

FINANCIAL
REPORT
2021



CHARTING THE WAY FORWARD

**HOW SBF CHAMPIONS A FUTURE-READY
BUSINESS COMMUNITY**

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STATEMENT BY COUNCIL

In the opinion of the Council, the consolidated financial statements of the Group and the statement of financial position, statement of profit or loss and other comprehensive income and statement of changes in members' funds of the Federation as set out on pages 5 to 40 are drawn up so as to give a true and fair view of the financial position of the Group and of the Federation as at December 31, 2021, and the financial performance, changes in members' funds and cash flows of the Group and the financial performance and changes in members' funds of the Federation for the financial year then ended and at the date of this statement, there are reasonable grounds to believe that the Federation will be able to pay its debts when they fall due.

ON BEHALF OF THE COUNCIL

Lim Ming Yan

Chairman

Gan Seow Kee

Honorary Treasurer

May 20, 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SINGAPORE BUSINESS FEDERATION

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of Singapore Business Federation (the "Federation") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Federation as at December 31, 2021, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in members' funds and consolidated statement of cash flows of the Group and the statement of profit or loss and other comprehensive income and statement of changes in members' funds of the Federation for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 5 to 40.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position, statement of profit or loss and other comprehensive income and the statement of changes in members' funds of the Federation are properly drawn up in accordance with the provisions of the Societies Act (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the consolidated financial position of the Group and the financial position of the Federation as at December 31, 2021, and of the consolidated financial performance, consolidated changes in members' funds and consolidated cash flows of the Group and the financial performance and changes in members' funds of the Federation for the year ended on that date.

Basis of 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 Group in accordance with the Accounting and Corporate Regulatory Authority 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 Statement by Council.

Our opinion on the financial statements does not cover the other information and we do 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, 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.

Responsibilities of Management and the Council for the Financial Statements

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

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

The Council's responsibilities include overseeing the Group's financial reporting process.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SINGAPORE BUSINESS FEDERATION

Auditor's Responsibility 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:

- (a) 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.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the regulations enacted under the Societies Act, Chapter 311 to be kept by the Federation have been properly kept in accordance with those regulations.

Deloitte & Touche LLP
Public Accountants and
Chartered Accountants
Singapore

May 20, 2022

STATEMENTS OF FINANCIAL POSITION

December 31, 2021

	Note	The Federation		The Group	
		2021	2020	2021	2020
		\$	\$	\$	\$
ASSETS					
Current assets					
Cash and bank balances	6	52,534,761	76,232,918	56,527,447	80,212,273
Trade receivables	7	380,537	411,024	380,537	411,024
Other receivables and deposits	8	8,119,832	6,358,643	8,124,646	6,369,525
Total current assets		61,035,130	83,002,585	65,032,630	86,992,822
Non-current assets					
Deposits	8	-	953,613	-	953,613
Property, plant and equipment	9	25,347,310	14,140,482	25,347,310	14,140,482
Right-of-use assets	10	265,786	405,019	265,786	405,019
Investment property	11	17,726,047	18,141,503	17,726,047	18,141,503
Intangible assets	12	17,159	42,905	17,159	42,905
Investments in subsidiaries	13	1,980,000	1,980,000	-	-
Deferred tax assets	14	106,553	54,265	106,553	54,265
Total non-current assets		45,442,855	35,717,787	43,462,855	33,737,787
Total assets		106,477,985	118,720,372	108,495,485	120,730,609
LIABILITIES AND EQUITY					
Current liabilities					
Trade payables	15	1,413,339	2,105,639	1,413,339	2,105,639
Other payables	16	48,137,461	65,971,137	48,165,166	66,000,026
Bank loan	17	1,317,786	908,605	1,317,786	908,605
Lease liabilities	18	176,857	208,264	176,857	208,264
Income tax payable		270,859	220,017	272,808	220,017
Total current liabilities		51,316,302	69,413,662	51,345,956	69,442,551
Non-current liabilities					
Bank loan	17	25,558,576	20,190,402	25,558,576	20,190,402
Lease liabilities	18	86,123	153,134	86,123	153,134
Provision for reinstatement costs	19	205,760	205,760	205,760	205,760
Total non-current liabilities		25,850,459	20,549,296	25,850,459	20,549,296
Reserves					
Accumulated funds		29,311,224	28,757,414	31,299,070	30,738,762
Total liabilities and equity		106,477,985	118,720,372	108,495,485	120,730,609

See accompanying notes to financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Year ended December 31, 2021

	Note	The Federation		The Group	
		2021	2020	2021	2020
		\$	\$	\$	\$
Income	20	19,108,162	17,859,538	19,108,162	17,859,538
Direct costs	21	(4,257,840)	(3,211,306)	(4,257,840)	(3,211,306)
Gross surplus		14,850,322	14,648,232	14,850,322	14,648,232
Other income	23	2,547,582	2,938,267	2,567,042	2,982,401
Administrative expenses		(16,003,537)	(14,725,639)	(16,014,550)	(14,793,166)
Finance costs	24	(608,507)	(523,912)	(608,507)	(523,912)
Surplus before tax	25	785,860	2,336,948	794,307	2,313,555
Income tax expense	26	(232,050)	(89,592)	(233,999)	(89,616)
Surplus for the year, representing total comprehensive income for the year		553,810	2,247,356	560,308	2,223,939

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN MEMBERS' FUNDS

Year ended December 31, 2021

	Accumulated Funds \$
<u>The Group</u>	
Balance at January 1, 2020	28,514,823
Surplus for the year, representing total comprehensive income for the year	<u>2,223,939</u>
Balance at December 31, 2020	30,738,762
Surplus for the year, representing total comprehensive income for the year	<u>560,308</u>
Balance at December 31, 2021	<u>31,299,070</u>
<u>The Federation</u>	
Balance at January 1, 2020	26,510,058
Surplus for the year, representing total comprehensive income for the year	<u>2,247,356</u>
Balance at December 31, 2020	28,757,414
Surplus for the year, representing total comprehensive income for the year	<u>553,810</u>
Balance at December 31, 2021	<u>29,311,224</u>

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended December 31, 2021

	2021	2020
	\$	\$
Operating activities		
Surplus before tax	794,307	2,313,555
Adjustments for:		
Depreciation on property, plant and equipment	884,061	648,123
Depreciation on right-of-use assets	280,594	248,683
Depreciation on investment property	415,456	415,455
Loss allowance on doubtful trade receivables	502,386	773,802
Amortisation of intangible assets	25,746	28,476
Property, plant and equipment written off	-	9,836
Interest expense	608,507	523,912
Interest income	(51,637)	(192,327)
Operating cash flows before movements in working capital	3,459,420	4,769,515
Trade receivables	(471,899)	(99,295)
Other receivables and deposits	(801,508)	(3,976,229)
Trade payables	(692,300)	1,663,113
Other payables	(17,834,860)	61,321,058
Cash (used in) generated from operations	(16,341,147)	63,678,162
Income tax paid	(233,496)	(477,497)
Net cash (used in) from operating activities	(16,574,643)	63,200,665
Investing activities		
Interest received	51,637	192,327
Purchase of property, plant and equipment	(12,090,889)	(99,061)
Purchase of intangible assets	-	(4,051)
Withdrawal (Placement) of fixed deposits	514,516	(47,031)
Net cash (used in) from investing activities	(11,524,736)	42,184
Financing activities		
Repayment of lease liabilities	(239,779)	(203,606)
Repayment of bank loan	(1,113,756)	(887,233)
Proceeds from bank loan	6,891,111	-
Interest paid	(608,507)	(523,912)
Net cash from (used in) financing activities	4,929,069	(1,614,751)
Net (decrease) increase in cash and cash equivalents	(23,170,310)	61,628,098
Cash and cash equivalents at beginning of the year	77,778,046	16,149,948
Cash and cash equivalents at end of the year (Note 6)	54,607,736	77,778,046

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

1 GENERAL

The financial statements of the Federation and of the Group for the year ended December 31, 2021 were authorised for issue in accordance with a resolution of the Council on 20 May 2022. The financial statements are expressed in Singapore dollars.

The Federation was registered under the Societies Act on April 1, 2002 and is a not-for-profit organisation. The Federation is domiciled in the Republic of Singapore.

The principal place of business and registered office of the Federation is located at 160 Robinson Road, #06-01 SBF Center, Singapore 068914.

The objectives of the Federation are:

1. To enhance the organisation of the business community in Singapore; and
2. to represent, advance, promote and protect, in Singapore and abroad, the major business concerns (such as investment and trade opportunities and labour management issues) of business entities carrying on commerce and industry in Singapore and, in particular, of larger local and foreign companies.

The principal activities of the subsidiaries are as stated in Note 13 to the financial statements.

Under The Singapore Business Federation Act 2001 (the "Act"), every local company which has a paid-up share capital of \$500,000 and above and foreign company which has a share capital of \$500,000 and above and registered with the Accounting and Corporate Regulatory Authority, shall become by virtue of the Act and without election, admission or appointment, a member of the Federation.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 BASIS OF ACCOUNTING

The 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 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.

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 group 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 leasing transactions that are within the scope of FRS 116 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.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.2 ADOPTION OF NEW AND REVISED STANDARDS

On January 1, 2021, the Group has adopted all the new and revised FRSs and Interpretations of FRS ("INT FRS") that are relevant to its operations. The adoption of these new/revised FRSs does not result in changes to the Group's accounting policies and has no material effect on the amounts reported for the current or prior years, except as discussed below.

Impact of the initial application of Interest Rate Benchmark Reform

In the current year, the company adopted the Phase 2 amendments Interest Rate Benchmark Reform: Amendments to FRS 109, FRS 39, FRS 107. Adopting these amendments enables the Group to reflect the effects of transitioning from interbank offered rates ("IBOR") to alternative benchmark interest rates (also referred to as 'risk free rates' or RFRs) without giving rise to accounting impacts that would not provide useful information to users of financial statements. The Group will transition its interest rate exposures to RFRs by June 30, 2023.

As a result of Phase 2 amendments, when the contractual terms of the Group's bank borrowings are amended as a direct consequence of the interest rate benchmark reform and the new basis for determining the contractual cash flows is economically equivalent to the basis immediately preceding the change, the Group changes the basis for determining the contractual cash flows prospectively by revising the effective interest rate. If additional changes are made, which are not directly related to the reform, the applicable requirements of FRS 109 are applied to the other changes.

The company has floating rate debt linked to SGD Swap Offered Rate and will be able to apply the practical expedient available under the Interest Rate Benchmark Reform - Phase 2 amendments to allow for modifications required by the reform as a direct consequence and made on an economically equivalent basis to be accounted for by updating the effective interest rate prospectively. The Group expects that there are no significant impact to those contracts that referenced to SIBOR.

STANDARDS ISSUED BUT NOT YET EFFECTIVE - At the date of authorisation of these financial statements, the following SFRS(I)s pronouncements that are relevant to the Group were issued but not effective:

Effective for annual periods beginning on or after January 1, 2022

- Amendments to FRS 103: *Reference to the Conceptual Framework*
- Annual improvements to SFRS(I)s 2018-2020

Effective for annual periods beginning on or after January 1, 2023

- Amendments to FRS 1: *Classification of Liabilities as Current or Non-current*
- Amendments to FRS 1 and FRS Practice Statement 2: *Disclosure of Accounting Policies*
- Amendments to FRS 8: *Definition of Accounting Estimates*
- Amendments to FRS 12: *Deferred Tax related to Assets and Liabilities arising from a Single Transaction*

The management anticipates that the adoption of the FRSs and amendments to FRSs in future periods will not have a material impact on the financial statements of the Group in the period of their initial adoption.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.3 BASIS OF CONSOLIDATION

The consolidated financial statements incorporate the financial statements of the Federation and entities (including structured entities) controlled by the Federation and its subsidiaries. Control is achieved when the Federation:

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

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

When the Federation has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Federation considers all relevant facts and circumstances in assessing whether or not the Federation's voting rights in an investee are sufficient to give it power, including:

- The size of the Federation's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- Potential voting rights held by the Federation, other vote holders or other parties;
- Rights arising from other contractual arrangements; and
- Any additional facts and circumstances that indicate that the Federation has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

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

Profit or loss and each component of other comprehensive income are attributed to the owners of the Federation and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Federation and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Federation.

When the Group loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable FRSs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under FRS 109, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.3 BASIS OF CONSOLIDATION (cont'd)

In the Federation's financial statements, investments in subsidiaries are carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

2.4 BUSINESS COMBINATIONS

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. The consideration for each acquisition is measured at the aggregate of the acquisition date fair values of assets given, liabilities incurred by the Group to the former owners of the acquiree, and equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in profit or loss as incurred.

Where applicable, the consideration for the acquisition includes any asset or liability resulting from a contingent consideration arrangement, measured at its acquisition date fair value. Subsequent changes in such fair values are adjusted against the cost of acquisition where they qualify as measurement period adjustments (see below). The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured at subsequent reporting dates at fair value, with change in fair value recognised in profit or loss.

Where a business combination is achieved in stages, the Group's previously held interests in the acquired entity are remeasured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under the FRS are recognised at their fair value at the acquisition date, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with FRS 12 Income Taxes and FRS 19 Employee Benefits respectively;
- liabilities or equity instruments related to share-based payment transactions of the acquiree or the replacement of an acquiree's share-based payment awards transactions with share-based payment awards transactions of the acquirer in accordance with the method in FRS 102 Share-based Payment at the acquisition date; and
- assets (or disposal groups) that are classified as held for sale in accordance with FRS 105 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

2.5 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised on the Group's statement of financial position when the group 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. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.5 FINANCIAL INSTRUMENTS (cont'd)

2.5.1 Financial assets

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 other than purchased or originated credit-impaired financial assets, 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. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost 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.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on trade and other receivables. The amount of expected credit losses is updated at the end of each reporting period to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the end of the reporting period, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.5 FINANCIAL INSTRUMENTS (cont'd)

2.5.1 Financial assets (cont'd)

Impairment of financial assets (cont'd)

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the end of the reporting period with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables. Forward looking information considered includes the future prospects of the industries or countries in which the Group's debtors operate in, as well as consideration of various external sources of actual and forecast economic information available that relate to the Group's operations, and the Group accordingly adjusts the historical loss rates based on expected changes in these factors.

The Group 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 Group has reasonable and supportable information that demonstrates otherwise.

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

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 Group 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 three years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group'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 financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

If the Group 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 Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.5 FINANCIAL INSTRUMENTS (cont'd)

2.5.1 Financial assets (cont'd)

Derecognition of financial assets

The Group 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 Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

2.5.2 Financial liabilities and equity instruments

Classification as debt or equity

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

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Trade and other payables

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method, with interest expense recognised on an effective yield basis. Interest-bearing bank loans are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or expired.

Offsetting arrangements

Financial assets and financial liabilities are offset and the net amount presented in the statements of financial position when the Federation and the Group has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.6 LEASES

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group 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 Group 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 Group uses the incremental borrowing rate specific to the lessee.

The rate is defined as the rate of interest that the lessee would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

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 statements 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 Group 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 Group 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.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.6 LEASES (cont'd)

The Group as lessee (cont'd)

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 Group 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 statements of financial position.

The Group applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in 2.10.

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 'Administrative expenses' in the statements of profit or loss and other comprehensive income.

The Group as lessor

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which use benefit derived from the leased asset is diminished. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease income.

2.7 PROPERTY, PLANT AND EQUIPMENT AND DEPRECIATION

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any.

Depreciation is charged so as to write off the cost of the assets over their estimated useful lives, using the straight-line method, on the following bases:

Leasehold properties	50 years
Furniture, fittings and equipment	5 years
Office equipment	5 years
Information technology assets	3 years
Renovation	2 to 5 years

No depreciation is provided on capital work-in-progress.

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

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

Fully depreciated property, plant and equipment still in use are retained in the financial statements.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.8 INVESTMENT PROPERTY

Investment property, which is property held to earn rentals and/or for capital appreciation, including property under construction for such purposes, is measured initially at its cost, including transaction costs. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated useful life of 50 years. The residual values, useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at the end of each reporting period.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from the disposal. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

2.9 INTANGIBLE ASSETS

Intangible assets acquired separately are reported at cost less accumulated amortisation (where they have finite useful lives) and accumulated impairment losses. Intangible assets with finite useful lives are amortised on a straight-line basis over their estimated useful lives of 3 years. The estimated useful lives and amortisation method are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives are not amortised. Each period, the useful lives of such assets are reviewed to determine whether events and circumstances continue to support an indefinite useful life assessment for the asset. Such assets are tested for impairment in accordance with the policy below.

2.10 IMPAIRMENT OF TANGIBLES & INTANGIBLES ASSETS EXCLUDING GOODWILL

At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.11 PROVISIONS

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

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

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

Provision for reinstatement costs

The Group and the Federation recognise a liability and capitalise an expense in property, plant and equipment if the Group and the Federation has a present legal or constructive obligation to reinstate the leased premises to their original state upon expiry of the lease. The provision is made based on management's best estimate of the expected costs to be incurred to reinstate the leased premises to their original state. The capitalised provision for reinstatement costs in right-of-used assets is amortised over the period of the lease.

2.12 GOVERNMENT GRANTS

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss and set off against the related costs for which the grants are intended to compensate.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the group with no future related costs are recognised in the statements of profit or loss and comprehensive income in the period in which they become receivable.

2.13 REVENUE RECOGNITION

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

Members' subscription

Established on April 1, 2002 by the Singapore Business Federation Act, all Singapore-registered companies with paid-up capital or authorised share capital of \$0.5 million and above are members of the Federation. Revenue from members' subscriptions is recognised at a point in time when annual subscription fee are billed to the existing members according to its type of membership and size of paid-up capital/authorised share capital. For company that becomes a new member during any part of an official year, they shall pay pro-rated subscription fees.

Events and services

The Federation is committed to helping businesses grow by providing valuable opportunities for networking. Overseas trade missions are organised regularly and members can participate in these overseas trade exhibitions and fairs. The Federation members will also have the opportunity to attend meetings with visiting overseas trade representatives, delegates and diplomats to help them identify and seek business and investment opportunities. In addition, feedback sessions and networking events are held regularly as a platform for members to identify new business opportunities.

The Federation regularly organises a wide range of training events on international trade, labour relations and other business topics. A mentorship programme has also been established for members to seek advice on business practices such as business continuity management, branding and finance.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.13 REVENUE RECOGNITION (cont'd)

Events and services (cont'd)

Revenue from events, services and business missions above is recognised over time over the period of the events, services and business missions.

Sale of publications

The Federation provides timely and relevant information to its members through various media platforms. All members receive the Federation's quarterly business magazine, BiZQ which features articles on business trends, global trade and manpower related issues. As a member of International Chamber of Commerce (ICC) National Committees in Singapore, members are able to purchase copies of the ICC Publication from the Federation. Revenue from sale of publications is recognised at the point of purchase of these publications.

Sponsorship income

Sponsorship income is recognised when there is reasonable assurance that The Federation will comply with the relevant conditions, if any, and the income will be received.

Interest income

Interest income is accrued on a time proportionate basis, by reference to the principal outstanding and at the effective interest rate applicable.

Rental income

Rental income is recognised on a straight-line basis over the lease term.

2.14 RETIREMENT BENEFIT COSTS

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

2.15 BORROWING COSTS

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is reduced from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

2.16 EMPLOYEE LEAVE ENTITLEMENT

Employee entitlements to annual leave are recognised when they are accrued to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

2.17 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash at bank, cash on hand and fixed deposits which are not subject to any significant risk of changes in value.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.18 INCOME TAX

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statements of profit or loss and other comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Group's liability for current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequence that would follow from manner in which Group expects, at the end of the financial year, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited outside profit or loss (either in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity, respectively), or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is taken into account in calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.

2.19 FOREIGN CURRENCY TRANSACTIONS AND TRANSLATIONS

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

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency are recorded at the rate of exchange prevailing on the date of the transaction. At the end of each financial year, monetary items denominated in foreign currencies are retranslated at the rates prevailing at the end of each financial year. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

2.19 FOREIGN CURRENCY TRANSACTIONS AND TRANSLATIONS (cont'd)

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. For such non-monetary items, any exchange component of that gain or loss is also recognised in other comprehensive income.

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 2 to the financial statements, 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.

Critical judgements in applying the entity's accounting policies

Apart from those involving estimates (see below), management is of the opinion that any instance of application of judgement is not expected to have a significant effect on the amounts recognised in the financial statements.

Key sources of estimation uncertainty

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

Calculation of loss allowance

When measuring ECL, the Group segregates its members into different categories by members' paid up share capital. The Group considers the historical credit loss rate for each category.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the Group would expect to receive.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

The carrying amount of the Group's trade and other receivables as at the end of the reporting period are disclosed in Notes 7 and 8 to the financial statements respectively.

Useful lives of investment property and leasehold properties

Depreciation is charged to write off the cost of investment property (Note 11) and leasehold properties (Note 9) over their estimated useful lives, using the straight-line method. Management exercises judgement in estimating the useful lives of the investment property and leasehold properties which take into consideration the physical condition of the assets, their lease term and the Group's intent for maintenance and upgrade when necessary to maintain the physical and economic viability of the properties. In particular, management has determined that the useful life of the Group's 99-year investment property and leasehold properties is 50 years.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	The Federation		The Group	
	2021	2020	2021	2020
	\$	\$	\$	\$
Financial assets				
Financial assets at amortised cost	60,564,323	82,665,030	64,561,823	86,655,267
Financial liabilities				
Financial liabilities at amortised cost	34,287,021	28,541,226	34,314,726	28,570,115
Lease liabilities	262,980	361,398	262,980	361,398
	34,550,001	28,902,624	34,557,706	28,931,513

(b) Financial instruments subject to offsetting, enforceable master netting arrangements and similar agreements

The Federation and the Group do not have any financial assets, financial liabilities and financial instruments which are subject to enforceable master netting arrangements or similar netting agreements.

(c) Financial risk policies and objectives

Risk management is integral to the whole business of the Group. The Group has a system of controls in place to create an acceptable balance between the costs of risks occurring and the cost of managing the risks. Management continually monitors the Group's risk management process to ensure that an appropriate balance between risk and control is achieved. The Group does not hold or issue derivative financial instruments for speculative purposes.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below:

(i) Foreign exchange risk management

The Federation and the Group's foreign currency exposures arise mainly from the exchange rate movements of United States dollar against the Singapore dollar.

No sensitivity analysis is prepared as the Group does not expect any material effect on the Federation and the Group's profit or loss and equity arising from the effects of possible changes to the foreign currency exchange rate.

(ii) Interest rate risk management

The Group is exposed to Singapore Interbank Offered Rate ("SIBOR"). The exposures arise on bank borrowings referenced to SIBOR.

The Group is closely monitoring the market and the updates from the various industry working groups managing the transition to new benchmark interest rates in Singapore. This includes announcements made by the Association of Banks in Singapore (ABS), the Singapore Foreign Exchange Market Committee (SFEMC), and the Steering Committee for SOR Transition to SORA (SC-STs) ("IBOR Committees"). The IBOR Committees have confirmed that the Singapore Swap Offer Rate ("SOR") will be discontinued by June 30, 2023 and the SIBOR on a phased basis by December 31, 2024 respectively, and replaced by the Singapore Overnight Rate Average ("SORA").

The Group is not exposed to significant interest rate risk as there are no significant interest-bearing assets and liabilities except for the Group's fixed deposits and bank loans. Further details are disclosed in Notes 6 and 17 to the financial statements respectively.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

(c) Financial risk policies and objectives (cont'd)

(ii) Interest rate risk management (cont'd)

The sensitivity analyses below have been determined based on the exposure to interest rates on the Group's bank loans at the end of the reporting period and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period in the case of instruments that have floating rates. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points higher or lower and all other variables were held constant, the Group's profit or loss for the year ended December 31, 2021 would decrease/increase by \$134,382 (2020 : decrease/increase by \$105,495). This is mainly attributable to the Group's exposure to interest rates on its variable rate borrowings.

(iii) Credit risk management

The Group develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Group uses its own trading records to rate its major customers and other debtors.

The Group's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses (ECL)
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
In default	Amount is > 90 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL - credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off

NOTES TO FINANCIAL STATEMENT

December 31, 2021

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

(c) Financial risk policies and objectives (cont'd)

(iii) Credit risk management (cont'd)

The tables below detail the credit quality of the Federation's and Group's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount \$	Loss allowance \$	Net carrying amount \$
The Federation						
<u>2021</u>						
Trade receivables from third parties	7	(i)	Lifetime ECL (simplified approach)	1,667,239	(1,286,702)	380,537
Other receivables	8	Performing	12-month ECL	7,649,025	- (1,286,702)	7,649,025
<u>2020</u>						
Trade receivables from third parties	7	(i)	Lifetime ECL (simplified approach)	1,412,545	(1,001,521)	411,024
Other receivables	8	Performing	12-month ECL	6,091,194	- (1,001,521)	6,091,194
The Group						
<u>2021</u>						
Trade receivables from third parties	7	(*)	Lifetime ECL (simplified approach)	1,667,239	(1,286,702)	380,537
Other receivables	8	Performing	12-month ECL	7,653,839	- (1,286,702)	7,653,839
<u>2020</u>						
Trade receivables from third parties	7	(*)	Lifetime ECL (simplified approach)	1,412,545	(1,001,521)	411,024
Other receivables	8	Performing	12-month ECL	6,031,970	- (1,001,521)	6,031,970

^(*) The Group has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Group determines the expected credit losses on these items based on historical credit loss experience and the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

The Group has adopted procedures in extending credit terms to customers and in monitoring its credit risk. The Group only grants credit to creditworthy counterparties. Cash is held with creditworthy institutions and is subject to immaterial credit loss.

The Group has no significant concentration of credit risk with any single customer or group of customers.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

(c) Financial risk policies and objectives (cont'd)

(iv) Liquidity risk management

Liquidity risk refers to the risk that the Federation and the Group may not be able to meet their obligations.

The Federation and the Group maintain sufficient cash and bank balances and internally generated cash flows to finance their working capital requirements.

All financial assets are due within 1 year from the end of the reporting period and/or are non-interest bearing.

Liquidity and interest risk analyses

Non-derivative financial liabilities

The following tables detail the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Federation and the Group can be required to pay. The tables include both interest and principal cash flows. The adjustment column represents the possible future cash flows attributable to the instrument included in the maturity analysis which is not included in the carrying amount of the financial liabilities on the statements of financial position.

	Weighted average effective interest rate	On demand or within 1 year	Within 2 to 5 years	After 5 years	Adjustment	Total
	%	\$	\$	\$	\$	\$

The Federation

2021

Non-interest bearing	-	7,410,659	-	-	-	7,410,659
Lease liabilities	2.38	183,156	84,981	-	(5,157)	262,980
Bank borrowing	2.21	1,738,656	6,954,624	22,547,519	(4,364,437)	26,876,362
		9,332,471	7,039,605	22,547,519	(4,369,594)	34,550,001

2020

Non-interest bearing	-	7,442,219	-	-	-	7,442,219
Lease liabilities	2.38	214,461	155,038	-	(8,101)	361,398
Bank borrowing	2.38	1,400,892	5,603,568	19,148,392	(5,053,845)	21,099,007
		9,057,572	5,758,606	19,148,392	(5,061,946)	28,902,624

The Group

2021

Non-interest bearing	-	7,438,364	-	-	-	7,438,364
Lease liabilities	2.38	183,156	84,981	-	(5,157)	262,980
Bank borrowing	2.21	1,738,656	6,954,624	22,547,519	(4,364,437)	26,876,362
		9,360,176	7,039,605	22,547,519	(4,369,594)	34,557,706

2020

Non-interest bearing	-	7,471,108	-	-	-	7,471,108
Lease liabilities	2.38	214,461	155,038	-	(8,101)	361,398
Bank borrowing	2.38	1,400,892	5,603,568	19,148,392	(5,053,845)	21,099,007
		9,086,461	5,758,606	19,148,392	(5,061,946)	28,931,513

NOTES TO FINANCIAL STATEMENT

December 31, 2021

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONT'D)

(c) Financial risk policies and objectives (cont'd)

(v) Fair value of financial assets and financial liabilities

Other than the bank loans and lease liabilities, the carrying amounts of financial assets and financial liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The fair value of the bank loans and lease liabilities are disclosed in Notes 17 and 18 to the financial statements.

(d) Capital management policies and objectives

The Group's objectives when managing its capital/funds are:

- (i) To safeguard the Group's ability to continue as a going concern;
- (ii) To support the Group's stability and growth; and
- (iii) To strengthen the Group's risk management capability.

The Group actively and regularly reviews and manages its capital and funds structure to ensure optimal structure taking into consideration the future requirements of the Group and capital/fund efficiency, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group consists of accumulated funds and bank loans.

The Group has complied with the externally imposed capital requirements in 2021 and 2020.

5 SIGNIFICANT RELATED PARTY TRANSACTIONS

The Federation has transactions and arrangements with its subsidiaries and other related parties and the effect of these on the basis determined between parties are reflected in these financial statements. The balances are unsecured, interest free, repayable on demand and expected to be settled in cash unless otherwise stated.

Related companies in these financial statements refer to the entities of the Group. Some of the Federation's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free, repayable on demand and expected to be settled in cash unless otherwise stated.

During the year, the Group entered into the following transactions with its related party, Singapore Business Federation Foundation Limited:

	The Federation and the Group	
	2021	2020
	\$	\$
Rendering of services	323,366	218,724
Rental expense	411,678	406,069

NOTES TO FINANCIAL STATEMENT

December 31, 2021

5 SIGNIFICANT RELATED PARTY TRANSACTIONS (CONT'D)

Compensation of key management personnel

The remuneration of key management personnel during the year is as follows:

	The Federation and the Group	
	2021	2020
	\$	\$
Salaries and other short-term employee benefits	3,345,669	3,086,933
Post-employment benefits	152,173	116,308
	<u>3,497,842</u>	<u>3,203,241</u>

6 CASH AND BANK BALANCES

	The Federation		The Group	
	2021	2020	2021	2020
	\$	\$	\$	\$
Cash at bank	46,300,376	66,409,600	46,468,675	66,590,095
Fixed deposits	6,234,385	9,823,318	10,058,772	13,622,178
	<u>52,534,761</u>	<u>76,232,918</u>	<u>56,527,447</u>	<u>80,212,273</u>
Less Fixed deposits held for investment	-	(535,457)	(1,919,711)	(2,434,227)
Cash and cash equivalents	<u>52,534,761</u>	<u>75,697,461</u>	<u>54,607,736</u>	<u>77,778,046</u>

Fixed deposits have a maturity ranging from 6 to 12 months (2020 : 6 to 12 months) from the end of the reporting period and bears an effective interest rate ranging from 0.08% to 1.3% (2020 : 0.1% to 1.3%) per annum.

Out of the \$46,300,376 (2020 : \$66,409,600) the Federation holds in the bank, \$42,140,141 (2020 : \$60,414,839) pertains to cash received in advance for government funding programmes and is strictly ringfenced for their respective programmes' usage (Note 16).

7 TRADE RECEIVABLES

	The Federation and the Group	
	2021	2020
	\$	\$
Subscription fee due from members	1,433,976	1,171,419
Loss allowance	(1,286,702)	(1,001,521)
	<u>147,274</u>	<u>169,898</u>
Non-subscription fee due from members	233,263	241,126
	<u>380,537</u>	<u>411,024</u>

The amounts due from members which consist of both subscription fee and non-subscription fees, are due immediately upon billing.

Loss allowance for trade receivables has been measured at an amount equal to lifetime expected credit losses (ECL). The trade receivables are segregated into the respective category in accordance with the members' paid up/authorised share capital. The ECL is estimated by reference to past default experience of each member category, adjusted for factors that are specific to the member.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

7 TRADE RECEIVABLES (CONT'D)

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The following table details the risk profile of trade receivables from contracts with customers based on the Group's provision matrix.

	Trade receivables - member's paid up share capital				Total
	S\$0.5 mil to S\$1 mil	S\$1mil to S\$5mil	S\$5 mil to S\$10 mil	More than S\$10 mil	
	\$	\$	\$	\$	
<u>December 31, 2021</u>					
Expected credit loss rate	85%	85%	82%	77%	
Estimated total gross carrying amount at default	421,701	683,877	137,500	299,189	
Lifetime ECL	360,408	583,999	113,239	229,056	1,286,702
<u>December 31, 2020</u>					
Expected credit loss rate	83%	82%	85%	71%	
Estimated total gross carrying amount at default	340,499	522,826	135,583	241,667	
Lifetime ECL	283,939	431,286	115,881	170,415	1,001,521

The movements in credit loss allowance are as follows:

	The Federation and the Group	
	2021	2020
	\$	\$
Balance as at beginning of the year	1,001,521	442,204
Change in loss allowance	502,386	773,802
Written off	(217,205)	(214,485)
	1,286,702	1,001,521

NOTES TO FINANCIAL STATEMENT

December 31, 2021

8 OTHER RECEIVABLES AND DEPOSITS

	The Federation		The Group	
	2021	2020	2021	2020
	\$	\$	\$	\$
Prepayments	167,424	117,837	167,424	117,837
Sundry deposits	58,657	8,486	58,657	8,486
Outside parties	532,304	459,199	537,118	470,081
Deposits paid for acquisition of property (Note 27 (b))	-	953,613	-	953,613
Government grant receivable	303,383	219,718	303,383	219,718
Monies receivable from government agencies	7,058,064	5,553,403	7,058,064	5,553,403
	8,119,832	7,312,256	8,124,646	7,323,138
Presented in statements of financial position:				
Current	8,119,832	6,358,643	8,124,646	6,369,525
Non-current	-	953,613	-	953,613
	8,119,832	7,312,256	8,124,646	7,323,138

Government grant receivable relates to the Jobs Growth Incentive ("JGI") (2020 : Job Support Scheme ("JSS")) payouts receivable.

For purpose of impairment assessment, other receivables are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month expected credit losses (ECL).

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for deferred consideration and other receivables.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

9 PROPERTY, PLANT AND EQUIPMENT

	Leasehold properties	Furniture, fittings and equipment	Office equipment	Information technology assets	Renovation	Total
	\$	\$	\$	\$	\$	\$
<u>The Federation and the Group</u>						
Cost						
At January 1, 2020	14,970,253	446,820	431,352	189,600	689,529	16,727,554
Additions	-	-	20,640	21,421	57,000	99,061
Write off	-	(41,447)	-	-	-	(41,447)
At December 31, 2020	14,970,253	405,373	451,992	211,021	746,529	16,785,168
Additions	11,884,788	68,235	49,848	22,880	65,138	12,090,889
At December 31, 2021	26,855,041	473,608	501,840	233,901	811,667	28,876,057
Accumulated depreciation						
At January 1, 2020	1,022,968	249,865	237,657	162,126	355,558	2,028,174
Depreciation for the year	299,404	90,903	89,774	23,740	144,302	648,123
Write off	-	(31,611)	-	-	-	(31,611)
At December 31, 2020	1,322,372	309,157	327,431	185,866	499,860	2,644,686
Depreciation for the year	517,294	90,660	93,066	20,556	162,485	884,061
At December 31, 2021	1,839,666	399,817	420,497	206,422	662,345	3,528,747
Carrying amount						
At December 31, 2021	25,015,375	73,791	81,343	27,479	149,322	25,347,310
At December 31, 2020	13,647,881	96,216	124,561	25,155	246,669	14,140,482

The Group's leasehold properties was mortgaged as collateral for the bank loans (Note 17).

NOTES TO FINANCIAL STATEMENT

December 31, 2021

10 RIGHT-OF-USE ASSETS

The Federation and the Group leases several assets including office premises, office equipment and information technology assets. The average lease term ranges from 3 to 5 years (2020 : 3 to 5 years).

	Office Premises	Office equipment	Information technology assets	Total
	\$	\$	\$	\$
<u>The Federation and the Group</u>				
Cost				
At January 1, 2020	558,885	62,364	74,021	695,270
Additions	–	6,861	83,855	90,716
At December 31, 2020	558,885	69,225	157,876	785,986
Additions	–	–	141,361	141,361
At December 31, 2021	558,885	69,225	299,237	927,347
Accumulated depreciation				
At January 1, 2020	127,632	1,386	3,266	132,284
Depreciation	171,995	16,805	59,883	248,683
At December 31, 2020	299,627	18,191	63,149	380,967
Depreciation	173,574	18,502	88,518	280,594
At December 31, 2021	473,201	36,693	151,667	661,561
Carrying amount				
At December 31, 2021	85,684	32,532	147,570	265,786
At December 31, 2020	259,258	51,034	94,727	405,019

11 INVESTMENT PROPERTY

	Leasehold property
	\$
<u>The Federation and the Group</u>	
Cost	
At January 1, 2020, December 31, 2020 and December 31, 2021	19,950,472
Accumulated depreciation	
At January 1, 2020	1,393,514
Depreciation for the year	415,455
At December 31, 2020	1,808,969
Depreciation for the year	415,456
At December 31, 2021	2,224,425
Carrying amount	
At December 31, 2021	17,726,047
At December 31, 2020	18,141,503

NOTES TO FINANCIAL STATEMENT

December 31, 2021

11 INVESTMENT PROPERTY (CONT'D)

Investment property is recorded at cost less depreciation and any fair value increase/decrease is not recognised.

The fair value of the Group's investment property is \$21.1 million (2020 : \$21.1 million) as at December 31, 2021. The fair value was determined under Level 3 within the fair value hierarchy.

The fair value of the Group's investment property as at December 31, 2021 has been determined on the basis of valuations carried out at the end of the reporting period by an independent valuer having an appropriate recognised professional qualification and recent experience in the location and category of the property being valued, and not related to the Group. The fair value was determined based on direct comparison with recent transactions of comparable properties within the vicinity and elsewhere, and adjusted based on the valuer's knowledge of the factors specific to the respective property.

The property rental income from the Group and the Federation's investment properties amounted to \$927,457 (2020 : \$691,782). No direct operating expenses (including repairs and maintenance) were incurred during the year.

The Group's leasehold property was mortgaged as collateral for the bank loans (Note 17).

12 INTANGIBLE ASSETS

	Software licence \$
<u>The Federation and the Group</u>	
Cost	
At January 1, 2020	340,168
Additions	4,051
At December 31, 2020	344,219
Disposal	(111,690)
At December 31, 2021	232,529
Accumulated amortisation	
At January 1, 2020	272,838
Amortisation	28,476
At December 31, 2020	301,314
Disposal	(111,690)
Amortisation	25,746
At December 31, 2021	215,370
Carrying amount	
At December 31, 2021	17,159
At December 31, 2020	42,905

NOTES TO FINANCIAL STATEMENT

December 31, 2021

13 INVESTMENTS IN SUBSIDIARIES

	The Federation	
	2021	2020
	\$	\$
Unquoted equity shares, at cost	1,980,000	1,980,000

Details of the Group's subsidiaries as at December 31, 2021 are as follows:

Name of subsidiary	Country of incorporation and operation	Proportion of ownership interest and voting power held		Principal activity
		2021	2020	
		%	%	
<i>Held by the Federation</i>				
SBF Holdings Pte. Ltd. ⁽¹⁾	Singapore	100	100	Investment holding and events management
<i>Held by SBF Holdings Pte. Ltd.</i>				
SBF Connect Pte. Ltd.	Singapore	100	100	Events management

⁽¹⁾ The shares are held in trust by three directors of SBF Holdings Pte. Ltd.

14 DEFERRED TAX ASSETS (LIABILITIES)

	Accelerated tax depreciation	Provision for unutilised leave	Total
	\$	\$	\$

The Federation and The Group

As at January 1, 2020	(75,286)	49,066	(26,220)
Credit to profit or loss (Note 26)	26,609	53,876	80,485
As at December 31, 2020	(48,677)	102,942	54,265
Credit to profit or loss (Note 26)	20,503	31,785	52,288
As at December 31, 2021	(28,174)	134,727	106,553

NOTES TO FINANCIAL STATEMENT

December 31, 2021

15 TRADE PAYABLES

	The Federation and the Group	
	2021	2020
	\$	\$
Outside parties	1,413,339	2,105,639

The average credit period on purchases of goods and services is 30 days (2020 : 30 days).

16 OTHER PAYABLES

	The Federation		The Group	
	2021	2020	2021	2020
	\$	\$	\$	\$
Outside parties	762,271	576,688	789,976	605,577
Accruals	5,235,049	4,759,892	5,235,049	4,759,892
Deferred grant income	-	219,718	-	219,718
Grants received in advance/ on behalf	42,140,141	60,414,839	42,140,141	60,414,839
	48,137,461	65,971,137	48,165,166	66,000,026

Deferred grant income in 2020 relates to the wage support for local employees under the JSS from the Singapore Government. Grant income amounting to \$1,537,557 has been recognised in the profit or loss on a systematic basis over the period of uncertainty in which the related salary costs for which the JSS grant is intended to compensate is offset against staff costs recognised in expenses. Management has determined the period of uncertainty to be 17 months commencing April 2020.

Grants for various government funding programmes are received in advance from/ on behalf of Enterprise Singapore and Workforce Singapore (Note 6).

17 BANK LOANS

	The Federation and the Group	
	2021	2020
	\$	\$
Loan I	20,190,367	21,099,007
Loan II	6,685,995	-
	26,876,362	21,099,007
Current	1,317,786	908,605
Non-current	25,558,576	20,190,402
	26,876,362	21,099,007

The bank loan facility I (for level 8 office) was revised on February 21, 2019 and bears interest at 2.38% per annum for the first three years and, from the fourth year onwards from date of revision, the loan bears interest at 3% plus 3-month SIBOR rate per annum. The loan is repayable over monthly principal instalments ending on August 31, 2039.

The bank loan facility II (for level 7 office) was initiated on January 18, 2021 and bears interest at 1.68% per annum for the first two years and 1.98% per annum for the third year, and from the fourth year onwards, the loan bears interest at 4% plus 3-month SORA rate per annum. The loan is repayable over monthly principal instalments ending on January 17, 2046.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

17 BANK LOANS (CONT'D)

Management estimates the fair value of the above loans approximates its carrying amount.

The bank loans are secured by mortgages over the Federation and the Group's leasehold properties as disclosed in Notes 9 and 11.

Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Federation and the Group'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
	\$	\$	\$	\$	\$
Bank loans	21,099,007	5,176,515	-	600,840	26,876,362
Lease liabilities	361,398	(247,446)	141,361	7,667	262,980
	21,460,405	4,929,069	141,361	608,507	27,139,342

	January 1, 2020	Financing cash flows	New lease liabilities	Interest expense	December 31, 2020
	\$	\$	\$	\$	\$
Bank loan	21,986,240	(1,400,646)	-	513,413	21,099,007
Lease liabilities	474,288	(214,105)	90,716	10,499	361,398
	22,460,528	(1,614,751)	90,716	523,912	21,460,405

18 LEASE LIABILITIES

	The Federation and the Group	
	2021	2020
	\$	\$
Maturity analysis:		
Year 1	183,156	214,461
Year 2	67,846	132,370
Year 3	17,135	22,668
Year 4	-	-
	268,137	369,499
Less: Unearned interest	(5,157)	(8,101)
	262,980	361,398
Analysed as:		
Current	176,857	208,264
Non-current	86,123	153,134
	262,980	361,398

The Group does not face a significant liquidity risk with regard to its lease liabilities.

NOTES TO FINANCIAL STATEMENT

December 31, 2021

19 PROVISION FOR REINSTATEMENT COSTS

A provision for reinstatement costs is recognised when the Federation and the Group have a legal and constructive obligation to rectify wear and tear to leased premises under property lease agreements with external parties. The provision is based on the supplier's quotation obtained. These amounts have not been discounted for the purpose of measuring the provision for reinstatement costs, because the effect is not material.

20 INCOME

	The Federation and the Group	
	2021	2020
	\$	\$
Members' subscription fees	14,431,287	13,700,675
Events and seminars	2,124,314	1,733,759
Business missions	622,272	514,190
Sponsorship	1,829,997	1,889,300
Publications	100,292	21,614
	<u>19,108,162</u>	<u>17,859,538</u>

A disaggregation of the Group's revenue for the year is as follows:

	The Federation and the Group	
	2021	2020
	\$	\$
Over time		
Events and seminars	2,124,314	1,733,759
Business missions	622,272	514,190
	<u>2,746,586</u>	<u>2,247,949</u>
At a point in time		
Members' subscription fees	14,431,287	13,700,675
Sponsorship	1,829,997	1,889,300
Publications	100,292	21,614
	<u>16,361,576</u>	<u>15,611,589</u>
	<u>19,108,162</u>	<u>17,859,538</u>

21 DIRECT COSTS

	The Federation and the Group	
	2021	2020
	\$	\$
Cost of fee collection	379,136	283,086
Events and seminars	4,535,779	4,644,004
Business missions	1,991,860	1,620,699
Other direct costs	1,892,553	613,627
	<u>8,799,328</u>	<u>7,161,416</u>
Less: Government grants received (Note 22)	(4,541,488)	(3,950,110)
	<u>4,257,840</u>	<u>3,211,306</u>

NOTES TO FINANCIAL STATEMENT

December 31, 2021

22 GOVERNMENT GRANTS

During the financial year, the total government grants received are as follows:

	The Federation and the Group	
	2021	2020
	\$	\$
Grants received for direct costs (Note 21)	4,541,488	3,950,110
Grants received for manpower costs (Note 25)	5,516,129	2,926,874
	<u>10,057,617</u>	<u>6,876,984</u>

23 OTHER INCOME

	The Federation		The Group	
	2021	2020	2021	2020
	\$	\$	\$	\$
Rental income	927,457	691,782	927,457	691,782
Interest income	32,177	148,193	51,637	192,327
Service income	59,500	10,500	59,500	10,500
JSS grant income	398,092	1,537,557	398,092	1,537,557
Jobs Growth Incentive grant income	886,848	-	886,848	-
Sundry income	243,508	550,235	243,508	550,235
	<u>2,547,582</u>	<u>2,938,267</u>	<u>2,567,042</u>	<u>2,982,401</u>

24 FINANCE COSTS

	The Federation and the Group	
	2021	2020
	\$	\$
Interest expense on bank loans	600,840	513,413
Interest expense on lease liabilities	7,667	10,499
	<u>608,507</u>	<u>523,912</u>

NOTES TO FINANCIAL STATEMENT

December 31, 2021

25 SURPLUS BEFORE TAX

In addition to the charges and credits disclosed elsewhere in the Notes to the financial statements, surplus before tax has been arrived at after charging (crediting):

	The Federation and the Group	
	2021	2020
	\$	\$
Manpower costs:		
Salaries, bonuses and other costs	15,799,245	12,464,324
Post-employment benefits	1,213,544	1,019,485
	17,012,789	13,483,809
Less: Government grants received (Note 22)	(5,516,129)	(2,926,874)
	11,496,660	10,556,935
Property, plant and equipment written off *	-	9,836

* Included in other operating expenses in the statement of profit or loss and other comprehensive income.

26 INCOME TAX EXPENSE

	The Federation		The Group	
	2021	2020	2021	2020
	\$	\$	\$	\$
Current tax:				
Current year	270,860	268,000	270,860	268,000
Under (Over) provision in prior years	13,478	(97,923)	15,427	(98,286)
Deferred tax (Note 14):				
Current year	(50,884)	(36,888)	(50,884)	(36,888)
Over provision in prior years	(1,404)	(43,597)	(1,404)	(43,210)
	232,050	89,592	233,999	89,616

The income tax expense for the year can be reconciled to the accounting surplus as follows:

	The Federation		The Group	
	2021	2020	2021	2020
	\$	\$	\$	\$
Surplus before tax	785,860	2,336,948	794,107	2,313,555
Tax at statutory rate of 17% (2020 : 17%)	133,596	397,281	134,998	393,304
Tax effect on non-taxable income	(198,746)	(529,135)	(198,746)	(529,135)
Tax effect of non-deductible expenses	302,551	380,314	301,149	384,291
Singapore statutory stepped income exemption	(17,425)	(17,425)	(17,425)	(17,425)
Under (Over) provision of current tax in prior years	13,478	(97,923)	15,427	(98,286)
Over provision of deferred tax in prior years	(1,404)	(43,597)	(1,404)	(43,210)
Others	-	77	-	77
	232,050	89,592	233,999	89,616

NOTES TO FINANCIAL STATEMENT

December 31, 2021

26 INCOME TAX EXPENSE (CONT'D)

The Group has tax loss carry forwards available for offsetting against future taxable income as follows:

	2021	2020
	\$	\$
Amount at beginning of year	932,356	936,537
Utilised during the year	-	(4,181)
Amount at end of year	932,356	932,356
Deferred tax benefit on above not recognised	158,501	158,501

No deferred tax benefit on the tax loss carry forwards was recognised in the financial statements due to the unpredictability of profit streams from the dormant subsidiary. The realisation of future income tax benefits from tax loss carry forwards is available for an unlimited future period subject to the conditions imposed by law including the retention of majority shareholders as defined.

27 COMMITMENTS AND SUBSEQUENT EVENT

(a) Where the Group is the lessor

Operating leases, in which the Federation and the Group is the lessor, relate to investment property owned by the Federation and the Group with lease terms of between 2 to 3 years, with two years extension option. All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

Maturity analysis of operating lease payments:

	The Federation and the Group	
	2021	2020
	\$	\$
Year 1	675,360	709,716
Year 2	224,525	148,344
Year 3	107,065	-
Total	1,006,950	858,060

(b) Capital expenditure commitment

	The Federation and the Group	
	2021	2020
	\$	\$
Estimated amounts committed for future capital expenditure but not provided for in the financial statements	-	10,971,374

The above relates to the acquisition of #07-02 of SBF Center, Singapore 068914, which was completed during the financial year. The capital expenditure of \$10,971,374 is funded by a cash payment of \$4,080,263 and a bank loan of \$6,891,111.

