

ANNUAL REPORT 2021/2022

Growing Timber, Broadening Horizons

Chairman's Message

Building a Strong Talent Pipeline

The task of continually upskilling and reskilling the financial sector workforce remains of paramount importance. IBF has been singularly focused on this task and has put in place various initiatives to build up a strong talent pipeline.

Training participation has reached a new high. The number of individuals who attended IBF programmes increased over three-fold in 2021 compared to 2019.

New skills in areas of growth

The financial sector is seeing growing demand for skills and capabilities in areas like wealth management, technology, and sustainability. IBF has stepped up its efforts to expand training opportunities in these areas. Almost 100 training programmes in wealth management, sustainable finance, and technology attained IBF accreditation.

The **Technology in Finance Immersion Programme** (TFIP) has achieved good results in training mid-career professionals to pivot into technology roles in the financial sector. Since it was launched in 2019, close to 600 mid-career individuals have participated in TFIP with 90% of the participants from the inaugural batch employed in related tech roles. A new track in *Technology, Information and Cybersecurity Risk* will be introduced this year.

IBF and MAS launched the **Sustainable Finance Technical Skills and Competencies** (SF TSCs) covering a range of thematic and functional skills needed for individuals to perform various roles in sustainable finance. The SF TSCs are part of the *IBF Skills Framework for Financial Services* and serve as reference for the design of training programmes to equip the workforce with the relevant skillsets. Finance professionals can also reference the specific knowledge and skills as a guide to upskill and take on sustainability job roles.

In the area of wealth management, IBF and MAS further developed the **Family Office Executive** and **Family Office Management Professional Skills Maps**, as well as **Family Governance and Philanthropy Advisory Technical Skills and Competencies** to set out the skills and competencies that professionals in Singapore's family office ecosystem need to excel in their job roles and their possible career pathways.

“ IBF will continue to work together with our stakeholders and partners, to develop new initiatives and drive greater adoption of our programmes, to build a world-class financial sector workforce in Singapore. ”

Career conversion and progression

IBF has continued to work closely with financial institutions to pre-emptively reskill and redeploy finance professionals through the **Career Conversion Programme** (CCP). About 2,200 finance professionals completed their reskilling and took on new job roles since 2017 while another 2,500 are currently undergoing training and 1,300 will be commencing training in the year ahead. The Consumer Banking segment achieved strong progress with close to 3,200 commencements and nearly 2,000 individuals completing the CCP programme.

IBF will be launching the **Wealth Management Acceleration Programme** (WMAP) to grow the pool of retail banking relationship managers under the “Place-and-Train” CCP model.

Career support for jobseekers

Since 2018, **IBF Careers Connect** has provided career advice and guidance to about 2,250 jobseekers, with more than 550 successful placements. It saw a 34% increase in jobseekers assisted and a 92% increase in placements in 2021 as compared to 2020. Additionally, many jobseekers have benefited from the webinars conducted by our IBF Fellows. Industry practitioners who came on board as our adjunct coaches have also provided in-depth job insights and career clarity to our jobseekers.

Our **virtual career fairs** were well attended with more than 15,000 individuals participating across our last five runs and over 25 financial institutions offering close to 700 jobs in areas like wealth management, compliance, and technology between August 2020 to December 2021.

Expanding talent pool

The **Finance Associate Management Scheme** (FAMS) supports financial institutions to equip Singaporeans with opportunities to be groomed through structured talent development programmes for future specialist leadership or management roles. We have seen a two-fold increase in the number of trainees hired under FAMS in 2021.

A whole-of-industry effort

IBF's achievements reflect the unwavering support and guidance of our IBF Council members, IBF Standards Committee members, Exam Board members, and industry workgroups.

I would like to thank Mr Craig Ellis and Dr Michael Fung who have stepped down from the IBF Council, for their dedication and commitment to industry development. I welcome on board Mr Foo Piao Zhou and Mr Ronak Shah to the IBF Council.

IBF will continue to work together with our stakeholders and partners, to develop new initiatives and drive greater adoption of our programmes, to build a world-class financial sector workforce in Singapore.

Ravi Menon
Chairman, IBF

Bearing Fruits with Our Mission



COLLABORATE WITH FINANCIAL INSTITUTIONS TO TRANSFORM OUR WORKFORCE

Watch how Bank of Singapore and Manulife have partnered with IBF to help their employees stay relevant and resilient.

Did you know?

More than

50

financial institutions have adopted the **Skills Framework for Financial Services (SFw for FS)** to map their training needs and upskill their employees to meet the changing demands of jobs in the industry. Read more [here](#).



Bearing Fruits with Our Mission



UPSKILL FOR A GREEN, SUSTAINABLE ECONOMY

Hear from Kelvin Tan, Chairperson of IBF Sustainable Finance Workgroup, and Managing Director, Head of Sustainable Finance & Investments, HSBC, and Kristina Angelova, Adviser, Asia Sustainable Finance Initiative (ASFI), WWF-Singapore on the key sustainable finance skills and opportunities.

Did you know?

IBF has recognised about **40** training programmes under **Environment, Social and Governance (ESG)** and **Sustainable Finance** skills. Twelve **Sustainable Finance Technical Skills and Competencies (TSCs)** were launched in Feb 2022 to set out the specialised set of sustainable finance knowledge and abilities for the financial industry. If you want to know more, check out the [link](#) and our programme finder [here](#).



Bearing Fruits with Our Mission



IBF The Institute of Banking & Finance Singapore

Deliver Professional Excellence with ...

Watch Later Share

HOW HAS THE IBF CERTIFICATION HELPED YOU IN YOUR CAREER?

Watch on  YouTube

The image shows a YouTube video player thumbnail. At the top left is the IBF logo. The main text is in large yellow letters on a blue background. At the bottom left, it says 'Watch on YouTube' with the YouTube logo. There are also 'Watch Later' and 'Share' icons at the top right.

DELIVER PROFESSIONAL EXCELLENCE WITH IBF CERTIFICATION

Shannah See (DBS) and Augustine Seah (Prudential) shared how IBF Certification has enhanced their professional capabilities and benefited their career.

Did you know?

IBF Certification is an industry endorsed mark of quality to achieve higher professional excellence and competency.

Over

18,000

finance professionals

have been certified. Are you ready to take the first step towards industry recognition? Find out more [here!](#)



Bearing Fruits with Our Mission



BUILD A TECH TALENT PIPELINE

Watch how the TFIP graduates from DBS, Schroders and UOB have benefitted from TFIP, and successfully switched to a new career in technology.

Did you know?

The Technology in Finance Immersion Programme (TFIP) has helped about

600

individuals

reskill in technology areas such as agile IT project management, artificial intelligence, business analysis, cloud computing, cybersecurity, data analytics, software engineering, and technology, information & cybersecurity risk in the financial services industry.



Bearing Fruits with Our Mission



EMPOWER JOBSEEKERS TO DEVELOP THEIR CAREER AND PROFESSIONAL GROWTH

Read [this article](#) on how IBF Careers Connect has helped Carmen Lum in her job search after relocating back to Singapore.

Did you know?

IBF Careers Connect has assisted close to **2,300** individuals

in their career development since it was launched in 2018. Our IBF Fellows and industry practitioners with their specialised knowledge and experience have also helped our jobseekers gain valuable insights on career development. Check out their services [here](#).



Key Achievements of 2021

Seeding Career Opportunities



Targeted Career Fairs to Enhance Job Opportunities

More than **15,000 individuals** attended our targeted virtual career fairs in 2021 where our speakers shared exciting opportunities in growth areas such as wealth management, FinTech and corporate banking. A total of **26 financial institutions** participated, offering close to **700 jobs** in wealth management, compliance, technology, and many others.



Greater Support for Jobseekers

IBF Careers Connect has offered career advice and guidance to about **2,300 jobseekers** within the financial services industry since it was launched in 2018.



Enhanced Support for Overseas Postings

The **International Postings Programme (iPOST)** supports financial institutions to send Singaporeans on overseas postings. This scheme is expanded to include promising young talents beyond mid-senior levels.

Growing Talent



Building Tech Talent Pipeline

90% of individuals from the **Technology Immersion in Finance (TFIP)** inaugural batch in 2019 have successfully pivoted to tech or related roles. Since launch, close to **600** individuals have participated in TFIP.

Launched in May 2021, the **Work-Study Support Programme (WSSP)** aims to build a pipeline of job ready graduates for the financial sector through structured internships. So far, financial institutions have committed to **hire 84 students as interns**, with majority of them specialising in Information and Communications Technology and Business Analytics.



Reskilling and Redeployment of Finance Professionals

Through the **Career Conversion Programme (CCP)**, we continue to partner with financial institutions to pre-emptively reskill and redeploy finance professionals. The **Consumer Banking** sector achieved the strongest progress with close to **3,200** commencements and nearly **2,000** finance professionals completing the programme.



Uplift Professional Recognition

Close to **9,000 individuals** attained certification in Compliance, Consumer Banking, Financial Planning, Risk Management, to reach their next level of professional excellence and competencies.

Expanding Horizons



Launch of Sustainable Finance New Technical Skills and Competencies (TSCs)

The **12 Sustainable Finance TSCs** covering a range of thematic and functional skills were introduced to provide guidance for finance professionals in deepening their specialist skillsets in this emerging area.



New Technical Skills and Competencies (TSCs) for Family Office

The **Family Office Executive and Family Office Management Professional** as well as **Family Governance and Philanthropy Advisory Technical Skills and Competencies (TSCs)** were developed for finance professionals to acquire the relevant skills and knowledge across the wealth management and family office sectors.

About IBF

IBF Council

IBF Standards Committee

IBF Audit Committee

IBF Management Team

IBF Industry Workgroups



IBF Examination Boards

IBF Corporate Member Listing

IBF Corporate Information

The **IBF Council** provides strategic direction and sets major policies of the Institute. The Council comprises representatives from financial institutions of local and foreign banks, industry associations and government agencies. The Council typically meets three to four times a year to review business policies and progress and ensure that this is aligned to the Institute's objectives to foster and develop professional competencies for the financial services industry.

Council listing as at May 2022.

	<p>Ravi Menon Chairman of IBF Council Managing Director, Monetary Authority of Singapore</p>		<p>Wee Ee Cheong Vice-Chairman of the Council Chairman, The Association of Banks in Singapore (ABS); Deputy Chairman & CEO, United Overseas Bank Ltd.</p>
	<p>Guan Yeow Kwang Chairman of IBF Audit Committee Chairman, Sub-committee on Manpower Development, Singapore Foreign Exchange Market Committee (SFEMC); Executive Officer, Singapore Branch CEO, Mizuho Bank Ltd</p>		<p>Patrick Lee Chairman of IBF Standards Committee CEO, Standard Chartered Bank (Singapore) Limited</p>
	<p>Dr John Lee Member of IBF Audit Committee Country CEO & CEO, Maybank Singapore</p>		<p>Foo Piao Zhou Member of IBF Audit Committee Group Director, Enterprise Development Group, SkillsFuture Singapore</p>
	<p>Wong Sze Keed Member of IBF Audit Committee Chief Executive Officer, AIA Singapore Pte Ltd</p>		<p>Loh Boon Chye CEO, Singapore Exchange Limited (SGX)</p>
	<p>Susan Soh Chairman, Investment Management Association of Singapore (IMAS); Co-Head Asia Pacific and Chief Executive Officer Singapore, Schroder Investment Management (Singapore)Ltd</p>		<p>Helen Wong Group Chief Executive Officer & Director, Oversea-Chinese Banking Corporation Limited</p>
	<p>Piyush Gupta CEO & Director, DBS Group</p>		<p>Khor Hock Seng President, Life Insurance Association Singapore (LIA); Group Chief Executive Officer, Great Eastern Group</p>
	<p>Ronak Shah President, General Insurance Association (GIA) Singapore; CEO, QBE Insurance (Singapore) Pte Ltd</p>		<p>Leong Sing Chiong Deputy Managing Director, Markets and Development, Monetary Authority of Singapore</p>
	<p>Julia Ng Group Director, Enterprise Development Group, Workforce Singapore</p>		<p>Amol Gupte ASEAN Head & Citi Country Officer, Singapore Citibank N.A.</p>
	<p>Wong Kee Joo Director and CEO, HSBC Bank (Singapore) Limited</p>		<p>Patrick Tay Assistant Secretary-General, National Trades Union Congress (NTUC); Co-Chairman, Financial Sector Tripartite Committee (FSTC); Chairman, Government Parliamentary Committee for Manpower</p>
	<p>Andrew Yeo Chief Executive Officer, NTUC Income Insurance Cooperative Limited</p>		<p>Dennis Tan CEO, Prudential Singapore</p>

In 2021, the Council held 2 meetings. The attendance of the meetings is as follows:

Ravi Menon (Chairman)	2	Leong Sing Chiong	2
Wee Ee Cheong (Vice Chairman)	2	Loh Boon Chye	2
Amol Gupte	1	Michael Fung (Retired on 31 Dec 2021)	1
Andrew Yeo	2	Patrick Lee	1
Craig Ellis (Retired on 31 Dec 2021)	2	Patrick Tay	1
Dennis Tan	2	Wong Kee Joo	2
Guan Yeow Kwang	1	Piyush Gupta	2
Helen Wong	2	Susan Soh	2
John Lee	2	Wong Sze Keed	2
Julia Ng	1	Khor Hock Seng	0

The Council elects from its members a Chairman and Vice Chairman, and appoints one member as Chairperson of the IBF Standards Committee and three of its members each to the Audit Committee.

The Committee Chairman and members have relevant qualifications and/or experience to provide effective oversight. Council members do not receive any remuneration for their service to the Institute. Any declarations of interest submitted by members are surfaced at the next Council meeting to ensure that members continue to be aligned with the interests of the Institute.

The Council may have members who continue to serve more than 10 consecutive years in their role. Council members are nominated by various parties such as government agencies (i.e. Monetary Authority of Singapore, Ministry of Education and Ministry of Manpower) as well as local financial associations (represented by CEOs of financial institutions).

We thank the following members who have stepped down from the IBF Council:

- Craig Ellis
- Michael Fung (member of Audit Committee)

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The **IBF Standards Committee** comprises senior leaders from key sub-sectors of the financial services industry, government agencies and the union. The Committee provides guidance and supports initiatives to develop professional competencies through the adoption of the Skills Framework for Financial Services, certification and continuing professional development.

Standards Committee listing as at May 2022.

Chairman

Patrick Lee

CEO

Standard Chartered Bank (Singapore) Limited

Members

Brendan Carney

Chief Executive Officer

Citibank Singapore Limited

Lawrence Goh

Managing Director

Group Technology & Operations

United Overseas Bank Limited

Robin Heng

Managing Director, Global Market Head

Bank of Singapore Limited

Kenneth Lai

Executive Vice President, Head

Global Treasury

Global Treasury Division

Oversea-Chinese Banking

Corporation Limited

Chelvin Loh

Director, Skills Development Group

SkillsFuture Singapore

Melvyn Low

Executive Vice President, Head of Global

Transaction Banking

Oversea-Chinese Banking

Corporation Limited

Nishit Majmudar

Senior Advisor

Aviva Singlife

Nimish Panchmatia

Chief Data and Transformation Officer

DBS Group

Eleanor Seet

President & Head of Asia, ex-Japan

Nikko Asset Management Asia Limited

Gillian Woo

Director, Creative & Professional

Services Division

Workforce Singapore

Andrew Yeo

Chief Executive Officer

NTUC Income

Loretta Yuen

Executive Vice President, General Counsel

and Head of Group Legal &

Regulatory Compliance

Oversea-Chinese Banking

Corporation Limited

Kelvin S B Tan

Managing Director

Head of Sustainable Finance &

Investments, ASEAN

The Hongkong and Shanghai Banking

Corporation Limited

Sylvia Choo

Director (Union)

National Trades Union Congress

Executive Secretary

Singapore Industrial & Services Employees'

Union (SISEU)

Ng Nam Sin

Chief Executive Officer

The Institute of Banking & Finance (IBF)

We thank the following members who stepped down from the IBF Standards Committee:

- Chew Sutat
- Paul Cobban
- Tan Teck Long

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The **IBF Audit Committee** oversees the Institute's financial reporting process, risk management, internal control systems and processes and audit function.

Chairman

Guan Yeow Kwang

Chairman, Sub-committee on Manpower Development,
Singapore Foreign Exchange Market Committee (SFEMC);
Executive Officer,
Singapore Branch CEO, Mizuho Bank Ltd

Members

Dr John Lee

Country CEO & CEO,
Maybank Singapore

Wong Sze Keed

CEO,
AIA Singapore

Foo Piao Zhou

Member of IBF Audit Committee;
Group Director, Enterprise Development Group,
SkillsFuture Singapore

We thank the following member who stepped down from the IBF Audit Committee:

Dr Michael Fung

Deputy Chief Executive (Industry),
SkillsFuture Singapore

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Ng Nam Sin
Chief Executive Officer



Winnie Lim
Deputy Chief
Executive Officer



Ang Chai Soon
Assistant Chief
Executive Officer



Rachie Hui
Chief Operating Officer and
Head of Standards



Veronica Chia
Examinations



Hee Siew Lie
Standards, Accreditation and
Certification



Leow Heliang
Risk & Governance



Sharon Lim
Finance & Funding



Jason Mak
Information Technology



Ng May May
Career Advisory



Tan Yan Wei
Employability Skills
Development



Paul Teo
Communications
& Engagement

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Principal Officer

Mr Ng Nam Sin

Chief Executive Officer

Auditors

Deloitte & Touche LLP

Public Accountants and Chartered Accountants

Secretaries to the Council

Jaya Marlyni D/O Sivanesan

Solicitors

KGP Legal LLC

Advocates & Solicitors

Downloads

Financial Statements 2021/2022 

Notice of AGM and Proxy Form 

IBF

The Institute of Banking
& Finance Singapore

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Singapore 079117

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**THE INSTITUTE OF BANKING
AND FINANCE**
(Registration No. 197402045E)

ANNUAL REPORT

YEAR ENDED DECEMBER 31, 2021

THE INSTITUTE OF BANKING AND FINANCE
(Incorporated in Singapore)

ANNUAL REPORT

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THE INSTITUTE OF BANKING AND FINANCE

COUNCIL MEMBERS' STATEMENT

For the financial year ended December 31, 2021

The Council Members present their statement to the members together with the audited financial statements of The Institute of Banking and Finance (the "Institute") for the financial year ended December 31, 2021.

In the opinion of the Council Members,

- (a) the financial statements as set out on pages 6 to 29 are drawn up so as to give a true and fair view of the financial position of the Institute as at December 31, 2021 and of the financial performance, changes in members' fund and cash flows of the Institute for the financial year then ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Institute will be able to pay its debts as and when they fall due.

Council Members

The Council Members in office at the date of this statement are as follows:

Ravi Menon, Chairman	
Wee Ee Cheong, Vice Chairman	
Piyush Gupta	
Guan Yeow Kwang	
Susan Soh	
Loh Boon Chye	
Julia Ng	
Khor Hock Seng	
Amol Gupte	
Patrick Tay	
John Lee	
Andrew Yeo	
Patrick Lee	
Dennis Tan	
Wong Sze Keed	
Leong Sing Chiong	February 15, 2021
Helen Wong	April 15, 2021
Wong Kee Joo	June 1, 2021
Ronak Shah	February 1, 2022
Foo Piao Zhou	February 1, 2022

Council Members Contractual Benefits

No Council Member has received or become entitled to receive benefits by reason of a contract made by the Institute with the Council Member or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

THE INSTITUTE OF BANKING AND FINANCE

COUNCIL MEMBERS' STATEMENT

For the financial year ended December 31, 2021

Share Capital and Options

The Institute does not have any share capital or share options.

Independent auditor

A resolution for the reappointment of the Institute's auditor will be proposed at the forthcoming Annual General Meeting.

On behalf of the Council Members



Ravi Menon
Chairman



Wee Ee Cheong
Vice Chairman

May 18, 2022

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE INSTITUTE OF BANKING AND FINANCE**

Report on the Audit of the Financial Statements

Our Opinion

We have audited the financial statements of The Institute of Banking and Finance (the "Institute"), which comprise the statement of financial position as at December 31, 2021, and the statement of comprehensive income, statement of changes in members' funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 6 to 29.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Singapore Charities Act 1994 (the "Charities Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Institute as at December 31, 2021 and of the financial performance, changes in members' fund and cash flows of the Institute for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Institute in accordance with the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the Council Members' Statement and Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE INSTITUTE OF BANKING AND FINANCE

Responsibilities of Management and Council Members for the Financial Statements

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

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

Council Members' responsibilities include overseeing the Institute's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE INSTITUTE OF BANKING AND FINANCE**

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

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

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

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Institute have been properly kept in accordance with the provisions of the Act and the Charities Act.

Deloitte & Touche LLP

Public Accountants and
Chartered Accountants
Singapore

May 18, 2022

THE INSTITUTE OF BANKING AND FINANCE

**STATEMENT OF COMPREHENSIVE INCOME
For the financial year ended December 31, 2021**

	<u>Note</u>	<u>2021</u>	<u>2020</u>
		\$	\$
Income			
Fees from courses and examinations		3,646,894	2,309,951
Sale of publications		164	150
Members' subscriptions		464,975	493,226
(Loss) / Gain on investments – net		(2,384,950)	1,585,354
Grants	14	8,083,175	7,876,235
Subscription fees from Learn@IBF		166,000	286,303
Other (loss) / income - net		851,844	726,014
Total income		<u>10,828,102</u>	<u>13,277,233</u>
Expenditure			
Expenses for courses, examinations and events		743,713	401,501
Salaries and staff expenses	4	8,529,019	8,219,780
Depreciation expense	12, 16	1,238,522	1,418,962
Professional fees	5	1,303,005	1,337,628
Electricity, telephone and postages		28,918	25,848
Data processing		49,328	32,738
IT and Office Repairs and maintenance	6	925,340	1,220,135
Printing, stationery and periodicals		3,372	3,153
Other administrative expenses		34,278	34,972
Lease liability interest		22,662	50,575
Total expenditure		<u>12,878,157</u>	<u>12,745,292</u>
Total comprehensive (loss)/income for the year		<u>(2,050,055)</u>	<u>531,941</u>

There is no other comprehensive income for the financial year ended December 31, 2021 and December 31, 2020.

See accompanying notes to financial statements

THE INSTITUTE OF BANKING AND FINANCE

**STATEMENT OF FINANCIAL POSITION
As at December 31, 2021**

	Note	2021	2020
		\$	\$
<u>ASSETS</u>			
Current assets			
Cash and bank balances	8	25,767,346	15,193,221
Investments	9	27,681,556	29,219,086
Accounts receivables	10	3,938,566	1,794,957
Other receivables and prepayments	11	304,702	413,608
Total current assets		57,692,170	46,620,872
Non-current assets			
Property and equipment	12	454,664	430,029
Right-of-use asset	17	1,189,666	1,153,433
Total non-current assets		1,644,330	1,583,462
Total assets		59,336,500	48,204,334
<u>LIABILITIES</u>			
Current liabilities			
Payables	13	4,256,480	3,887,211
Advance fees for courses and examinations		966,870	828,285
FSDF advance operative grant	14	774,503	4,514,779
Grant claim disbursement account	14	24,426,394	8,018,129
Lease liability	16	240,863	945,613
Total current liabilities		30,665,110	18,194,017
Non-current liabilities			
Members' funding contributions	15	990,247	997,247
Lease liability	16	958,991	240,863
Total non-current liabilities		1,949,238	1,238,110
Total liabilities		32,614,348	19,432,127
NET ASSETS		26,722,152	28,772,207
<u>EQUITY</u>			
Members' funds		28,772,207	28,240,266
(Losses) / profits for the year		(2,050,055)	531,941
Total equity		26,722,152	28,772,207

See accompanying notes to financial statements

THE INSTITUTE OF BANKING AND FINANCE

**STATEMENT OF CHANGES IN MEMBERS' FUNDS
For the financial year ended December 31, 2021**

	\$
2021	
Beginning of financial year	28,772,207
Total comprehensive income	<u>(2,050,055)</u>
End of financial year	<u>26,722,152</u>
2020	
Beginning of financial year	28,240,266
Total comprehensive income	<u>531,941</u>
End of financial year	<u>28,772,207</u>

See accompanying notes to financial statements

THE INSTITUTE OF BANKING AND FINANCE

STATEMENT OF CASH FLOWS

For the financial year ended December 31, 2021

	Note	2021	2020
		\$	\$
Cash flows from operating activities			
(Loss) / Profit after tax		(2,050,055)	531,941
Adjustments for:			
Loss / (Gain) on investments		2,384,950	(1,585,354)
Dividend Income		(856,220)	(564,632)
Depreciation		1,238,522	1,418,962
Interest expense on lease liabilities		22,662	50,575
		<hr/>	<hr/>
Operating loss / (profit) before working capital changes		739,859	(148,508)
Changes in working capital:			
Cash and cash balances - restricted		(14,882,065)	112,229
Accounts receivables		(2,143,609)	(1,081,205)
Other receivables and prepayments		108,906	(87,671)
Payables		391,931	499,109
Advance fees for courses and examinations		138,585	365,419
FSDF advance operative grant		(3,740,276)	(3,408,835)
Grant claim disbursement account		16,408,265	2,054,803
Cash used in operations		<hr/>	<hr/>
		(2,978,404)	(1,694,659)
Interest paid on lease liabilities		<hr/>	<hr/>
		(22,662)	(50,575)
Net cash used in operating activities		<hr/>	<hr/>
		(3,001,066)	(1,745,234)
Cash flow from investing activities			
Proceeds from dividends		856,220	564,632
Purchase of investments		(847,421)	(558,588)
Purchase of property, plant and equipment	12	<hr/>	<hr/>
		(340,398)	(56,488)
Net cash used in investing activities		<hr/>	<hr/>
		(331,599)	(50,444)
Cash flow from financing activities			
Refund to members	15	(7,000)	(24,000)
Payment for lease liability	16	<hr/>	<hr/>
		(968,275)	(968,275)
Net cash used in financing activities		<hr/>	<hr/>
		(975,275)	(992,275)
Net decrease in cash and cash equivalents		(4,307,940)	(2,787,953)
Cash and cash equivalents at beginning of financial year	8	<hr/>	<hr/>
		8,954,073	11,742,026
Cash and cash equivalents at end of financial year	8	<hr/>	<hr/>
		4,646,133	8,954,073

See accompanying notes to financial statements

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL

The Institute of Banking and Finance (the "Institute") is a company limited by guarantee incorporated in Singapore.

The registered office of the Institute is located at 10 Shenton Way #13-07/08, MAS Building, Singapore 079117.

The Institute was established in 1974 as a not-for-profit industry association to foster and develop the professional competencies of the financial industry. The Institute represents the interests of close to 200 member financial institutions including banks, insurance companies, securities brokerages and asset management firms. In partnership with the financial industry, government agencies, trade unions and the training providers, the Institute is committed to equip practitioners with capabilities to support the growth of Singapore's financial industry.

The principal activity of the Institute is to act as the national accreditation and certification agency for financial industry competency in Singapore under the IBF Standards, which were developed in partnership with the industry. The IBF Standards set out the functional skills required for 12 industry segments and more than 50 jobs in the financial industry, guiding IBF accreditation of structured skills training programmes. Individuals who complete the IBF-accredited skills training programmes and meet the relevant criteria may apply for IBF Certification.

As part of IBF's expanded mandate to take on a more integrated approach to skills development, career planning, and job matching for the financial industry, the Institute also partners financial institutions to re-skill employees for expanded roles and develop capabilities in growth areas and acts as the programme manager for the administration of professional conversion programmes for the financial industry under Workforce Singapore's Adapt and Grow initiative.

The Institute also provides personalised career advisory and job matching services to Singapore Citizens and Singapore Permanent Residents exploring a new role in, or career switch into the financial industry, under IBF Careers Connect.

The financial statements of the Institute for the year ended December 31, 2021 were authorised for issue by the Council Members on May 18, 2022.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with the historical cost basis except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act"), the Singapore Charities Act 1994 (the "Charities Act") and Financial Reporting Standards in Singapore ("FRSs").

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Institute takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of FRS 102 *Share-based Payments*, leasing transactions that are within the scope of FRS 17 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as value in use in FRS 36 *Impairment of Assets*.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

2.2 ADOPTION OF NEW AND REVISED STANDARDS

On January 1, 2021, the Institute adopted the new or revised FRSs and Interpretations to FRSs ("INT FRS") that are effective from that date and are relevant to the Institute's operations. The adoption of these new or revised FRSs and INT FRSs did not have a material impact on the Institute's financial statements.

At the date of authorisation of these financial statements, the following new/revised FRSs, INT FRSs and amendments to FRS that are relevant to the Institute were issued but not effective:

- Amendment to FRS 116: *Covid-19-Related Rent Concessions beyond June 30, 2021*¹
- Annual Improvements to FRS 2018-2020²
- Amendments to FRS 103: *Reference to the Conceptual Framework*²
- Amendments to FRS 37: *Onerous Contracts- Cost of Fulfilling a Contract*²
- Amendments to FRS 1: *Classification of Liabilities as Current or Non-current*³
- Amendments to FRS 1 and FRS Practice Statement 2: *Disclosure of Accounting Policies*³
- Amendments to FRS 8: *Definition of Accounting Estimates*³

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

¹ Applies to annual periods beginning on or after April 1, 2021, with early application permitted.

² Applies to annual periods beginning on or after January 1, 2022, with early application permitted.

³ Applies to annual periods beginning on or after January 1, 2023, with early application permitted.

Management anticipates that the adoption of the above FRSs, INT FRSs and amendments to FRS in future periods will not have a material impact on the financial statements of the Institute in the period of their initial adoption.

2.3 REVENUE RECOGNITION

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Institute and the revenue can be reliably measured. Revenue is measured at the fair value of consideration received or receivable.

a) Fees from courses and examinations

Fees from courses and examinations are recognised when the courses or examinations are completed.

b) Membership subscriptions

Fees from membership subscriptions are recognised proportionally over the membership term.

c) Other income

All other income is recognised on an accrual basis.

2.4 GOVERNMENT GRANTS

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Institute will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to income are shown separately as 'Grant'.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

2.5 EMPLOYEE COMPENSATION

a) Defined contribution plans

The Institute's contributions to defined contribution plans are recognised as employee compensation expense when the contributions are due.

b) Employee leave entitlement

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

2.6 LEASES

The Institute as lessee

The Institute assesses whether a contract is or contains a lease, at inception of the contract. The Institute recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Institute recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Institute uses the incremental borrowing rate specific to the lessee.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

The Institute remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Institute incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. The costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Institute expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the statement of financial position.

The Institute applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Impairment of Non-financial assets' policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Other operating expenses' in the statement of profit or loss.

As a practical expedient, FRS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Institute has used this practical expedient.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

2.7 Property and equipment

Property and equipment are recognised at cost less accumulated depreciation and accumulated impairment losses.

Subsequent expenditure relating to property and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Institute and the cost of the item can be measured reliably.

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

	<u>Useful lives</u>
Computer hardware	3 years
Computer software	3 years
Training equipment	3 years
Office equipment	5 years
Furniture and fittings	5 years
Renovation	3 years

The residual values, estimated useful lives and depreciation method of property and equipment are reviewed, and adjusted as appropriate, at each statement of financial position date. The effects of any revision are recognised in profit or loss when the changes arise.

2.8 IMPAIRMENT OF NON-FINANCIAL ASSETS

Property and equipment are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

If the recoverable amount of the asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

An impairment loss for an asset is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of accumulated depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset is recognised in profit or loss.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

2.9 FINANCIAL INSTRUMENT

Financial assets

Financial assets and financial liabilities are recognised on the statement of financial position when the Institute becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets and financial liabilities, as appropriate, on initial recognition.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial instruments the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Institute compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Institute considers historical loss rates for each customer and forward-looking information that is available without undue cost or effort.

The Institute presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Institute has reasonable and supportable information that demonstrates otherwise.

The Institute assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if (i) the financial instrument has a low risk of default, (ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Institute regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Institute considers that default has occurred when a financial asset is more than 90 days past due unless the Institute has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

Write-off policy

The Institute writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Institute's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of expected credit losses

For account receivables and other receivables, the Institute has applied the simplified approach permitted by the FRS 109 to measure the credit loss allowance at lifetime ECL.

Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

If the Institute has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Institute measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

Derecognition of financial assets

The Institute derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Institute neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Institute recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Institute retains substantially all the risks and rewards of ownership of a transferred financial asset, the Institute continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by the Institute are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Trade and other payables

Trade and other payables are initially measured at fair value and subsequently measured at amortised cost, using the effective interest method, except for short-term balances when the effect of discounting is immaterial.

Derecognition of financial liabilities

The Institute derecognises financial liabilities when, and only when, the Institute's obligations are discharged, cancelled or they expire.

2.10 PAYABLES

Payables represent liabilities for goods and services provided to the Institute prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business, if longer). Otherwise, they are presented as non-current liabilities.

Payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.11 OFFSETTING FINANCIAL INSTRUMENTS

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.12 CASH AND CASH EQUIVALENTS

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

2.13 FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION

The financial statements are presented in Singapore Dollar, which is the functional currency of the Institute.

Transactions in a currency other than Singapore Dollar ("foreign currency") are translated into Singapore Dollar using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the statement of financial position date are recognised in profit or loss. Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined. Currency translation differences on these items are included in the fair value reserve.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

(i) Critical judgements in applying the Institute's accounting policies

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

(ii) Key sources of estimation uncertainty

The fair value of financial instruments traded in active markets is based on quoted market prices at the statement of financial position date. The quoted market price used for financial assets and financial liabilities held by the Institute is the market bid price. The fair value of forward foreign exchange contracts is determined using forward exchange market rates at the statement of financial position date.

THE INSTITUTE OF BANKING AND FINANCE

**NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021**

4. SALARIES AND STAFF EXPENSE

	2021	2020
	\$	\$
Salaries and staff related expenditure	7,683,069	7,157,434
Defined contribution plans	805,917	868,798
Unutilised leave	40,033	193,548
	<u>8,529,019</u>	<u>8,219,780</u>

Compensation of key management personnel

The remuneration of key management personnel were as follows:

	2021	2020
	\$	\$
Short-term benefits	<u>822,534</u>	<u>988,531</u>

5. PROFESSIONAL FEES

	2021	2020
	\$	\$
IT-related Professional Fees	1,017,943	1,207,832
Office-related Professional Fees	285,062	129,796
	<u>1,303,005</u>	<u>1,337,628</u>

6. IT AND OFFICE REPAIRS AND MAINTENANCE

	2021	2020
	\$	\$
IT-related Repair and Maintenance expenses	615,589	921,599
Office-related Repair and Maintenance expenses	309,751	298,536
	<u>925,340</u>	<u>1,220,135</u>

7. INCOME TAX EXPENSE

The Institute is registered as a charity under the Charities Act and is exempted from income tax, under Section 13U(1) of the Income Tax Act, Chapter 134.

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

8. CASH AND BANK BALANCES

	2021	2020
	\$	\$
Cash at bank	4,646,133	8,954,073
Restricted cash	21,121,213	6,239,148
	<u>25,767,346</u>	<u>15,193,221</u>

Cash at bank is non-interest bearing and is denominated in the functional currency of the Institute.

The restricted cash pertains to the Professional Conversion Programme ("PCP"), Technology in Finance and Immersion Programme ("TFIP") and the Financial Training Scheme ("FTS") and the IBF Standards Training Scheme ("IBF-STTS") funding grants funded by financial institutions, Workforce Singapore ("WSG") and the Financial Sector Development Fund ("FSDF"). The Institute maintains bank accounts with an authorised institution to segregate grant monies from the house monies. The Institute is not allowed to use the grant monies to settle its own obligations. At the end of the reporting period, the Institute has recognised these grant monies and grant payables in the statement of financial position.

9. INVESTMENTS

Investments comprise funds placed with an investment manager for discretionary management and are classified as FVTPL.

At the end of the reporting period, the composition of the funds under management and their indicative fair values are as follows:

	2021	2020
	\$	\$
Investment fund	27,681,556	29,219,086
	<u>27,681,556</u>	<u>29,219,086</u>

The investments are denominated in the functional currency of the Institute.

10. ACCOUNTS RECEIVABLES

	2021	2020
	\$	\$
Outside parties	3,938,566	1,794,957

The average credit period on fees and courses and examinations is 14 days (2020 : 14 days). No interest is charged on the outstanding balances.

An accounts receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

The Institute's accounts receivables are denominated in the functional currency of the Institute.

THE INSTITUTE OF BANKING AND FINANCE

**NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021**

10. ACCOUNTS RECEIVABLES (cont'd)

As at the end of the reporting period, accounts receivables are neither past due nor impaired. Management considers the probability of default to be close to zero as the counterparties have a strong capacity to meet their contractual obligations in the near term. As a result, no loss allowance has been recognised based on 12-month expected credit losses as any such impairment would be wholly insignificant to the Institute.

11. OTHER RECEIVABLES AND PREPAYMENTS

	2021	2020
	\$	\$
Security deposits	91,703	2,873
Prepaid expenses	93,202	290,938
Other debtors	119,797	119,797
	<u>304,702</u>	<u>413,608</u>

The Institute's other receivables and prepayments are denominated in the functional currency of the Institute.

12. PROPERTY AND EQUIPMENT

	Furniture and fittings	Computers and equipment	Renovations	Total
	\$	\$	\$	\$
2021				
Cost:				
Beginning of financial year	245,219	1,945,058	1,188,716	3,378,993
Additions	5,358	125,352	209,688	340,398
End of financial year	<u>250,577</u>	<u>2,070,410</u>	<u>1,398,404</u>	<u>3,719,391</u>
Accumulated depreciation:				
Beginning of financial year	153,792	1,794,859	1,000,313	2,948,964
Depreciation charge	36,595	89,034	190,134	315,763
End of financial year	<u>190,387</u>	<u>1,883,893</u>	<u>1,190,447</u>	<u>3,264,727</u>
Net book value:				
End of financial year	<u>60,190</u>	<u>186,517</u>	<u>207,957</u>	<u>454,664</u>
2020				
Cost:				
Beginning of financial year	235,096	1,898,693	1,188,716	3,322,505
Additions	10,123	46,365	-	56,488
End of financial year	<u>245,219</u>	<u>1,945,058</u>	<u>1,188,716</u>	<u>3,378,993</u>
Accumulated depreciation:				
Beginning of financial year	118,319	1,666,712	667,718	2,452,749
Depreciation charge	35,473	128,147	332,595	496,215
End of financial year	<u>153,792</u>	<u>1,794,859</u>	<u>1,000,313</u>	<u>2,948,964</u>
Net book value:				
End of financial year	<u>91,427</u>	<u>150,199</u>	<u>188,403</u>	<u>430,029</u>

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

13. PAYABLES

	2021	2020
	\$	\$
Trade payables	639,108	734,849
Accrued expenses	2,563,033	2,598,845
Other payables	668,588	207,799
Provision	385,751	345,718
	<u>4,256,480</u>	<u>3,887,211</u>

Trade payables, accrued expenses, other payables and provisions principally comprise amounts outstanding for trade purchases, operating expenses, bonuses and provisions for leave entitlement.

The fair value of payables is not materially different from their carrying amounts at year end.

The payables are denominated in the functional currency of the Institute.

14. GRANTS

The Institute receives Financial Sector Development Fund ("FSDF") grant to support projects and initiatives that aims to raise the competency standard of the Singapore financial sector.

	2021	2020
	\$	\$
Total grant income	<u>8,083,175</u>	<u>7,876,235</u>
FSDF advance operative grant payable	<u>774,503</u>	<u>4,514,779</u>

Any unutilised grant should be returned at the end of the IBF's operative grant period. This grant is repayable upon demand.

	2021	2020
	\$	\$
Grant claim disbursement account	<u>24,426,394</u>	<u>8,018,129</u>

The Institute is also the appointed administrator of the IBF Standards Training Scheme (IBF-STTS) and the Financial Training Scheme (FTS) funding scheme, which incentivise competency-raising of the financial sector. The Institute is developing a Future Skills Assessment Platform (FSAP) to facilitate Workforce Transformation.

The Institute is also the administrator of the Professional Conversion Programmes ("PCP"), which is part of Workforce Singapore's (WSG) Adapt and Grow initiative to provide mid-career Professionals, Managers, Executives and Technicians (PMETs) with the opportunity to be re-skilled and new careers.

Any unutilised grant should be returned at the end of the IBF's appointment as the FTS and IBF-STTS administrator and PCP administrator. This grant is repayable upon demand.

The grants are denominated in the functional currency of the Institute.

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**NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021**

15. MEMBERS' FUNDING CONTRIBUTIONS

These represent amounts contributed by members when they were admitted to the Institute. The contributions are refundable to the members when they cease to be a member of the Institute.

16. LEASES

The Institute lease includes its office premises, with the lease term of average 2 years (2020 : 2 years).

Right-of-use asset

	Office premises
	\$
Cost:	
At January 1, 2020	2,912,410
Additions	-
At December 31, 2020	<u>2,912,410</u>
Additions	958,992
At December 31, 2021	<u>3,871,402</u>
Accumulated depreciation:	
At January 1, 2020	836,230
Additions	922,747
At December 31, 2020	<u>1,758,977</u>
Additions	922,759
At December 31, 2021	<u>2,681,736</u>
Carrying amount at December 31, 2020	<u>1,153,433</u>
Carrying amount at December 31, 2021	<u>1,189,666</u>

The office premises expire in March 2022, and will be replaced by new lease for identical underlying asset. The new lease starts in April 2022 for a tenure of 2 years, which will result in addition to right-of-use assets of \$1,878,433.

THE INSTITUTE OF BANKING AND FINANCE

**NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021**

16. LEASES (cont'd)

Lease Liability

	2021	2020
	\$	\$
Amounts due for settlements within 12 months	240,863	945,613
Amounts due for settlement after 12 months	958,991	240,863
	<u>1,199,854</u>	<u>1,186,476</u>
 Maturity Analysis:		
Year 1	242,069	968,275
Year 2	255,780	242,069
Year 3	341,040	-
Year 4	341,040	-
Year 5	85,260	-
	<u>1,265,189</u>	<u>1,210,344</u>
Less: Unearned interest	<u>(65,335)</u>	<u>(23,868)</u>
	<u>1,199,854</u>	<u>1,186,476</u>

Reconciliation of lease liabilities arising from financing activities

The table below details changes in the Institute's lease liabilities arising from financing activities, including both cash and non-cash changes. Lease liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Institute's statement of cash flows as cash flows from financing activities.

	January 1, 2021	Financing cash flows	New Lease Liabilities	Interest expense	December 31, 2021
	\$	\$	\$	\$	\$
Lease liabilities	<u>1,186,476</u>	<u>(968,275)</u>	<u>958,991</u>	<u>22,662</u>	<u>1,199,854</u>
	January 1, 2020	Financing cash flows	Interest expense	December 31, 2020	
	\$	\$	\$	\$	
Lease liabilities	<u>2,104,176</u>	<u>(968,275)</u>	<u>50,575</u>	<u>1,186,476</u>	

17. FINANCIAL RISK MANAGEMENT

Financial risk factors

The Institute is exposed to financial risk arising from the use of financial instruments. The key financial risks include market risk, credit risk and liquidity risk.

Risk management is carried out under policies approved by the Council Members. The Council Members exercise oversight over the principles for overall risk management, as well as policies covering specific areas such as currency risk and liquidity risk.

THE INSTITUTE OF BANKING AND FINANCE

**NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021**

17. FINANCIAL RISK MANAGEMENT (cont'd)

(a) Market risk

(i) *Currency risk*

As at December 31, 2021, the Institute is not exposed to other currency other than its functional currency.

(ii) *Price risk*

The Institute is exposed to equity securities price risk arising from the investments classified as fair value through profit or loss. To manage its price risk, the Institute diversifies its portfolio in accordance with the limits set by the Institute.

The following table shows the effects arising from the financial asset position due to the change of prices for equity securities with all other variables, including tax rate, being held constant:

	2021	2020
	Profit after tax	Profit after tax
	\$	\$
Listed in Singapore:		
- Strengthened by 1%	276,816	292,191
- Weakened by 1%	(276,816)	(292,191)

(iii) *Interest rate risk*

The Institute has insignificant interest rate risk exposure as it does not have any significant interest earning financial assets and no interest earning financial liabilities, except for investments.

The Institute is not exposed to any Interbank Offered Rates as at December 31, 2021 and accordingly, is not impacted by the Interest Rate Benchmark Reform.

The table below sets out the Institute's exposure to interest rate risk. Included in the table are the Institute's assets at carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	Up to 1 year	1 - 3 years	3 - 5 years	>5 years	Non-interest bearing	Total
	\$	\$	\$	\$	\$	\$
2021						
Assets						
Investments	27,681,556	-	-	-	-	27,681,556
Total assets	27,681,556	-	-	-	-	27,681,556
2020						
Assets						
Investments	29,219,086	-	-	-	-	29,219,086
Total assets	29,219,086	-	-	-	-	29,219,086

THE INSTITUTE OF BANKING AND FINANCE

**NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021**

17. FINANCIAL RISK MANAGEMENT (cont'd)

(b) Credit risk

The Institute adopts the policy of dealing only with customers of appropriate credit standing and history where appropriate to mitigate credit risk. For other financial assets, the Institute adopts the policy of dealing with financial institutions and other counterparties with high credit ratings. As a result, the allowance for expected credit loss in relation to its financial assets is not material given the low probability of default.

(i) *Financial assets that are past due but not impaired*

There is no class of financial asset that is past due and impaired. Accounts receivables of \$218,507 (2020 : \$228,092) are past due but not impaired. Management assessed that those receivables are recoverable as the counterparties are financial institutions with good credit ratings.

(ii) *Maximum credit exposure*

The maximum credit exposure due from the Institute's counterparties is \$57,505,766 (2020 : \$46,038,996).

(c) Liquidity risk

The table below analyses the Institute's non-derivative financial liabilities into relevant maturity groupings based on the remaining period from the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year	1 to 5 years	More than 5 years	Total
	\$	\$	\$	\$
At December 31, 2021				
Member's funding contributions	-	-	990,247	990,247
Payables	4,256,480	-	-	4,256,480
Grant claim disbursement account	24,426,394	-	-	24,426,394
Lease liabilities	240,863	958,991	-	1,199,854
	<u>28,923,737</u>	<u>958,991</u>	<u>990,247</u>	<u>30,872,975</u>
At December 31, 2020				
Member's funding contributions	-	-	997,247	997,247
Payables	3,887,211	-	-	3,887,211
Grant claim disbursement account	8,018,129	-	-	8,018,129
Lease liabilities	945,613	240,863	-	1,186,476
	<u>12,850,953</u>	<u>240,863</u>	<u>997,247</u>	<u>14,089,063</u>

THE INSTITUTE OF BANKING AND FINANCE

NOTES TO THE FINANCIAL STATEMENTS December 31, 2021

17. FINANCIAL RISK MANAGEMENT (cont'd)

(d) Fair value investments

The Institute designates its investments at fair value through profit or loss as the investments are managed and its performance evaluated on a fair value basis.

Fair value hierarchy

As at December 31, 2021, the investments balance of \$27,681,556 (2020 : \$29,219,086) are entirely level 1 instrument, with quoted prices in active markets for identical instrument.

Determination of fair value

The carrying value of current trade receivables and payables approximate their fair values. The fair value of financial liabilities is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Institute for similar financial instruments.

(e) Financial instruments by category

The carrying amounts of financial assets measured at fair value through profit or loss held for trading are disclosed on the face of the statement of financial position and in Note 7 to the financial statements.

The aggregate carrying amounts of other categories of financial instruments are as follows:

	<u>2021</u>	<u>2020</u>
	\$	\$
<u>Financial assets</u>		
Fair value through profit and loss ("FVTPL"):		
- Investments	27,681,556	29,219,086
Financial assets at amortised cost	<u>29,824,210</u>	<u>16,819,910</u>
<u>Financial liabilities</u>		
Financial liabilities at amortised cost	29,673,120	12,902,587
Lease liabilities ⁽¹⁾	<u>1,199,854</u>	<u>1,186,476</u>

⁽¹⁾ Lease liabilities are financial instruments although they are outside the scope of certain parts of FRS 107 and FRS 109. Lease liabilities are within the scope for FRS 107 disclosure (except for disclosure of fair value), and within the scope of FRS 109 de-recognition.

(f) Capital management policies and objectives

The Institute reviews its capital structure at least annually to ensure that the Institute will be able to continue as a going concern. The capital structure of the institute comprises only of members; fund and accumulated profits. The Institute's overall strategy remains unchanged from prior year.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 47th Annual General Meeting of The Institute of Banking and Finance (the "Institute") will be held by video conference on Wednesday, 8 June 2022 at 9.30am accessible at the conference link provided below to transact the following business:

ORDINARY BUSINESS

1. To receive and consider the Council Members' Statement and Audited Financial Statements of the Institute for the financial year ended 31 December 2021 together with the Auditors' Report thereon.
2. To re-appoint Deloitte & Touche LLP as Auditor of the Institute and to authorize the Council Members to fix their remuneration.
3. To transact such other business as may be properly transacted at the Annual General Meeting.

Registration Link:

[IBF 47th Annual General Meeting Registration Link](#)

Password:

Will be provided upon successful registration

By Order Of The Council

Jaya Marlyni D/O Sivanesan
Secretary
19 May 2022

Note:

- (1) A member entitled to attend and vote at the Annual General Meeting is entitled to appoint not more than two proxies to attend and vote on his behalf. A proxy need not be a Member of the Institute.
- (2) The instrument appointing a proxy, must be received by the Institute not less than seventy-two hours (72) before the time appointed for holding the Annual General Meeting. Proxy forms must be submitted via email to the Institute's email address at secretariat@ibf.org.sg.
- (3) A corporation which is a Member of the Institute may, by resolution of its directors, authorise any person to act as its representative at the Annual General Meeting of the Institute, and such representative shall be entitled to exercise the same powers on behalf of the corporation which he represents as if he had been an individual member of the Institute.

Personal data privacy:

By submitting an instrument appointing a proxy and/or representative to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Institute (i) consents to the collection, use and disclosure of the member's personal data by the Institute (or its agents or service providers) for the purpose of the processing, administration and analysis by the Institute (or its agents or service providers) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Institute (or its agents or service providers) to comply with any applicable laws, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy and/or representative to the Institute (or its agents or service providers), the member has obtained the prior consent of such proxy and/or representative for the collection, use and disclosure by the Institute (or its agents or service providers) of the personal data of such proxy and/or representative for the Purposes; and (iii) agrees that the member will indemnify the Institute in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

PROXY FORM

The Institute of Banking and Finance

We _____
name of member

of _____
registered address

_____ Singapore _____

being a member of The Institute of Banking and Finance (the "Institute") hereby appoint

name of individual

designation

email, or failing him

name of individual

designation

email

as our proxy to vote for us on our behalf at the 46th Annual General Meeting of the Institute to be held by video conference on Wednesday, 8 June 2022 at 9.30am and at any adjournment thereof.

Dated this _____ day of _____ 2022.

Director

Director / Secretary

The instrument appointing a proxy, must be received by the Institute not less than seventy-two hours (72) before the time appointed for holding the Annual General Meeting or in the case of a poll not less than 24 hours before the time appointed for the taking of the poll. Proxy forms must be submitted via email to the Institute's email address at secretariat@ibf.org.sg

The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing. Where the instrument is executed by a corporation, it must be executed either under its common seal or under the hand of its officer or attorney duly authorised.

Personal Data Privacy:

By attending the Annual General Meeting and/or any adjournment thereof or submitting an instrument appointing a proxy(ies), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 19 May 2022.