186)
Subtotal (340,316) (336,767)

Movements in grants (received in advance)/receivable:

<table>
<thead>
<tr>
<th>Note</th>
<th>Group and University Company</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

At 1 April (329,216) (300,119)
Grants received during the year (258,728) (247,701)
(582,944) (547,820)

Less:
Amounts transferred to deferred capital grants 14 230,752 202,242
Amount refunded to the Government Ministry 4,637 4,637
Amounts taken to profit or loss 22,858 16,798
(232,261) (224,143)
15 **GRANTS RECEIVABLE/IT AND F&E GRANTS/SINKING FUND RECEIVED IN ADVANCE (CONT’D)**

These are grants from the Government Ministry and statutory boards for financing development projects.

(a) This amount relates to grants received in advance for the purchase of IT and F&E items to support teaching and administrative functions.

(b) This amount relates to sinking fund received in advance from the Government Ministry for the purpose of maintenance and replacement of property, plant and equipment.

16 **PROVISIONS**

<table>
<thead>
<tr>
<th>Note</th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Provision for unutilised compensated leave</td>
<td>59,470</td>
<td>57,549</td>
<td>59,030</td>
<td>57,231</td>
</tr>
<tr>
<td>(a)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision for undergraduate funding</td>
<td>8,000</td>
<td>23,100</td>
<td>8,000</td>
<td>23,100</td>
</tr>
<tr>
<td>(b)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision for MOE budget adjustment</td>
<td>57,470</td>
<td>107,661</td>
<td>67,030</td>
<td>107,583</td>
</tr>
<tr>
<td>(c)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) The movement in the provision for unutilised compensated leave is as follows:

<table>
<thead>
<tr>
<th>Group</th>
<th>University Company</th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td></td>
</tr>
<tr>
<td>At 1 April</td>
<td>57,549</td>
<td>53,136</td>
<td>57,231</td>
<td>52,829</td>
<td></td>
</tr>
<tr>
<td>Provision made during the year</td>
<td>1,921</td>
<td>4,413</td>
<td>1,799</td>
<td>4,402</td>
<td></td>
</tr>
<tr>
<td>At 31 March</td>
<td>59,470</td>
<td>57,549</td>
<td>59,030</td>
<td>57,231</td>
<td></td>
</tr>
</tbody>
</table>

(b) The movement in the provision for undergraduate funding is as follows:

<table>
<thead>
<tr>
<th>Group</th>
<th>University Company</th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td></td>
</tr>
<tr>
<td>At 1 April</td>
<td>27,252</td>
<td>47,085</td>
<td>27,252</td>
<td>47,085</td>
<td></td>
</tr>
<tr>
<td>Provision (reversed)/made during the year</td>
<td>(18,412)</td>
<td>2,911</td>
<td>(18,412)</td>
<td>2,911</td>
<td></td>
</tr>
<tr>
<td>Amount paid</td>
<td>(8,840)</td>
<td>(23,764)</td>
<td>(8,840)</td>
<td>(23,764)</td>
<td></td>
</tr>
<tr>
<td>At 31 March</td>
<td>27,252</td>
<td>27,252</td>
<td>27,252</td>
<td>27,252</td>
<td></td>
</tr>
</tbody>
</table>

16 **PROVISIONS (CONT’D)**

Provision for undergraduate funding relates to the adjustment to the undergraduate output funding from MOE in the event the University Company achieves fewer undergraduates than MOE’s output target. The provision is based on the University Company’s actual and projected number of undergraduates. Due to a change in MOE’s undergraduate funding model from output-based to enrolment-based with effect from 2019 for both new and existing cohorts, the provision previously set aside was no longer required and had been written back.

(c) The movement in the provision for MOE budget adjustment is as follows:

<table>
<thead>
<tr>
<th>Group</th>
<th>University Company</th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td></td>
</tr>
<tr>
<td>At 1 April</td>
<td>23,100</td>
<td>-</td>
<td>23,100</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Provision (reversed)/made during the year</td>
<td>(15,100)</td>
<td>23,100</td>
<td>(15,100)</td>
<td>23,100</td>
<td></td>
</tr>
<tr>
<td>At 31 March</td>
<td>8,000</td>
<td>23,100</td>
<td>8,000</td>
<td>23,100</td>
<td></td>
</tr>
</tbody>
</table>

Provision for MOE budget adjustment relates to the utilisation of budget allocation from MOE. The University Company, as an MOE-funded institution, is subject to the budget utilisation framework. Under this framework, on a yearly basis, NTU is required to submit its projections for grants from MOE for the operations of the University. MOE will allocate the required grants to NTU based on the projections submitted and should the projections fall below the 95% rate of the original and/or revised grant allocation, NTU is subjected to an utilisation adjustment by MOE.

17 **GRANT RECEIVED IN ADVANCE - OPERATING GRANTS**

<table>
<thead>
<tr>
<th>Group</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>At 1 April</td>
<td>6,406</td>
<td>4,970</td>
</tr>
<tr>
<td>Grants received during the year</td>
<td>4,290</td>
<td>4,268</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts taken to profit or loss</td>
<td>10,696</td>
<td>9,218</td>
</tr>
<tr>
<td>Amounts transferred to deferred capital grants</td>
<td>3,524</td>
<td>2,795</td>
</tr>
<tr>
<td>At 31 March</td>
<td>7,077</td>
<td>6,406</td>
</tr>
</tbody>
</table>

This relates to grants received from the Government Ministry to finance the subsidiary’s operations. The balance in this account represents grant received but not utilised at the end of the financial year.

18 **SHORT-TERM BORROWINGS**

The borrowings are unsecured, bear interest at 1.54% (2017: 1.21%) per annum and are repayable within the next twelve months from the financial year end.
19 RESEARCH GRANTS RECEIVED IN ADVANCE

<table>
<thead>
<tr>
<th>Group</th>
<th>2018 Note</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td></td>
<td>At 1 April</td>
<td>98,636</td>
<td>102,802</td>
<td>91,836</td>
</tr>
<tr>
<td></td>
<td>Grants received during the year</td>
<td>386,740</td>
<td>426,296</td>
<td>386,502</td>
</tr>
<tr>
<td></td>
<td></td>
<td>485,376</td>
<td>529,088</td>
<td>476,338</td>
</tr>
<tr>
<td></td>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Amounts transferred to deferred capital grants</td>
<td>14</td>
<td>(41,532)</td>
<td>(42,441)</td>
</tr>
<tr>
<td></td>
<td>Amounts taken to profit or loss</td>
<td>(383,883)</td>
<td>(374,648)</td>
<td>(379,413)</td>
</tr>
<tr>
<td></td>
<td>Amounts transferred to/(from) grant receivables</td>
<td>37,331</td>
<td>(13,363)</td>
<td>37,331</td>
</tr>
<tr>
<td></td>
<td>At 31 March</td>
<td>97,292</td>
<td>98,636</td>
<td>92,724</td>
</tr>
</tbody>
</table>

These are grants received from the Government Ministry, other ministries, statutory boards and other sources for research activities. The balance in this account represents grants received but not utilised at the end of the financial year.

Research grants awarded from the Government Ministry, other ministries, statutory boards and other sources in 2018 amounted to $578,004,000 (2017: $578,617,000).

Research grants awarded from the Government Ministry, other ministries, statutory boards and other sources but not yet disbursed as at end of the financial year amounted to $1,003,285,000 (2017: $990,494,000).

20 CAPITAL ACCOUNT

The capital account represents the revaluation of the freehold land alienated to Nanyang Technological University (details are set out in Note 3).

21 ENDOWMENT FUND AND OTHER RESTRICTED FUND

The Endowment Fund comprises donations, grants, gifts, testamentary disposition and proceeds from gifts of movable or immovable properties. The objectives of this fund comprise the provision of facilities for teaching, training and research, the advancement and dissemination of knowledge and the promotion of research.

21 ENDOWMENT FUND AND OTHER RESTRICTED FUND (CONT'D)

Other Restricted Fund comprises the following funds that are ring-fenced to support their respective operations:

(i) Academic Centres: These are mainly teaching centres conducting courses and dedicated teaching programmes as well as research centres.

(ii) Non-Academic Centres: These are set-up to provide separate monitoring and management of facilities, for example halls of residence for students, housing for faculty and staff, Nanyang Executive Centre etc.

(iii) Autonomous Institutes: These comprise National Institute of Education, Lee Kong Chian School of Medicine, Earth Observatory of Singapore, Singapore Centre on Environmental Life Sciences Engineering, S. Rajaratnam School of International Studies, Wealth Management Institute @NTU and Chinese Heritage Centre.

(iv) Scholarship Fund: These comprise funds for the award of scholarships and bursaries.

22 FUNDS MANAGED ON BEHALF OF THE GOVERNMENT MINISTRY

Pursuant to the Tuition Fee Loan (TFL), Study Loan (SL) and Overseas Student Program Loan - 50% funded by MOE (OSP) schemes, the University Company acts as agent for these loans schemes and the Government Ministry as the financier providing the funds.

<table>
<thead>
<tr>
<th>Group</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td></td>
<td>Cash from the Government Ministry:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At 1 April</td>
<td>207,648</td>
</tr>
<tr>
<td></td>
<td>Cash received</td>
<td>56,535</td>
</tr>
<tr>
<td></td>
<td>Interest income received on behalf of Government Ministry</td>
<td>3,507</td>
</tr>
<tr>
<td></td>
<td>Repayments</td>
<td>(58,654)</td>
</tr>
<tr>
<td></td>
<td>Bad debts incurred</td>
<td>(59)</td>
</tr>
<tr>
<td></td>
<td>Interest income transferred to Government Ministry</td>
<td>(3,507)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>205,310</td>
</tr>
</tbody>
</table>

Represented by:

<table>
<thead>
<tr>
<th></th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Net assets - TFL, SL and OSP</td>
<td>206,570</td>
</tr>
<tr>
<td></td>
<td>Less: Amount receivable from Government Ministry</td>
<td>(1,260)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>205,310</td>
</tr>
</tbody>
</table>
22 FUNDS MANAGED ON BEHALF OF THE GOVERNMENT MINISTRY (CONT'D)

Cash and bank balances of $1,260,000 (2017: $1,421,000) are paid on behalf and receivable from the Government Ministry for the purpose of extending study loans to students.

Students on TFL, SL, and OSP are to commence repayment upon graduation. Students are given an option to repay by monthly instalments of minimum amount of $100 over a period of up to 20 years (for TFL and SL) and 5 years (for OSP) after the borrowers' graduation.

Interest is charged at the average prime rates of three local banks prevailing on the first day of each quarter, or such other rates as may be determined from time to time. Interest charged in 2018 is 4.75% (2017: 4.75%) per annum.

The interest on the TFL, SL and OSP is remitted in full to the Government Ministry on a monthly basis.

23 INTEREST INCOME

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Interest received/receivable:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- fixed deposits (placed with financial institutions)</td>
<td>5,143</td>
<td>6,253</td>
</tr>
<tr>
<td>- bank balances</td>
<td>137</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td>5,280</td>
<td>6,351</td>
</tr>
</tbody>
</table>

24 PROFIT ON INVESTMENTS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Interest income</td>
<td>7,205</td>
<td>6,758</td>
</tr>
<tr>
<td>Dividend income</td>
<td>2,978</td>
<td>3,183</td>
</tr>
<tr>
<td>Fair value gain on financial assets through profit or loss</td>
<td>98,063</td>
<td>238,611</td>
</tr>
<tr>
<td>Fair value gain/(loss) on derivative financial instruments</td>
<td>40,726</td>
<td>(23,999)</td>
</tr>
<tr>
<td></td>
<td>148,925</td>
<td>224,352</td>
</tr>
</tbody>
</table>

The fair value gains/(losses) on financial assets through profit or loss and on derivative financial instruments comprise net realised and unrealised gains/(losses).

25 DEFICIT BEFORE GRANTS FROM MINISTRIES

The following items have been included in arriving at deficit before grants from ministries:

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Allowance for doubtful receivables</td>
<td>2,121</td>
<td>221</td>
</tr>
<tr>
<td>Exchange loss</td>
<td>132</td>
<td>77</td>
</tr>
<tr>
<td>Operating lease expense</td>
<td>9,586</td>
<td>8,331</td>
</tr>
<tr>
<td>Government grants - Special Employment Credit, Wage Credit and Temporary Employment Credit offset against manpower costs</td>
<td>70,781</td>
<td>65,570</td>
</tr>
<tr>
<td></td>
<td>(5,302)</td>
<td>(5,622)</td>
</tr>
</tbody>
</table>

26 OPERATING GRANTS FROM GOVERNMENT MINISTRY

<table>
<thead>
<tr>
<th></th>
<th>Note</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Operating grants received and receivable during the year</td>
<td></td>
<td>578,159</td>
<td>570,987</td>
</tr>
<tr>
<td>Payment for goods and services tax on tuition fees and tuition grants</td>
<td></td>
<td>(53,329)</td>
<td>(53,953)</td>
</tr>
<tr>
<td>Amounts transferred to</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- deferred capital grants</td>
<td>16(b)</td>
<td>14</td>
<td>(17,896)</td>
</tr>
<tr>
<td>- grant received in advance</td>
<td>17</td>
<td>(691)</td>
<td>(1,436)</td>
</tr>
<tr>
<td>Provision reversed/(made) for undergraduate funding</td>
<td></td>
<td>18,412</td>
<td>(2,911)</td>
</tr>
<tr>
<td>Provision reversed/(made) for MOE budget adjustment</td>
<td></td>
<td>15,100</td>
<td>(23,100)</td>
</tr>
<tr>
<td>Operating grants taken to profit or loss</td>
<td></td>
<td>539,755</td>
<td>671,615</td>
</tr>
</tbody>
</table>

27 TAXATION

The University Company is registered as a charitable institution by virtue of Section 13 of the Income Tax Act, Chapter 134.

The subsidiaries of the Group have unabsorbed tax losses and unutilised capital allowances of approximately $2,545,000 (2017: $1,330,000) and $4,600 (2017: $6,000) respectively which are available for offset against future taxable income. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profit will be available against which the subsidiaries can utilise the benefit.
27 TAXATION (CONT’D)

The unabsorbed tax losses and unutilised capital allowances of the subsidiaries are subject to agreement by the tax authorities and compliance with the tax regulations in the respective countries in which certain subsidiaries operate. These temporary differences do not expire under current tax legislation.

<table>
<thead>
<tr>
<th>Group</th>
<th>2018 ($'000)</th>
<th>2017 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current tax expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current year</td>
<td>259</td>
<td>306</td>
</tr>
</tbody>
</table>

Reconciliation of effective tax

<table>
<thead>
<tr>
<th></th>
<th>2018 ($'000)</th>
<th>2017 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus before income tax</td>
<td>120,491</td>
<td>181,156</td>
</tr>
<tr>
<td>Income tax using Singapore tax rates of 17%</td>
<td>20,483</td>
<td>30,797</td>
</tr>
<tr>
<td>Income not subject to tax</td>
<td>(20,224)</td>
<td>(30,491)</td>
</tr>
<tr>
<td>Expenses not deductible for tax purposes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>259</td>
<td>306</td>
</tr>
</tbody>
</table>

28 COMMITMENTS

Operating lease commitments

The future lease payments contracted at the reporting date but not recognised as liabilities are analysed as follows:

<table>
<thead>
<tr>
<th>Group</th>
<th>2018 ($'000)</th>
<th>2017 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than one year</td>
<td>6,668</td>
<td>9,931</td>
</tr>
<tr>
<td>Later than one year but not later than five years</td>
<td>6,578</td>
<td>10,495</td>
</tr>
</tbody>
</table>

The Group and the University Company leases office properties, personal computers, printers and servers under operating leases. The leases typically run for a period of 1 to 5 years.

28 COMMITMENTS (CONT’D)

Capital commitments

<table>
<thead>
<tr>
<th>Group</th>
<th>2018 ($'000)</th>
<th>2017 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted but not provided for</td>
<td>148,777</td>
<td>176,718</td>
</tr>
<tr>
<td>Authorised but not contracted for</td>
<td>518,606</td>
<td>434,982</td>
</tr>
</tbody>
</table>

The capital commitments are funded from grants from the Government Ministries, subject to satisfying certain terms and conditions.

Collaboration with Imperial College of Science, Technology and Medicine

On 27 August 2010, NTU and Imperial College of Science, Technology and Medicine entered into an agreement in relation to a collaboration for the establishment and operation of a medical school in Singapore. As at 31 March 2018, NTU’s outstanding commitment under the collaboration is estimated at £10.7 million ($19.9 million) (2017: £15.6 million ($27.3 million)) till the expiry of the agreement on 31 July 2028.

29 SIGNIFICANT RELATED PARTY INFORMATION

Related party transactions

The Government of Singapore has control over the Group as the operations of the University Company is substantially funded through Government grants, with MOE having the power to appoint and remove members to the Board of Trustees of the University Company. Consequently, the Group has invoked the exemption from disclosure requirements of FRS 24 in relation to related party transactions and outstanding balances (including commitments) with the Government of Singapore.

The Group has significant transactions with the Government of Singapore in the form of purchase of goods and services and rendering of services. Such purchases and sales are made to various Government agencies in Singapore and collectively approximate $19.9 million (2017: $19.8 million) and $25.6 million (2017: $29.9 million).
29 SIGNIFICANT RELATED PARTY INFORMATION (CONT’D)

Other than disclosed elsewhere in the financial statements, the Group had the following significant transactions with related parties during the year on terms agreed between the parties as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Key management personnel compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term employee benefits (includes the remuneration of an executive trustee)</td>
<td>4,342</td>
<td>5,313</td>
</tr>
<tr>
<td>(b) Services rendered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultancy fees paid to a Trustee</td>
<td>200</td>
<td>224</td>
</tr>
</tbody>
</table>

30 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT

30 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT’D)

Overview

The Group has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk
- interest risk
- price risk
- foreign currency risk
- capital risk

This note presents information about the Group’s exposure to each of the above risks, the Group’s objectives, policies and processes for measuring and managing risk, and the Group’s management of capital. Further quantitative disclosures are included throughout these financial statements.

Credit risk management

Cash and investments in financial assets

Cash and deposits are placed with reputable financial institutions. Investment portfolios are managed by external fund managers.

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

The credit risk is diversified over a range of institutions.

Trade and other receivables

Credit risk is the potential loss resulting from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Group, as and when they fall due.
Credit risk management (cont’d)

The carrying amount of financial assets, grossed up for any provision, represents the maximum credit exposure. At the end of the reporting period, the credit risk is mainly due from customers in Singapore but there is no significant concentration of credit risk arising receivables due from any individual other than grant receivables from the Government Ministry.

The Group manages its credit risk with regular monitoring and following up actions for the debts outstanding from debtors. Additional information is set out in Note 11.

The aging of loans and receivables at the reporting date is:

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gross</td>
<td>Allowance for doubtful receivables</td>
<td>Gross</td>
<td>Allowance for doubtful receivables</td>
</tr>
<tr>
<td>Group</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Not past due</td>
<td>238,051</td>
<td>-</td>
<td>180,349</td>
<td>-</td>
</tr>
<tr>
<td>Past due 1 to 30 days</td>
<td>13,810</td>
<td>-</td>
<td>10,919</td>
<td>-</td>
</tr>
<tr>
<td>Past due 31 to 150 days</td>
<td>8,554</td>
<td>-</td>
<td>4,250</td>
<td>-</td>
</tr>
<tr>
<td>More than 151 days</td>
<td>7,322</td>
<td>3,357</td>
<td>8,141</td>
<td>1,236</td>
</tr>
<tr>
<td></td>
<td>267,737</td>
<td>3,357</td>
<td>205,659</td>
<td>1,236</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>University Company</th>
<th>2018</th>
<th>2017</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not past due</td>
<td>231,172</td>
<td>-</td>
<td>175,322</td>
<td>-</td>
</tr>
<tr>
<td>Past due 1 to 30 days</td>
<td>13,666</td>
<td>-</td>
<td>10,845</td>
<td>-</td>
</tr>
<tr>
<td>Past due 31 to 150 days</td>
<td>5,526</td>
<td>-</td>
<td>5,646</td>
<td>-</td>
</tr>
<tr>
<td>More than 151 days</td>
<td>4,540</td>
<td>9,212</td>
<td>4,212</td>
<td>2,368</td>
</tr>
<tr>
<td></td>
<td>258,650</td>
<td>4,540</td>
<td>201,025</td>
<td>2,368</td>
</tr>
</tbody>
</table>

The movement in the allowance for doubtful receivables in respect of loans and receivables during the year is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Group</th>
<th>University Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>At 1 April</td>
<td>1,236</td>
<td>1,015</td>
</tr>
<tr>
<td>Allowance charged</td>
<td>2,121</td>
<td>221</td>
</tr>
<tr>
<td>At 31 March</td>
<td>3,357</td>
<td>1,236</td>
</tr>
</tbody>
</table>

Liquidity risk management

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The contracted undiscounted cash outflows on financial liabilities approximate their carrying amounts and are generally settled within one year. The Group’s approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group’s reputation.

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate to finance the Group’s operations and to mitigate the effects of fluctuations in cash flow. Typically the Group ensures that it has sufficient cash on demand to meet expected operational expenses including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot be reasonably predicted.

In addition, the Group maintains the following lines of credit:

- $11 million bankers’ guarantee facility that is unsecured.
- $540 million that can be drawn down to meet short-term financing needs.

Interest risk management

Surplus funds from the Group’s operations are invested in bank deposits and with fund managers. The Group has no material exposure to interest rate risk from fixed deposits and borrowings as the interest rates are on fixed rate basis. The Group’s investments in fixed income securities that are managed by fund managers (classified as financial assets at fair value through profit or loss) are exposed to interest rate risk.

Sensitivity analysis for interest risk

If movements in interest rates result in a 3% (2017: 3%) appreciation/depreciation in the value of the fixed income investments, all other variables being held constant, the Group’s surplus would have been higher/lower by $13,650,000 (2017: $12,828,000).
30 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT’D)

Market risk - Price risk management

The Group is exposed to equity securities price risk from investments classified as financial assets at fair value through profit or loss. The market values of these investments are affected by, amongst others, changes in market prices as a result of changes in the global economic conditions, macro and micro economic factors affecting the country where the investments are quoted, and factors specific to the investee corporations.

To manage the price risk arising from investment in equity securities, the Group diversifies its portfolio across different markets and industries as appropriate.

Sensitivity analysis for price risk

If movements in financial markets result in a 5% (2017: 5%) appreciation/depreciation in the value of the quoted equity and other investments, all other variables being held constant, the Group’s surplus would have been higher/lower by $56,473,000 (2017: $45,483,000).

If movements in financial markets result in a 5% (2017: 5%) appreciation/depreciation in the value of the unquoted investments, all other variables being held constant, the Group’s surplus would have been higher/lower by $52,842,000 (2017: $53,043,000).

Foreign currency risk management

The Group’s investments which are managed by fund managers may be in instruments denominated in foreign currencies. Currency exposure arising from such investments is managed by fund managers. Additional information is set out in Note 10.

The main foreign currency exposure of investments (net of foreign currency forwards) based on information provided to management is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Japanese Yen</th>
<th>US Dollar</th>
<th>Euro</th>
<th>Sterling</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>2018</td>
<td>833,154</td>
<td>68,117</td>
<td>37,476</td>
<td>45,103</td>
<td>380,980</td>
</tr>
<tr>
<td>2017</td>
<td>750,180</td>
<td>50,801</td>
<td>24,178</td>
<td>26,123</td>
<td>306,984</td>
</tr>
</tbody>
</table>

NOTES TO FINANCIAL STATEMENTS
31 MARCH 2018

31 MARCH 2018

30 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT’D)

Foreign currency risk management (cont’d)

Sensitivity analysis for currency risk

If the relevant foreign currency changes against the Singapore dollar by 5% (2017: 5%), all other variables being held constant, the effects will be as follows:

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>Profit or Loss</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase/(Decrease)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>US Dollar against Singapore Dollar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthened</td>
<td>41,658</td>
<td>37,509</td>
</tr>
<tr>
<td>Weakened</td>
<td>(41,658)</td>
<td>(37,509)</td>
</tr>
<tr>
<td>Euro against Singapore Dollar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthened</td>
<td>3,406</td>
<td>2,540</td>
</tr>
<tr>
<td>Weakened</td>
<td>(3,406)</td>
<td>(2,540)</td>
</tr>
<tr>
<td>Japanese Yen against Singapore Dollar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthened</td>
<td>1,874</td>
<td>1,209</td>
</tr>
<tr>
<td>Weakened</td>
<td>(1,874)</td>
<td>(1,209)</td>
</tr>
<tr>
<td>Pound Sterling against Singapore Dollar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthened</td>
<td>2,255</td>
<td>1,406</td>
</tr>
<tr>
<td>Weakened</td>
<td>(2,255)</td>
<td>(1,406)</td>
</tr>
</tbody>
</table>

Estimating the fair values

Financial assets at fair value through profit or loss

The fair values of financial assets traded in active markets are based on quoted market prices at the end of the reporting period.

The fair values of unquoted investments are based on net asset values provided by fund managers, fund administrators and external valuations.

Available-for-sale financial assets

Quoted and unquoted equity investments are stated at fair value. The fair value of quoted equity investments are determined based on market prices at the end of the reporting period. The fair value of unquoted equity investments are estimated based on recent transactions and reference to other similar investments.
### Estimating the fair values (cont'd)

#### Non-derivative financial liabilities

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at reporting date.

#### Other financial assets and liabilities

The carrying amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, cash and cash equivalents, other payables and accruals, and short-term borrowings) are assumed to approximate their fair values. The fair values of other classes of financial assets and liabilities are disclosed in the respective notes to financial statements.

#### Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

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

#### Fair value hierarchy (cont'd)

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Group</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 March 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available-for-sale financial assets</td>
<td>900</td>
<td></td>
<td>2,798</td>
<td>3,698</td>
</tr>
<tr>
<td>Financial assets at fair value through profit or loss</td>
<td>1,586,121</td>
<td>607,057</td>
<td>449,785</td>
<td>2,642,963</td>
</tr>
<tr>
<td>Derivative financial assets</td>
<td></td>
<td>5,213</td>
<td></td>
<td>5,213</td>
</tr>
<tr>
<td></td>
<td>1,587,021</td>
<td>612,270</td>
<td>452,583</td>
<td>2,651,874</td>
</tr>
<tr>
<td>Derivative financial liabilities</td>
<td></td>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>31 March 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available-for-sale financial assets</td>
<td>949</td>
<td></td>
<td>448</td>
<td>1,397</td>
</tr>
<tr>
<td>Financial assets at fair value through profit or loss</td>
<td>1,340,148</td>
<td>620,206</td>
<td>440,652</td>
<td>2,401,006</td>
</tr>
<tr>
<td>Derivative financial assets</td>
<td></td>
<td>11,739</td>
<td></td>
<td>11,739</td>
</tr>
<tr>
<td></td>
<td>1,341,097</td>
<td>631,945</td>
<td>441,100</td>
<td>2,414,142</td>
</tr>
<tr>
<td>Derivative financial liabilities</td>
<td></td>
<td>11</td>
<td></td>
<td>11</td>
</tr>
<tr>
<td><strong>University Company</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 March 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets at fair value through profit or loss</td>
<td>1,586,121</td>
<td>607,057</td>
<td>449,785</td>
<td>2,642,963</td>
</tr>
<tr>
<td>Derivative financial assets</td>
<td></td>
<td>5,213</td>
<td></td>
<td>5,213</td>
</tr>
<tr>
<td></td>
<td>1,586,121</td>
<td>612,270</td>
<td>449,785</td>
<td>2,648,176</td>
</tr>
<tr>
<td>Derivative financial liabilities</td>
<td></td>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>31 March 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets at fair value through profit or loss</td>
<td>1,340,148</td>
<td>620,206</td>
<td>440,652</td>
<td>2,401,006</td>
</tr>
<tr>
<td>Derivative financial assets</td>
<td></td>
<td>11,739</td>
<td></td>
<td>11,739</td>
</tr>
<tr>
<td></td>
<td>1,340,148</td>
<td>631,945</td>
<td>440,652</td>
<td>2,412,745</td>
</tr>
<tr>
<td>Derivative financial liabilities</td>
<td></td>
<td>11</td>
<td></td>
<td>11</td>
</tr>
</tbody>
</table>
30 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT’D)

Fair value hierarchy (cont’d)

There were no transfers between Level 1, 2 and 3 of the fair value hierarchy in 2017 and 2018.

Assets measured at fair value based on Level 3:

Financial assets designated at fair value through profit or loss

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial assets designated at fair value through profit or loss</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gains/(losses) in total comprehensive income</td>
<td></td>
</tr>
<tr>
<td>Subscriptions/Contributions</td>
<td></td>
</tr>
<tr>
<td>Redemptions/Distributions</td>
<td></td>
</tr>
<tr>
<td>At 1 April</td>
<td></td>
</tr>
<tr>
<td>Gains/(losses) included in total comprehensive income</td>
<td></td>
</tr>
<tr>
<td>Subscriptions/Contributions</td>
<td></td>
</tr>
<tr>
<td>Redemptions/Distributions</td>
<td></td>
</tr>
<tr>
<td>At 31 March</td>
<td></td>
</tr>
</tbody>
</table>

31 CHARITY ACT AND REGULATIONS

As required for disclosure under Section 17(1) of the Charities (Institutions of a Public Character) Regulations, the University Company has received total tax deductible donations of $25,864,000 (2017: $16,004,000) in the current financial year.