



TEMASEK
POLYTECHNIC



Contents

Message from Chairman and Principal & CEO	08
Board of Governors	10
Highlights of the Year in Review	12
Real Learning	14
Taking TP to the World	20
Cultivating Our Partners	26
Developing Our Capabilities	32
Showing We Care	42
Corporate Information	47
Financial Report	62

BRINGING EDUCATION TO LIFE AND LIFE TO EDUCATION

At TP, our students' education is relevant to life and comes alive through our innovative learning approaches, market driven curricula and a campus life that never stops buzzing. Our students leave TP ready for the industry, ready for the world, ready for life.

Who can best testify to all this? Listen to what they say.

MISSION

To prepare school-leavers and working adults for a future of dynamic change, with relevant knowledge, life-long skills, character, and a thirst for continuous improvement.

VISION

To be a world class institution in the global education network, reputed for our programmes, applied research, managerial excellence and innovative corporate culture.



Here's where learning is exciting





and goes beyond textbooks and theories.





Where we realise our ideas,





perfect our talents,





and expand our horizons.





At TP, an education for life.



MESSAGE FROM CHAIRMAN AND PRINCIPAL & CEO



“We aim to produce graduates who will be able to excel...”

How do we characterise the Temasek Polytechnic brand of education? If it can be summed up in one word, it would be “Relevance”.

Temasek Polytechnic is committed to delivering an education and training that is economy relevant, future relevant and life relevant. Through our efforts in pedagogical innovations, improving how we instil life skills and the character development of our students, the diploma from TP assures that they will have skills beyond the technical ones required of their field of study. We aim to produce graduates who will be able to excel in their lives rather than just function well in their jobs.

To this end, we have endeavoured to provide an educational experience that is rooted in the expectations of industry and life. Our students undergo learning that demands their understanding and integration of knowledge and skills through project work, internships with industry and community service. Through the realism of their experiences, coupled with a meaningful and vibrant campus life, we bring education to life and life to education.

In today’s economy, talent, skills and ideas flow seamlessly across geographical boundaries. It is therefore imperative for our graduates to be global-savvy. On campus, we received over 400 overseas visitors and celebrated the cultural diversity of our student body through the annual “Celebrate! Global Community @ TP” event. Through academic and cultural exchange programmes, overseas study visits and community service, as well as Ministry of Foreign Affairs’ programmes to

share technical know-how and experience with developing countries, we have sought to send increasingly more students and staff abroad in order to inculcate their global mindset. Importantly, these opportunities give them first-hand experience in understanding the interconnectedness of the global economy and societies.

Additionally, we have begun to engage leading universities in China for longer term partnership in education and learning. This is part of our internationalisation effort to share with these universities our best practices in skill-set training while we establish an educational presence in the fastest growing economy in the world.

For our internationalisation efforts, TP is gratified to have been honoured with two awards in this review year. The first was by the President of the Socialist Republic of Vietnam who conferred us with the Friendship Order. The Order was given for our active contribution towards their human resource training and the development of friendship between Vietnam and Singapore. It is the country’s highest award in the area of international relations. In addition, we also received the “Best Host for International Students Studying in Singapore” title at the Singapore Tourism Board’s inaugural Singapore Education Awards. This award was for our contributions towards enriching the educational experience of our international students.

We continued to develop our facilities to keep our training industry-relevant. In this year, the Temasek Culinary Academy was established. This \$5.5 million facility, equipped with



...in their lives rather than just function well in their jobs."

the latest high-quality food production and restaurant equipment, together with the Tourism Academy @ Sentosa, signifies the Polytechnic's commitment to provide the very best of education and training in the hospitality, tourism and culinary related areas. Our design students also benefited from the establishment of The Hereafter, the region's first fully-equipped high definition (HD) post production facility using Apple's HD Workflow and Panasonic's technology. Students trained in this facility will undoubtedly be well-positioned to support the media industry that is making the swift transition to HD technology.

Driven by developments and in anticipation of manpower needs in the economy, TP introduced five new courses in the new academic year. The courses are Aviation Management & Services, Baking & Culinary Science, Veterinary Technology, Environment Design and Retail & Hospitality Design. They are aimed at keeping our graduates relevant to the growth areas of the Singapore economy.

While we strive to extend our reach and impact globally, Temasek Polytechnic continues to be a responsible corporate citizen. In this year, Temasek Design School announced that it would dedicate design efforts in 2007 to the needs of the elderly. In October 2006, we received the 15-Year Outstanding SHARE Award, in addition to the SHARE Platinum Award, from the Community Chest for our continued strong support of the SHARE Programme.

As evidenced in this Report, our staff and students have continued to do well when benchmarked against their peers

in competitions, and in their support for disadvantaged communities, whether in Singapore or abroad. As an organisation, we pressed on in our journey of excellence and renewed our Singapore Quality Class and ISO 9000 and ISO 14000 certifications. We were also recognised for our support towards Singapore's efforts in defence and nation building.

It has indeed been another eventful and meaningful year for us. For their guidance, insight and continuing support of our efforts, we would like to record our appreciation to members of the Board of Governors, School Advisory Committees and our industry partners. We would also like to commend our staff for their commitment and dedication in bringing a first class polytechnic education to our students.

SEAH MOON MING
Chairman
Board of Governors

BOO KHENG HUA
Principal & CEO

BOARD OF GOVERNORS

Chairman

MR SEAH MOON MING

Deputy CEO

ST Engineering Ltd and

President

ST Electronics Ltd

Members

MR BOO KHENG HUA

Principal & CEO

Temasek Polytechnic

MR SIM KAY WEE

Senior Regional

Representative (India)

JetAirways



MR ZEE YOONG KANG

Director

NTUC Job Re-creation

Department

MR KEITH BUDGE

Senior Vice President and

General Manager

Asia Pacific and Japan

Business Objects

DR LOH WAH SING

Chief Executive Officer

International Trade Institute

of Singapore Pte Ltd

DR TOH SEE KIAT

Chairman

Goodwins Law Corporation





MS SUM CHEE WAH

*Director (Education
Programmes Division)
Ministry of Education*

DR FOONG WAI KEONG

*President & CEO
Ecquaria Technologies Pte Ltd*

BG TAN YIH SAN

*Commander
3rd Division
Ministry of Defence*

MR LIOW VOON KHEONG

*Chief Executive Officer
MTIC Holdings Pte Ltd*



PROF SEERAM RAMAKRISHNA

*Dean
Faculty of Engineering
National University of Singapore*

MDM YEOH CHEE YAN

*Deputy Secretary (Policy)
Ministry of Defence*

MR LOW CHEAW HWEI

*Snr Global Account Director
Snr Global Design Director
Philips Electronics Singapore
Pte Ltd*

MR SHAUN SEOW

*Deputy Group CEO
(News, Radio & Print)
Mediacorp Pte Ltd*

HIGHLIGHTS OF THE YEAR IN REVIEW



28 April 2006

Chef Eileen Phua from The Tourism Academy @ Sentosa (TAS) did the country proud in leading the Singapore National Team to four gold awards at the highly regarded Food & Hotel Asia 2006 Culinary Challenge. The team also included another member of staff from TAS, Jason Low.

30 June 2006

TP hosted the SAF Day Combined Rededication Ceremony for the East zone for the eighth time. Officiated by Mr Raymond Lim, Minister for Transport and Second Minister for Foreign Affairs, the Ceremony afforded an opportunity for TP, organisations and schools in the east, together with NSmen among their staff, to publicly affirm their commitment to and support for Singapore's national defence efforts.

6 July 2006

A Memorandum of Understanding was signed between TP and customer service guru, Ron Kaufman (Ron Kaufman Pte Ltd), to nurture a "service DNA" in TP students and staff. The move is testament to TP's commitment to the national call to improve service standards by having its students undergo a service quality curriculum.



7 July 2006

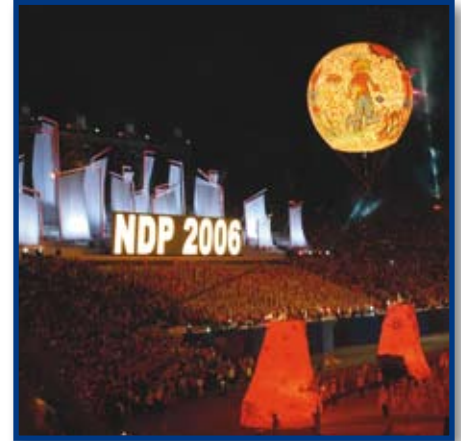
TP was conferred the Friendship Order by the President of the Socialist Republic of Vietnam for our active contributions to the training of human resources for Vietnam, and to the development of friendship between the two countries. Mr Liew Mun Leong, then Chairman of TP's Board of Governors, received the Friendship Order on behalf of TP from His Excellency Prof Duong Van Quang, Ambassador Extraordinary and Plenipotentiary of Vietnam. The Friendship Order is Vietnam's highest award in the area of international relations and TP is the first polytechnic in Singapore to receive it.

15 July 2006

Mr Seah Moon Ming, Deputy CEO, ST Engineering Ltd and President, ST Electronics Ltd, was appointed Chairman of TP's Board of Governors. Having served as Deputy Chairman since May 2005, he took over the helm from Mr Liew Mun Leong, President and CEO of CapitaLand Ltd.

28 July 2006

TP received the Work-Life Achiever Award from the Tripartite Committee on Work-Life Strategy. The award testifies to TP's efforts in implementing effective work-life strategies for its staff. The biennial award was previously



known as the National Family-Friendly Firm Award which TP received in 2000 and 2002, and then as the Singapore Family-Friendly Employer Award which TP received in 2004.

9 August 2006

Students from the Temasek Design School were honoured to have designed the stage for the National Day Parade (NDP) that took place at the National Stadium for the last time. Another team of students from the Temasek Information Technology School developed an online single player game for the NDP 2006 website.

5 October 2006

TP received the Singapore H.E.A.L.T.H. (Helping Employees Achieve Lifetime Health) Gold Award from the Health Promotion Board. The Award is given to organisations with exemplary workplace health promotion programmes. This is the third consecutive time that TP has received this award since 2004.

HIGHLIGHTS OF THE YEAR IN REVIEW



10 October 2006

TP received the 15-Year Outstanding SHARE Award in addition to the SHARE Platinum Award from the Community Chest. This is the eighth time that TP has won the Platinum award. The SHARE Programme has been an important avenue for TP to be involved with the community by helping the less fortunate.

26 October 2006

TP received the Ministry of Home Affairs Award for NSmen's Employers (Award Category) for the third consecutive year. This award recognises the support that employers give to their staff who are NSmen in the Home Team organisations, namely the Singapore Police Force and the Singapore Civil Defence Force.

27 November 2006

A Memorandum of Understanding between the School of Travel Industry Management of the University of Hawaii, Manoa and TP sealed plans for the establishment of a Centre for Tourism Applied Research & Consultancy. Located at The Tourism Academy @ Sentosa, the Centre provides research, training, and consultancy services for international organisations, local government, private enterprise and communities in Asia.



February 2007

TP introduced five new diploma programmes in the new academic year to meet manpower demands in growing fields. These new programmes are Aviation Management & Services, Baking & Culinary Science, Environment Design, Retail & Hospitality Design and Veterinary Technology. With these new offerings, TP now runs a total of 43 diploma programmes for its full-time students.

23 March 2007

TP clinched the "Best Host for International Students Studying in Singapore" at the Singapore Tourism Board's inaugural Singapore Education Awards. The Awards honour organisations and individuals in the education industry who champion the Singapore education brand and deliver transformational and enlightening experiences to international students.

26 March 2007

The Fuel Cell Community was launched jointly by TP and the Economic Development Board. This initiative is part of Singapore's plan to set up a fuel cell industry hub that will position the country as a centre for innovation in fuel cell technology and applications. The Community comprises collaborative partners from the industry to spearhead this effort. It will provide the necessary



support to help technopreneurs and companies conceptualise, fund and commercialise fuel cell initiatives.

30 March 2007

The Temasek Culinary Academy was established. The Academy is a \$5.5 million complex that houses comprehensive F&B facilities for Culinary & Catering Management, Leisure & Resort Management as well as Hospitality & Tourism Management students to have their culinary and service skills honed in surroundings that replicate the industry environment.

REAL LEARNING

At TP, curriculum is delivered in a way that mirrors life. Learning here is realistic and reflects actual demands in industry. Not just theories or possible scenarios, we expose our students to the real world of work, well before they graduate.





APPLIED LEARNING

At TP, learning is not about amassing information meant for later use. Instead, it is about using the knowledge in real situations now so that our students gain a clearer understanding of how concepts and principles are applied.



The handpicked TP students were the only tertiary students engaged by Suntec Singapore's management to assist in its operations.

One such opportunity to apply learning involved about 400 TP students who were handpicked to participate in the Singapore IMF-World Bank Meeting 2006. The students were selected based on their aptitude in the areas of leisure, hospitality, tourism and culinary skills to ensure that the delegates were provided with the best service. In addition, all of them had to be GEMS (Go the Extra Mile for Service) certified. Of these students, 13 were specially selected to serve VIPs and assist the directors of Suntec Singapore.

Temasek Design School's Centre for Design Innovation collaborated with Channel News Asia to revamp its website. Two Interactive Media Design students worked on the new website that went live in August 2006. This was a valuable learning experience as they were exposed to real concerns such as the marketing and advertising needs of a commercial entity.



REAL LEARNING



Opportunities also abound for TP students to work on projects that provide real solutions for the community. Three students from the diploma in Intelligent Building Technology designed and developed a ramp to make travelling on the MRT safer for the disabled. When deployed, the ramp bridges the gap between the train and the platform when the train doors open, making entry and exit safer for the disabled, particularly for those in wheelchairs. Called the “Automatic Ramp”, the project won the students a Land Transport Authority award.

TP works to deliver its curriculum hand-in-hand with industry players to give students a relevant and realistic learning experience. In January 2007, Applied Food Science & Nutrition students worked with the Health Promotion Board to develop a health campaign covering anti-smoking and mental wellness, and promoting an active lifestyle. The campaign, which was run on campus, saw over 500 students visiting the booths and participating in the various activities.



INTERNSHIPS

Internships provide some of the best opportunities for our students to get exposure to the processes of work, and to acquire the skills necessary to work with others, within the structure of a workplace. In this year of review, more than 3,600 students were successfully attached to industries both locally and overseas.



Many of these internships have shown up the clear talents that TP has developed. A Communications & Media Management student who was attached to the Singapore Press Holdings demonstrated her excellent journalistic skills, even when pitted against senior journalists. She clinched the coveted Feature of the Month award for her article on youth subcultures published in The Straits Times.

Award-winning intern, Danielle Hong, with her article on youth subcultures in Singapore.

Another talented intern was an Information Technology student who had a four-month attachment in Seattle, USA, with Philips Medical Systems. There, he performed Quality Assurance Testing on data management solution systems that were used to extract information from defibrillators used to revive cardiac victims. As an active Microsoft Student Champion who conducted numerous workshops and talks on the latest trends and technologies, and having won Microsoft's Most Valuable Professional (MVP) Award, he was also invited to the Microsoft Headquarters in Redmond while he was there.



Talented intern and Microsoft MVP, Darren Sim.

INDUSTRY TALKS

Bringing industry players to campus is a key feature of the learning experience at TP. This practice enables our students to gain direct insights from the actual experiences of practitioners and entrepreneurs. It also gives the students valuable opportunities to interact and network with seasoned professionals.



Among the industry practitioners who came to TP this year, we were proud to have our own alumnus, Product & Industrial Design graduate, Amelia Chong. She has produced over 40 designs of homeware products for IKEA stores worldwide. Amelia returned to campus in October 2006 to share her experience with her juniors on developing distinctive design concepts that would gain industry endorsement.

The “Design Unplugged” sessions are talks organised by Temasek Design School for students to gain insights from, and be engaged with leading professionals in the design industry. One of the captains of industry invited in this review year was world-renowned product designer Andreas Storiko who is highly-regarded for his stunning work with B&B Italia and Wilkahn. The students found his directness and down-to-earth design philosophy not only insightful, but also inspiring.

TAKING TP TO THE WORLD

Our students are exposed to the realities of a globalised economy and an interconnected world, so that they can apply the skills they acquire onto the global stage when they graduate.





GLOBAL EXPOSURE

To enable them to become effective global players, TP students and staff are given exposure to the international arena and its complexities.

One way in which we expose students to the world is through exchange programmes. In March 2007, 15 Temasek Business School students spent three weeks at the University of Western Australia (UWA) where they did a course on Australian culture. As part of the exchange programme with the University, 20 students from UWA attended a three-week intensive course on TV production at TP. Besides providing the desired global exposure for our students on and off campus, the programme also highlights the high quality of TP's programmes.



In this review year, almost 400 TP students also experienced living and working life abroad under the Overseas Student Internship Programme. This Programme enables global mindsets to be nurtured and developed in our students that will make them highly mobile in the future. Our students served attachments in countries such as Australia, China, India, Ireland, South Korea, USA, Mexico and Vietnam.

Four Product & Industrial Design students had the opportunity to go to Mexico to work with Air Design, a leading automotive manufacturing and design company.

TAKING TP TO THE WORLD



TP is host to international students from many countries such as China, India, Myanmar and Indonesia. They literally bring the world to TP, and provide a richer learning experience for our local students when they share their own cultural uniqueness with them. To bring this to the fore, the International Relations & Industry Services Department organised the "Celebrate! Global Community @ TP" event in July 2006 to help promote a greater awareness and understanding of the many cultures and countries that are represented at TP.

As part of our strategy of global engagement, TP partnered the MFA in delivering tourism and hospitality related training under the auspices of the Singapore Cooperation Programmes Training Awards and Small Islands and Developing States Technical Cooperation Programme. Participants came from as far away as Armenia, Poland, Yemen and Zimbabwe. Our participation in such programmes provides valuable international exposure and cross-cultural experiences for our staff, and this helps to enrich the curricula they deliver to our own students.



GLOBAL RECOGNITION

While it was not our intention to go for awards when reaching out to our international partners and enriching campus life with a vibrant international community, we were certainly gratified when our efforts were recognised.



TP was conferred the Friendship Order by the President of the Socialist Republic of Vietnam in July 2006 for our contribution to the training of human resources for Vietnam, and to the development of the friendship between the two countries. The Friendship Order is Vietnam's highest award in the area of international relations. TP has provided training to the Vietnamese in the areas of human resource and management, education, hospitality and tourism, information technology and English language and communication.

Mr Liew Mun Leong (right), President & CEO of CapitaLand Ltd, then Chairman of TP's Board of Governors, received the Order on behalf of TP from Ambassador Extraordinary and Plenipotentiary of Vietnam to Singapore, Prof Duong Van Quang.

At the inaugural Singapore Education Awards organised by the Singapore Tourism Board, TP was named "Best Host for International Students Studying in Singapore". TP won the award for its contribution to the well-being of international students, as well as for providing an inviting and intellectually stimulating environment for learning and integration into the community.



Mrs Sally Chew, Director of International Relations & Industry Services, received the Award from Mr S Iswaran, Minister of State for Trade and Industry.

GLOBAL PARTNERS

Forging strategic alliances with overseas universities and organisations is a key facet of our global outreach efforts. Our International Relations & Industry Services Department hosted over 400 visitors from Europe, USA, UK, Middle East and Asia Pacific countries in this year of review.

One of the key international partnerships this year was with the University of Hawaii at Manoa, School of Travel Industry Management. The two parties signed an agreement to jointly establish and operate a Centre for Tourism Applied Research & Consultancy at The Tourism Academy@Sentosa (a collaboration between TP and Sentosa Leisure Group).



We also extended our partnership with the renowned Culinary Institute of America (CIA) that counts Anthony Bourdain and Roy Yamaguchi among its illustrious alumni. In a first for culinary training in Asia, three CIA chef-instructors will co-teach TP's Culinary & Catering Management students alongside our own award-winning culinary instructors from April 2007.

CULTIVATING OUR PARTNERS

Keeping close ties with industry partners keeps the education we provide relevant. At the same time, our own expertise and resourcefulness have seen us contributing to the development and strengthening of capabilities in industry.





CULTIVATING OUR PARTNERS

SEEKING OUT NEW PARTNERSHIPS

TP strives to collaborate with new partners for mutually-beneficial goals. With the support from our industry partners, we are able to deliver a market-relevant curriculum.



An outcome of this agreement was the establishment of the TP-Avaya IP Telephony Competency Unit at the Temasek Information Technology School.

One of the partnerships that has resulted in our ability to deliver a more market-driven curriculum this year was with Avaya. A leading global provider of business communications applications, Avaya signed a Collaboration Agreement with TP in June 2006. The agreement has allowed for students and staff to get hands-on experience in developing intelligent communications applications for enterprises; a global market estimated to be worth US\$30 billion in 2006.

In support of the national call to improve service standards, TP signed a Memorandum of Understanding with Ron Kaufman Pte Ltd for our students to undergo the customer service guru's UP Your Service! Programme. Having a service-oriented mindset is a life skill that will give them a competitive edge and enhance their future career prospects.

The MOU was sealed with a handshake between TP's Deputy Principal, Mr Edmond Khoo (left) and customer service guru, Mr Ron Kaufman.



CULTIVATING OUR PARTNERS



Another agreement signed this year was with Business Objects, the world's leading provider of business intelligence (BI) solutions. The partnership focuses on the development of BI research programmes and training courses for academic staff and students. Business Objects will provide TP with US\$300,000 worth of their BI enterprise software for research, development and academic purposes. They will also assist in developing a core curriculum module for TP's Financial Business Informatics students.

CULTIVATING OUR PARTNERS

SHARING WITH OUR PARTNERS

While our students and staff gain directly from our engagement with our industry partners, we are in turn gratified to be able to share our strengths in R&D and teaching to help further capability development in various specialised fields.

In one instance of sharing our successful R&D, in November 2006, Temasek Applied Science School conducted a workshop on the use of egg substitutes for members of the Singapore Bakery and Confectionary Trade Association. It was conducted at the request of the Agri-Food & Veterinary Authority to ensure that local bakers are adequately trained in the use of egg powders in the event of a ban on poultry and fresh eggs following an avian flu outbreak.



The project students with the "Mobile Physician".

In collaboration with Philips Electronics (Singapore) Pte Ltd, Philips Medical Systems (Seattle, USA) and SingHealth, Temasek Engineering School developed several mobile solutions to enhance healthcare and the wellness of patients. One of these projects was the "Mobile Physician" which allows doctors to explain to a patient about his medical condition remotely and in real time, with the aid of diagrams flashed on an LCD panel. Another is the "Event Review Suite", done in collaboration with Philips Medical Systems, USA, for which engineering students developed a software to test a data management system for heart defibrillators.

CULTIVATING OUR PARTNERS



TP has made significant progress in its technical competence in Traditional Chinese Medicine (TCM) over many years of conducting evidence-based research projects. In March 2007, we launched the part-time certificate course/diploma in Acupressure (Tui Na, 推拿) for working adults, in collaboration with the Singapore College of TCM. This was in response to the fact that there was no structured approach for acupressure training in Singapore.



We have also been able to bring together various partners in efforts to further new technologies. For example, to support the move to develop Singapore into a hub for clean energy solutions, TP played a key role in setting up the Singapore Fuel Cell Community in March 2007. A total of eight partners and nine founding members are involved in this collaboration which aims to spearhead the drive towards the use of fuel cells.

DEVELOPING OUR CAPABILITIES

To succeed at what we do, TP invests in developing talent and capabilities that are needed by the industry. As we record the success of our staff and students, we know that we are seeing our efforts pay off.





DEVELOPING OUR CAPABILITIES

STAFF TRAINING AND DEVELOPMENT

While the vast majority of our staff came to TP armed with a wealth of industry experience, we know we need to keep them in touch with trade and pedagogical practices as the pace of change and development continues to accelerate.

TP has been a People Developer organisation since 1999. Our commitment to people development is evident in our consistent investment in staff training. Average learning hours per staff was 131 hours in this review year. We also awarded 26 staff members with post-graduate scholarships, while another 15 staff members were sent on industrial attachments both locally and overseas.



A key event that symbolises TP's profound belief in staff development is the annual Learning Academy Festival. Held in September 2006, a total of 18 workshops were conducted by staff, for staff, during the Festival. Topics ranged from Creative World of Mosaic, to Your Child and the Internet.

A highlight of the event was the address by inspirational speaker and director of Scintillare Corporation, Australia, Dr Mark Strom.

DEVELOPING OUR CAPABILITIES

KEEPING FACILITIES UP TO PAR

Essential to our efforts at strengthening our capabilities is keeping our teaching facilities on track with developments in industry.



The culinary theatre is where chefs demonstrate the finer points of culinary skills to students.

The establishment of the Temasek Culinary Academy on our campus marked an exciting milestone in the development of TP's well-regarded culinary teaching. The Academy is a \$5.5 million complex that houses culinary training facilities such as a café, a full-service restaurant, a wine tasting studio, a culinary theatre and a state-of-the-art training kitchen.

As part of TP's strategy to be at the forefront of education and training technology, Temasek Design School, in collaboration with Apple Computer South Asia Pte Ltd and Panasonic Asia Pacific Pte Ltd, set up a fully-equipped high definition (HD) post production facility. The facility will enable our graduates to support the media industry that is making the swift transition to HD technology.



DEVELOPING OUR CAPABILITIES



Another facility launched this year is The Brand Hub, which caters to the needs of Marketing students. It supports their learning by providing the perfect setting for students to meet real-life clients, and develop strategies that help to build and maintain their clients' brand image. Some of the clients they have worked with include IKEA, BreadTalk, Samsung, Ogawa, Mediacorp Publishing, HDB, Unilever, and Colgate-Palmolive.

A Training Unit for Mass Production of Tissue Culture Plantlets was set up at Temasek Applied Science School. The facility not only trains students in plant tissue culture techniques, it also exposes them to the workflow of a production setting; from the propagation of plantlets to the packaging and commercialisation of the final products. Thousands of plantlets of various species, such as orchids and heliconia, can be produced per month. These plantlets have in turn been sold to landscaping companies as well as gift shops at the Singapore Botanic Gardens.



DEVELOPING OUR CAPABILITIES

STAFF WELLNESS

TP strongly believes in helping our staff maintain their work-life integration to enable them to give their best at all times.

As part of our efforts to ensure our staff maintain a healthy work-life balance, TP continues to invest in staff well-being. These include providing a childcare centre on campus, accommodating flexible working hours and providing a broad range of wellness activities such as weekly mass exercise programmes, sports, and organising instructive talks on personal and family well-being. For its efforts, TP was presented with the Singapore H.E.A.L.T.H. Award (Gold) by the Health Promotion Board for the third consecutive time.



Staff completing the annual Temasek Polytechnic cross-country relay.



TP was also awarded the Work-Life Achiever Award in 2006 in recognition of its commitment in helping employees achieve work-life integration. The biennial Award was previously known as the Family-Friendly Employer Award which TP has won since 2000.

Mrs Chua Seow Ying, Director of Human Resource & Staff Development received the Award on behalf of TP from Mr Hawazi Daipi, Senior Parliamentary Secretary for Manpower.

STUDENT ACHIEVEMENTS

While we are proud of the superb track record of our students in excelling at competitions and gaining exposure for their work, these achievements are also important indicators that our efforts at nurturing their talents are well in place. Additionally, such exposure also helps to bring more excitement and life to the education our students receive.



One of the top winners from TP, Timothy Tan, was also among the four who received a one-month summer school scholarship with a renowned design institution in Austria.



Our design students have consistently proven their mettle when benchmarked against others in their field. At the 2006 Asia Pacific Interior Design Biennial Award, TP's Interior Architecture & Design students bagged all the top three prizes. In fact, TP students took seven out of the eight finalist positions. The competition attracted participation from countries such as New Zealand, Philippines, Japan, China and India.

TP's engineering students continued their dominance in several competitions such as the Singapore Robotic Games, when they brought home the largest haul of medals – five gold, two silver and one bronze – at the event this year. Engineering students also did well at the WorldSkills Singapore Competition Finals, winning one gold and two silver medals. The gold medallist from TP will be representing Singapore at the 39th WorldSkills Competition to be held in Shizuoka, Japan, in November 2007.

DEVELOPING OUR CAPABILITIES



Three design students also had the rare honour of conceptualising the stage and backdrop design for the National Day Parade (NDP) 2006. Inspired by the sails on vessels that called on Singapore in the 1800s, the students' involvement was all the more meaningful as it was the last NDP to be held at the National Stadium. At the same time, a team of Information Technology students was asked to create an online game for the official NDP website. Called Tommy the Fire Fighter, it was created to educate the public on civil defence.

Our students have also shown their outstanding abilities in co-curricular activities as well. Water sports has been one of the areas that TP students have excelled at traditionally. In this year, the Lifesaving Team won the Overall Grand Champion Trophy in the National Life Saving Championship; the Dragon Boat Team topped their women's and men's categories at the TP Invitational Poly-ITE Dragon Boat Race 2006; while our Aquathlon Team won the Women's Overall Champion title at the New Balance Inter-Collegiate and Schools Aquathlon Challenge.



The winning aquathlon team from TP.

DEVELOPING OUR CAPABILITIES

STAFF ACHIEVEMENTS

Keeping pace with their students, TP staff also continued to write their own success stories in their fields of specialisation.



Visual Communication lecturer Chow Chee Yong's photography work was featured in a coffee table book containing the works of 14 local photographers. The book was presented by the Ministry of Communications, Information and the Arts to VIP delegates at the 2006 IMF-World Bank Meetings in Singapore.

DEVELOPING OUR CAPABILITIES



At the Food & Hotel Asia 2006 Culinary Challenge, Chef Eileen Phua from The Tourism Academy @ Sentosa (TAS) did the country and TP proud in leading the Singapore National Team to four gold awards. The team also included another faculty member from TAS, Jason Low. Formerly known as Salon Culinaire, the event attracted national teams from Germany, Switzerland, the Czech Republic, New Zealand, Malaysia and South Africa.

SHOWING WE CARE

Regardless of how big or small their contributions may seem, our students are taught that they can make a positive difference to the lives of others. These are life lessons, and at TP, they are brought to the forefront of learning.





SHOWING WE CARE

Temasek Design School has embarked on a timely initiative to focus their design efforts in 2007 on the needs of the elderly. It has identified the need for practical design outcomes for this group to improve the quality of their lives. This is the School's first major initiative along a social theme, which was chosen to recognise the fact that issues concerning the elderly have reached national significance. A coffee table book, titled "> 60", and a CD featuring 101 design ideas for the elderly by students marked the start of the initiative.



TP was deeply involved in a unique project to set up a sustainable system to better the lives of overseas communities by giving them a source of clean water, educating them in the basics of nutrition, and providing them with books so that they develop the reading habit. The project entailed the collaborative efforts of various Schools and Departments at TP to achieve the targets. Themed "Water for Living, Books for Learning", the programme was initiated by Member of Parliament (MP) Mr Ong Kian Min and Nominated MP Ms Eunice Olsen, together with the Girls' Brigade. The first community helped was in Cambodia, in June 2006, with other communities in Laos and Kalimantan targeted for future efforts.

SHOWING WE CARE



Two other major community projects in Cambodia were carried out in this year by TP students and staff. In the first project, about 20 students and two staff designed, fabricated and installed a rainwater harvesting device and a solar fruit dryer in Hope Village in the town of Prey Veng. In the second project, 13 students and two lecturers went to Kampong Speu, where they installed security lighting and 50 energy-saving lamps and e-ballasts for a student centre, and also conducted IT training for its youths.

When an Orchard Road busker came to TP to seek help, our staff could not say no to him. The busker of several years had lost the use of his unamputated arm following an accident, making it impossible for him to work the musical box that accompanies his performance. The request resulted in an ingenious collaboration between staff and students from the Engineering and Design Schools. Together, they came up with a trolley-moveable table using light weight materials that allows the busker to operate the musical instrument with his leg.



COMMUNITY CONTRIBUTIONS



TP's Community Service Club organised the Cranes to Grains Road Show in January 2007 in support of the Southeast Community Development Council's goal to encourage the spirit of giving among organisations. Song He Fragrance Rice donated a bowl of rice (100g) to the needy for every folded paper crane. More than 47 thousand paper cranes were folded by TP staff, students and even visitors to our Open House which resulted in 4.7 tonnes of rice being donated to the needy.

The Campus Care Network Day is an annual TP-wide event to raise funds for financially needy students. In this review year, the event saw 231 stalls set up by staff and students on campus and raised over \$28,000. In an almost carnival-like atmosphere, the event showcased the abundant spirit of caring embodied in this proud TP tradition.



CORPORATE INFORMATION

Administration Committee	48
Senior Management	49
School Advisory Committees	50
Senate	53
Universities Offering Advanced Standing	54
Academic Award / Prize Sponsors	57
Scholarships	58
Student Intake & Enrolment By Diploma Course	59

ADMINISTRATION COMMITTEE

Chairman

MR SEAH MOON MING

Deputy CEO

ST Engineering Ltd and

President

ST Electronics Ltd

Deputy Chairman

MR SIM KAY WEE

Senior Regional Representative (India)

JetAirways

Members

MR BOO KHENG HUA

Principal & CEO

Temasek Polytechnic

MS SUM CHEE WAH

Director

Education Programmes Division

Ministry of Education

BG TAN YIH SAN

Commander

3rd Division

Ministry of Defence

Secretary

MRS CHUA SEOW YING

Director

Human Resource & Staff Development

Temasek Polytechnic

SENIOR MANAGEMENT

MR BOO KHENG HUA

Principal & CEO

MR EDMOND KHOO

Deputy Principal

Director, Interdisciplinary & General Studies

MR YEO LI PHEOW

Deputy Principal

Director, Temasek Business School

MS SHARON SOH

Registrar

Director, Student & Alumni Affairs

MRS SOON-ONG MENG WAN

Director, Temasek Applied Science School

MR MOSES WONG

Director, Temasek Design School

Director-in-charge, China Focus

MRS LAY-TAN SIOK LIE

Director, Temasek Engineering School

Director-in-charge, Office of Research & Technology

MS LIM SOK KEOW

Director, Temasek Information Technology School

MRS LILY TEO

Director, Finance & Administration

Director-in-charge, Strategic Facilities Development

MRS CHUA SEOW YING

Director, Human Resource & Staff Development

MR TAN DEK YAM

Director, Computer & Information Systems

Director, FAST Central Office

MRS ESTHER ONG

Director, Library & Information Resources

MR GEORGE YAP

Director, Entrepreneurship Centre

Director, Projects

MRS SALLY CHEW

Director, International Relations & Industry Services

Director-in-charge, Legal Matters

MR ALBERT YEO

Director, Strategic & Quality Development

MR HO THIM SENG

Director, Estates & Facilities Management

MR BRENDAN WONG

Director, Corporate Communications

SCHOOL ADVISORY COMMITTEES

TEMASEK APPLIED SCIENCE SCHOOL

Chairman

DR LOH WAH SING

Chief Executive Officer
International Trade Institute of
Singapore Pte Ltd

Deputy Chairperson

MRS SOON-ONG MENG WAN

Director
Temasek Applied Science School

Members

MS ANG HUI GEK

Director
Allied Health
Singapore General Hospital and
Chief Pharmacist
Ministry of Health

DR BRYAN E OGDEN

Head, Maccine Animal Services
Maccine Pte Ltd

MR FRANCIS GOH NYANG KUANG

Managing Director
Unicurd Food Company (Pte) Ltd

A/P LEE CHEE WEE

Department of Physiology
Faculty of Medicine
National University of Singapore and
Chief Executive Officer
Lynk Biotechnologies Pte Ltd

DR ANNIE LING MEI CHUAN

Director
Research & Strategic Planning Division
Health Promotion Board

DR LOH KEAN CHONG

Director
Process Development & Production
A-Bio Pharma Pte Ltd

MR LUCAS NG HONG KIANG

General Manager (Plant)
Petrochemical Corporation of
Singapore (Pte) Ltd

MR UDAIRAM T K

Chief Executive Officer
Changi General Hospital

MR YEOH KEAT CHUAN

Director
Biomedical Sciences
Economic Development Board

TEMASEK BUSINESS SCHOOL

Chairman

MR SHAUN SEOW WOON KWONG

Deputy Group CEO
(News, Radio & Print)
MediaCorp Pte Ltd

Deputy Chairman

MR YEO LI PHEOW

Deputy Principal
Director
Temasek Business School

Members

MR NEIL JACOBS

Senior Vice President
Operations Asia/Pacific
Four Seasons Hotels and Resorts

MR DHIRENDRA SHANTILAL

Vice President & Managing Director
Asia Pacific
Kelly Services (Singapore) Pte Ltd

DR CHITRA RAJARAM

Managing Director
GolinHarris - Singapore

MR KON YIN TONG

Managing Partner
Foo Kon Tan Grant Thornton

MR LESLIE CHEW KWEE HOE, SC

Partner
Gurbani & Co

MR ROGER KHOO

Chief Executive Officer
GasHub Pte Ltd

MR SIM KAY WEE

Senior Regional Representative (India)
JetAirways

Up to 31 Oct 2006

MR CHELVA RETNAM RAJAH, SC

Senior Partner
Tan Rajah & Cheah
Advocates & Solicitors

MR SEAH LIANG CHIANG

Managing Director
DSC Holdings Pte Ltd

Up to 28 Feb 2007

MR CHEAH KIM TECK

Chief Executive Officer -
Group Motor Operations
Jardine Cycle & Carriage Ltd

MR CHARLES CHAN

Deputy President
Chief Operating Officer
Toll (Asia) Pte Ltd

TEMASEK DESIGN SCHOOL

Chairman

MR LOW CHEAW HWEI

Snr Global Account Director
Snr Global Design Director
Philips Electronics Singapore Pte Ltd

Deputy Chairman

MR MOSES WONG CHIAT CHANG

Director
Temasek Design School

Members

MS LILLIAN CHAN

Managing Director
Fluid Productions Pte Ltd

MR BENJY CHOO
Creative Consultant
Kilo Studio Pte Ltd

MR NICKSON FONG
Filmmaker / Director
Egg Story Creative Production
Pte Ltd

MR KEVIN LEE
Creative Director
Spoon Creative

MR PATRICK LOW
Executive Creative Director
Dentsu Young & Rubicam Pte Ltd

MR DEREK MACKENZIE
Partner
Designphase

MR SIMON ONG
Group Executive Director
Kingsmen International Pte Ltd

MR DESMOND SIM
Associate Artistic Director
Action Theatre Ltd

MR ADRIAN TAN
Chief Executive Officer
The Ad Planet Group

MR BERT TAN
Director
Bodynits International Pte Ltd

MR SEBASTIAN TAN
Managing Director/Principal
Photographer
Shooting Gallery/Wishing Well

MR WOON TAI HO
Chief Executive Officer
MediaCorp News Pte Ltd

MR DANIEL YAM
Director
Advance Apparel Pte Ltd

TEMASEK ENGINEERING SCHOOL

Chairman
MR LIOW VOON KHEONG
Chief Executive Officer
MTIC Holdings Pte Ltd

Deputy Chairperson
MRS LAY-TAN SIOK LIE
Director
Temasek Engineering School

Members
DR LAP CHAN
Fellow
Chartered Semiconductor
Manufacturing Ltd

DR CHIA KAY HUA, JEREMY
Managing Director
Utopia-Aire Pte Ltd

ASSOC PROF CHONG CHEE LEONG
Dean
School of Science & Technology
SIM University

MR CHUA LEONG CHUAN, JEFFREY
Managing Director
CPG Facilities Management Pte Ltd

MR CHUE FOOK CHEE
Senior Consultant
M&E Engineering Division
CPG Consultants Pte Ltd

ASSOC PROF HO HIANG KWEE
Director, Energy Systems Laboratory
Division of Thermal & Fluids
Engineering
School of Mechanical & Aerospace
Engineering
Nanyang Technological University

MR DANIEL INGITARAJ
Director
Developer & Platform Evangelism
Microsoft Singapore Pte Ltd

MR KON YIN TONG
Managing Partner
Foo Kon Tan Grant Thornton

DR KWOK WAI ONN, RICHARD
Senior Vice President /
Chief Technology Officer
Singapore Technologies Kinetics Ltd

MR LIM YEOW KHEE
Advisor
Singapore Institute of Aerospace
Engineers

MR SEAH SOON HUAT
Vice President
Workshops Division
SIA Engineering Company

SEERAM RAMAKRISHNA
Dean
Faculty of Engineering
National University of Singapore

MR SNG HEE MENG
Executive Vice President
Singapore Sales & Service Operation
Yokogawa Engineering Asia Pte Ltd

MR TAN TEIK SENG
Executive Managing Director
Advanced Micro Devices (S) Pte Ltd

MR WU TEK MING
Senior Vice President
(Auditing Group)
TUV SUD PSB Pte Ltd

SCHOOL ADVISORY COMMITTEES (CONT'D)

TEMASEK INFORMATION TECHNOLOGY SCHOOL

Chairman

MR KEITH BUDGE

*Senior Vice President &
General Manager
Asia Pacific and Japan Business Objects*

Deputy Chairperson

MS LIM SOK KEOW

*Director
Temasek Information Technology School*

Members

MR TOM CHEONG

*Managing Director, ASEAN
Avaya Singapore Pte Ltd*

DR FOONG WAI KEONG

*President & Chief Executive Officer
Ecquaria Technologies Pte Ltd*

MR EDWARD FUN

*General Manager
Apple Computers South Asia Pte Ltd*

MR MICHAEL FUNG J. L.

*Associate Director
Strategic Planning and Quality Assurance
Singapore Management University*

MR KWA KIM CHIONG

*Chief Executive Officer and Founder
JustLogin Pte Ltd*

MR BARNEY LAU

*Managing Director
Microsoft Singapore Pte Ltd*

DR LEONG MUN KEW

*Division Director
Institute of Infocomm Research*

MR STEPHEN LIM

*Chief Executive Officer
SQL View Pte Ltd*

MS SEAH LYE KHIM

*Director
Manpower Development
Infocomm Development Authority of Singapore*

MR CHRIS SOH

*President
Singapore Gamers Association and
Business Development Manager
Games Exchange Alliance*

MR MICHAEL TOH

*Chief Executive Officer
Acepio*

MR JOHN TRELOAR

*Education Director, Asia Pacific
Adobe Systems Pte Ltd*

MS SHIRLEY WONG SWEE PING

*Managing Director
Frontline Solutions Pte Ltd*

SENATE

Chairman

MR BOO KHENG HUA

Principal & CEO

Deputy Chairman

MR EDMOND KHOO

Deputy Principal

Director, Interdisciplinary & General Studies

Secretary

MS SHARON SOH

Registrar

Director, Student & Alumni Affairs

Permanent Members

MR YEO LI PHEOW

Deputy Principal

Director, Temasek Business School

MRS SOON-ONG MENG WAN

Director, Temasek Applied Science School

MR MOSES WONG

Director, Temasek Design School

MRS LAY-TAN SIOK LIE

Director, Temasek Engineering School

MS LIM SOK KEOW

Director, Temasek Information Technology School

Appointed Members

MR TAN DEK YAM

Director, Computer & Information Systems

Director, Fast Central Office

MRS SALLY CHEW

Director, International Relations & Industry Services

MR ALBERT TOH

Deputy Director, Continuing Education Centre

Deputy Director, Entrepreneurship Centre

MR LIM THIM VENG

Assistant Director, Strategic & Quality Development

Elected Members

DR VIJAYAKUMARI SEEVARATNAM

Course Manager, Diploma in Biomedical Science

Course Manager, Diploma in Consumer Science & Technology

Temasek Applied Science School

MR SNG CHOON LENG

Course Manager, Business Studies Grouping

Temasek Business School

MR KOH CHEOK HOWE, ERIC

Manager, Academic Support

Temasek Design School

MR WONG KIA NGEE

Deputy Director, Temasek Engineering School

MDM MAK YOKE LAI

Course Manager, Diploma in Cyber & Digital Security

Temasek Information Technology School

UNIVERSITIES OFFERING ADVANCED STANDING

Australia

- University of Adelaide
- Australian Maritime College
- Australian National University
- Bond University
- University of Canberra
- Central Queensland University
- Charles Darwin University
- Charles Sturt University
- Curtin University of Technology
- Deakin University
- Edith Cowan University
- Flinders University
- Griffith University
- International College of Hotel Management
- James Cook University
- La Trobe University
- Macquarie University
- University of Melbourne
- Monash University
- Murdoch University
- University of New South Wales
- University of Newcastle
- University of Queensland
- Queensland University of Technology
- RMIT University
- University of South Australia
- Southern Cross University
- University of Southern Queensland
- Swinburne University of Technology
- University of Sydney
- University of Tasmania
- University of Technology, Sydney
- University of Western Australia
- University of Western Sydney
- University of Wollongong
- Victoria University

Canada

- University of Alberta #
- University of Lethbridge
- McMaster University
- Okanagan University College
- Ryerson University
- Simon Fraser University
- University of Toronto
- University of Victoria

United Kingdom

- University of Aberdeen
- University of Abertay Dundee
- American InterContinental University – London
- Anglia Polytechnic University
- Aston University
- University of Bath
- University of Birmingham
- Birmingham College of Food, Tourism & Creative Studies
- Bournemouth University
- University of Bradford
- University of Bristol
- Brunel University
- University of Buckingham
- Cardiff University
- University of Central England in Birmingham
- University of Central Lancashire
- Central St Martins College of Art & Design
- City University
- Coventry University
- De Montfort University
- University of Dundee
- University of East Anglia
- University of East London
- University of Edinburgh
- University of Essex
- University of Exeter
- University of Glamorgan
- University of Glasgow
- Glasgow School of Art
- University of Greenwich
- Heriot-Watt University
- University of Huddersfield
- University of Hull
- University of Kent
- Kent Institute of Art & Design
- Kingston University
- Lancaster University
- University of Leeds
- Leeds Metropolitan University
- University of Leicester
- University of Lincoln
- University of Liverpool
- London Metropolitan University
- King's College London
- University of London: Queen Mary
- University of London: Royal Holloway
- University College London
- London College of Fashion
- London College of Printing

- University of Loughborough
- University of Luton
- University of Manchester
- Manchester Metropolitan University
- Middlesex University
- Napier University
- University of Newcastle-upon-Tyne
- Northumbria University
- University of Nottingham
- Nottingham Trent University
- Oxford Brookes University
- University of Paisley
- University of Portsmouth
- Queen's University Belfast
- University of Reading
- Robert Gordon University
- Royal College of Art
- University of Salford
- University of Sheffield
- University of Southampton
- South Bank University
- Staffordshire University
- University of Stirling
- University of Strathclyde
- University of Sunderland
- University of Surrey
- University of Sussex
- Thames Valley University
- University of Ulster
- University of Wales, Aberystwyth
- University of Wales Institute, Cardiff
- University of Wales, Swansea
- University of Warwick
- University of Westminster
- University of the West of England, Bristol
- University of Wolverhampton
- University of York

The following British Universities accept our Law & Management graduates into the First Year of their Law degree programmes:

- University of Birmingham
- University of Durham
- University of Exeter
- University of Leicester
- King's College London
- University College London
- London School of Economics
- University of Southampton

United States of America

- Art Center College of Design
- Arizona State University#
- University of Bridgeport
- California State University, Fresno
- Carnegie Mellon University
- Cogswell College of Art
- Fairleigh Dickinson University
- Georgia College & State University
- University of Hawaii
- University of Hawaii, Hilo
- Hawaii Pacific University
- Indiana University, Purdue University, Indianapolis (IUPUI)
- Johnson & Wales University
- Linfield College
- Marquette University
- University of Maryland – College Park#
- Michigan Technological University
- University of Minnesota, Crookston
- University of Northern Iowa
- North Dakota State University
- Ohio State University#
- Ottawa University
- Parsons School of Design
- Pratt Institute
- Rhode Island School of Design
- San Francisco Design Academy
- Savannah College of Art and Design
- Southern California Institute of Architecture (SCI-ARC)
- Southern Illinois University
- South Dakota State University
- State University of New York - Buffalo
- State University of New York - Geneseo
- State University of New York - Oswego
- Syracuse University
- The School of The Art Institute of Chicago

UNIVERSITIES OFFERING ADVANCED STANDING (CONT'D)

- University of Tampa
- University of Toledo
- University of Wisconsin - Stevens Point
- University of Wisconsin - Stout
- Washington State University
- Wichita State University

Finland

- Vaasa Polytechnic

Germany

- State Academy of Fine Arts Stuttgart

Hong Kong (SAR)

- City University of Hong Kong

Italy

- Domus Academy

Mauritius

- University of Mauritius

Netherlands

- Eindhoven Design Academy (The Design Academy)

New Zealand

- University of Auckland
- University of Canterbury
- Lincoln University
- Massey University
- University of Otago
- University of Waikato
- Victoria University of Wellington

Singapore

- Nanyang Technological University
- National University of Singapore
- Singapore Management University
- SIM University (UniSIM)

Sweden

- UMEA Academy, Institute of Design

Switzerland

- International Hotel Management Institute, Lucerne
- International Tourism Institute, Lucerne
- Swiss Hotel Association, Hotel Management School at Les Roches
- University Centre Cesar Ritz

Professional Bodies

- Association of Chartered Certified Accountants (ACCA), UK
- British Computer Society
- Chartered Institute of Management Accountants (CIMA), UK
- Chartered Institute of Marketing (CIM), UK
- Institute of Legal Executives (ILEX), UK
- Singapore Association of the Institute of Chartered Secretaries & Administration (SAICSA)

Note: This is only a listing of universities and professional bodies which have given advanced standing and accreditation to Temasek Polytechnic in writing. Students are advised to check with the relevant professional bodies and government agencies on recognition of the qualification before deciding on a university of their choice.

As a general rule, most North American universities that do not enter into institutional agreement with us on credit exemptions/transfer arrangements welcome applications from TP students who will be evaluated on a case-by-case basis.

ACADEMIC AWARD / PRIZE SPONSORS

a N d studio
 A. S. Louken Group Pte Ltd
 ABB Industry Pte Ltd
 Abbott Laboratories (Singapore) Pte Ltd
 AbrahamLow LLC
 ACCA Singapore Pte Ltd
 Ad Planet Group Pte Ltd
 Adecco Personnel Pte Ltd
 Adobe Systems Pte Ltd
 Allen & Gledhill
 Amadeus GDS Singapore Pte Ltd
 Apple Computer South Asia Pte Ltd
 ASHRAE Singapore Chapter
 Asylum Creative Pte Ltd
 AVAYA Singapore Pte Ltd
 Aventis Pharma Manufacturing Pte Ltd
 BAX Global Pte Ltd
 Becton Dickinson and Company
 Bodynits International Pte Ltd
 C.Y.C. Shanghai Shirt Co. Pte Ltd
 CapitalLand Limited
 CHH Construction System Pte Ltd
 CISCO Systems (USA) Pte Ltd
 CNA Group Ltd
 Colin Ng & Partners
 Conrad Centennial Singapore
 Consumers' Association of Singapore
 Country Foods Pte Ltd
 CPA Australia
 CPG Facilities Management Pte Ltd
 Cycle & Carriage Industries Pte Ltd
 David Lim & Partners
 DBS Bank Ltd
 Designers Association (Singapore)
 DSO National Laboratories
 Ednovation Pte Ltd
 Eltraco Holdings Pte Ltd
 Enspire Capital Pte Ltd
 Excel Marco Industrial Systems Pte Ltd
 Farnell Components Pte Ltd
 FESTO Pte Ltd
 Foo Kon Tan Grant Thornton
 Four Seasons Hotel Singapore
 Fujitec Singapore Corporation Ltd
 GeckoMedia Pte Ltd
 Global Airfreight International Pte Ltd
 GlobalRoam Pte Ltd
 Health Sanctuary Pte Ltd

Hewlett-Packard Singapore (Sales) Pte Ltd
 Honeywell Aerospace Pte Ltd
 Hunter Douglas (S) Pte Ltd
 ICI Paints (S) Pte Ltd
 IEEE Singapore Rel/CPMT/ED Chapter
 iGroup (Asia Pacific) Limited
 IM Innovations Pte Ltd
 Info-communications Development Authority of Singapore
 Inland Revenue Authority of Singapore
 Institute of Certified Public Accountants of Singapore
 Institution of Engineers, Singapore
 Jardine OneSolution (2001) Pte Ltd
 Kelly Services (S) Pte Ltd
 Kerry Logistics (S) Pte Ltd
 Kestrel Technologies Pte Ltd
 KPMG
 Luxx Newhouse Pte Ltd
 M/S Karuppan Chettiar & Partners
 M/S Ravindran Associates
 Makino Asia Pte Ltd
 Malaysia Dairy Industries Pte Ltd
 Marc Defang Stories & Stores
 Media Development Authority
 MediaCorp Pte Ltd
 Medical Plus Pte Ltd
 Mentor Graphics Asia Pte Ltd
 Meritus Mandarin Singapore
 MFS Technology (S) Pte Ltd
 Microchip Technology Singapore Pte Ltd
 Microsoft Singapore Pte Ltd
 MIL-COM Aerospace Pte Ltd
 Mitsui Phenols Singapore Pte Ltd
 Mooreast Pte Ltd
 MOS Group Pte Ltd
 National Instruments Singapore (Pte) Ltd
 National Library Board
 National Starch & Chemical (Singapore) Pte Ltd
 National University of Singapore Multi-Purpose
 Co-Operative Society Ltd
 NCODE Consultant Pte Ltd
 Nemic-Lambda (S) Pte Ltd
 Nextwave Biomedical Pte Ltd
 NGK Software House (S) Pte Ltd
 Now Media Pte Ltd
 NTUC Fairprice Co-Operative Ltd
 NTUC Income Insurance Cooperative Limited
 Oracle Corporation Singapore Pte Ltd
 Orient Express Lines (Singapore) Pte Ltd
 Osteopore International Pte Ltd
 Oversea-Chinese Banking Corporation Limited
 Owens-Illinois Plastics Pte Ltd
 Pamela Lee Pte Ltd

ACADEMIC AWARD / PRIZE SPONSORS (CONT'D)

Paprika Global Pte Ltd
 Parametric Technology Singapore Pte Ltd
 Pearson Education South Asia Pte Ltd
 Pfizer Asia Pacific Pte Ltd
 Philips Design Singapore
 Philips Electronics Singapore Pte Ltd
 Polo Ralph Lauren Sourcing Pte Ltd
 PricewaterhouseCoopers
 Prudential Assurance Company Singapore (Pte) Ltd
 Qian Hu Fish Farm Trading
 Quasi-S Pte Ltd
 Quickflo Logistics Pte Ltd
 Rajah & Tann
 Real Estate Developers' Association of Singapore
 Rohde & Schwarz Systems & Communications Asia Pte Ltd
 Rohm and Haas Electronic Materials Singapore Pte Ltd
 RSM Chio Lim
 Sandvik South East Asia Pte Ltd
 SAP Asia Pte Ltd
 Scandent Group Pte Ltd
 Scanmed Technology (S) Pte Ltd
 SEB Engineering & Trading Pte Ltd
 Senoko Power Ltd
 Service Quality (SQ) Centre Pte Ltd
 Shell Eastern Petroleum (Pte) Ltd
 Shooting Gallery Asia Pte Ltd
 Siltronic Singapore Pte Ltd
 Sing Investments & Finance Ltd
 Singapore Academy of Law
 Singapore Computer Society
 Singapore Computer Systems Limited
 Singapore Industrial Automation Association
 Singapore Logistics Association
 Singapore Mathematical Society
 Singapore Oxygen Air Liquide Pte Ltd
 Singapore Quality Institute
 Singapore Technologies Electronics Limited
 Singapore Tourism Board
 Singapore Training and Development Association
 Skycom Satellite Systems Pte Ltd
 SL Global Pte Ltd
 Stamford Tyres Corporation Limited
 Swiss Club, Singapore
 Systems on Silicon Manufacturing Co. Pte Ltd
 Talon Technology
 Techsource Systems Pte Ltd
 The Ascott Group
 The Chartered Institute of Management Accountants
 The Institute of Chartered Accountants in Australia

The Law Society of Singapore
 The Management Corporation Strata Title No 557 -
 Katong Shopping Centre
 The Polyolefin Company (Singapore) Pte Ltd
 The Singapore Association of the Institute of Chartered
 Secretaries and Administrators (SAICSA)
 Thomson Learning
 TNT Express Worldwide (S) Pte Ltd
 UBS AG
 Ultra Industrial Automation Pte Ltd
 Unilever Singapore Pte Ltd
 United BMEC Pte Ltd
 United Overseas Bank Ltd
 United Parcel Service Singapore Pte Ltd
 Voxy Global Pte Ltd
 Wearnes International (1994) Limited
 World Courier Singapore Pte Ltd
 Wyeth Nutritionals (Singapore) Pte Ltd
 X-tra Designs Pte Ltd
 Yeo-Leong & Peh LLC
 Yokogawa Engineering Asia Pte Ltd
 Yusen Air & Sea Service (S) Pte Ltd
 Zentek Technology Singapore Pte Ltd

SCHOLARSHIPS

Ascott Scholarship
 CapitalLand Retail Limited Scholarship
 Lee Kuan Yew Scholarship to Encourage Upgrading
 (LKY-STEP) Award
 Les Amis Scholarship
 Micron Technology Foundation Scholarship
 Ngee Ann Kongsi Tertiary Scholarship
 NTUC Fairprice Scholarship
 Raffles International Limited Scholarship
 SBS Transit Scholarship
 SBPWA 2006 Fellowship Award
 SIM-RMIT Scholarship
 Singapore Training & Development Association Scholarship
 Wyeth Nutritional Scholarship

STUDENT INTAKE & ENROLMENT BY DIPLOMA COURSE 06/07 (FULL-TIME COURSES)

	2006	
	Intake	Enrolment
TEMASEK APPLIED SCIENCE SCHOOL		
Applied Food Science & Nutrition	118	374
Biomedical Science*	98	329
Biotechnology*	129	330
Chemical Engineering	134	391
Consumer Science & Technology	23	67
Total	502	1491

*Prior to AY2006/2007, students were admitted into common Year 1 course 'Biotechnology/Biomedical Science' and streamed into the respective diplomas at the end of Year 1 Semester 2. W.e.f. AY2006/2007, students are admitted directly into 'Diploma in Biotechnology' or 'Diploma in Biomedical Science'.

TEMASEK BUSINESS SCHOOL

Accounting & Finance	134	411
Business Information Technology	140	568
Business/Logistics & Operations Management/Marketing	483	484
+Business	-	513
+Logistics & Operations Management	-	264
+Marketing	-	262
Communications & Media Management	88	274
Culinary & Catering Management	61	61
Hospitality & Tourism Management	261	776
Hospitality Management*	-	3
Law & Management	116	353
Leisure & Resort Management	104	104
Retail Management	99	185
Tourism Management*	-	5
Total	1486	4263

+Common First Year

TEMASEK DESIGN SCHOOL

Apparel Design & Merchandising	67	185
Interactive Media Design	61	181
Interior Architecture & Design	74	191
Moving Images	69	121
Product & Industrial Design	60	203
Visual Communication	91	302
Total	422	1183

STUDENT INTAKE & ENROLMENT BY DIPLOMA COURSE 06/07 (FULL-TIME COURSES) (CONT'D)

TEMASEK ENGINEERING SCHOOL

Biomedical Informatics & Engineering	91	254
Business Process & Systems Engineering	181	528
Electronics/Telecommunications/Computer Engineering/Microelectronics	615	694
~Computer Engineering	41	250
~Electronics	52	803
~Microelectronics	-	237
~Telecommunications	-	267
Info-Communications	246	717
Integrated Facility Design & Management	88	88
Intelligent Building Technology	158	531
Mechatronics	389	1141
Product Engineering	-	1
Total	1861	5511

~Common First Year

TEMASEK INFORMATION TECHNOLOGY SCHOOL

Cyber & Digital Security	66	66
Financial Business Informatics	69	69
Game & Entertainment Technology	61	61
Information Management	-	93
Information Technology	212	761
Internet & Multimedia Development	131	253
Internet Computing	-	151
Mobile & Wireless Computing	98	459
Total	637	1913

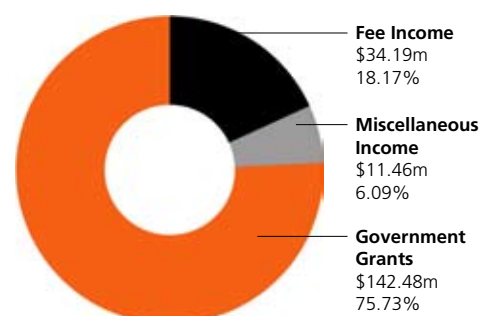
TOURISM ACADEMY @ SENTOSA

Hospitality & Tourism Business	57	207
Total Intake and Enrolment	4965	14568

FINANCIAL FIGURES FY2006/07

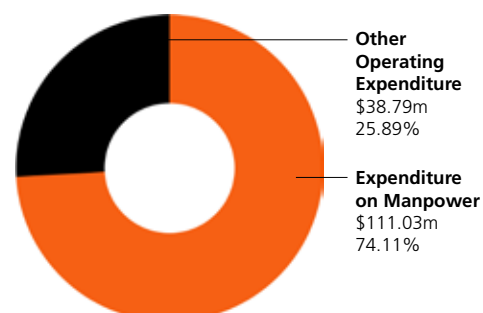
ACTUAL OPERATING INCOME

	S\$ m	%
Fee Income	34.19	18.17%
Miscellaneous Income	11.46	6.09%
Government Grants	142.48	75.73%
	<u>188.13</u>	<u>100.00%</u>



ACTUAL OPERATING EXPENDITURE

	S\$ m	%
Expenditure on Manpower	111.03	74.11%
Other Operating Expenditure		
Staff related expenditure	2	
Student related expenditure	5.61	
Admin expenses & maintenance	31.18	
	<u>38.79</u>	<u>25.89%</u>
	<u>149.82</u>	<u>100.00%</u>



FINANCIAL REPORT

Temasek Polytechnic Financial Report

Contents

Report of the Auditors	63
Statement of Income and Expenditure	65
Balance Sheet	67
Statement of Changes in Accumulated Surplus	68
Statement of Cash Flows	69
Notes to the Financial Statements	70

INDEPENDENT AUDITORS' REPORT

*Report of the Auditors appointed under Section 16(1) of the
Temasek Polytechnic Act, Chapter 323A*

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of Temasek Polytechnic (the "Polytechnic"), which comprise the balance sheet as at 31 March 2007, the statement of income and expenditure, statement of changes in accumulated surplus and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages FS1 to FS25.

Board of Governors's responsibility for the financial statements

The Polytechnic's Board of Governors is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Temasek Polytechnic Act, Chapter 323A (the "Act") and Singapore Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

INDEPENDENT AUDITORS' REPORT

Year ended 31 March 2007

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

We draw your attention to Note 2.1 to the financial statements. The Polytechnic has not disclosed related party transactions and outstanding balances with other state-controlled entities as it was granted relief by the Finance Circular Minute No M4/2005 issued by the Ministry of Finance, from such disclosure. The non-disclosure is a non-compliance with Singapore Financial Reporting Standard 24 Related Party Disclosures.

In our opinion:

- (a) except for the non-disclosure of related party transactions and outstanding balances with other state-controlled entities, the financial statements of the Polytechnic are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards to present fairly, in all material respects, the state of affairs of the Polytechnic as at 31 March 2007 and the results, changes in accumulated surplus and cash flows of the Polytechnic for the year ended on that date; and
- (b) the accounting and other records required by the Act to be kept by the Polytechnic have been properly kept in accordance with the provisions of the Act, including records of all assets of the Polytechnic whether purchased, donated or otherwise.

Report on other legal and regulatory requirements

During the course of our audit, nothing came to our notice that caused us to believe that:

- (1) the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Polytechnic during the financial year have not been made in accordance with the provisions of the Act; and
- (2) in relation to the Temasek Polytechnic General Education Fund (the "Fund"), the use of donations monies was not in accordance with the objectives of the Fund.

There were no fund raising appeal conducted by the Fund during the year ended 31 March 2007.

KPMG

Certified Public Accountants

Singapore

27 June 2007

STATEMENT OF INCOME AND EXPENDITURE

Year ended 31 March 2007

	Note	General Fund		Restricted Funds		Total	
		2006/07	2005/06	2006/07	2005/06	2006/07	2005/06
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Education and General							
Student fees		31,322	28,966	2,873	1,584	34,195	30,550
Other income		1,394	1,245	421	344	1,815	1,589
Donations		64	2	352	324	416	326
Courses, projects, seminars and talks		594	309	4,849	3,434	5,443	3,743
Student projects		893	802	–	–	893	802
Model projects		65	41	–	–	65	41
		<u>34,332</u>	<u>31,365</u>	<u>8,495</u>	<u>5,686</u>	<u>42,827</u>	<u>37,051</u>
Operating Expenses							
Education and General							
Salaries, CPF and other related costs		109,537	103,766	1,490	848	111,027	104,614
Depreciation	8	22,082	28,729	726	627	22,808	29,356
Repairs, maintenance and utilities		15,482	13,124	539	382	16,021	13,506
Property, plant and equipment expensed off		2,728	3,793	20	8	2,748	3,801
Teaching materials and consumable supplies		2,277	2,302	97	73	2,374	2,375
Library books and materials		1,531	1,650	–	–	1,531	1,650
Staff benefits		1,986	1,671	14	4	2,000	1,675
Student welfare		1,628	1,563	78	70	1,706	1,633
Miscellaneous		1,293	1,470	621	641	1,914	2,111
Travelling and communication		1,143	1,188	80	81	1,223	1,269
Publicity and promotions		1,203	882	26	37	1,229	919
Rental		581	545	6	5	587	550
Consultancy fees		530	501	–	–	530	501
Office supplies, stationery and periodicals		335	385	4	10	339	395
Exhibition and seminar		241	333	–	–	241	333
Computer software		48	107	–	–	48	107
Audit fee		52	46	6	5	58	51
Fees for fund managers		846	–	–	–	846	–
Courses, projects, seminars and talks		303	188	2,489	1,654	2,792	1,842
Student projects		893	802	–	–	893	802
Model projects		65	41	–	–	65	41
		<u>164,784</u>	<u>163,086</u>	<u>6,196</u>	<u>4,445</u>	<u>170,980</u>	<u>167,531</u>

STATEMENT OF INCOME AND EXPENDITURE (CONT'D)

Year ended 31 March 2007

	Note	General Fund		Restricted Funds		Total	
		2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000
Operating (Deficit)/ Surplus	3	(130,452)	(131,721)	2,299	1,241	(128,153)	(130,480)
Non-Operating Income							
Interest income	4	3,447	1,793	337	236	3,784	2,029
(Deficit)/Surplus before grants		(127,005)	(129,928)	2,636	1,477	(124,369)	(128,451)
Grants							
Deferred capital grants amortised:							
Government	16	21,545	27,950	–	–	21,545	27,950
Others	17	538	788	–	–	538	788
Operating grants:							
Government	5	140,595	126,515	–	–	140,595	126,515
		162,678	155,253	–	–	162,678	155,253
Surplus for the financial year		35,673	25,325	2,636	1,477	38,309	26,802

Seah Moon MingChairman
Board of Governors**Boo Kheng Hua**

Principal & CEO

BALANCE SHEET*As at 31 March 2007*

	Note	2006/07 \$'000	2005/06 \$'000
Accumulated surplus			
General Fund	6	155,846	120,173
Restricted Funds	6	19,628	6,992
Fair Value Reserve		8,185	3,045
		183,659	140,210
Temasek Polytechnic Endowment Fund	7	1,608	1,508
		185,267	141,718
Non-current assets			
Property, plant and equipment	8	418,231	425,306
Loans to staff and students	9	4,557	4,330
Subsidiary	10	–	–
Investments	11	14,693	33,820
		437,481	463,456
Current assets			
Investments	11	26,193	1,996
Trade and other receivables	12	5,247	3,224
Government grant receivables		45,183	–
Loans to staff and students	9	887	980
Cash and cash equivalents	13	122,013	119,269
		199,523	125,469
Total assets		637,004	588,925
Current liabilities			
Government grants received in advance		2,215	2,059
Trade and other payables	14	18,060	16,363
Government advances for staff loan	15	18	69
		20,293	18,491
Non-current liabilities			
Government advances for staff and student loans	15	5,591	5,689
Deferred capital grants - Government	16	425,169	421,970
Deferred capital grants - Others	17	684	1,057
		431,444	428,716
Total liabilities		451,737	447,207

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

STATEMENT OF CHANGES IN ACCUMULATED SURPLUS*Year ended 31 March 2007*

	Accumulated Surplus			
	General Fund \$'000	Restricted Funds \$'000	Fair Value Reserve \$'000	Total \$'000
At 1 April 2005	94,848	15,515	39	110,402
Change in fair value of available-for-sale investments	–	–	3,006	3,006
Net gains recognised directly in equity	–	–	3,006	3,006
Surplus for the year	25,325	1,477	–	26,802
Total recognised income and expense during the year	25,325	1,477	3,006	29,808
At 31 March 2006	120,173	16,992	3,045	140,210
At 1 April 2006	120,173	16,992	3,045	140,210
Change in fair value of available-for-sale investments	–	–	5,140	5,140
Net gains recognised directly in equity	–	–	5,140	5,140
Surplus for the year	35,673	2,636	–	38,309
Total recognised income and expense during the year	35,673	2,636	5,140	43,449
At 31 March 2007	155,846	19,628	8,185	183,659

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

CASH FLOW STATEMENT

Year Ended 31 March 2007

	Note	2006/07 \$'000	2005/06 \$'000
Operating activities			
Operating deficit before grants		(124,369)	(128,451)
Adjustments for:			
Depreciation of property, plant and equipment	8	22,808	29,356
Gain on disposal of property, plant and equipment		(44)	(84)
Management fees for fund managers		71	–
Interest income	4	(3,784)	(2,029)
Operating deficit before working capital changes		<u>(105,318)</u>	<u>(101,208)</u>
Changes in working capital:			
Trade and other receivables		(1,586)	(677)
Trade and other payables		1,697	(1,050)
Cash flows from operating activities		<u>(105,207)</u>	<u>(102,935)</u>
Investing activities			
Interest received		3,431	1,600
Purchase of property, plant and equipment		(15,734)	(17,962)
Proceeds from sale of property, plant and equipment		45	82
Investments		–	(30,000)
Cash flows from investing activities		<u>(12,258)</u>	<u>(46,280)</u>
Financing activities			
Development grants received from Government		11,888	13,989
Operating grants received from Government		108,504	126,515
(Disbursement)/Repayment of staff/student loans, net	9	(134)	132
Refund of staff loan to government	15	(149)	(270)
Donations received for Temasek Polytechnic			
Endowment Fund	7	100	100
Grants refunded to other organisations		–	–
Cash flows from financing activities		<u>120,209</u>	<u>140,466</u>
Net increase/(decrease) in cash and cash equivalents		2,744	(8,749)
Cash and cash equivalents at beginning of year		119,269	128,018
Cash and cash equivalents at end of year	13	<u>122,013</u>	<u>119,269</u>

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

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Governors on 27 June 2007.

1 Domicile and Activities

Temasek Polytechnic (the Polytechnic) was established in 1990 under the Temasek Polytechnic Act (Chapter 323A). It is domiciled in the Republic of Singapore and its campus is situated at 21 Tampines Avenue 1, Singapore 529757.

The principal activities of the Polytechnic are to provide instruction, training and research in technology, science, commerce, arts and other subjects of learning.

2 Summary of Significant Accounting Policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (FRS) and the applicable requirements of Temasek Polytechnic Act, Chapter 323A.

The Polytechnic has not disclosed related party transactions and outstanding balances with other state-controlled entities as it was granted relief by the Finance Circular Minute No M4/2005 issued by the Ministry of Finance ("MOF"), from such disclosure. The non-disclosure is a non-compliance with FRS 24 Related Party Disclosures.

MOF has clarified that there are already strict financial procedures and controls in place to govern the operations of statutory boards. In addition, as statutory boards are legally constituted entities, their financial affairs would primarily be governed by the respective statutes which constituted them, as well as the financial and accounting policies issued by MOF from time to time. Hence, statutory boards need not comply with this requirement of FRS 24 Related Party Disclosures.

The financial statements are presented in Singapore dollars and rounded to the nearest thousand, unless otherwise stated. They are prepared on the historical cost basis except for certain financial assets and liabilities which are stated at fair value.

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

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation, uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements relates to valuation of investments.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

2.2 Functional currency

The functional currency of the Polytechnic is the Singapore dollar. As student fees, grants and purchases are denominated primarily in Singapore dollar, the Board of Governors are of the opinion that the Singapore dollar reflects the economic substance of the underlying events and circumstances relevant to the Polytechnic.

2.3 Revenue recognition

Student fees

Tuition and other fees for an academic year are recognised over the period of service in a financial year.

Income from courses/projects

Revenue from courses/projects are recognised based on percentage of completion, determined on a straight-line basis over the period of the courses/projects.

Interest income

Interest income is recognised on an accrual basis using the effective interest method.

Donations

Donations are recognised upon receipt.

2.4 Grants

Government grants related to assets in which the Polytechnic has discretionary management power are taken directly to the Deferred Capital Grant account, or to the Statement of Income and Expenditure for assets which are written off in the year of purchase.

Other government grants related to assets are initially taken to Government grant received in advance account and upon their utilisation for the purchase of assets, they are transferred to the Deferred Capital Grant account, or to the Statement of Income and Expenditure for assets which are written off in the year of purchase.

The deferred capital grants are recognised in the Statement of Income and Expenditure over the periods necessary to match the depreciation and write off of the property, plant and equipment purchased with the related grants. Upon the disposal of the property, plant and equipment, the balance of the related deferred capital grants is recognised in the Statement of Income and Expenditure to reflect the net book value of the assets written off.

Government grants to meet the current year's operating expenses are taken to the Statement of Income and Expenditure for the year.

Government grants are accounted for on an accrual basis.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

2.5 Funds

General Fund

Income and expenditure relating to the main activities of the Polytechnic are accounted for through the General Fund in the Statement of Income and Expenditure.

Restricted Funds

Income and expenditure relating to funds set up for contributions received and expenditure incurred for specific purposes are accounted for through the Restricted Funds in the Statement of Income and Expenditure.

The assets and liabilities of these funds are accounted for separately. However, for presentation purposes, they are pooled together with those of the General Fund.

2.6 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Donated assets are recorded at valuation as their cost base. Depreciation is provided on a straight-line basis so as to write off items of the property, plant and equipment over their estimated useful lives as follows:

Leasehold land	Over lease term of 99 years
Leasehold building	50 years
Building improvements	5 years
Furniture, fittings and equipment	5 years
Computer hardware and software	3 to 5 years
Workshop equipment and machinery	5 to 10 years
Vehicles	5 years
Plant and machinery	10 years

Property, plant and equipment costing less than \$2,000 are charged to the Statement of Income and Expenditure in the year of purchase.

Capital work-in-progress relating to leasehold improvements are stated at cost. No depreciation is charged on capital work-in-progress. Upon completion of the capital work-in-progress, the property, plant and equipment are transferred to the respective property, plant and equipment categories and are depreciated accordingly.

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

2.7 Subsidiaries

Subsidiaries are companies controlled by the Polytechnic. Control exists when the Polytechnic has the power, directly or indirectly, to govern the financial and operating policies of a company so as to obtain benefits from its activities.

Investment in subsidiary is stated in the Polytechnic's balance sheet at cost less impairment losses.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

2.8 Financial instruments

Non-derivative financial instruments

Non-derivative financial instruments comprise investments in debt securities, funds managed by fund managers, trade and other receivables, loan receivables, cash and cash equivalents, and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through income and expenditure, any directly attributable transaction costs.

Debt securities and funds managed by fund managers are classified as available-for-sale financial assets. Subsequent to initial recognition, they are measured at fair value and changes therein, other than for impairment losses, and foreign exchange gains and losses on available-for-sale monetary assets are recognised directly in Fair Value Reserve. When the investment is derecognised, the cumulative gain or loss in the Fair Value Reserve is transferred to the Statement of Income and Expenditure.

The fair value of financial instruments classified as available-for-sale is determined as the quoted bid price or fair value estimates provided by the fund managers at the balance sheet date.

Subsequent to initial recognition, other non-derivative financial instruments are measured at amortised cost using the effective interest method, less any impairment losses.

A financial instrument is recognised if the Polytechnic becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Polytechnic's contractual rights to the cash flows from the financial assets expire or if the Polytechnic transfers the financial asset to another party without retaining control or transfers substantially all the risks and rewards of the asset. Financial liabilities are derecognised if the Polytechnic's obligations specified in the contract expire or are discharged or cancelled.

Cash and cash equivalents comprise cash balances and bank deposits.

Impairment of financial assets

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 Statement of Income and Expenditure.

An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognised. For financial assets measured at amortised cost, the reversal is recognised in the Statement of Income and Expenditure.

2.9 Impairment - non-financial assets

The carrying amounts of the Polytechnic'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 assets' recoverable amounts are estimated.

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 Income and Expenditure.

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.

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, if no impairment loss had been recognised.

2.10 Operating leases

Where the Polytechnic has the use of assets under operating leases, payments made under the leases are recognised in the Statement of Income and Expenditure on a straight-line basis over the term of the lease.

2.11 Employee benefits*Defined contribution plans*

Obligations for contributions to post-employment benefits under defined contribution plans are recognised as an expense in the Statement of Income and Expenditure as incurred.

Short-term employee benefits

All short-term employee benefits, including employee leave entitlements, are recognised in the Statement of Income and Expenditure in the period in which the employees render their services to the Polytechnic.

2.12 Fiduciary transactions

Assets held by the Polytechnic in fiduciary or agency capacities have not been included in the balance sheet since such items are not assets of the Polytechnic.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)**3 Operating (Deficit)/Surplus**

	2006/07 \$'000	2005/06 \$'000
The following items have been included in arriving at operating (deficit)/surplus:		
Exchange gain	20	13
Operating leases	232	202
Allowance made on doubtful receivables	21	–
Contribution to defined contribution plan included in salaries	10,665	10,623

4 Interest Income

	2006/07 \$'000	2005/06 \$'000
Interest income:		
Bonds	40	75
Fixed deposits	3,613	1,885
Current accounts	131	69
	3,784	2,029

5 Operating Grants – Government

	Note	2006/07 \$'000	2005/06 \$'000
Operating grants received during the year		145,686	132,317
Less:			
Operating grants utilised on property, plant and equipment transferred to deferred capital grants			
- Government	16	5,091	5,793
Operating grants utilised on co-funded property, plant and equipment transferred to deferred capital grants			
- Others	17	–	9
		5,091	5,802
		140,595	126,515

6 Accumulated Surplus**General Fund**

As at balance sheet date, the Polytechnic has capital commitment of approximately \$2.6 million (2006: \$0.66 million).

Restricted Funds

Restricted Funds comprise the following funds:

Name of Fund

Bursary, Scholarship and Awards Fund

Purpose

Providing financial assistance to needy students, scholarships to students and book prizes and medals to students and graduates who excel academically and in extra-curricular activities.

Staff Apartment Fund

Maintaining and upgrading of the Polytechnic's staff apartments.

Temasek Polytechnic Endowment Fund

Providing financial support for:

- (a) staff development;
- (b) student development, focusing on international exchange;
- (c) promotion of innovation;
- (d) bringing relevant world-class expertise to the Polytechnic;
- (e) scholarships to outstanding students; and
- (f) bursaries to deserving needy students.

Miscellaneous Fund

- Self-financing Project Fund

Conducting pre-employment education for the hospitality and tourism workforce in Singapore, short and continuing education courses; upgrading Polytechnic's teaching facilities; and providing welfare and wellness activities for the Polytechnic's students and staff.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

6 Accumulated Surplus (cont'd)

Breakdown of the income and expenditure of the funds which are pooled under "Restricted Funds" in the Statement of Income and Expenditure is as follows:

Restricted Funds	Bursary, Scholarship and Awards Fund		Staff Apartment Fund		Temasek Polytechnic Endowment Fund		Miscellaneous Fund		Total	
	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000
<i>Operating Income</i>										
Student fees	—	—	—	—	—	—	2,873	1,584	2,873	1,584
Other income	—	—	366	296	—	—	55	48	421	344
Donations										
- tax deductible	221	264	—	—	—	—	10	—	231	264
- non tax deductible	121	60	—	—	—	—	—	—	121	60
Courses, projects, seminars and talks		—	—	—	—	—	4,849	3,434	4,849	3,434
	<u>342</u>	<u>324</u>	<u>366</u>	<u>296</u>	<u>—</u>	<u>—</u>	<u>7,787</u>	<u>5,066</u>	<u>8,495</u>	<u>5,686</u>
<i>Operating Expenditure</i>										
Salaries, CPF and other related costs	—	—	—	—	—	—	1,490	848	1,490	848
Staff benefits	—	—	—	—	—	—	14	4	14	4
Depreciation	—	—	1	1	—	—	725	626	726	627
Property, plant and equipment expensed off	—	—	3	1	—	—	17	7	20	8
Office supplies, stationery and periodicals	—	—	—	—	—	—	4	10	4	10
Publicity and promotion	—	—	—	—	—	—	26	37	26	37
Rental	—	—	—	—	—	—	6	5	6	5
Repairs and maintenance	—	—	—	—	—	—	539	382	539	382
Teaching materials and consumable supplies	—	—	—	—	—	—	97	73	97	73
Student welfare	—	—	—	—	—	—	78	70	78	70
Travelling and communication	—	—	—	—	—	—	80	81	80	81
Audit fee	—	—	—	—	—	—	6	5	6	5
Miscellaneous	274	296	315	296	—	—	32	49	621	641
Courses, projects, seminars and talks	—	—	—	—	—	—	2,489	1,654	2,489	1,654
	<u>274</u>	<u>296</u>	<u>319</u>	<u>298</u>	<u>—</u>	<u>—</u>	<u>5,603</u>	<u>3,851</u>	<u>6,196</u>	<u>4,445</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

6 Accumulated Surplus (cont'd)

Restricted Funds	Bursary, Scholarship and Awards Fund		Staff Apartment Fund		Temasek Polytechnic Endowment Fund		Miscellaneous Fund		Total	
	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000	2006/07 \$'000	2005/06 \$'000
Operating (deficit)/surplus	68	28	47	(2)	–	–	2,184	1,215	2,299	1,241
<i>Non-Operating Income</i>										
Interest	4	2	–	–	47	36	286	198	337	236
(Deficit)/Surplus for the year	72	30	47	(2)	47	36	2,470	1,413	2,636	1,477
Accumulated Surplus at 1 April	312	282	2,901	2,903	103	67	13,676	12,263	16,992	15,515
Accumulated Surplus at 31 March	384	312	2,948	2,901	150	103	16,146	13,676	19,628	16,992
<i>Represented by:</i>										
Property, plant and equipment	–	–	1	2	–	–	1,608	2,266	1,609	2,268
Deposits, prepayments and other receivables	–	–	1	1	15	14	1,434	1,087	1,450	1,102
Cash and cash equivalents	384	312	2,976	2,908	135	89	14,065	11,722	17,560	15,031
Trade and other payables	–	–	(30)	(10)	–	–	(961)	(1,399)	(991)	(1,409)
	384	312	2,948	2,901	150	103	16,146	13,676	19,628	16,992

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

7 Temasek Polytechnic Endowment Fund

Donations and contributions made to the Temasek Polytechnic Endowment Fund are retained as principal capital to be kept intact to earn income.

Income and expenditure of the fund are taken to "Restricted Funds" in the Statement of Income and Expenditure (Note 6).

	2006/07 \$'000	2005/06 \$'000
At 1 April	1,508	1,408
Donations received	100	100
At 31 March	<u>1,608</u>	<u>1,508</u>
Represented by:		
Cash and bank balances	268	168
Fixed deposits	1,090	1,090
Investment in bonds	250	250
	<u>1,608</u>	<u>1,508</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)**8 Property, Plant and Equipment**

	Leasehold land and building \$'000	Building improvements \$'000	Furniture, fittings and equipment \$'000	Computer hardware \$'000	Workshop equipment and machinery \$'000	Vehicles \$'000	Computer software \$'000	Plant and machinery \$'000	Capital work-in- progress \$'000	Total \$'000
Cost										
At 1 April 2005	475,669	20,166	52,873	72,324	34,079	149	24,894	78,956	4,901	764,011
Additions	9	329	1,424	5,563	1,511	–	923	13	8,203	17,975
Transfers	4,450	539	1,335	983	602	–	101	3,900	(11,910)	–
Disposals	–	(100)	(771)	(4,582)	(203)	–	(846)	–	–	(6,502)
At 31 March 2006	480,128	20,934	54,861	74,288	35,989	149	25,072	82,869	1,194	775,484
At 1 April 2006	480,128	20,934	54,861	74,288	35,989	149	25,072	82,869	1,194	775,484
Reclassification	(377)	–	2	(2)	–	–	–	377	–	–
Additions	28	262	1,139	2,242	1,526	–	2,141	44	8,426	15,808
Transfers	–	295	320	9	37	–	2,344	–	(3,005)	–
Disposals	–	(4)	(2,046)	(4,585)	(200)	–	(484)	(141)	–	(7,460)
At 31 March 2007	479,779	21,487	54,276	71,952	37,352	149	29,073	83,149	6,615	783,832
Accumulated depreciation										
At 1 April 2005	80,332	15,497	48,723	66,509	27,358	144	21,157	67,593	–	327,313
Depreciation charge for the year	8,948	2,538	2,108	4,235	3,037	5	2,001	6,484	–	29,356
Disposals	–	(100)	(768)	(4,582)	(195)	–	(846)	–	–	(6,491)
At 31 March 2006	89,280	17,935	50,063	66,162	30,200	149	22,312	74,077	–	350,178
At 1 April 2006	89,280	17,935	50,063	66,162	30,200	149	22,312	74,077	–	350,178
Reclassification	(10)	–	1	(1)	–	–	–	10	–	–
Depreciation charge for the year	8,999	1,174	1,861	4,202	2,742	–	1,881	1,949	–	22,808
Disposals	–	(4)	(2,045)	(4,586)	(200)	–	(409)	(141)	–	(7,385)
At 31 March 2007	98,269	19,105	49,880	65,777	32,742	149	23,784	75,895	–	365,601
Carrying amount										
At 1 April 2005	395,337	4,669	4,150	5,815	6,721	5	3,737	11,363	4,901	436,698
At 31 March 2006	390,848	2,999	4,798	8,126	5,789	–	2,760	8,792	1,194	425,306
At 1 April 2006	390,848	2,999	4,798	8,126	5,789	–	2,760	8,792	1,194	425,306
At 31 March 2007	381,510	2,382	4,396	6,175	4,610	–	5,289	7,254	6,615	418,231

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

9 Loans to Staff and Students

(a) Staff Loans

Housing loans are repayable with interest at 5% per annum by monthly instalments over periods up to 30 years.

(b) Tuition Fee/Study Loans

Tuition fee loans are granted to students interest-free until the year of their graduation. Thereafter, loans are repayable by monthly instalments with interest based on the average prime rates of the 3 local big banks or such other rate as may be determined by the Polytechnic.

Study loans are granted to students interest-free. Such loans are repayable by monthly instalments within 2 years from the 7th month immediately following the month of the borrowers' graduation.

	2006/07 \$'000	2005/06 \$'000
Due after 12 months		
Staff loans	96	194
Tuition fee loans	4,461	4,136
	<u>4,557</u>	<u>4,330</u>
Due within 12 months		
Staff loans	18	69
Tuition fee loans	868	910
Study loans	1	1
	<u>887</u>	<u>980</u>

Staff loans and tuition fee/study loans are disbursed from advances from the Government and repayment of the loans will eventually be returned to Government.

- (c) The Polytechnic bears no credit risk on loans extended to staff and students since the loans were fully funded by government grants.

10 Subsidiaries

Details of the subsidiaries, incorporated and conducting business in the Republic of Singapore, are as follows:

Name of subsidiary	Percentage held by the Polytechnic	
	2006/07 %	2005/06 %
TP Innovation Holdings Pte Ltd and its subsidiary: TP Education Services Pte Ltd	<u>100</u>	<u>100</u>

At the balance sheet date, the Polytechnic had given an undertaking to provide continuing financial support to the subsidiaries.

The assets, liabilities and results of the subsidiaries have not been consolidated as they are not considered to be material to the Polytechnic's financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)**11 Investments**

	2006/07 \$'000	2005/06 \$'000
Available-for-sale:		
Debt securities, carried at fair value	2,270	2,251
Funds managed by fund managers, carried at fair value	38,616	33,565
	<u>40,886</u>	<u>35,816</u>
Maturing:		
Within 1 year	26,193	1,996
From 1 to 5 years	14,426	33,565
After 5 years	267	255
	<u>40,886</u>	<u>35,816</u>

The debt securities bear interest rates ranging from 4.17% to 5.3% (2006: 3.215% to 4.17%) per annum as at the balance sheet date. Interest is receivable on a semi-annual basis. The maturity dates of bonds range from 13 December 2011 to 10 May 2016.

	2006/07 \$'000	2005/06 \$'000
Funds managed by fund managers comprise of:		
At fair value:		
Debt securities	3,881	6,658
Equity securities	13,602	11,855
Other financial assets	5,829	1,992
Unit trusts	15,304	13,060
	<u>38,616</u>	<u>33,565</u>

The funds placed with professional fund managers are on a discretionary basis.

12 Trade and Other Receivables

	2006/07 \$'000	2005/06 \$'000
Trade receivables	913	768
Allowance for doubtful receivables	(21)	–
Net receivables	<u>892</u>	<u>768</u>
Deposits and prepayments	502	714
Sundry debtors	3,853	1,742
	<u>5,247</u>	<u>3,224</u>

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)**13 Cash and Cash Equivalents**

	2006/07 \$'000	2005/06 \$'000
Fixed deposits with financial institutions	95,368	114,656
Cash and bank balances	26,645	4,613
	<u>122,013</u>	<u>119,269</u>

Cash and cash equivalents include a balance of \$165,000 (2006: \$448,000) representing undisbursed government advances for student tuition fee and study loans (Note 15).

The fixed deposits bear interest rates of 3.2% to 3.355% (2006: 2.3125% to 3.375%) per annum as at the balance sheet date. Interest rates are reprisable at intervals of five to twelve months.

Excluded from the above are bank balances and fixed deposits with financial institutions, amounting to \$256,000 (2006: \$240,000), which are held in trust by the Polytechnic for Campus Care Network Fund.

14 Trade and Other Payables

	2006/07 \$'000	2005/06 \$'000
Trade creditors	5,623	5,041
Sundry creditors	4,471	4,018
Accruals	6,765	5,660
Amount due to subsidiary	–	64
Deferred income for course in progress	1,201	1,578
Other grants received in advance	–	2
	<u>18,060</u>	<u>16,363</u>

The amount due to subsidiary was unsecured, interest-free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)**15 Government advances for Staff and Student Loan****(a) Staff Loan**

This comprises advances from Government, provides housing loans to staff. The housing loans are managed by a financial institution on behalf of the Polytechnic.

On 11 October 2001, the Ministry of Education issued a circular stating that with effective from financial year ended 2002/2003, all new staff housing loans should be obtained directly from financial institutions or from the Polytechnic itself instead of from the Government. Existing housing loans will continue to be borne by the Government until they are fully repaid. Repayment of these loans as well as unutilised funds would have to be returned to the Government.

(b) Tuition Fee Loan/Study Loan

Tuition fee loan comprises advances from Government, provides tuition fee loans to students. The tuition fee loans are administered by a financial institution. Loans given to students are interest-free until 1 February or 1 August in the year of their graduation, or for those with National Service obligation, in the year in which they finish their National Service. Thereafter, loans are repayable by monthly instalments with interest based on the average prime rates of banks or such other rate as may be determined by the Polytechnic.

Study loan comprises advances from Government, provides loans to needy students.

Repayment of the loans will eventually be returned to Government. Accordingly, the carrying amounts of staff and student loans approximate their fair values.

The bank balances represent undisbursed government advances included in the Polytechnic's cash and cash equivalents.

	Staff Loan		Tuition Fee Loan		Study Loan		Total	
	2006/07	2005/06	2006/07	2005/06	2006/07	2005/06	2006/07	2005/06
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 April	263	533	5,488	5,488	7	7	5,758	6,028
Amount refunded to Government	(149)	(270)	—	—	—	—	(149)	(270)
At 31 March	114	263	5,488	5,488	7	7	5,609	5,758
<i>Represented by:</i>								
Outstanding loans								
Staff loans	114	263	—	—	—	—	114	263
Tuition fee loans	—	—	5,329	5,046	—	—	5,329	5,046
Study loans	—	—	—	—	1	1	1	1
Bank balance	—	—	159	442	6	6	165	448
	114	263	5,488	5,488	7	7	5,609	5,758

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)**16 Deferred Capital Grants - Government**

	Note	2006/07 \$'000	2005/06 \$'000
At 1 April		421,970	434,075
Development grants:			
Utilised		6,643	10,052
Operating grants:			
Utilised	5	5,091	5,793
F&E and IT grants:			
Utilised		3,769	–
Unutilised		9,241	–
		446,714	449,920
Amortisation		(21,545)	(27,950)
At 31 March		425,169	421,970

17 Deferred Capital Grants - Others

	Note	2006/07 \$'000	2005/06 \$'000
At 1 April		1,057	1,653
Grants utilised on property, plant and equipment		165	183
Operating grants utilised on co-funded property, plant and equipment	5	–	9
		1,222	1,845
Amortisation of deferred capital grants		(538)	(788)
At 31 March		684	1,057

18 Taxation

By virtue of Section 13M(2)(b) of the Income Tax Act, Chapter 134, the Polytechnic is exempted from taxation provided 80% of its adjusted income for each financial year is spent for charitable purposes by the end of the following year.

As the Polytechnic had met the 80% spending requirement, no provision for taxation has been made in the financial statements for the current financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)**19 The Temasek Polytechnic General Education Fund**

In November 2002, the Board of Governors of the Polytechnic approved the setting up of the Temasek Polytechnic General Education Fund. The fund was subsequently granted the membership by the Ministry of Education under the Education Central Fund for a period of five years with effect from 1 April 2003. The membership is subject to renewal upon expiry.

Under this membership, the Polytechnic is allowed to issue tax-deductible receipts to donors for donations contributed towards Bursary, Scholarship and Awards Fund, Temasek Polytechnic Endowment Fund and other education related activities which qualify for tax deduction. The Polytechnic has set up a Management Committee to administer the receipts and disbursement of the tax-deductible donations given by the donors.

The statement of the tax-deductible donations received for the Bursary, Scholarship and Awards Fund and Temasek Polytechnic Endowment Fund and the disbursements in the financial year is given below:

	2006/07	2005/06
	\$'000	\$'000
Tax-deductible donations received:		
Endowment Fund	100	100
Bursaries, scholarships and awards	221	264
General donations	73	–
Other income	12	8
	<hr/> 406	<hr/> 372
Disbursements:		
Bursaries, scholarships and awards	(226)	(232)
General donations	(64)	(1)
	<hr/> (290)	<hr/> (233)
Excess of donations and income over disbursements	<hr/> 116	<hr/> 139

The disbursements were made from donations received in current and prior years.

20 Commitments

The future minimum lease payments under non-cancellable operating leases are payable as follows:

	2006/07	2005/06
	\$'000	\$'000
Not later than one financial year	221	207
Later than one financial year but not later than five financial years	126	245
	<hr/> 347	<hr/> 452

21 Appropriation of Accumulated Surplus

The Polytechnic received a memo from Ministry of Education dated 3 July 2002 which confirmed that Ministry of Finance ("MOF") had no objection for the Polytechnic to retain the unutilised surplus generated prior to financial year 2000/2001 as working capital.

For the surplus generated from financial year 2000/2001 onwards, the Polytechnic is allowed to retain all in accordance with MOF's circular dated 4 December 2000.

22 Key Management Personnel Compensation

Key management personnel of the Polytechnic are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. The Principal, Deputy Principals and Directors are considered as key management personnel of the Polytechnic.

	2006/07 \$'000	2005/06 \$'000
Short-term benefits	3,402	3,465

23 Financial Instruments

Risk management is integral to the whole activities of the Polytechnic. The Polytechnic has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The Polytechnic continually monitors the Polytechnic's risk management process to ensure that an appropriate balance between risk and control is achieved.

Credit risk

Credit risk is the potential loss resulting from the failure of a student or a counterparty to settle its financial and contractual obligations to the Polytechnic, as and when they fall due.

Cash and fixed deposits and funds are placed with banks and financial institutions which are regulated.

At the balance sheet date, there was no significant concentration of credit risk except for government grant receivables and funds managed by fund managers. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet.

Liquidity risk

The Polytechnic monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate to finance the Polytechnic's operations and to mitigate the effects of fluctuations in cash flow.

Interest rate risk

The Polytechnic's exposure to changes in interest rates relates primarily to interest-earning financial assets.

23 Financial Instruments (cont'd)

Surplus funds from the Polytechnic's operations are invested in bank deposits and debt securities. The Polytechnic's exposure to interest rate risk relates primarily to the fixed deposits and bonds.

Foreign currency risk

The Polytechnic incurs minimal foreign currency risk on sales and purchases as these are predominantly denominated in Singapore dollars.

Fair values

The fair values of the staff and student loans are as detailed in Note 15.

The carrying amount of the Polytechnic's other financial assets and liabilities approximate their fair values due to the relatively short-term nature of these financial instruments.

24 New accounting standards and interpretations not yet adopted

The Polytechnic has not applied the following accounting standards and interpretations that have been issued as of the balance sheet date but are not yet effective:

- FRS 40 *Investment Property*
- FRS 107 *Financial Instruments: Disclosures and the Amendment to FRS 1 Presentation of Financial Statements: Capital Disclosures*
- INT FRS 107 *Applying the Restatement Approach under FRS 29 Financial Reporting in Hyperinflationary Economies*
- INT FRS 108 *Scope of FRS 102 Share-based Payment*
- INT FRS 109 *Reassessment of Embedded Derivatives*
- INT FRS 110 *Interim Financial Reporting and Impairment*

The initial application of these standards and interpretations is not expected to have any material impact on the Polytechnic's financial statements. The Polytechnic has not considered the impact of accounting standards issued after the balance sheet date.

25 Comparative Information

Certain items in the comparative figures shown in the cash flow statement and trade and other receivables have been reclassified to conform with the current year's presentation.

www.tp.edu.sg

21 Tampines Avenue I, Singapore 529757
Tel: (65) 6788 2000 Fax: 6789 8220