



THE INSTITUTION
OF ENGINEERS,
SINGAPORE

ANNUAL REPORT 2025



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MISSION

To advance and promote the science, art and profession of engineering for the well-being of mankind and national development of Singapore.

VISION

To be the heart and voice of engineers and the national body and home for engineers in Singapore

VALUES OF IES

In achieving our vision and roles, we embrace the following core values:

**INTEGRITY, PROFESSIONALISM
PASSION, SOCIAL RESPONSIBILITY**

ROLES OF IES

IES will focus on the following roles to add value to our members and the engineering community in Singapore:

REPRESENTING engineers nationally and internationally;

ADVANCING the knowledge and expertise of engineers;

UPHOLDING the status and image of engineers; and

PROVIDING a platform where engineers gather for social business, professional and career development.

CONFIDENTIAL



The Institution of Engineers, Singapore

70 Bukit Tinggi Road, Singapore 289758
Tel: (65) 6469 5000 Fax: (65) 64671108
E-mail: ies@iesnet.org.sg
Website: <http://www.ies.org.sg>

23 April 2026

To: All Corporate Members

Notice of IES 60th ANNUAL GENERAL MEETING

Notice is hereby given that the 60th Annual General Meeting (AGM) of The Institution of Engineers, Singapore will be held at 1.00 pm on **Saturday, 23 May 2026, at 70 Bukit Tinggi Road, Singapore 289759 at the IES Auditorium.**

Registration will start at 11.30 am and a buffet lunch will be served.

Note: Shuttle Bus Service is provided between King Albert Park MRT Station and IES. The pickup point is at King Albert Park MRT Station (Exit A), Bukit Timah Road.

The Minutes of the 59th Annual General Meeting held on Saturday 24 May 2025, President's Annual Report for Session 2025/26, Treasurer's Report and Statement of Accounts for FY2025 will be posted at the Members' Portal on the IES website.

Corporate Members who wish to have any motion tabled for discussion at the AGM are kindly requested to submit them together with notes of explanation to the Honorary Secretary at honsec@iesnet.org.sg by noon on Friday, 8 May 2026.

If you are unable to attend the AGM, please submit the completed e-Proxy Form via [E-Proxy Form 2026](#) by Friday, 15 May 2026.

For catering arrangements and to ensure seats are reserved for you, please register online via [IES 60th Annual General Meeting Registration](#) by Friday, 15 May 2025.

Associate Members are welcome to attend as Observers.

Er. Simon Lee
Honorary Secretary, IES

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23 April 2026

IES 60th ANNUAL GENERAL MEETING

A G E N D A

1. Meeting declared open by IES President, Er. Chan Ewe Jin
2. Confirmation of Minutes of the 59th AGM
3. Matters Arising
4. President's Annual Report for 2025/26 Session.
5. Treasurer's Report and Statement of Accounts for 2025
6. Election of Honorary Auditors
7. Results of Election of Vice Presidents for May 2026 to May 2028 Sessions
8. Results of Election for vacancies in the Council for May 2026 to May 2028 Sessions
9. Any Other Business

MINUTES OF THE 59TH ANNUAL GENERAL MEETING

Date : 24 May 2025, Saturday

Time : 1.00pm

Venue : IES Auditorium, 70 Bukit Tinggi Road, Singapore 289758



The Institution of Engineers, Singapore (IES)

Minutes of the 59th Annual General Meeting (AGM)

Date: 24 May 2025, Saturday

Time: 1.00 pm

Venue : IES Auditorium, 70 Bukit Tinggi Road, Singapore 289758

1.	<p>Opening of Meeting</p> <p>The 59th Annual General Meeting (AGM) of The Institution of Engineers, Singapore (IES) was called to order at 1.00 pm by IES President, Er. Chan Ewe Jin. A quorum was confirmed with 118 Members in attendance.</p> <p>The following EXCO Members were present on the panel:</p> <ul style="list-style-type: none"> • Er. Chan Ewe Jin (President) • Mr Mervyn Sirisena (Deputy President) • Ms Jasmine Foo (Vice President) • Er. Joseph Goh (Vice President) • Mr Danny Lee (Vice President) • Er. A/Prof Lim Kok Hwa (Vice President) • Dr Victor Sim (Vice President) • Er. Simon Lee (Honorary Secretary) • Er. Teo Tiong Yong (Honorary Treasurer) <p>The AGM agenda, which had been previously circulated to Members on 25 April 2025, and also shared on the screen during the meeting was adopted.</p> <p>Proposer: Er. S Yogeeswaran Seconder: Mr Bhushan Kumar Oberoi</p>
2	<p>Confirmation of Minutes of the 58th AGM</p> <p>The minutes of the 58th Annual General Meeting were made available to Members via the Members' Corner on the IES website and were also projected on the screen during the meeting.</p> <p>As there were no comments or objections from the floor, the minutes were confirmed without amendments.</p> <p>Proposer: Er. Seow Kang Seng Seconder: Er. Richard Keng Thong Fong</p>
3	<p>Matters Arising</p> <p>There were no matters arising from the 58th AGM, as all questions raised at that meeting had been fully addressed during the session.</p>
4	<p>President's Address and Annual Report for the 2024/2025 Session</p> <p>President Er. Chan Ewe Jin opened the meeting by expressing gratitude to IES members, Council, and partners for their steadfast support and contributions. He highlighted the organisation's continued transformation, driven by a two-pronged strategy: strengthening IES' core pillars and enhancing accreditation, membership, and outreach.</p>



Progress Highlights

- **Engineering Excellence:** IES Technical Committees organised 30 seminars and published 41 national standards in collaboration with EnterpriseSG, particularly in the building and transport sectors.
- **Professional Development:** The IES Academy launched sustainability courses aligned with national goals. A new Skills Assessment Centre was established with Singapore Polytechnic, and IES published a joint report on EV job skills with SSG.
- **Leadership Development:** The Engineering Leadership Programme (ELP) graduated participants across its three tracks – Young, Advanced and Global – with over 1,200 engineers trained to date.
- **Professional Registration:** The new Chartered Engineering Board (CEB) unified recognition across 10 sectors. Partnerships such as with the Singapore Bus Academy and the Army Engineer Professional Pathway (AEPP) expanded professional recognition.

Global Engagement

- IES deepened international ties through delegations to China and participation in CAFEO and AFEO meetings.
- Collaborative sessions were hosted with overseas engineering bodies, and MOUs were signed with ZAST, BAST, and the UK's Energy Institute.
 - Organisational Growth & Outreach
 - Chartership pathways were streamlined, and membership grew by a projected 20%
 - Youth engagement expanded through student chapters and initiatives like the Young Professionals Standards Bootcamp.
 - Over 10 youth-focused events were organised across polytechnics, universities, and ITEs.

Milestones & Community Impact

- National Engineers Day 2024 was celebrated with record student participation, and a scholarship fund was launched.
- Over \$220,000 was raised at the IES Charity Golf, and outreach efforts were conducted with seniors and children in need.
- IES launched "Building the Nation and Beyond" – a commemorative publication.
- World Engineering Day was hosted, green partnerships were signed, and the inaugural IES Career Fair was launched.

Digital Transformation

- The IES WhatsApp Channel was introduced, and a new CRM platform and mobile app were launched to enhance the member experience.

Looking Ahead

- IES would host the World Engineers Summit (WES) 2025 and celebrate Er. Tan Seng Chuan's appointment as WFEO President, marking a historic milestone for Singapore engineering community.
- Members were encouraged to actively participate in IES initiatives, mentor young engineers, and contribute to a sustainable and resilient engineering future.



	<p>Closing</p> <p>President Er. Chan reaffirmed the importance of engineering as a force for public good and called on members to remain engaged, collaborative, and future focused as IES continues its journey of growth and service.</p> <p>There were no questions from the floor, the Annual Report was adopted.</p> <p>Proposer: Mr Lee Kwok Weng Seconder: Er. Dr Lee Bee Wah</p>
<p>5</p>	<p>Honorary Treasurer’s Report and Statement of Accounts for 2024</p> <p>The Honorary Treasurer, Er. Teo Tiong Yong presented the consolidated financial statements of the IES Group for the year ended 31 December 2024. The Group recorded a net surplus before tax of \$344,706. Total revenue in FY 2024 amounted to \$8.26 million, a 3% decline from FY2023, primarily due to the absence of the World Engineers Summit in 2024 and only one Annual Dinner held in 2024 compared to two in 2023. Expenditure rose by 2% to \$7.92 million, largely attributable to expenses for the Golf Charity Event and donations to charity.</p> <p>The net surplus after tax stood at \$360,590, higher than the before-tax surplus due to the corporate income tax rebate and reversal of tax overprovision from prior years.</p> <p>Total funds and reserves stood at \$15.32 million, reflecting a 1% increase over the previous year. The Honorary Treasurer reported that the Group’s financial position remained sound, with a healthy level of reserves.</p> <p>He also highlighted key movements in the balance sheet. Trade and other receivables increased significantly due to pending grant claims and government funding tied to training completions. Trade and other payables rose due to advance receipts and accrued expenses, including costs related to membership registry and professional courses. Non-current liabilities increased mainly due to lease obligations arising from the renewal of IESA’s tenancy agreement</p> <p>Questions Arising from the Treasurer’s Report</p> <p>Mr Lee Kwok Weng raised a question regarding the closure of IES’ associate company, iNPQS, and requested that members be informed of the reasons for its closure and the circumstances leading to its cessation.</p> <p>The President responded that iNPQS was established as a joint venture among The Institution of Engineers, Singapore, Association of Consulting Engineers Singapore, and Singapore Institute of Architects, and was funded by Building and Construction Authority to develop unified specifications for the built environment industry. However, the initiative did not achieve its intended outcomes and incurred financial losses. Due to the continuing operational deficit, the decision was made to wind down the company, which no longer posed a financial liability to IES.</p> <p>As there were no further questions, the Treasurer’s Report was adopted</p> <p>Proposer: Dr Aaron Sham Seconder: Er. Deckson Ang Chun Sin</p>
<p>6</p>	<p>Election of Honorary Auditors for 2025</p> <p>The President thanked Dr Jahangeer K A Halim and Mr Jason Oh Boon Chye for their service as Honorary Auditors in 2024.</p>



	<p>The following Members were appointed as Honorary Auditors for 2025:</p> <ul style="list-style-type: none"> • First Honorary Auditor: Mr Ng Eng Kiong Proposer: Er. Seow Kang Seng Seconder: Er. Ng Beow Suan • Second Honorary Auditor: Mr Warren Jin Shyang Lim Proposer: Mr Lee Kwok Weng Seconder: Er. Victor Tan
<p style="text-align: center;">7</p>	<p>Results of Election for Deputy President (May 2025 – May 2026 Session)</p> <p>The Honorary Secretary, Er. Simon Lee announced that Mr Mervyn Sirisena had been elected as Deputy President for the term May 2025 to May 2026.</p>
<p style="text-align: center;">8</p> <p>8.1</p>	<p>Results of Election for Vacancies in the Council (May 2025 – May 2027 Sessions)</p> <p>The Honorary Secretary then announced the results of the Council Election for the 2025/26–2026/27 Sessions:</p> <p>Civil & Structural Engineering Division</p> <p>Two (2) vacancies:</p> <ul style="list-style-type: none"> • Er. David Ng Chew Chiat • Er. Sharron Ng Shu Wei <p>Electrical Engineering Division</p> <p>Three (3) vacancies:</p> <ul style="list-style-type: none"> • Dr Adrian Ang Zi Yang • Er. Simon Lee Teng Pong • Mr Ong Eng Teck <p>Mechanical Engineering Division</p> <p>Three (3) vacancies:</p> <ul style="list-style-type: none"> • Dr Harry Lim Sze Li • Er. Ng Beow Suan • Er. Victor Tan Chin Nien <p>Chemical Engineering Division</p> <p>One (1) vacancy:</p> <ul style="list-style-type: none"> • Mr Dennis Tan <p>Electronics & Computer Engineering Division</p> <p>One (1) vacancy:</p> <ul style="list-style-type: none"> • Mr Chang Sau Sheong



<p>8.2</p>	<p>Any Division of Engineering (Open Category)</p> <p>Three (3) vacancies:</p> <ul style="list-style-type: none"> • Dr Bai Hong Wei • Mr Darrel Chua • Mr Harish Pillay <p>Associate Representative in Council</p> <p>One (1) vacancy:</p> <ul style="list-style-type: none"> • Mr Chua Yi Bin <p>The President congratulated newly elected Council Members.</p> <p>The President thanked the following retiring Council Members for their dedicated service and valuable contributions:</p> <ul style="list-style-type: none"> • Er. Jacqueline Chan • Er. Winston Ho • Mr Lew Yii Der • Er. Seow Kang Seng • Mr David So <p>A certificate of Appreciation was given out to the members.</p>
<p>9</p>	<p>Any Other Business</p> <p>A member informed the meeting of the passing of Er. Karthigayan s/o Nadarajah Pillai. The President expressed condolences to the family of the late Er. Karthigayan on behalf of Institution. Er. Seow Kang Seng, who had known him well and had previously served together with him on the Council, noted his active participation and contributions to IES.</p> <p>Mr Lee Kwok Weng proposed a vote of thanks to IES for arranging the bus service to transport members to the Auditorium for the meeting.</p>
<p>10</p>	<p>Close of Meeting</p> <p>The President declared the meeting closed at 1.55 pm.</p>

Recorded by: Ms Emily Tan
 Vetted by: Er. Simon Lee, Hon Secretary and Mr Syafiq Shahul, Executive Director
 Approved by: Er. Chan Ewe Jin, President



President's Message

The 2025/2026 year marks a significant milestone for the Institution of Engineers, Singapore (IES) as we head into our 60th anniversary. This is not only a point of reflection, but a moment to reaffirm our role in advancing the engineering profession amid an increasingly complex and fast-evolving landscape.

Over the past two years, my term as the 30th President has been guided by a clear two-pronged approach. The first was to strengthen the four core pillars of IES: Engineering Excellence, Professional Development, Professional Registration and Internationalisation. The second was to advance three priority areas: accreditation, membership and outreach.

We have made steady and measurable progress across these areas, with outcomes that strengthen both the institution and the broader engineering ecosystem.

The Institution of Engineers, Singapore
30th President

Er. Chan Ewe Jin

Four Core Pillars: Progress Updates

Under **Engineering Excellence**, IES has reinforced its role in advancing technical leadership and standards development in Singapore. Our 15 Technical Committees delivered 41 seminars and introduced initiatives to support the growth of emerging engineering disciplines.

Through the IES Standards Development Organisation (IES-SDO), we contributed to the development of national standards in key areas such as electric vehicle charging infrastructure and rail safety, competency and asset lifecycle management.

In total, 78 standards were published in collaboration with Enterprise Singapore, the Building and Construction Standards Committee (BCSC) and the Transportation Standards Committee.

We also strengthened the standards ecosystem through targeted initiatives, including the Young Professionals Standards Bootcamp and the BCSC Planning Session, while broadening industry engagement through platforms such as the IES-INCA Deep Tech Accelerator Dialogue and a Memorandum of Understanding with the Operational Technology Information Sharing and Analysis Center.

In **Professional Development**, the IES Academy continued to deliver structured, industry-relevant training. In 2025, 208 courses were conducted, including 16 new programmes aligned with emerging needs. As a Skills Development Partner of SkillsFuture Singapore (SSG), the academy launched a Skills Pathway for Electric Vehicle Technical Specialists in March 2026 to support workforce readiness for electrification.

The academy's Grade 1 rating in the SSG Training Provider Quality Assurance audit underscores consistently high standards in programme delivery. Our Engineers Leadership Programmes have also maintained strong momentum, with a total of 1,278 graduates to date, strengthening the leadership pipeline across the profession.

Under **Professional Registration**, we expanded pathways for professional recognition and strengthened the chartership framework. Chartership Assessment Centres were established at the Institute of Technical Education (ITE) and Singapore Polytechnic (SP), extending access to Chartered Engineering Technicians and Technologists within the built environment and infrastructure sectors. The Chartered Engineer framework was also expanded into new domains, including the addition of a Road Traffic Design sub-sector, to ensure continued relevance.

To date, IES has registered 796 Chartered Engineers, 133 Chartered Engineering Technologists and 233 Chartered Engineering Technicians. These figures reflect both growth and the increasing importance of formalised professional standards in maintaining trust and accountability within the profession.

Internationalisation remains a key strategic pillar in the past year. IES participated in major international platforms, including the FEIAP General Assembly, CAPEO 43, the Kuala Lumpur Engineering Forum and UNESCO's African Engineering Week. These engagements strengthen partnerships and position Singapore as an active contributor to the global engineering community.

A notable milestone was the inauguration of our Emeritus President, Er. Dr. Tan Seng Chuan, as the first Singaporean President of the World Federation of Engineering Organisations. This highlights both his leadership and the growing international standing of Singapore's engineering community.

Advancing Our Priorities

In **Enhancing Professional Accreditation**, we strengthened chartership pathways to align with evolving industry requirements, including the development of dedicated assessment routes with ITE and SP for the Infrastructure and Built Environment sectors.

In **Boosting Membership and Service Quality**, IES has maintained a stable and resilient membership base, supported by strong retention and sustained engagement across all segments. Digital enhancements have improved accessibility and member experience, including the launch of the IES60 App in November 2025.

In **Amplifying Outreach and Engagement**, we expanded our efforts to deepen connections across the engineering community, particularly among younger members. The Young Engineers Forum and the continued growth of our 14 Student Chapters, now comprising more than 1,100 members, demonstrate sustained progress in building the next generation of engineers.

Our networking platforms and engagement initiatives continued to reinforce IES' position as a central convenor within the engineering ecosystem.

IES also remained a trusted advocate, contributing expert engineering commentary to both mainstream and trade media.

A Year of Milestones

The past year has been marked by several key milestones that demonstrate both our professional impact and community contribution. The IES Charity Golf raised \$230,000 in support of the IES Scholarship Fund and Cerebral Palsy Alliance Singapore, reinforcing our commitment to both talent development and social responsibility.

National Engineers Day and the Engineering Innovation Challenge continued to strengthen outreach to students and promote engineering as a viable and impactful career pathway. The World Engineers Summit convened global thought leaders to address critical challenges in sustainability, infrastructure and digitalisation.

At the 59th Annual Dinner, we marked several important milestones, including the launch of the IES–SG60 Commemorative Booklet and the presentation of the inaugural IES Scholarship Awards. We also commemorated World Engineering Day through the Charles Rudd Distinguished Global Lectures in March 2026, reinforcing the role of engineering in sustainable development.

Looking Ahead

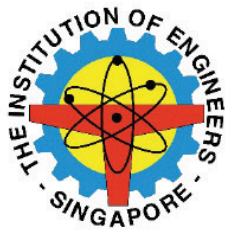
These achievements are collective. My deepest appreciation goes to our Council Members, members, Secretariat, partners, sponsors and volunteers for their dedication.

Thank you for your unwavering support throughout my term. It has been a privilege to serve the institution and the profession. As I hand over the Presidency to Mr Mervyn Sirisena. I do so with confidence in his leadership and his ability to guide IES through its next phase of growth. He will have my full support as I take on the role of Immediate Past President.

The best of IES lies ahead. Let us work together to continue to deliver meaningful impact for the engineering community and Singapore.

Er. Chan Ewe Jin
30th President
The Institution of Engineers, Singapore

IES COUNCIL MEMBERS



ER. CHAN EWE JIN
President



MR MERVYN SIRISENA
Deputy President
Chair
Professional Engagement



MS JASMINE FOO
Vice President
Chair
Corporate Communications



ER. JOSEPH GOH
Vice President
Chair
Engineering Excellence



MR DANNY LEE
Vice President
Chair
Professional Accreditation
& Membership



**ER. A/PROF LIM
KOK HWA**
Vice President
Chair
Professional Development



DR VICTOR SIM
Vice President
Chair
External Relations



ER. SIMON LEE
Honorary Secretary



ER. DAVID NG
Honorary Treasurer



MR DALSON CHUNG
Immediate Past
President



DR RICHARD KWOK
Emeritus President



**PROF YEOH
LEAN WENG**
Emeritus President



ER. NG SAY CHEONG
Asst. Honorary Secretary



DR HARRY LIM
Asst Honorary Treasurer

IES COUNCIL 2025 / 2026



DR ADRIAN ANG
Council Member



ER. DECKSON ANG
Council Member



DR BAI HONG WEI
Council Member



MR CHANG SAU SHEONG
Council Member



MR DARREL CHUA
Council Member



ER. WINSTON HO
Council Member



MR LEW YII DER
Council Member



MS JAIME LIM
Council Member



ER. NG BEOW SUAN
Council Member



ER. SHARRON NG
Council Member



MR ONG ENG TECK
Council Member



MR HARISH PILLAY
Council Member



A/PROF POH LEONG HIEN
Council Member



DR AARON SHAM
Council Member



MR DENNIS TAN
Council Member



ER. VICTOR TAN
Council Member



ER. TEO TIONG YONG
Council Member



MS WAN SIEW PING
Council Member



MR CHUA YI BIN
Associate Representative
In Council



MR JAIME BAUTISTA JR.
Associate
Representative In Council



ER. CHONG KEE SEN
Honorary Council Member



ER. HO SIONG HIN
Honorary Council Member



ER. EDWIN KHEW
Honorary Council Member



ER. DR LEE BEE WAH
Honorary Council
Member



ER. TAN SENG CHUAN
Honorary Council Member



IES-INCA Deep Tech Accelerator

In 2025, IES-INCA (IES Incubator and Accelerator) achieved a breakthrough year with many new partnerships and community engagement activities, we gathered the Community together for the 3rd edition of our bi-annual Technopreneur Dialogue. We continued to grow our outreach and support for IES members, Engineers and Technopreneurs in their new technology venture scaling and business growth journey.

Established since 2019 with support from Enterprise Singapore, the primary objective of IES-INCA is to support successful Deep Tech Engineering Technology ventures anchored by technically competent engineers, to create competitive products, services and solutions to address today's complex problems. In addition, we also provide support for Engineering and Technology companies in Corporate Innovation and Overseas Business Expansion activities.

At the end of 2025, INCA has 4 new incubatees, our first one from overseas and cumulatively supported 32 incubatees. We organized 10 events to share best practices in technopreneurship, technology commercialization. We highlight some of the key milestones for the year and more information is available on our social media pages in Facebook, YouTube and LinkedIn.

Event: INCA Pitch and Deep Tech Community Days
Date: 23 Mar 2025, 18 Nov 2025



Attendees of the INCA Pitch and Community Evening on 18 Nov 2025



Mr KT Wu of Vidal presenting his company at our INCA Pitch and Community Evening on 18 Nov 2025



Attendees at our INCA Pitch and Community Evening on 18 Nov 2025

Event: Technopreneur Dialogue 2025 (3rd Edition)
Date: 25 Aug 2025

In our 3rd edition of the Technopreneur Dialogue 2025, we brought together close to 100 attendees from our INCA community to share and celebrate the highs and lows of our Technopreneurs' journey. Our keynote speaker was Dr Tan Kee Wee, a renowned Economist expounded on the global landscape of political and economic developments and opportunities.

Our panelists comprised of current and past incubatees, fellow technopreneurs who shared the insights of their business journey from starting out, scaling, going overseas, fundraising and even the path to IPO, providing the attendees with valuable real life lessons to bring home.



Attendees at the Technopreneur Dialogue on 25 Aug 2025



Staff and Members of IES and IES-INCA, Chairman of IES-INCA Er. Chong Kee Sen taking commemorative photo with Mr Shawn Huang, MP at Jurong GRC and our Guest of Honour



A full house at the Singapore Sustainability Academy, a space dedicated to education and collaborative activities for Sustainability at City Square Mall



Moderating the event was Mr Nison Chan, e27, sharing their Technopreneur journey was Mr Anthony Chow of Igloo, Mr Andrew Yeo of Phaos Technology, our past incubatee and Mr Chaw Kiang of longuard, our current incubatee



IES President Er. Chan Ewe Jin presented a token of appreciation to our Guest of Honour Mr Shawn Huang, Senior Parliamentary Secretary at the Ministry of Finance and a fellow Engineer by training

Event: IES-INCA Exhibiting at BEX Asia 2025 – 2nd Year Participating
Date: 4-6 Sep 2025

3 Exhibitors from various sectors of Technology in the Built Environment came together to form the IES-INCA Innovation Pavilion in BEX Asia 2025. The BEX Asia Exhibition has an outreach to 10,000 international visitors and is the key annual Built Environment exhibition in Singapore. IES-INCA aims to return in 2026 and continue to support the Technopreneurs in their go to market activities.



The companies that exhibited with us at the IES-INCA Innovation Pavillion for BEX Asia 2025, they are from - Top Left: Vidal, Top Right: LHS, Bottom: BuildBob



Each of the companies presented their solutions to the Bex Asia audience in a 5 min technology and business sharing



IES and IES-INCA Team was able to meet the Guest of Honour of BEX Asia Mr Chee Hong Tat, Minister of National Development, a Honorary Fellow of IES

Event: China Market Expansion Promotion and Visit to Tianjin Eco-City

Date: 22-24 Sep 2025

As part of the project to support the SUSS Executive Management Program Overseas Learning Visit, IES-INCA organized a 3 day visit to Sino-Singapore Tianjin Eco-City covering to various parts of the Ecocity, covering Factories, Innovation Centres, Tianjin Port and various Government Agency offices. The visit was both insightful and enriching showcasing the technological and sustainable development of the City. SSTECH is the third Government to Government (G2G) project between Singapore and China and form a deep partnership to promote business collaboration and 2 way business growth for Singapore and Chinese companies.



Participants from SUSS Executive Management Program and IES Members visiting the Sino-Singapore Tianjin Eco-City Low Carbon Building



Participants of the learning visit ready to go on the first day in Tianjin Eco-City



Participants visited the Sino-Singapore Tianjin Eco-City Singapore Centre where Singapore companies can operate their business from as a first landing point



IES Member delegate Er. Benjamin Ong looking at the Technology showcase of an automotive company in Tianjin

Year in Summary:

In 2025, we had a very fruitful year of engagement with the IES Engineering and INCA Technopreneurs community where we ran many programs in support of our IES future pillar in Technopreneurship.

IES members and INCA participants has greatly benefited from the technology, business and networking exchanges and we look forward to enhancing this in the new year ahead. Our INCA activities continue to expand into Corporate Innovation, Overseas Market expansion and Landing progress for the benefit of the Engineering and Technology Ventures' business growth.

For more info about IES-INCA, visit our website: ies-inca.com

IES ACADEMY

IES Academy Chairman:

Er. Chong Kee Sen

IES Vice President (Professional Development):

Er. A/Prof Lim Kok Hwa

Overview

In 2025, IES Academy recorded a year of steady progress and significant achievements, highlighted by the successful delivery of new industry-relevant courses and the accreditation of SSG WSQ courses.

High standards of training quality were maintained with the attainment of the top SSG TPQA Grade 1 rating and the successful renewal of the ECO Office Certification. The Academy also expanded and diversified its training portfolio into emerging technologies.

Our Achievements

In 2025, IESA achieved the following milestones:

- Curated 16 new courses and 5 courses have secured WSQ funding support
- Achieved highest Grade 1 in SSG TPQA Audit & Leaf 3 Champion in Eco Office Certification
- Expanded partnership to introduce new courses in emerging areas such as Sustainability, Digital Twin and Cybersecurity in Operational Technology (OT)

Key achievements of IES Academy in 2025

Curation of New Courses

IES Academy introduced 16 new courses in 2025 to address evolving industry needs and stakeholder expectations. These programmes were designed to align with emerging industry trends, support professional development, and equip participants with the skills required in an increasingly complex engineering landscape. The new courses catered to a wide spectrum of professionals including Chartered

Engineers, Professional Engineers, Resident Engineers, Resident Technical Officers, Singapore Certified Energy Managers, and Lift and Escalator Inspectors. These spanned key disciplines such as the Built Environment & Facility Management, Sustainability, Cybersecurity in Operational Technology (OT) and Energy Management thereby demonstrating IES Academy's focus on relevance and industry impact.

16 New Course Curated in 2025



Categories of new courses that IES Academy has developed in 2025

SSG WSQ Accreditation of Courses

To ensure that quality training remains accessible and affordable for IES members and the engineering community in Singapore, IES Academy continued its efforts to seek WSQ accreditation from SkillsFuture Singapore (SSG). In 2025, five IES Academy courses were approved under the WSQ framework.

Eligible Singapore Citizens and Permanent Residents are able to receive SSG funding of up to 70% of the course fees. In addition, Singapore Citizens could further offset the remaining fees using their SkillsFuture Credit (SFC), enhancing access to continuing upskilling opportunities.

Training Provider Quality Assessment (TPQA)

As an Approved Training Organisation (ATO), IES Academy is subject to regular audits and quality assurance requirements. The Training Provider Quality Assessment (TPQA) framework conducted by SkillsFuture Singapore evaluates whether registered training providers adopt systematic and effective processes in course delivery, administration, and governance, with the objective of achieving strong

training quality and outcomes.

In 2025, IES Academy successfully underwent TPQA audit and attained the highest Grade 1 rating. This achievement reflects the strong operational standards upheld by the Academy's team, as well as the continued commitment of IES and its management to delivering high-quality, industry-relevant training programmes.

Renewal of ECO Office Certification

In support of the Singapore Green Plan 2030 and the IES Green Plan 2030, IES Academy continued to adopt environmentally responsible practices aimed at reducing waste, lowering carbon footprint and optimising energy consumption. Sustainability awareness and green practices were actively promoted among staff throughout the year.

Through these collective efforts, IES Academy successfully renewed its ECO Office Certification with Singapore Environment Council in 2025, with validity extended until December 2026. The renewal serves as recognition of the Academy's sustained commitment to environmental responsibility and sustainable workplace practices.



Certificate of ECO Office awarded to IES Academy by Singapore Environment Council

Courses for CEng (Sustainability) Certification

Following the launch of the Chartered Engineer (SG) in Sustainability Certification Programme by the IES Chartered Engineering Board (CEB) in 2024, structured training pathways continued to be rolled out in 2025.

To support this certification pathway, IES Academy partnered with Nanyang Technological University (NTU) and Singapore Institute of Technology (SIT) to deliver the required course modules. These comprised four core modules and two elective modules. In addition to fulfilling the training requirement of

Chartered Engineer (SG) in Sustainability Certification, learners who completed the full set of modules through the IESA-NTU pathway will be awarded the Professional Certificate in Chartered Engineer (SG) in Sustainability, while those completing the equivalent modules under the IESA-SIT pathway will receive the Graduate Certificate in Sustainability Principles and Practices from NTU and SIT respectively.

As at the end of 2025, 80 learners had started the courses and are expected to complete the programme in 2026.



Left: Group photo of participants who enrolled in the CEng (Sustainability) courses
 Right: Presentation of a group assignment in one of the lessons of CEng (Sustainability) course

Course on Cybersecurity in Operational Technology

In response to the growing convergence of cybersecurity and engineering systems, IES Academy introduced a new course titled “Introductory Cybersecurity for Engineers – Basic Foundations, Risk Management, and Engineering Perspectives.” This is the first cybersecurity course conducted by IES Academy. The course was conducted once as a public run and once as a customised in-house programme for a major commercial entity.

As engineering projects increasingly rely on interconnected digital systems,

critical infrastructure faces heightened cybersecurity risks that can affect safety, operations, and project outcomes. This one-day, classroom-based programme was designed to bridge the gap between traditional engineering practices and cybersecurity requirements. Through interactive discussions, practical examples, and case studies, participants were equipped with foundational knowledge to assess, anticipate, and mitigate cybersecurity risks specific to engineering and OT systems. Upon completion of the course, participants were able to:

- Demonstrate a sound understanding of core cybersecurity principles and risk management concepts
- Identify and mitigate cybersecurity risks within engineering systems
- Appreciate how engineering disciplines influence cybersecurity strategies and the design of secure systems



Left: Course trainer, Dr Victor Sim who is also IES Vice President of External Relations, shared cybersecurity concerns from an engineering perspective
 Right: Mr Kelvin Wu, supported by Dr Victor Sim, delivered his session covering foundations of cybersecurity, security and risk management.

Summary of Course Performance

IES, including IES Academy, underwent a transition from its existing Training Management System to a new integrated and more sophisticated CRM platform in 2025. The system enhancement aims to improve user experience for IES members and learners while strengthening operational efficiency and service quality across IES teams.

Despite the transition to a new operational system, global economic uncertainties, and tighter SkillsFuture funding conditions, all of which affected enrolment, IES Academy conducted more than 200 course runs in 2025, achieving 67,900 learner-hours. This was comparable to 2024, demonstrating the Academy’s resilience and continued demand for professional training.

Main Target Participants & Types of Courses	Continuing Professional Development & Types of Courses	2025 No. of courses	2024 No. of courses
Professional Engineers / Chartered Engineers	PDU	34	26
Singapore Certified Energy Managers	PDU (SCEM)	17	18
ABC Waters Professionals	PDU (ABC)	8	11
Resident Engineers / Resident Technical Officers	STU	115	110
WSH Officers	SDU	15	21
Preparatory Courses	CET Hours	13	20
Exam Administration / Others	Nil	6	7
Total Course Runs		208	213
Total Learner-Hours		67,900	74,567

Table 2. Number of courses conducted by IES Academy in 2025 compared to 2024

IES Academy continued to support diverse learner needs through multiple delivery modes, including physical classroom sessions, fully virtual courses, and hybrid formats. Of the 208 courses conducted in 2025, 56.3% were delivered through physical classroom sessions, 36.5% via virtual platforms, and

7.2% through hybrid arrangements, offering flexibility while maintaining training effectiveness. For a detailed breakdown of the course delivery modes and their corresponding numbers in 2025 compared to 2024, please refer to Table 3 below.

Modes of Courses	2025 No. of courses	2024 No. of courses
Physical Classroom Courses	117	126
Virtual Courses	76	72
Virtual-classroom Hybrid Courses	15	15
Total Course Runs	208	213

Table 3. Number of courses conducted in various modes in 2025 and 2024

Moving Ahead

Looking forward, IES Academy remains committed to extending its reach to serve IES members and the wider engineering community beyond Singapore. In line with digitalisation efforts, we are developing a Digital Academy to focus on asynchronous learning, enabling participants to access quality courses anytime and anywhere.

IES Academy commenced this initiative in 2025. Phase 1 of the Digital Academy will target learners in Singapore and the region, with a planned launch in Q3 2026. This initiative represents a key step in expanding IES Academy’s training ecosystem and reinforcing its role as a leading provider of continuing professional engineering education in the digital era.

PUBLICATIONS AND MARKETING & CORPORATE COMMUNICATIONS

The year 2025 marked a significant year as the Marketing and Corporate Communications Committee geared its efforts into further establishing IES' presence into the local media as the voice of engineers and engineering thought leader in Singapore.

The Corporate Communications Committee strived to garner recognition through lending expert engineering opinions to media queries, opinion pieces, and feature interviews on several platforms ranging from print, online, and broadcast media.

IES is continually being sought for expert commentary for any engineering-related incidents in Singapore, as well as sparking up an interest among the youth, for the engineering vocation,

sustainability in engineering and engineering education.

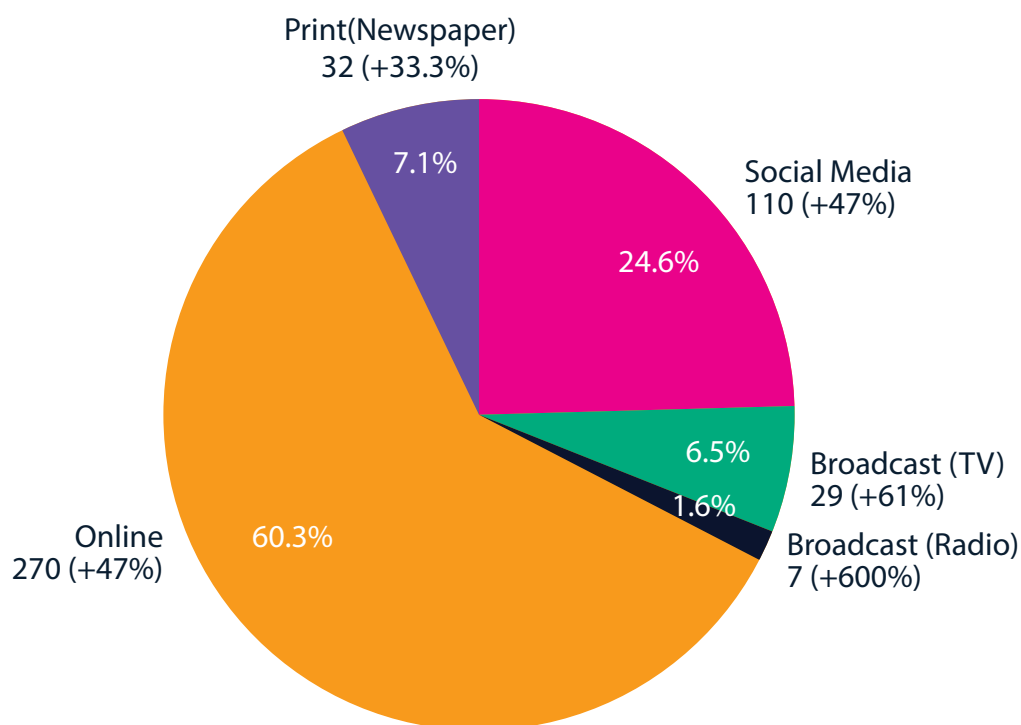
IES-led events such as the Charles Rudd Distinguished Global Lectures in conjunction with World Engineering Day, World Engineers Summit and National Engineers Day (NED) 2025, and partnerships with local and international stakeholders such as SkillsFuture Singapore, Zhejiang Association of Science and Technology were also covered in the media.

The statistics below show the amount of media coverage in 2025:

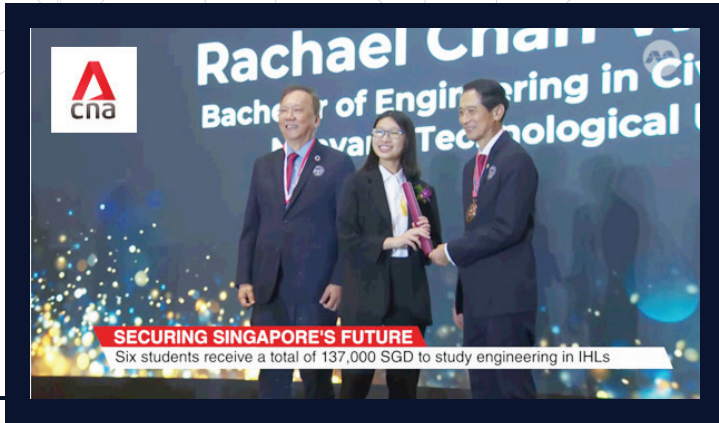
Number of Pieces of Coverage (Jan - Dec 2025)

Total Coverage: 448 (+48%)

Media Value: 6.19 million (+57%)



Across the board, media value and coverage increased as we positioned IES as the go-to association for expert opinions in all engineering matters, apart from continuing to focus on sustainability, upskilling of engineering skillsets and development of engineering talents.



தமிழ்மூசு

பிளவுபட்ட உலகிலும் சிங்கப்பூர் ஒரு பாலமாகத் திகழ வேண்டும்: அமைச்சர் சான்

Singapore must be a bridge in a divided world: Minister Chan



சிங்கப்பூரின் பொறியாளர் சங்கம் ஆண்டு நிறைவு விருந்து நிகழ்ச்சியில் சிறப்பு விருந்தினராக கலந்துகொண்டார் தற்போது அமைச்சரும் பொது சேவைத்துறைகளின் ஒருங்கிணைப்பு அமைச்சருமான சான் சான் சிங். படம்: சிங்கப்பூர் பொறியாளர் சங்கம்

பொறியியல் நிபுணத்துவத்தை பயன்படுத்தி சிங்கப்பூரை போல அதே சவால்களை சந்திக்கும் மற்ற நாடுகளுக்கும் தீர்வு காண பயன்படுத்தலாம். இதன் மூலம் சிங்கப்பூர் எனில் கடந்து செல்லக்கூடிய நாடாக இல்லாமல் தொடர்ந்து தொடர்புடைய நாடாக இருக்கும். என்றார் தற்போது அமைச்சரும் பொதுச் சேவைகளுக்கான ஒருங்கிணைப்பு அமைச்சருமான சான் சான் சிங்.

இதன்மூலம் சிங்கப்பூர் எனில் கடந்து செல்லக்கூடிய நாடாக இல்லாமல் தொடர்ந்து தொடர்புடைய நாடாக இருக்கும் என்று அவர் குறிப்பிட்டுள்ளார்.

சிங்கப்பூரின் பொறியாளர் சங்கம் (Institute of Engineers) தனது 60வது ஆண்டு நிறைவை நோக்கிச் செல்வதை கொண்டாடும் வகையில் இங்கு கடமீழமை (நவம்பர் 3) விருந்து நிகழ்ச்சிக்கு ஏற்பாடு செய்தது.

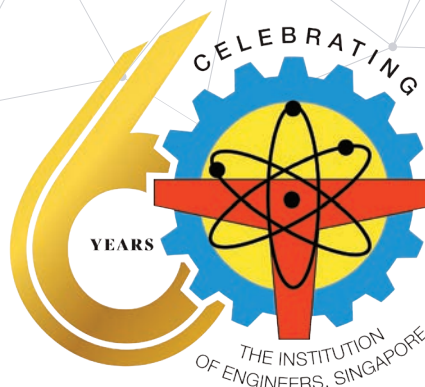
'ஊபர்மோன்ட் சிங்கப்பூர்' ஹோட்டலில் நடைபெற்ற அவ்விருந்து நிகழ்ச்சியில் அமைச்சர் சான் சிங் விருந்தினராகக் கலந்துகொண்டு உரையாற்றினார்.



The IES Corporate Communications Committee will continue its working partnership with our PR consultants, and will continue putting its best efforts towards showcasing IES' progressive efforts in a reputable way.

IES60 Commemorative Logo

As part of its 60th anniversary (IES60) celebrations, IES unveiled the IES60 logo at World Engineering Day 2026: Charles Rudd Distinguished Global Lectures. The commemorative logo marks six decades of IES' contributions to the engineering fraternity while underscoring the Institution's continued commitment to advancing engineering excellence and innovation.



Launch of IES60 App

IES launched Singapore's first institutional app with full Customer Relationship Management (CRM) integration, designed to provide seamless engagement for members

and non-members through features such as membership management, Continuing Professional Development (CPD) tracking and event registration.



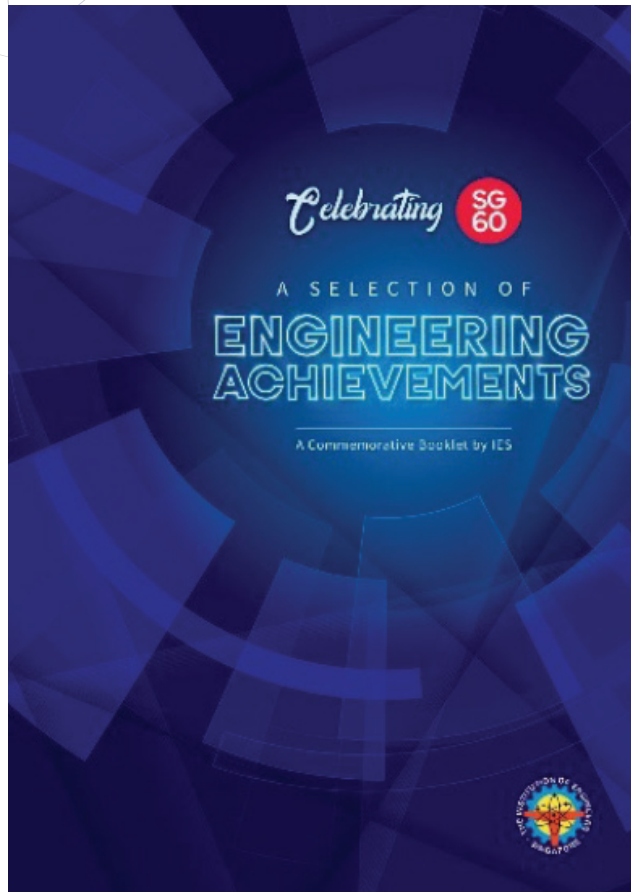
Publications Committee

In 2024, the Publications Committee continued its efforts to provide quality in-trend content to members through

the magazine, as well as maintain outreach efforts through various activities and social media.

Launch of IES-SG60 Commemorative Booklet

To celebrate the 60th years of Singapore's independence, we produced a special publication, IES-SG60 Commemorative booklet, chronicling six decades of engineering milestones that powered Singapore's growth, celebrating the ingenuity, resilience and vision of the nation's engineers.



Social Media

The IES social media presence saw significant growth in 2025, thanks to a strategic focus on engaging both members and the public across various platforms, including LinkedIn, Facebook, Instagram, YouTube, and a newly launched WhatsApp Channel.

IES LinkedIn platform continues to gain traction with more than 13,000 followers. This is an increase of 23% over that of 2024.

The Committee is assessing other social media platforms to have a wider outreach to the public.



EVENTS MANAGEMENT

The Events Management (EM) team at the Institution of Engineers, Singapore (IES) delivers end-to-end event planning and management services for the engineering community. Drawing on more than a decade of experience, the team adopts a streamlined, cost-effective and innovative approach to deliver IES' flagship programmes.

From venue coordination, logistics and registration management to sponsorship, exhibitions and conference production, the EM team combines meticulous planning with creative execution to deliver impactful events that foster collaboration, knowledge exchange and celebration across the engineering ecosystem.

Key Events in 2025

Event: IES Charity Golf 2025

Date: 23 July 2025

IES hosted the IES Charity Golf on 23 July 2025 at Sentosa Golf Club, bringing together 144 golfers from the engineering community in support of meaningful social causes. The event concluded with a charity dinner graced by Mr Seah Kian Peng, Speaker of Parliament, as Guest-of-Honour.

The event raised a total of S\$230,000, of which S\$180,000 was channelled to the IES Scholarship Fund, enabling the award of six inaugural bond-free scholarships to deserving students from ITEs, polytechnics and universities. These scholarships support students from lower-income backgrounds in pursuing engineering education and reflect IES' commitment to widening access to opportunities.

In addition, S\$50,000 was donated to Cerebral Palsy Alliance Singapore (CPAS) to support its efforts in empowering persons with cerebral palsy and multiple disabilities.



The 144 participants of the IES Charity Golf 2025 gathered for a commemorative group photo prior to the commencement of the tournament.

Mr Seah Kian Peng pictured with fellow golfers in his flight during the IES Charity Golf 2025.



The IES Charity Golf 2025 successfully raised S\$180,000 in support of initiatives to empower future engineers



An additional S\$50,000 was donated to support the Cerebral Palsy Alliance Singapore, reinforcing IES' commitment to inclusive community impact.

Event: National Engineers Day 2025 & Engineering Innovation Challenge
Date: 1 August 2025



National Engineers Day (NED) 2025 was held on 1 August 2025 at ITE College Central, alongside the Engineering Innovation Challenge (EIC) Prize Presentation Ceremony. Graced by Ms Sun Xueling, Senior Minister of State for National Development and Transport, the event was themed “Shaping the Future with Engineering Innovation”.

industry partners and government agencies, including guided technical visits to key infrastructure sites such as PSA Vista, Sengkang West Bus Depot, SIA Engineering Company Hangar and the Huawei Innovation & Sustainability Centre. A Women Engineers Panel Discussion, organised with the Building & Construction Authority, highlighted leadership and sustainability in the built environment.

NED 2025 featured a wide range of activities organised in collaboration with



Mr Rachmat Hidayat Bin Isnan, Deputy Director, North South Corridor Group at the Land Transport Authority, shared valuable insights on how innovation is embedded in the construction of the North-South Corridor.



A dynamic Women Engineers Panel Discussion, held in collaboration with the Building & Construction Authority, explored the theme “Leading with Purpose: Women Shaping a Sustainable Built Environment”.



NED participants enjoyed an immersive guided tour of the Port Operations Control Centre at PSA Vista, gaining first-hand insights into the engineering excellence behind port operations

Now in its 11th edition, the Engineering Innovation Challenge remains NED’s flagship competition. In 2025, the challenge attracted nearly 180 teams, with 79 teams advancing to the finals. Student teams from secondary schools to universities, both local and

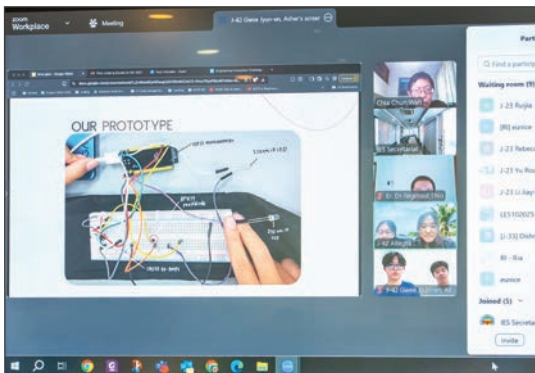
international, presented innovative solutions addressing areas such as renewable energy, advanced materials, healthcare, digitalisation and food resilience. Winning teams were presented their awards by Ms Sun Xueling.



Senior Minister of State Ms Sun Xue Ling delivered an inspiring address at the NED–EIC Prize Presentation Ceremony, held at ITE College Central, motivating the next generation of engineers to innovate with purpose.



The Champion Team from the National University of Singapore clinched the top prize in Category 4 (Universities) with their project, “Substituting Commercial Retarders with FePO₄-Dominated Battery Waste (FPW) in Concrete”, showcasing innovation in sustainable materials engineering.



EIC participants presented their projects to the distinguished panel of judges, demonstrating confidence and technical clarity.



A dynamic Women Engineers Panel Discussion, held in collaboration with the Building & Construction Authority, explored the theme “Leading with Purpose: Women Shaping a Sustainable Built Environment”.



EIC participants explained their innovative projects at their respective booths, showcasing creative engineering solutions to real-world challenges to visitors.

Complementing the programme, the IES Career Fair, organised in partnership with Young NTUC, connected students and early-career engineers with employers, mentors and education partners. A

fireside chat featuring Ms Sun Xueling and industry leaders provided valuable insights into the evolving engineering landscape and inspired students to pursue purposeful innovation.



From discovering diverse engineering career pathways to networking with industry leaders, participants explored various booths and connected with potential employers across the engineering ecosystem.



A thought-provoking fireside chat with Senior Minister of State Ms Sun Xue Ling delved into the theme "Shaping the Future with Engineering Innovation", offering perspectives on leadership, policy, and progress.



Mr Ng Lang, Chief Executive of the Land Transport Authority, joined the fireside chat alongside SMS Sun Xue Ling and Er. Deckson Ang, Chair of National Engineers Day 2025, for an engaging discussion on engineering innovation and nation-building.



WORLD
ENGINEERS
SUMMIT
2025

Event: World Engineers Summit 2025

Date: 22 - 24 October 2025

The World Engineers Summit (WES) 2025 was held from 22 to 24 October 2025 at Orchard Hotel Singapore. Organised by IES, the biennial summit marked its seventh edition since 2013 and brought together global leaders, policymakers, academics and industry professionals. The Opening Ceremony was graced by Mr Desmond Tan, Senior Minister of State in the Prime Minister's Office and Deputy Secretary-General of NTUC.

Anchored on the theme "Shaping Tomorrow: Engineering Smart Sustainable Cities", WES 2025 examined engineering-led solutions for climate-resilient, inclusive and intelligent urban environments. The summit featured four plenary speakers and a comprehensive technical programme across four tracks, covering sustainable technologies, urban mobility, green building and future-ready engineering skills.

A new highlight of WES 2025 was the introduction of three Special Sessions focusing on systems engineering, asset management and Vision Zero, underscoring the importance of integrated and safety-centric approaches.

The summit featured four distinguished plenary speakers who shared insights on

leadership, innovation and engineering excellence across key sectors. They were His Excellency Mr Hiroshi Ishikawa, Ambassador Extraordinary and Plenipotentiary of Japan to Singapore; Mr Richard Lim, Deputy Chairman of the Land Transport Authority and Immediate Past Chairman of the Energy Market Authority; Mr David Foo, Deputy Chief Executive (Operations & Technology) and Chief Data Officer of the Maritime and Port Authority of Singapore; and Professor Liu Bin, Deputy President (Research and Technology) and Tan Chin Tuan Centennial Professor at the National University of Singapore.

The technical programme comprised four focused tracks, covering technological solutions for a climate-resilient and greener future, urban mobility innovations for sustainable cities, sustainable design and green building practices, and future-proofing engineers through education, skills development and emerging technologies.

Delegates also participated in technical site visits to the Punggol Digital District and SingSpring Desalination Plant, showcasing real-world applications of sustainable engineering.



Guest-of-Honour Mr Desmond Tan, Senior Minister of State in the Prime Minister's Office, delivering the opening address at the World Engineers Summit 2025 Opening Ceremony on 22 October 2025.



His Excellency Mr Hiroshi Ishikawa, Ambassador Extraordinary and Plenipotentiary of Japan to Singapore, sharing insights with delegates during his plenary address at WES 2025.



SMS Mr Desmond Tan and WES 2025 Chair, Ms Jasmine Foo, engaging with National University of Singapore students at their exhibition booth.



Lively panel discussions held across the various track rooms, fostering robust dialogue and exchange of perspectives on engineering solutions for smart and sustainable cities.



Delegates attending Technical Paper Presentations in the track rooms, featuring applied research and innovative engineering practices.



Local and international delegates gaining first-hand insights into Singapore's smart and sustainable urban development during a technical visit to the Punggol Digital District, hosted by JTC Corporation.

Event: IES 59th Annual Dinner

Date: 3 November 2025

IES celebrated its 59th Annual Dinner under the theme “Engineering Our Singapore Together”, with more than 1,100 guests from government, industry and academia. The event was graced by Mr Chan Chun Sing, Coordinating Minister for Public Services and Minister for Defence.

Key highlights included the launch of the IES60 App, Singapore’s first institutional app with full CRM integration, and the unveiling of the IES–SG60 Commemorative Booklet, which chronicles six decades of engineering milestones in Singapore.

The evening also honoured outstanding individuals and organisations. Professor

Lim Siong Guan received the IES Lifetime Engineering Achievement Award 2025, while Mr Desmond Tan was inducted as an IES Honorary Fellow. The IES Prestigious Engineering Achievement Awards, IES Sustainability Awards, and IES Outstanding Partner Award 2025 (presented to Enterprise Singapore) recognised excellence, innovation and partnership across the profession.

IES also presented its inaugural student scholarship awards to six recipients, including the IES Scholarship Awards 2025 and the IES–Yayasan Mendaki Scholarship 2025, reinforcing its commitment to developing a strong and sustainable engineering talent pipeline.



Guest-of-Honour Mr Chan Chun Sing, Coordinating Minister for Public Services and Minister for Defence, delivering his address to guests at the IES 59th Annual Dinner.



The IES60 App was officially launched by IES President, Er. Chan Ewe Jin, together with Guest-of-Honour Mr Chan Chun Sing, marking a significant milestone in IES’ digital transformation journey at the IES 59th Annual Dinner.



A proud and momentous occasion at the IES 59th Annual Dinner as Mr Chan Chun Sing, IES President, Er. Chan Ewe Jin, and IES Vice President, Er. Joseph Goh, presented the IES Lifetime Engineering Achievement Award to Professor Lim Siong Guan.



Mr Chan Chun Sing, IES President, Er. Chan Ewe Jin, and IES Vice President, Er. Joseph Goh, conferring the prestigious IES Honorary Fellow title upon Mr Desmond Tan, Senior Minister of State in the Prime Minister's Office and Deputy Secretary-General of NTUC.



The presentation of the inaugural IES Student Scholarship Awards to six outstanding recipients from ITE, polytechnics and universities, reaffirming IES' commitment to nurturing the next generation of engineering talent.

Other Events in 2025

In addition to major programmes, the EM team provided professional event services and logistics support for a wide range of engagements, including:

External Relations

- World Engineering Day 2025, featuring The Charles Rudd Distinguished Global Lectures (11 February 2025)

Standards Development Organisation

- Webinar on the Launch of New Railway Technical References (TR 103:2022 and TR 112:2023) (19 February 2025)
- Webinar on the Launch of New Railway Technical References (TR 122:2024, TR 123:2024 and TR 124:2024) (15 September 2025)

Institutional Events

- IES Spring Festival and Appreciation Awards Night 2025 (11 February 2025)
- IES Away Day 2025 (Bali, Indonesia) (4 to 6 April 2025)
- IES 59th Annual General Meeting (24 May 2025)

PROFESSIONAL REGISTRY

Vice President Professional Accreditation and Membership: Mr Danny Lee

CHARTERED ENGINEERING BOARD (CEB)

Chairman: Mr Lew Yii Der

Deputy Chairman: Mr Danny Lee

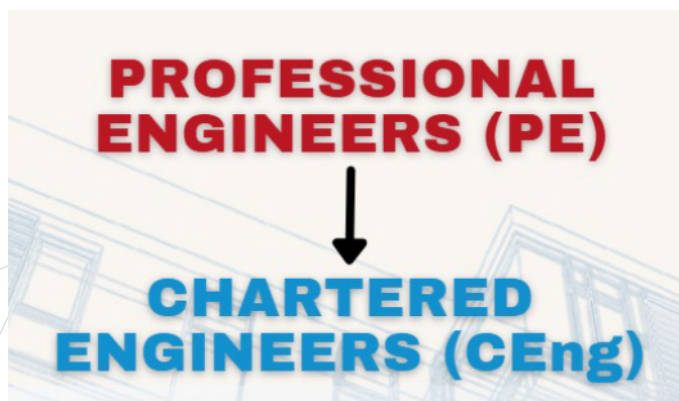
Sector	Sector Chair
Aerospace	Mr David So Man Fung
Built Environment	Er. Chan Ewe Jin
Chemical & Process	Mr Paul Nicholas Sharratt
Engineering Project Management	Er. Vince Goh Chee Siong
Environment & Water	Prof. Lim Teck Thye
Infrastructure	Er. Teo Tiong Yong
Railway & Transportation	Mr Yee Boon Cheow
Energy	Mr Chen MingJin
Sustainability	Dr Adrian Ang Zi Yang
Systems	Dr Harry Lim Sze Li

During the year, the former Chemical & Energy sector and Renewable Energy sector were reviewed and subsequently restructured into Chemical and Process and Energy sectors.

The separation allows for clearer competency alignment and more focused assessor expertise. It also enables more targeted professional development initiatives and sector-specific engagement activities, ensuring that standards remain relevant and responsive to industry needs. This restructuring strengthens the overall framework and supports continued growth and professional excellence within both disciplines.

Chartered Engineers	Chartered Technologists	Chartered Technicians	Total
779	124	216	1124

Total number of Chartered Engineers (CEng), Chartered Technologists (CETg) and Chartered Technicians (CETn) as of 31 Dec 2025.



This year marked the launch of the **Professional Engineer (PE) to Chartered Engineer (CEng)** pathway, providing a structured progression route for registered PEs to attain CEng (SG) status. The pathway recognises existing professional competencies while maintaining the advanced standards required at the Chartered level. This initiative enhances professional mobility, supports career advancement, and strengthens alignment with international engineering benchmarks.



Road Traffic Design Assessor Briefing

An Assessor Briefing was conducted in preparation for the implementation of the Chartered Engineer (SG) – Road Traffic Design sector to align assessment standards and expectations. The session highlighted advanced competency requirements, assessment consistency, and professional responsibilities at the Chartered level. It also facilitated discussion on industry expectations and quality assurance, ensuring a rigorous and consistent evaluation process.



SCEM-EEOA Networking Lunch 2026

The SCEM–EEOA Networking Lunch 2026 strengthened engagement between SCEM members and EEOA professionals through knowledge sharing and professional networking. The event featured two speakers who provided practical insights into ISO 50001 and Energy Management Systems (EnMS), covering implementation strategies, common challenges, and real-world applications. Participants gained valuable guidance on applying ISO 50001 principles to achieve measurable energy performance improvements.



ABC Waters Professional Seminar 2025

ABC Waters Professional Seminar 2025

The ABCWP Seminar 2025 brought together four expert speakers who shared practical insights on ABC Waters design, construction, and maintenance. Topics covered included rain garden implementation, green geosystems applications, construction challenges, and maintenance best practices. The seminar provided valuable technical guidance to support the effective and sustainable delivery of ABC Waters projects.



BEX Asia 2025

BEX Asia 2025

The Institution participated in BEX Asia 2025 with an exhibition booth to promote the Chartered Engineer (SG) certification and enhance industry outreach. The event provided valuable opportunities to engage with built environment professionals and raise awareness of the CEng pathway.

SKILLS DEVELOPMENT PARTNER

IES continued its role as Skills Development Partner (SDP), working closely with SkillsFuture Singapore (SSG), other government agencies, industry stakeholders and Institutes of Higher Learning (IHLs) to strengthen engineering competencies and workforce capabilities in strategic growth sectors.

Through structured taskforces and advisory platforms, IES-SDP facilitated industry-led development and validation of Skills Pathways and Technical Skills and Competencies (TSCs), ensuring alignment with national priorities and the evolving needs of the engineering profession.



ELECTRIC VEHICLE (EV) SECTOR

In support of Singapore's transport electrification agenda, IES-SDP convened and supported the Electric Vehicle (EV) Taskforce, bringing together representatives from the Ministry of Transport (MOT), National Transport Authority (NTA), SkillsFuture Singapore (SSG), Institutes of Higher Learning, training providers, and industry partners including EV manufacturers, distributors and engineering firms.

The Taskforce focused on strengthening competency standards for EV maintenance and safety, including alignment with the National EV Specialist Safety (NESS) framework. Industry consultations and curriculum alignment discussions were conducted

to support consistent capability development across the training ecosystem.

During the year, work progressed on the refinement of Technical Skills and Competencies for EV-related roles and the preparation for Skills Framework ingestion. These efforts aim to support clear training pathways and workforce readiness as Singapore advances its electric mobility transition.

These efforts culminated in the national announcement of the EV Skills Pathway for Technical Specialists during the Committee of Supply debate in Parliament by Senior Minister of State Sun Xueling on the 4th of March 2026.

DATA CENTRE OPERATIONS & MAINTENANCE

IES-SDP continued to advance the Data Centre Taskforce in support of Singapore's position as a global digital infrastructure hub. The Taskforce comprises representatives from SkillsFuture Singapore (SSG), relevant government agencies, industry leaders, professional practitioners and Institutes of Higher Learning.

During the year, the Taskforce progressed the refinement of Technical Skills and Competencies for key roles in Data Centre Operations and Maintenance. Structured sub-groups were established to review competencies across mechanical, electrical and operational domains, strengthening sector specificity and industry validation.

Engagement sessions and consultations were conducted to align competency expectations with operational realities, emerging technologies and sustainability considerations. This work supports long-term workforce development planning and strengthens professional pathways within the data centre ecosystem.

JOINT REGISTRY

IES-ACES Civil & Structural Resident Engineers (RE) and Resident Technical Officers (RTO) Registry

C&S Joint Accreditation Committee (JAC) Structure

Co-Chairs

Er. Chan Ewe Jin (IES)
Er. Chuck Kho (ACES)
Er. Kwa Chin Soon (BCA)

Members

Er. Liau Wai Kun (IES)
Er. Low Kam Fook (IES)
Er. Victor Tay Lian Peng (BCA)
Er. Sivakumaran Murugesu (ACES)
Er. Chua Tong Seng (ACES)

Total Registered	RE	RTO
2025 (as of 31 Dec 2025)	5137	8046
2024 (as of 31 Dec 2024)	4907	7927
2023 (as of 31 Dec 2023)	4673	7761

Total Valid	RE	RTO
2025 (as of 31 Dec 2025)	2450	4139
2024 (as of 31 Dec 2024)	2336	4168
2023 (as of 31 Dec 2023)	2086	4151

Comments:

The Registry continues to reflect steady overall participation, with sustained registrations observed over the past three years. While minor fluctuations in valid registrations are noted, these are consistent with normal renewal cycles.

Overall, the figures indicate stable engagement within the Registry and continued participation by REs and RTOs.

C&S RE/RTO Awards Night 2025

The C&S RE/RTO Awards Night 2025 was jointly organised by IES and ACES and held physically at Ngee Ann Polytechnic (Music Box) on 13 August 2025. Close to 200 REs, RTOs and invited guests attended the event. The Guest of Honour was Er. Thanabal, Commissioner of Building Control and Group Director (Building Resilience), Building and Construction Authority.

The Exemplary Site Supervisor Award was presented to five REs and RTOs who were nominated by Professional Engineers, in recognition of their outstanding contributions and exemplary performance as site supervisors.

The evening programme also featured a series of technical talks as key highlights, delivered by:

- Er. Romanch Mittal, Director, CKMbT International Pte. Ltd.
- Er. Catherine Wong Chi Fun, Senior Engineer, Strategic Engineering Project Department, BCA
- Ms Nur Fadhillah, Chief Special Investigator, Financial Investigation Branch, CPIB

The event provided a valuable platform for professional recognition, knowledge sharing and industry engagement among C&S REs and RTOs.



The recipients of the Exemplary Site Supervisor Award in a group photo with Er. Thanabal and Co-Chairs of JAC.

ECM Registry Committee Structure

Co-Chairman

Er. Sharron Ng (IES)

Er. Sim Mui Leng (ACES)

Registrar

Er. Teo Yen Pai (IES)

Members

Er. David Ng (IES)

Er. Ong Wee Kiat (ACES)

Mr Rajandran Veerappan (PUB)

Er. Koh Jit Ming (HDB)

Er. Alvin Goh (PUB)

Mr Lew Cheun Hong (PUB)

Mr Noorazman Noorain (PUB)

Mr Loo Hong En (LTA)

ECMO Registry	Total Registered	Total Valid
2025 (as of 31 Dec 2025)	2299	1474
2024 (as of 31 Dec 2024)	2099	1243
2023 (as of 31 Dec 2023)	1907	1523

Comments:

The ECMO Registry has shown a positive trend, with both total registrations and valid entries increasing steadily over the past three years. The lower number of valid ECMOs in 2025 does not necessarily indicate a decline, as renewals are conducted every two years and the number of expected renewals varies accordingly. Overall, the Registry continues to demonstrate healthy growth and sustained engagement from industry professionals.

QECP Registry	Total Registered	Total Valid
2025 (as of 31 Dec 2025)	404	227
2024 (as of 31 Dec 2024)	395	190
2023 (as of 31 Dec 2023)	386	193

Comments:

The QECP Registry continued to experience growth in the total number of registered QECPs. The number of valid QECPs has remained relatively steady, which aligns with the typical trend, as some QECPs choose to renew only when required for ECM Plan submissions. Overall, the Registry demonstrates stable engagement and consistent participation from QECPs.

ECM Night 2025 – Exemplary ECMO Awards

The annual ECM Night was held on 11 December 2025 at the DBS Foundation Theatre, attracting a strong turnout of 235 participants, including QECPs, ECMOs, and invited guests.

During the event, the Inaugural Exemplary Earth Control Measures Officer (ECMO) Awards were presented. Award recipients were recognized with a plaque and a \$300 cash prize.

The Exemplary ECMO Award celebrates ECMOs who have demonstrated outstanding performance in collaboration with Qualified Erosion Control Professionals (QECPs), leading the implementation, operation, and maintenance of Earth Control Measures at construction sites to prevent silty discharge into waterways. This award also aims to inspire all ECMOs to strive for excellence in their work, supporting the construction industry's role in national efforts to maintain clean and beautiful waterways.

The Committee would like to extend its gratitude to the following companies for supporting ECM Night 2025:

- Flexi Systems (Singapore) Pte. Ltd.
- Scotts Vickers Pte Ltd
- Wall Tag Pte Ltd
- Witco Environtech Pte Ltd
- Red Horn Engineering Pte. Ltd.
- Biofuel Industries Pte Ltd
- Oneberry Technologies Pte Ltd
- Absolute Instrument Systems (Pte.) Ltd.



IES/ACES Façade Inspector Registry

Joint Accreditation Committee (JAC) Structure:

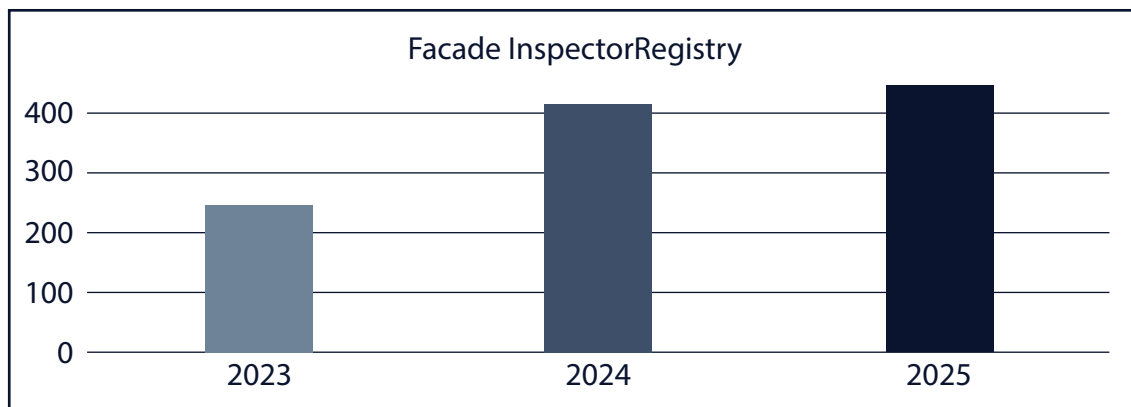
Co-Chairs

Er. Chan Ewe Jin (IES)
Er. Sivakumaran Murugesu (ACES)
Er. Lee Chee Weye (BCA)

Members

Dr. Ang Choon Keat (IES)
Er. Koh Boon Liang (ACES)
Er. Chin Leong Siong (BCA)
Mr. Thomas Ho (SIA)
Er. Choy Kong Yan (BCA)

Total Registry	Valid FI
2025 (as of 31 Dec 2025)	448
2024 (as of 31 Dec 2024)	414
2023 (as of 31 Dec 2023)	281



Since the FI Registry commenced registration in 2020 with 37 new registrants, the registry has experienced significant growth. Within a two-year period, registrations increased more than sixfold, reflecting strong industry uptake and recognition of the FI scheme.

A key prerequisite for FI registration remains the mandatory Certificate in Façade Inspection course conducted by IES Academy (IESA) in collaboration with BCA Academy (BCAA). This requirement ensures that all registered inspectors meet the necessary competency standards before certification.

The Committee continues to raise awareness within the façade industry and anticipates a further increase in registration rates, driven by growing regulatory requirements and industry demand for qualified Façade Inspectors.

To support continuous professional development, STU (FI) points have been implemented for certified Façade Inspectors renewing their registration. Currently, 20 courses offer STU (FI) points, and discussions are ongoing to expand the range of façade-related courses with broader topic variations to better meet industry needs.

IES/ACES Lift & Escalator Inspector Registry

Joint Accreditation Committee (JAC) Structure

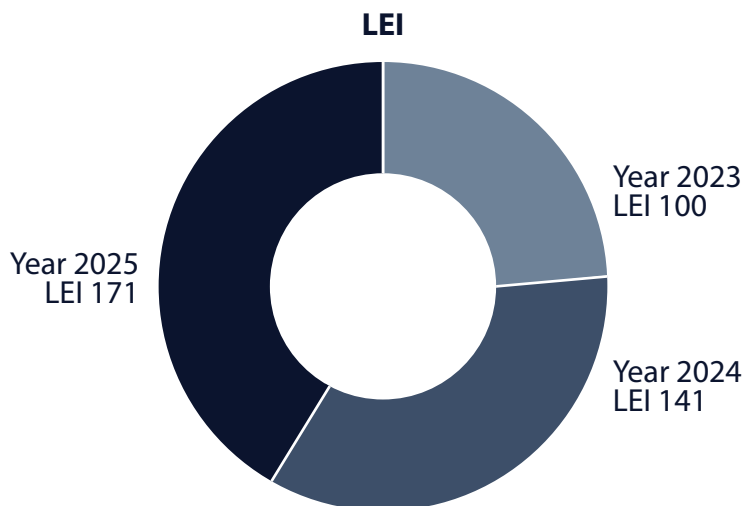
Co-Chairs

- Er. S Yogeeswaran (IES)
- Er. Yeow Mei Leng (ACES)
- Er. Hashim Mansoor (BCA)

Members

- Er. Lim Kwee Guan (IES)
- Er. Joshua Loke (ACES)
- Mr Koh Kar Jun (BCA)
- Er. Tan Kee Cheong (BCA)

Total Registry	LEI
2025 (as of 31 Dec 2025)	171
2024 (as of 31 Dec 2024)	141
2023 (as of 31 Dec 2023)	100



The LEI Registry continues to demonstrate steady growth in registrations over the past years, reflecting sustained industry demand for accredited Lift & Escalator Inspectors.

The accreditation framework remains rigorous, with applicants required to complete the mandatory LEI course conducted by IESA/BCAA and pass the Examination. The stringent assessment process ensures that only qualified and competent professionals are admitted to the Registry, thereby upholding professional standards and maintaining the credibility of the LEI accreditation. A total of 22 STU (LEI) courses were conducted to facilitate LEIs in meeting their Continuing Professional Development (CPD) requirements for renewal, while further strengthening their professional knowledge and competencies.

In addition to maintaining high professional standards, we have organised our first LEI Annual Networking Event on 24 April 2025 at e2i. The inaugural event was well-received, with approximately 100 participants in attendance, demonstrating strong industry engagement and support.

The event featured distinguished speakers, Er. Christopher John Eng, Director at CASY Engineering Consultancy Pte Ltd. Another invited speaker was Mr. Koh Kar Jun, Executive Engineer from the Investigation and Enforcement Department at the Building & Construction Authority (BCA).

Overall, the Registry reflects continued industry participation and confidence in the accreditation system. The successful inaugural networking event further strengthened professional collaboration and knowledge exchange within the lift and escalator industry.

M&E Joint Accreditation Committee Structure

Co-Chairs

Er. Joseph Goh (IES)

Er. Teo Yann (ACES)

Members

Er. S Yogeeswaran (IES)

Er. Ricky Chan (IES)

Er. Ho See Fong (ACES)

Er. Yeo Ser Chong (ACES)

Er. Tan Chee Keong (BCA)

Total Registered	RE	RTO
2025 (as of 31 Dec 2025)	46	531
2024 (as of 31 Dec 2024)	46	524
2023 (as of 31 Dec 2023)	43	505

Total Valid	RE	RTO
2025 (as of 31 Dec 2025)	36	377
2024 (as of 31 Dec 2024)	36	404
2023 (as of 31 Dec 2023)	33	390

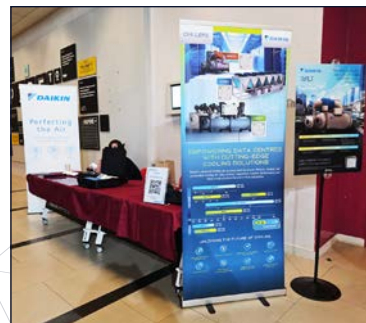
M&E RE/RTO Interviews

Total number of interviews conducted: 8

Comments:

As of the end of 2025, the number of valid REs and RTOs remained stable. A total of 8 M&E RE/RTO interviews were conducted during the year.

We had successfully held our Annual M&E Networking Night on 18 November 2025 at the Lifelong Learning Institute. Supported by Daikin Airconditioning (Singapore) Pte Ltd, the event provided a valuable platform for networking and engagement within the M&E industry.



IES/GeoSS Piling Personnel for SAC CT31 & CT32 Registry

IES/GeoSS Piling Personnel for SAC CT31 & CT32 Monitoring Committee Structure

Co-Chairs

Er. David Ng (IES)

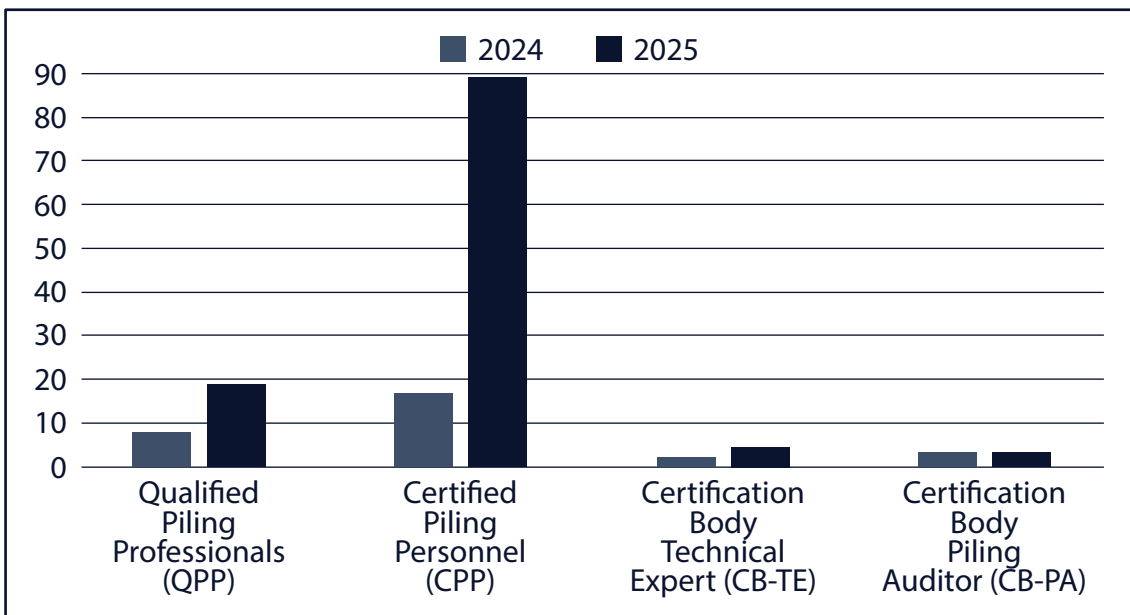
Dr Muthusamy Karthikeyan (GeoSS)

Members

Er. Lily Yeo (IES)

Er. Lew Geok Theng Michelle (GeoSS)

Categories	RE	RTO
Qualified Piling Professionals (QPP)	8	19
Certified Piling Personnel (CPP)	17	89
Certification Body – Technical Expert (CB-TE)	2	4
Certification Body – Piling Auditor (CB-PA)	3	3



Following its commencement in 2024, the SAC CT31 & CT32 Registry has demonstrated significant growth across all categories in FY2025. The increase in registrations reflects growing industry awareness and adoption of the scheme.

The Registry continues to support the objective of instilling confidence that installation and piling works comply with the relevant execution standards for special geotechnical works, as well as project and customer specifications. Through structured assessment and certification requirements, the scheme reinforces quality assurance, supervision standards, monitoring practices, and appropriate product testing within the piling sector.

Overall, the upward trend in registrations indicates positive industry response and continued commitment towards maintaining high standards in geotechnical execution and compliance.

QEC Monitoring Committee Structure

Co-Chairs

Er. Simon Lee (IES)

Er. Ho See Fong (ACES)

Co-Chairs

Er. Paul Tan (IES)

Er. Soh Kai Yea (ACES)

Er. Lum Chong Chuen (IES)

Er. Adeline Koh (ACES)

Er. Melvin Lee (IES)

Dr Jiang Fan

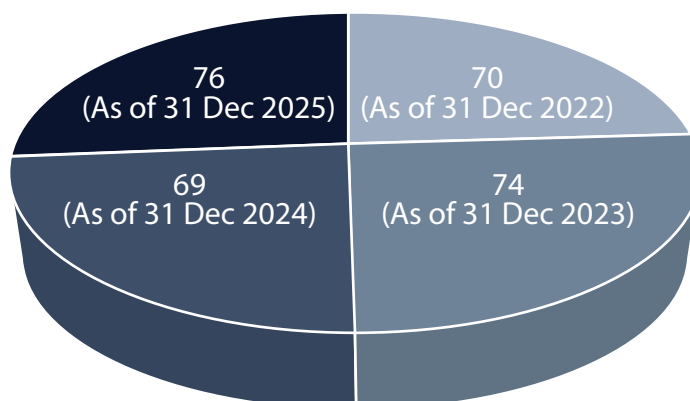
Er. Lim Kwee Guan (IES)

Mr Eddie Lee

Mr Ivan Liew (IES)

Total Valid	No. of Companies
2025 (as of 31 Dec 2025)	76
2024 (as of 31 Dec 2024)	69
2023 (as of 31 Dec 2023)	74

No. Of Companies



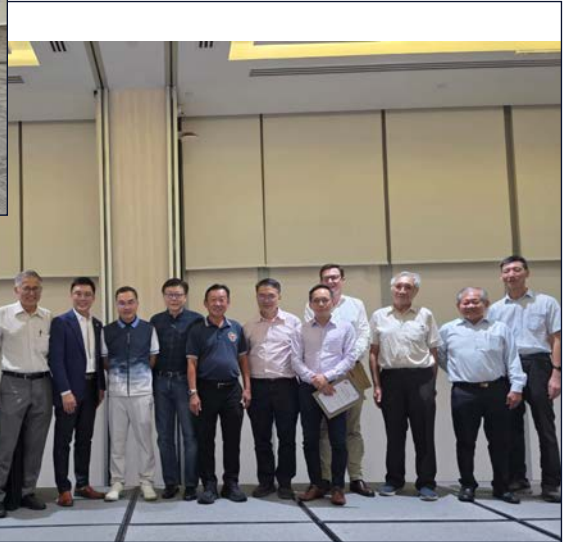
Comments:

As of end year 2025, there was a slight increase in the number of companies remaining in the QEC Registry. Renewal is every 3 years and most of the companies opted to renew for 3 years instead of 1 year.

We held the QEC Networking Night on the 28th of July 2025 at e2i.

The Networking Night was full house with a strong crowd of 177 participants including invited guests. Electrical experts Er. Dr Lock Kai Sang, Er. Lee Wai Meng and Mr Emmanuel Jean were among the speakers.

We would like to thank Socomec Asia Pacific Pte. Ltd. for supporting the Networking Night.



IES MEMBERSHIP

1. Overview Of Membership

The Institution of Engineers, Singapore (IES) continued to strengthen its role as the national professional body representing engineers in Singapore in 2025. Through sustained engagement with members across different stages of their professional journey, IES remains committed to promoting professional excellence, industry collaboration, and lifelong learning within the engineering community.

IES membership encompasses a diverse range of engineering professionals, including early-career engineers, mid-career practitioners, senior industry leaders, and distinguished experts who have made significant contributions to the engineering profession. The institution continues to serve as a key platform for professional recognition, networking, and knowledge exchange within Singapore's engineering ecosystem.

Throughout 2025, IES continued to focus on strengthening membership engagement through various initiatives, including networking events, professional development programmes, and outreach efforts aimed at enhancing the value of membership. These initiatives helped to reinforce the role of IES as a trusted professional institution supporting engineers in their professional growth and career development.

Membership Statistics

Membership Size by Class

Membership Class	Size (2023)	Size (2024)	Size (2025)
Honorary Fellow	41	41	42
Life Member (Fellow)	225	227	227
Fellow Member	124	128	125
Life Member	1172	1233	1260
Senior Member	715	695	640
Member (aged 31 & above)	3670	3868	3678
Member (aged 30 & below)	318	281	180
Associate Member	618	679	625
Organisation Member	19	18	22
Total	6902	7170	6799

The institution has a strong base of experienced professionals, including Senior Members, Fellows, and Honorary Fellows, who provide valuable leadership, mentorship, and technical expertise within the engineering community.

The presence of 1,260 Life Members reflects the long-standing commitment of members who have maintained their affiliation with IES throughout their professional careers.

2. Key Observations For 2025

Strong Mid-Career Professional Base

The majority of IES members fall within the Member (aged 31 & above), demonstrating that IES continues to serve as a key professional platform for practising engineers and mid-career professionals in Singapore.

Long-Term Member Loyalty

The significant number of Life Members indicates strong long-term loyalty among members who continue to value their association with IES throughout their professional lives.

Stable Leadership Representation

The presence of Senior Members, Fellows, and Honorary Fellows provides strong professional leadership within the institution, contributing to mentorship, technical advancement, and institutional development.

Opportunities for Younger Member Growth

The smaller number of Member (aged 30 & below) suggests an opportunity for further strengthening engagement with younger engineers entering the profession

Strengthening Corporate Engagement

The presence of Organisation Members highlights the growing collaboration between IES and engineering companies, strengthening industry partnerships and professional networks.

3. Membership Demographics

Age Distribution of Members

Age Range	Number (2023)	Number (2024)	Number (2025)
Aged 30 and below	297	277	149
Aged 31 to 60	4538	4723	4253
Aged 61 and above	2048	2152	2375
Total	6883	7152	6777
Exclude Organisation Member			

Analysis of Age Profile

The membership age profile reflects a mature and experienced engineering community.

Members aged 31 to 60 represent approximately 63% of the membership, forming the largest professional segment within the institution. These members typically occupy key roles in engineering practice, project leadership, infrastructure development, and industry management.

Members aged 61 and above account for approximately 35%, representing a wealth of professional experience and institutional knowledge. Many of these members remain actively engaged in mentoring younger engineers and supporting professional initiatives within IES.

Members aged 30 and below represent approximately 2% of the membership, highlighting an opportunity to further strengthen engagement with younger engineers and early-career professionals.

Gender Distribution

The gender composition of IES membership reflects the broader demographic trends within the engineering profession.

Membership Class	Female (2024)	Male (2024)	Female (2025)	Male (2025)
Honorary Fellow	3	38	3	38
Life Member (Fellow)	1	226	1	226
Fellow Member	8	120	6	119
Life Member	32	1201	35	1225
Senior Member	33	662	30	609
Member (aged 31 & above)	489	3379	469	3220
Member (aged 30 & below)	64	217	38	137
Associate Member	62	617	62	559
Total	692	6460	644	6133
Exclude Organisation Member				

Female engineers represent approximately 9.5% of the membership, reflecting gradual progress in increasing gender diversity within the engineering profession.

IES continues to support the advancement of women engineers through initiatives such as Women in Science, Engineering and Research (WiSER), which promotes professional development, networking, and leadership opportunities for women in engineering.

4. Membership Engagement And Retention

Membership engagement remained an important priority for IES in 2025. Various initiatives were organised throughout the year to strengthen connections among members and enhance the overall membership experience.

These initiatives provided opportunities for members to interact with industry peers, share knowledge, and build professional networks within the engineering community.

Events such as the New Members Welcome Reception and the IES Members Networking Night 2025 provided valuable platforms for members to engage with IES leadership, learn more about institutional programmes, and explore opportunities for professional development.

The events also allowed new members to become more familiar with the activities and initiatives organised by IES, fostering a stronger sense of belonging within the institution.

In addition, IES continued to support members through training programmes and professional development opportunities offered by IES Academy, enabling engineers to upgrade their technical competencies and leadership capabilities.

5. Membership Events And Activities

5A. New Members Welcome Reception (9 January 2025, IES HQ)

IES warmly welcomed newly admitted members at the New Members Welcome Reception held at IES Headquarters.

The event featured a welcome address by Er. Joseph Goh, Vice President and Chair of Professional Accreditation & Membership, who shared insights on the professional opportunities available within IES and encouraged members to actively participate in institutional programmes.

New members were introduced to the various activities organised by IES and received their membership certificates and welcome packages.

The event concluded with a networking session where members had the opportunity to interact with IES Council Members and fellow engineers.



New Members Welcome Reception

5B. New Members Welcome Reception (25 April 2025, IES Academy, Devan Nair Institute)



New Members Welcome Reception

A second welcome reception was organised to introduce newly admitted members to the IES community.

Members were briefed on the professional development programmes available through **IES Academy**, including leadership training and professional accreditation pathways.

The session concluded with an interactive networking session that allowed members to connect with engineers from different sectors and industries.

5C. IES Members Networking Night 2025 (10 December 2025, Tanglin Club)

The event brought together IES members, Council representatives, and merchant partners for an evening of networking and professional engagement.

The event opened with a welcome address by Er. Chan Ewe Jin, President of IES, who emphasised the importance of strengthening the engineering community and fostering meaningful professional connections.

Merchant partners were also present to introduce exclusive benefits available to IES members, further enhancing the value proposition of IES membership.

The evening concluded with vibrant networking among members from various engineering disciplines.



IES Members Networking Night 2025

Membership Growth And Retention

The membership composition in 2025 demonstrates strong institutional stability and long-term member engagement.

The large base of Life Members, Senior Members, and Fellows indicates that engineers continue to recognise the professional value associated with maintaining membership in IES throughout their careers.

At the same time, demographic analysis highlights opportunities to strengthen engagement with younger engineers and early-career professionals. Strengthening this pipeline will be important for ensuring sustainable membership growth in the years ahead.

IES will continue to enhance the value of membership by expanding networking opportunities, professional development programmes, and industry engagement platforms.

Insights For 2026

Looking ahead, the outlook for membership development remains positive. Several trends support continued membership growth:

- Increasing demand for professional recognition and accreditation among engineers
- Strong collaboration between IES and industry partners
- Growing pipeline of engineering graduates from institutions of higher learning
- Expanding professional development opportunities through IES Academy
- Continued initiatives to promote diversity within the engineering profession

These factors position IES well to continue strengthening its membership base in the coming years.

Strategies To Increase Membership In 2026

To further strengthen membership growth and engagement, IES will continue to focus on the following strategic initiatives:

Strengthening the Student-to-Professional Membership Pipeline

IES will continue to work closely with IES Student Chapters across universities, polytechnics, and institutes of higher learning to encourage graduating students to transition into professional membership upon entering the workforce.

Expanding Engagement with Young Engineers

Targeted initiatives such as mentorship programmes, networking sessions, and career development workshops will be introduced to better engage early-career engineers.

Enhancing Corporate Membership Participation

IES will continue to strengthen partnerships with engineering firms and organisations, encouraging greater participation through corporate membership programmes.

Enhancing Membership Value Proposition

New initiatives aimed at enhancing the value of IES membership include expanded professional development opportunities, networking platforms, and exclusive member benefits.

Promoting Diversity in Engineering

IES will continue to support initiatives that encourage greater participation of women engineers and underrepresented groups within the profession.

IES STUDENT CHAPTERS

Nurturing The Next Generation Of Engineers

The IES Student Chapters continue to serve as an important platform for cultivating the next generation of engineers in Singapore. Through collaboration between academia, industry and professional bodies, the chapters provide engineering students with opportunities to develop technical competencies, leadership skills and professional awareness beyond their academic curriculum.

In 2025, the network of 14 IES Student Chapters across universities, polytechnics and Institutes of Technical Education (ITEs) remained active in

organising technical workshops, industrial visits, professional seminars, community outreach initiatives and recruitment programmes. These activities supported the Institution of Engineers, Singapore (IES) in its mission to inspire and prepare young engineers for future careers in the engineering profession.

The current total number of IES student members stood at 1,075, reflecting continued engagement among engineering students in Singapore's Institutes of Higher Learning.

Student Chapter Network

The IES Student Chapter network spans 14 educational institutions, comprising universities, polytechnics and ITE colleges.

Universities / Private Education Institutions

- Nanyang Technological University (NTU)
- National University of Singapore (NUS)
- Singapore Institute of Technology (SIT)
- Singapore University of Social Sciences (SUSS)
- Singapore University of Technology and Design (SUTD)
- PSB Academy (PSBA)

Polytechnics

- Nanyang Polytechnic (NYP)
- Ngee Ann Polytechnic (NP)
- Republic Polytechnic (RP)
- Singapore Polytechnic (SP)
- Temasek Polytechnic (TP)

Institutes of Technical Education

- ITE College Central
- ITE College East
- ITE College West

Together, these chapters form a diverse and vibrant student engineering community that bridges academic learning with professional practice.

KEY STUDENT ENGAGEMENT THEMES IN 2025

Across the Student Chapters, activities organised throughout the year can be broadly grouped into five major engagement areas.

1. Technical Learning and Professional Development

Student Chapters organised numerous workshops and seminars aimed at enhancing students' technical capabilities and preparing them for professional engineering careers.

For example, the IES–NTU Student Chapter conducted several skills-based workshops, including sessions on MATLAB programming, prompt engineering and communication skills development, enabling students to strengthen both technical and professional competencies.

Similarly, the IES–NUS Student Chapter organised a Professional Engineer Certification Seminar in collaboration with the Professional Engineers Board (PEB), providing students with insights into the professional licensing pathway and career progression in engineering.

Workshops such as CAD training sessions organised by the SUTD Student Chapter further enhanced students' technical readiness for academic projects and future industry applications.



The IES–NTU Student Chapter conducted skills-based workshop



The IES–NUS Student Chapter organised a Professional Engineer Certification Seminar

2. Industry Exposure and Technical Learning Journeys

Industrial visits and learning journeys remained a key component of Student Chapter activities in 2025, allowing students to observe engineering applications in real-world environments.

The IES–SP Student Chapter organised visits to engineering and infrastructure projects such as the Mount Vernon Complex construction site, Surbana Jurong Campus and Punggol Digital

District, providing students with insights into sustainable design, construction practices and large-scale urban developments.

These experiential learning opportunities enabled students to better understand engineering practices across multiple sectors, including infrastructure development, sustainability and digital transformation.



The IES–SP Student Chapter visited the Mount Vernon Complex construction site



The IES–SP Student Chapter visited the Punggol Digital District

3. Student Competitions and Innovation

Participation in engineering competitions continued to be an important platform for students to showcase their technical capabilities and innovation.

Chapter Competition and the Singapore Concrete Institute Young Innovators Awards 2025, demonstrating strong technical knowledge and creative engineering solutions.

Members of the IES–SP Student Chapter achieved notable success in several competitions, including awards at the American Concrete Institute Singapore

Such competitions provided valuable exposure to real-world engineering challenges and strengthened students' problem-solving and teamwork skills.



The IES–SP Student Chapter receiving award at the American Concrete Institute Singapore Chapter Competition

4. Community Outreach and Sustainability Initiatives

In addition to technical activities, several Student Chapters organised outreach programmes that emphasised social responsibility and environmental sustainability.

The SUTD Student Chapter participated in the Kayak’N’Klean environmental initiative, where students collected marine litter while kayaking along Singapore’s waterways. The activity promoted environmental awareness and encouraged students to contribute to sustainability efforts within the community.

Similarly, student wellbeing initiatives such as the SEG CareDay programme organised by the Republic Polytechnic Student Chapter promoted peer support and mental wellbeing during examination periods.

These activities highlight the growing awareness among student engineers of their role in addressing societal and environmental challenges.



The IES-RP Student Chapter organised the SEG CareDay programme



The IES-SUTD Student Chapter participated in the Kayak’N’Klean environmental initiative

5. Recruitment and Student Engagement

Recruitment drives and campus outreach activities remained essential in expanding the IES student membership base.

Student Chapters actively participated in university orientation fairs and recruitment events to introduce new students to the engineering profession and the benefits of IES membership.

For instance, the NUS Student Chapter participated in the NUS Student Life Fair, successfully attracting new sign-ups and increasing awareness of IES within the university community.

Similarly, the SUTD Student Chapter recruited more than 70 new members through its Student Organisation Showcase, reflecting strong interest among incoming engineering students.



The NUS Student Chapter participated in the NUS Student Life Fair



The IES-SUTD Student Chapter's recruitment booth

Looking Ahead

The IES Student Chapters will continue to strengthen collaboration with industry partners, academic institutions and professional bodies in the coming year.

Key priorities for 2026 include:

- Expanding industry collaborations and technical site visits
- Increasing student participation in engineering competitions and innovation programmes
- Strengthening mentorship and professional development initiatives
- Promoting sustainability and community-driven engineering projects

Through these initiatives, the IES Student Chapters will continue to nurture capable, responsible and forward-thinking engineers who will contribute to Singapore's future engineering landscape.

WOMEN IN ENGINEERING, SCIENCE & RESEARCH (WISER)

Committee Members:

- Er. Sharron Ng (Chairperson)
- Er. Ng Beow Suan (Deputy Chairperson)
 - A/Prof Pearl Li (Deputy Chairperson)
- A/Prof Dhivya S Kumar (Committee Member)
- Ms Katherine Wong (Committee Member)

In 2025, the Women in Engineering, Science & Research (WiSER) Committee of The Institution of Engineers, Singapore (IES) continued to strengthen its role as a key platform for empowering women engineers, enhancing professional visibility, and fostering regional collaboration. Guided by its mission to advance women in engineering, science, and research, WiSER focused on leadership development, inclusive engagement, and regional representation throughout the year.

Under the leadership of **Er. Sharron Ng (Chairperson)**, supported by **Er. Ng Beow Suan** and **A/Prof Pearl Li (Deputy Chairpersons)**, the Committee adopted a more intentional and data-informed approach in 2025, aligning its programmes with the evolving profile of female membership within IES and the broader strategic direction of the institution.

Currently, there were **644 women members**, reflecting a meaningful and growing segment of the membership base. These members span early-career engineers, mid-career professionals, and a smaller but strategically important group of senior and leadership-level engineers. Analysis of the female membership profile indicates a strong entry pipeline into the profession, with a gradual tapering at senior levels - an industry-wide challenge that underscores the importance of sustained

engagement, leadership exposure, and visible role models. WiSER's initiatives in 2025 were therefore designed to address these transition points by strengthening participation, visibility, and leadership opportunities for women engineers.

A key focus area in 2025 was professional development and personal empowerment, recognising that holistic engagement plays an important role in confidence-building and retention. This was exemplified by the WiSER Make-Up Workshop held on 23 May 2025, which provided a supportive platform for women engineers to explore professional image, self confidence, and personal presentation in a relaxed and collegial environment. The session was well received and reinforced WiSER's commitment to inclusive and practical engagement beyond purely technical forums.

WiSER also continued its efforts to enhance the **visibility and influence of women engineers** at national platforms. This was demonstrated through the **Women Engineers Panel at National Engineers Day (NED) 2025, held on 31 July 2025**, where women engineers were given a dedicated platform to share insights, experiences, and perspectives on engineering practice and leadership. The panel highlighted the diverse contributions of women engineers and reaffirmed the importance of representation in flagship industry events.

In support of innovation and youth engagement, WiSER contributed to the **Engineering Innovation Challenge 2025**, an initiative that aligns with the Committee's objective of encouraging future generations of women engineers. Through participation and support of such platforms, WiSER helped promote engineering innovation, problem-solving, and mentorship, particularly among students and young engineers.

At the regional level, WiSER maintained an active presence through its continued involvement with the **Women Engineers of AFEO (WE-AFEO)**. The **Mid-Term WE-AFEO Meeting held in August 2025** marked a significant milestone, with WiSER representatives contributing to ASEAN-level discussions on women's participation, leadership, and professional mobility in engineering. This regional engagement strengthened Singapore's visibility and influence within AFEO and provided valuable exposure and learning opportunities for women engineers involved in regional leadership roles.

Community-building and member engagement remained an important pillar of WiSER's work in 2025. The year concluded with WiSER-IES Christmas Party on 19 December 2025, which provided an opportunity for members

across disciplines and career stages to connect, celebrate the year's achievements, and strengthen professional camaraderie within the IES community. Such initiatives play an important role in fostering a sense of belonging and sustained engagement among members.

Collectively, these activities reflect WiSER's commitment to its core objectives: strengthening leadership representation, enhancing professional visibility, engaging and retaining female members across career stages, and contributing to regional advancement through WE-AFEO. By aligning programmes with membership insights and institutional priorities, WiSER has reinforced its role as a strategic committee within IES.

Looking ahead, WiSER remains committed to building on the progress achieved in 2025. The Committee will continue to leverage membership data to refine engagement strategies, expand leadership and mentorship pathways, and deepen regional collaboration. Through these efforts, WiSER seeks to ensure that women engineers are not only represented but are empowered, visible, and influential contributors to the engineering profession in Singapore and beyond.

Make-Up Workshop (23 May 2025)

Beauty meets confidence - because engineers can slay too!



Women Engineers Panel – NED 2025 (31 July 2025)

Leading with Purpose: Women Shaping a Sustainable Built Environment.



Engineering Innovation Challenge 2025

173 teams, limitless ideas — mentorship powered by WiSER!



Mid-Term WE-AFEO Meeting (Aug 2025)

Representing Singapore with strength and sisterhood in ASEAN.



WiSER-IES Christmas Party (19 Dec 2025)

Festive vibes + engineering tribes = one joyful WiSER night!



YOUNG ENGINEERS COMMITTEE (YEC)

Introduction

The Young Engineers Committee (YEC) of The Institution of Engineers, Singapore (IES) continues to serve as a dynamic platform dedicated to the development and engagement of young engineers and engineering students. Through a combination of industry exposure, professional networking, and knowledge-sharing initiatives, YEC aims to nurture the next generation of engineering leaders and strengthen the engineering ecosystem in Singapore.

In 2025, the committee remained focused on empowering young engineers by bridging the gap between academic learning and professional practice. Under the leadership of Er. Deckson Ang (Chair, YEC; IES Council Member), Er. Victor Tan (Dy Chair, YEC; Chair, Student Chapters; IES Council Member) and Mr Leu Kai Jun (Dy Chair, YEC; Dy Chair, Student Chapters) and supported by the YEC Executive Committee, the committee organised a series of meaningful programmes that provided valuable exposure to industry developments, leadership insights, and networking opportunities.

These initiatives were aligned with the broader objectives of IES to promote professional excellence, foster industry collaboration, and encourage greater participation of young engineers within the engineering community.

Key Highlights Of YEC Activities

1. Industry Exposure and Technical Learning

One of the key priorities of YEC is to provide young engineers and students with exposure to real-world engineering practices through industrial visits and technical learning opportunities.

Industrial Visit to Samwoh Smart Hub

17 January 2025 at Samwoh Smart Hub, Singapore

The YEC organised an industrial visit to the Samwoh Smart Hub, Singapore's first Positive Energy Industrial Building, offering participants valuable insights into sustainable engineering practices and green building technologies.

Participants toured the Samwoh Gallery and the SAC-SINGLAS accredited Samwoh Innovation Centre (SWIC), where they gained a deeper understanding of research and development initiatives in the built environment sector.

A key highlight of the visit was a guided tour conducted by Dr Ho Nyuk Yong, Chief Operating Officer of Samwoh Corporation Pte Ltd, who shared insights on the company's sustainability initiatives, innovative construction technologies, and its transformation into a leading sustainable infrastructure provider.

The visit attracted participation from both young engineers and students from various IES Student Chapters, reinforcing the strong link between academia and industry.



IES Industrial Visit to Samwoh Smart Hub



IES Industrial Visit to Samwoh Smart Hub – Group Photo



Guided tour led by Dr. Ho Nyuk Yong, Chief Operating Officer of Samwoh Corporation Pte Ltd

2. Strengthening the Young Engineers Network

YEC Recruitment Drive

(May – June 2025)

To expand the pool of active young engineering leaders within IES, YEC conducted a recruitment drive to invite passionate young engineers to join the committee.

The recruitment campaign received more than 30 enthusiastic responses, demonstrating strong interest among young professionals to contribute to the engineering community and participate in shaping future YEC initiatives.

The onboarding of new members has further strengthened the committee’s capacity to organise impactful programmes and represent the interests of young engineers across various engineering disciplines.



YEC Recruitment Drive – Publicity Flyer

3. Engaging Young Engineers and Students

IES Young Engineers Forum 2025

29 November 2025 at PSB Academy City Campus

The IES Young Engineers Forum 2025 was a flagship engagement event organised by YEC to bring together students, young engineers, and industry leaders to discuss career development and emerging challenges in the engineering profession.

The forum centred on the theme: “The Future of Young Engineers”.

The panel discussion explored how engineering graduates can effectively translate academic knowledge into practical engineering solutions in an increasingly technology-driven environment.

The distinguished panel included:

- Mr Mervyn Sirisena – Deputy President, IES Council
- Er. David Ng – Honorary Treasurer, IES Council
- Dr Lim Chong Lye – Assistant Director, PSB Academy

The session was moderated by Er. Victor Tan, IES Council Member, Deputy Chair of YEC, and Chair of the IES Student Chapters Committee.

Participants actively engaged in discussions on topics such as industry expectations, technological advancements, and career development pathways for young engineers. The interactive Q&A session provided valuable perspectives for students and early-career engineers seeking to navigate the evolving engineering landscape.

The event concluded with a networking lunch, where participants had the opportunity to interact with IES Council Members, YEC representatives, and fellow young engineers, fostering stronger connections within the engineering community.



The participants actively exchanged views on how graduates can apply academic knowledge to real-world engineering challenges, followed by an interactive and engaging Q&A session



IES Young Engineers Forum - Group Photo



Participants listening attentively



Participants listening attentively

4. Strategic Planning and Committee Development

YEC Workplan Session

28 February 2026 at IES Headquarters

To strengthen coordination and strategic direction, YEC conducted a Workplan Session at IES Headquarters, bringing together committee members and newly recruited volunteers.

The session, led by Er. Deckson Ang, focused on:

- Aligning YEC initiatives with IES strategic objectives
- Planning upcoming programmes and engagement activities
- Strengthening collaboration between YEC and IES Student Chapters

The meeting also served as a platform to encourage greater participation among young engineers in shaping future YEC programmes and initiatives.



Workplan session led by Er. Deckson Ang, Council Member & Chair, YEC

Strengthening the Future Engineering Workforce

Through its programmes and initiatives in 2025, the Young Engineers Committee has continued to play an important role in supporting the professional growth of young engineers and strengthening the pipeline of engineering talent in Singapore.

By providing platforms for industry exposure, professional networking, and leadership development, YEC helps young engineers build the knowledge, confidence, and connections needed to succeed in the rapidly evolving engineering profession.

LOOKING AHEAD

Moving forward, YEC will continue to expand its initiatives to further engage young engineers and engineering students. Key focus areas include:

- Expanding industry visits and technical learning opportunities
- Strengthening collaboration with IES Student Chapters and Institutes of Higher Learning
- Organising more career development forums and networking session
- Encouraging young engineers to take on leadership roles within the engineering community

Through these efforts, YEC remains committed to nurturing the next generation of engineering leaders and contributing to the continued advancement of the engineering profession in Singapore.

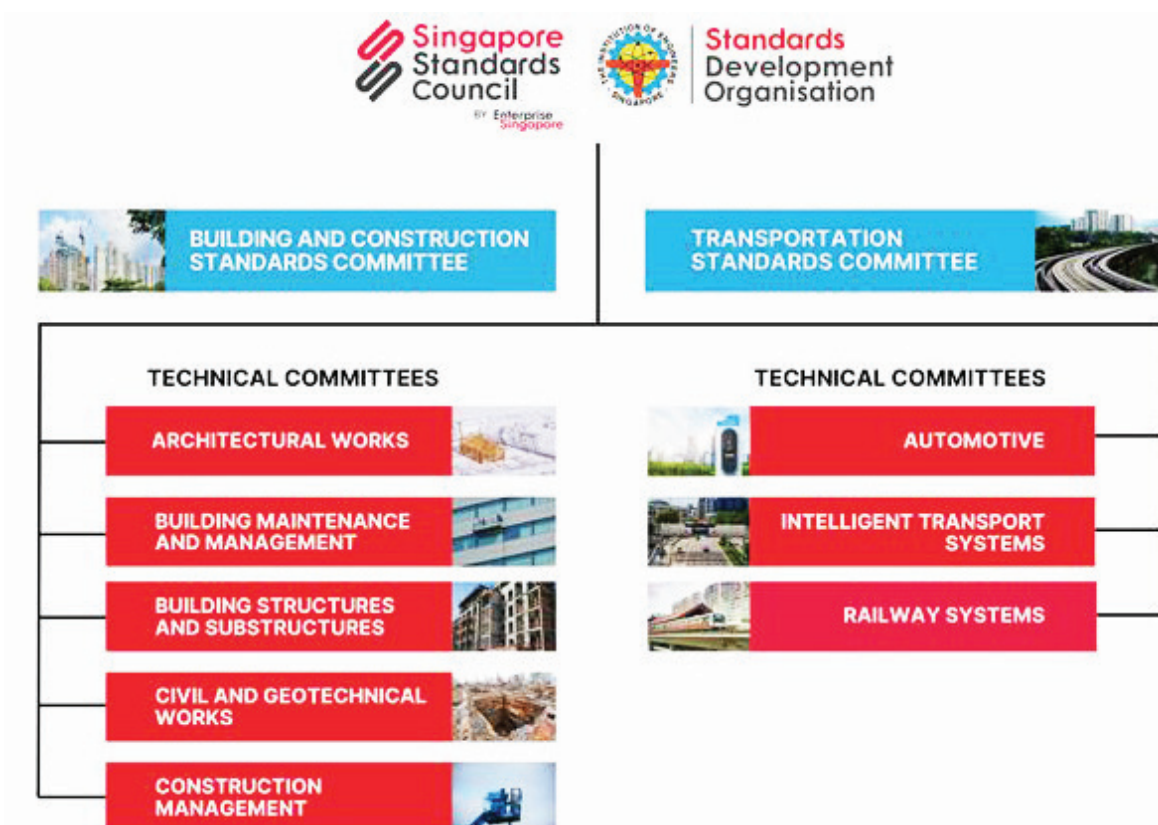
STANDARDS DEVELOPMENT ORGANISATION

The Institution of Engineers, Singapore (IES) was first appointed as the Standards Development Organisation (SDO) for the Building and Construction Standards Committee (BCSC) by Enterprise Singapore (ESG), the national standards body, in 2015. This appointment was subsequently renewed in 2018 and 2021.

In 2021, IES was also newly appointed as the SDO for the Transportation Standards Committee (TPSC), expanding its role to support standards development in the transportation sector.

In 2024, IES was reappointed once again to continue serving as the SDO for both BCSC and TPSC, reaffirming its commitment to advancing standards development across Singapore’s built environment and transportation sectors.

Guided by the industry-led Singapore Standards Council, IES-SDO administers and supports the development, promotion and adoption of Singapore Standards (SS) and Technical References (TRs), to strengthen industry capabilities and ensure alignment with national priorities.



Building and Construction Standards Committee

The BCSC supports Singapore's quality, safety and productivity initiatives within the building and construction industry.

Under its purview, five Technical Committees (TCs) and various Working Groups (WGs) are responsible for the development, review and promotion of Singapore Standards (SS) and Technical References (TRs). The five Technical Committees are:

- Technical Committee on Architectural Works
- Technical Committee on Building Maintenance & Management
- Technical Committee on Building Structures & Substructures
- Technical Committee on Civil & Geotechnical Works
- Technical Committee on Construction Management

The BCSC leverages a vast network of nearly 400 representatives – comprising government agencies, industry associations, professional bodies, educational institutions, and seasoned practitioners. This multi-disciplinary collaboration ensures that Singapore Standards are shaped by diverse expertise, driving tangible improvements in design, construction, and maintenance practices while bolstering industry resilience.

Beyond local standards development, the committees also actively monitor and contribute to the review of key international standards relevant to Singapore's built environment, ensuring alignment with global best practices.

Under the BCSC, IES-SDO oversees more than 245 building and construction standards. These standards support national initiatives such as the Built Environment Industry Transformation Map (ITM) and the Singapore Green Building Masterplan, playing a critical role in safeguarding building safety and structural integrity, while advancing environmental sustainability and industry transformation.

Examples of impactful standards developed/reviewed under BCSC include:

- TR 141:2025 Hybrid cooling system for air-conditioning
- SS 489:2025 Specification for fire shutters
- SS 602:2025 Code of practice for noise control on construction and demolition sites
- SS 721:2025 Code of practice for the performance of pest management services
- SS ISO 17892:2025 (Parts 1 to 12) Geotechnical investigation and testing – Laboratory testing of soil.
- SS 553:2026 Code of practice for air-conditioning and mechanical ventilation in buildings
- SS 554:2026 Code of practice for indoor air quality in air-conditioned buildings

On 3 September 2025, the Building and Construction Authority (BCA), in collaboration with IES-SDO, launched the new Singapore Standards, SS ISO 19650-1:2024 and SS ISO 19650-2:2024, together with the National Annex (NA) to SS ISO 19650-2, titled “Organisation and digitisation of information about buildings and civil engineering works, including building information modelling (BIM) — Information management using building information modelling”. The launch took place during the International Built Environment Week (IBEW) 2025.

The launch, which attracted approximately 340 participants, highlighted how the SS ISO 19650 series provides a common and structured approach to information management across the project lifecycle. The standards support Singapore’s broader digitalisation efforts, including initiatives such as CORENET X, by promoting consistent information standards and more structured, machine-searchable project information that can align with evolving digital project workflows.

By encouraging the use of a Common Data Environment (CDE), the standards facilitate more effective information extraction, improved data quality and stronger collaboration among project stakeholders. This supports more efficient project coordination and lays the groundwork for greater automation, data reuse and enhanced analytical capabilities within Singapore’s digital built-environment ecosystem.

Overall, the launch reflects the continued efforts of BCA and IES-SDO to promote the adoption of internationally aligned digital standards, helping to ensure that Singapore’s building environment sector remains resilient, future-ready and digitally enabled.



Ar. Liu YingYing presented on how the standard enables advanced data analysis through implementation in CDE platforms.

Transportation Standards Committee

Launched on 11 November 2021, the TPSC provides strategic oversight for the transport sector, addressing industrial needs ranging from railway systems to emerging technologies such as autonomous vehicles and intelligent transport systems.

The Technical Committees under TPSC's purview include:

- Technical Committee on Automotive (ATC)
- Technical Committee on Intelligent Transport Systems (ITS TC)
- Technical Committee on Railway Systems (TC RS)

Under the TPSC, IES-SDO oversees close to 50 standards, supporting national initiatives such as Singapore's Land Transport Masterplan. These standards also play a crucial role in fostering greater harmonisation among stakeholders in the railway industry.

Examples of impactful standards developed under TPSC include:

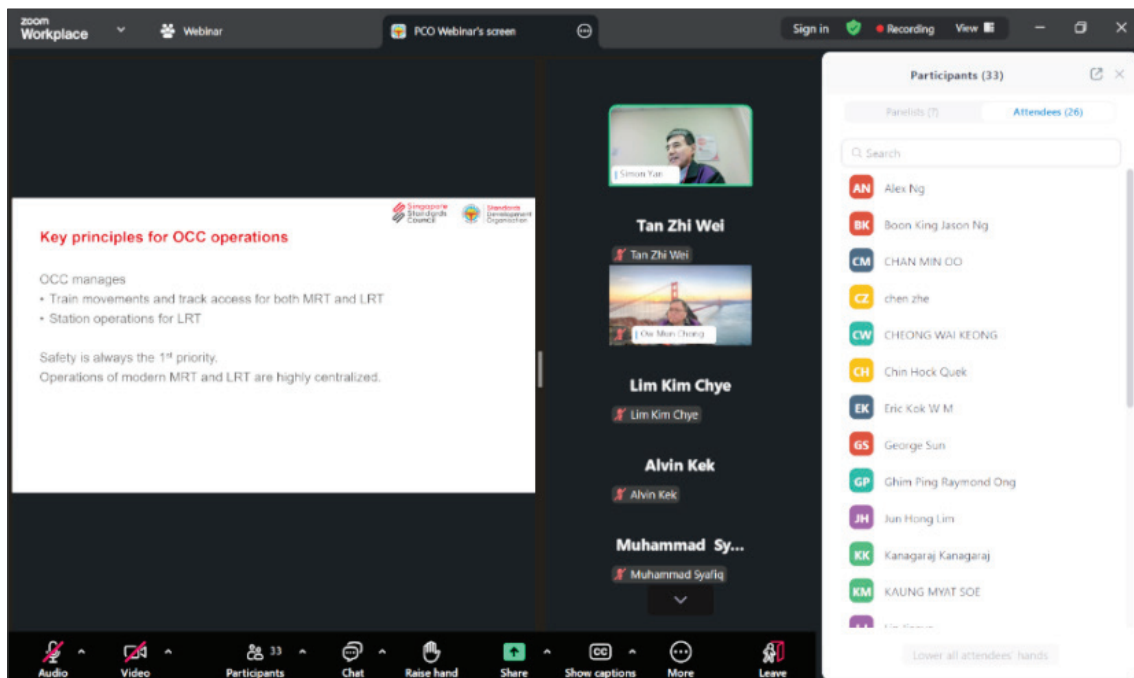
- TR 144:2025 Intelligent transport system – Road tunnel management
- TR 145:2025 Intelligent transport system –
Traffic signals: Detection and sensory systems (vehicles and pedestrians)
- SS 716:2025 Railway applications – Track – Safety protection on the track during work – Competences for personnel related to work on or near tracks
- SS 717:2025 Obsolescence management – Railway
- SS 722:2026 Electric vehicles charging system,
Part 1 ~ 4 (elevated to Singapore Standards from TR 25: 2022)
- TR 68:2021 Autonomous vehicles, Part 1 ~ 4
(currently under revision to further expand on scope, with 3 additional parts)

TR 25: 2022 is a nationwide electric vehicle (EV) charging standard to provide technical safety requirements for the EV charging systems (EVCS) in Singapore. It is referred under the Electric Vehicles Charging Act 2022 (EVCA). The elevation of the TR 25 : 2022 to SS 722:2026 provide a timely update on the standards in view of the advancement of the technologies in the EV domain.

To raise the awareness of standards under TPSC's purview, standard launches were organised in collaboration with the key members of the respective working group. One such webinar launch was organised on 15 September 2025 by IES-SDO with key members of the working group invited for the sharing, covering the following TRs:

- TR 122:2024 Mass rapid transit (MRT) and light rail transit (LRT) operations – Guide for the development and review of rule books
- TR 123:2024 Mass rapid transit (MRT) and light rail transit (LRT) operations – Guide for operations control centre management
- TR 124:2024 Mass rapid transit (MRT) operations – Guide for station management

The launch was attended by more than 20 attendees from 17 organisations.



Webinar launch on TR 122 : 2024, TR 123 : 2024 and TR 124 : 2024

On 30 September 2025, IES-SDO hosted the TPSC Strategic Planning Session, bringing together key stakeholders from regulatory authorities and the transportation industry. The session served as a collaborative platform to align standards development with emerging global trends and national priorities.

The session involved members of the TPSC, its three Technical Committees, and key representatives from various Working Groups, exploring key topics on Digitalisation and Internationalisation.

By fostering this dialogue between regulators and industry players, the TPSC ensures that Singapore's transportation standards remain forward-looking, supporting the long-term vision of a "Smarter and Greener" transport network.



TPSC Strategic Planning Session held at One Farrer on 30 September 2025

On 5 November 2025, the IES-SDO Steering Committee convened its bi-annual meeting to deliberate on strategic enhancements to Singapore's standardisation framework. Chaired by IES President Er. Chan Ewe Jin, the committee brought together senior leadership from IES and Enterprise Singapore, alongside key representatives from the BCSC and the TPSC.

The primary focus of the session was to identify and implement methodologies for improving standardisation efforts, ensuring that they remain agile and responsive to the evolving needs of the built environment and transportation sectors. This high-level oversight ensures that the standards developed under the IES-SDO remain a cornerstone of Singapore's engineering excellence and industrial resilience.



IES-SDO bi-annual SDO Steering committee meeting at IES Boardroom on 5 November 2025

Outreach Activities

On 6 November 2025, IES-SDO organised the Young Professionals Standards Bootcamp, a strategic initiative aimed at engaging and empowering professionals under the age of 40 within the building, construction, and transportation sectors.

The event saw participation from nearly 50 young professionals representing 27 companies across Singapore, underscoring a significant industry commitment to cultivating future leadership in standards development.

The workshop featured insightful presentations from Dr Richard Kwok (TPSC Chair), Mr Darren Lim (BCSC Deputy Chair), Prof Darren Chian Siau Chen (TC CGW Chair), and Prof Marcelo H Ang Jr. (ATC Co-Chair). These leaders shared their extensive experiences, offering guidance on career trajectories and the pivotal role young professionals play in shaping the future of Singapore's built environment and transportation landscapes.

Beyond knowledge-sharing, the event served as a vital networking platform, designed to foster greater involvement in standards development and industry innovation. By bridging the gap between seasoned experts and emerging talent, this bootcamp reinforced the long-term resilience of Singapore's standards ecosystem.



50 young professionals at the IES-SDO Young Professionals Standards Bootcamp 2025 to learn, connect, and contribute to the future of Singapore's built environment and transportation sectors.

On 5 February 2026, IES-SDO hosted a combined Appreciation Lunch for the Building and Construction Standards Committee (BCSC) and the Transportation Standards Committee (TPSC). The event served to recognise the significant contributions of standards partners involved in the development of Singapore Standards and Technical References published in FY2024.

Reflecting strong multi-sectoral collaboration, the event brought together 200 standards partners and representatives from 25 working groups. This high level of engagement serves as a testament to the industry's proactive role in advancing Singapore's national standards efforts. The session featured a panel of key leaders – including Ar. Lim Choon Keang (Chair, BCSC), Dr. Richard Kwok (Chair, TPSC), and Mr. Cheong Tak Leong (Director – Standards Division, Enterprise Singapore) – who provided a comprehensive overview of how these standards are driving resilience and innovation across the built environment and transportation landscapes.

The appreciation lunch served as a platform to acknowledge the invaluable contributions of stakeholders and reinforce collective efforts in supporting Singapore's Green Building Masterplan, Land Transport Masterplan and overall industry excellence.

Certificates of Appreciation were presented to standards partners during the lunch event.



BCSC and TPSC leadership, together with the Enterprise Singapore Director, and IES Executive Director, at the IES-SDO Appreciation Lunch 2026 held at Amara Hotel.



Presentations of Certificates of Appreciation for standard partners under BCSC



Presentations of Certificates of Appreciation for standard partners under TPSC

ENGINEERING EXCELLENCE

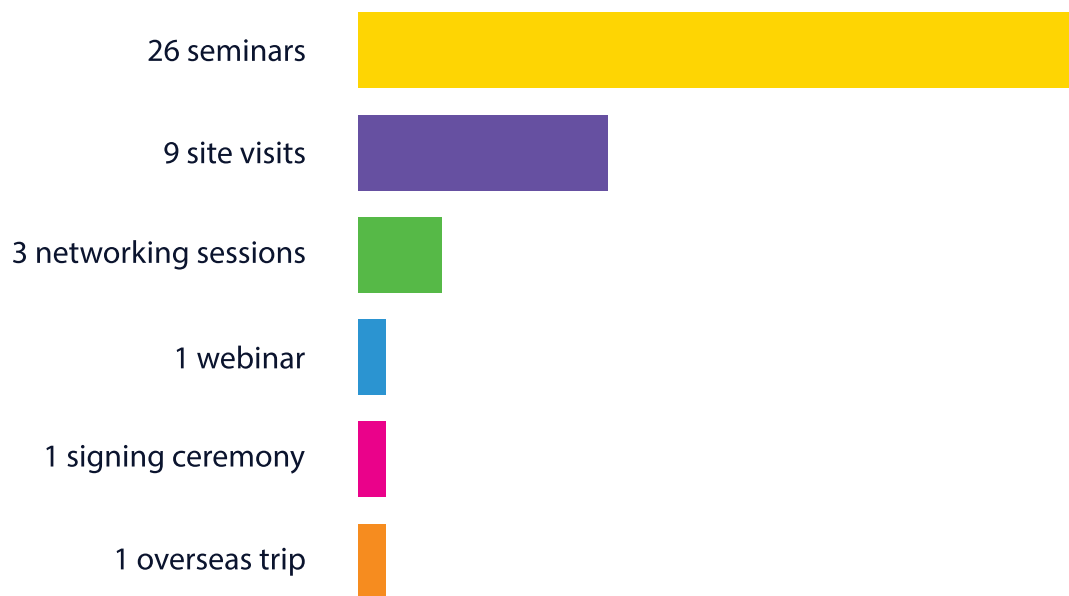
Technical Committees Overview

Inn 2025/2026, the Technical Committees department of IES organised a total of 41 events comprising 26 seminars, 9 site visits, 3 networking sessions, 1 webinar, 1 signing ceremonies and 1 overseas trip. In addition to this, the 16 committees supported flagship events through participating in tracks as part of the World Engineers' Summit (WES) 2025, and hosting a site visit as part of National Engineers Day (NED) 2025.

Committees also received invitations to attend and participate in external events such as the BEX Asia 2025 Seminar and Plant Safety Summit 2025, further strengthening our reach to engineers across various industries, members and non-members alike.

In total, the work of the 16 committees resulted in the engagement of over 3,000 attendees, including nearly 1,800 non-member participants.

Behind the scenes, the 4 clusters – Infrastructure, Sustainability, Transportation and Manufacturing – worked hard to plan and execute these activities, with discussions spanning over 40 meetings, through the engagement of over 300 expert members of the technical committees.



INFRASTRUCTURE CLUSTER

In 2025/2026, the Infrastructure Cluster organised a total of 17 events, addressing a wide range of topics in the built environment from annual events such as the “Key Amendments to Fire Code” seminar, to new collaborations with companies such as Sonepar and Daikin.

Beyond initiated events, the cluster also contributed to 2 tracks as part of the World Engineers Summit (WES) 2025, namely contributing papers for the Special Session 2 - Asset Management for Innovation and Sustainability and participating in the panel discussions of Track 3 – Designing for Sustainability | Green Building Practices.

The cluster was helmed by Er. Teo Tiong Yong; and included 4 Technical Committees, namely:

Asset Management Technical Committee (AMTC)

Chair: Mr Leow Meng Fai

Civil & Structural Technical Committee (C&S TC)

Chair: Er. David Ng

- **C&S Division**

Chair: Er. Sharron Ng

- **Geotechnical & Tunnel Division**

Chair: Mr Tong Yu Qiang

- **Transportation & Traffic Division**

Chair: Er. Dr Tan Pui Lai

Health & Safety Engineering Technical Committee (HSETC)

Chair: Er. Jaime Lim

Mechanical & Electrical Engineering Technical Committee (M&E TC)

Chair: Er. Ng Beow Suan

Key event highlights included:



21 July 2025:
IES - Huber & Ranner Joint Technical Talk: Clean Air, Cool Solutions: A Seminar on Hygienic AHUs and Hybrid Cooling”
 (organised by M&E TC)
 Held at e2i, Devan Nair Institute and attended by 191 participants.



28 October 2025:
“Workplace Lifting Equipment Summit: Safety, Sustainability and Smart Tech”
 (organised by HSETC)
 Held at Paradox Singapore Merchant Court and attended by 161 participants.



28 November 2025:
“IES – URA Seminar on Transforming Major Infrastructure (Network) Alignment Planning Processes through Digitalisation and Technology”
 (organised by C&S TC, Transportation & Traffic Division)
 Held at One Farrer Hotel and attended by 234 participants.



25 February 2026:
Networking Event: IES Technical Visit to Intertek Testing Laboratories
 (organised by M&E TC)
 Attended by 50 participants.

C&S TC Overseas Technical Visit to High-Speed Rail & Airport at Jakarta and Bandung, Indonesia



From 8 to 10 April 2026, C&S TC organised an overseas learning trip to Jakarta and Bandung, Indonesia, welcoming a delegation of 30 engineers from various specialisations, including rolling stock and urban development.

The trip saw the delegation visit the Manggarai Station LRT Jakarta Project Phase 1B on the first day, understanding the improvements implement in the second part of the phase, and the differences in construction works as compared to Singapore, for the massive LRT track that about equalled Singapore's MRT tracks in size.

The delegation spent the second day of the trip with the Whoosh team, riding on the high-speed rail which reached incredible speeds of up to 350km per hour. Delegates got to try the coin test first-hand, observing the smoothness of the ride to Bandung. At Tegalluar Summarecon station at Bandung, delegates visited the Whoosh depot, including a driving simulator.

The final day of the trip was packed with activity, starting with a visit to IES' counterpart, The Institution of Engineers, Indonesia – or Persatuan Insinyur Indonesia (PII) – where IES council, delegates and PII representatives discussed matters such as ways in which to attract more young engineers and women engineers to the field, and activities to better engage them in the institutions' work.

Before heading home, the delegation then met with the team at Soekarno-Hatta Airport (CGK) where CGK representatives shared about the revitalisation of the airport through enhancements such as the rejuvenation of engineering features and beautification of the airport before bringing delegates on a tour of CGK's Terminal 3.

Altogether, the trip proved to be highly fulfilling, allowing insight to various aspects of the industry, in a new light.

We thank our Indonesian hosts for their hospitality and look forward to more of such visits in future.

SUSTAINABILITY CLUSTER

The Sustainability Cluster made significant strides in enhancing IES' efforts in raising awareness and educating members on matters of sustainability including, digitalisation, the impacts of climate change, as well as the integration of OT in engineering through a total of 8 organised events.

The latter was the result of an MOU signing with the Operational Technology Information Sharing and Analysis Center (OT-ISAC), through which both IES and OT-ISAC aim to raise greater awareness of the role and importance of cyber as a core element of modern engineering competencies.

The MOU signing and subsequent working and steering committees were led by the Information Communication Technical Committee (ICTC).

The cluster was led by Chair – Prof. Seeram Ramakrishna, and Deputy Chair – Dr Victor Sim. The cluster included 4 Technical Committees, namely:

The Sustainability Cluster includes the following Technical Committees:

Climate Change Technical Committee (CCTC)

Chair: A/Prof. Pearl Li

Deputy Chairs: Mr Ho Chai Teck and Ms Yina Chua

Environment & Water Engineering Technical Committee (EWETC)

Chair: Ms Jasmine Foo

Deputy Chair: Dr Ang Keng Been

Energy Technical Committee (ETC)

Chair: Mr Dennis Tan

Deputy Chair: Mr Goh Tat Chuan

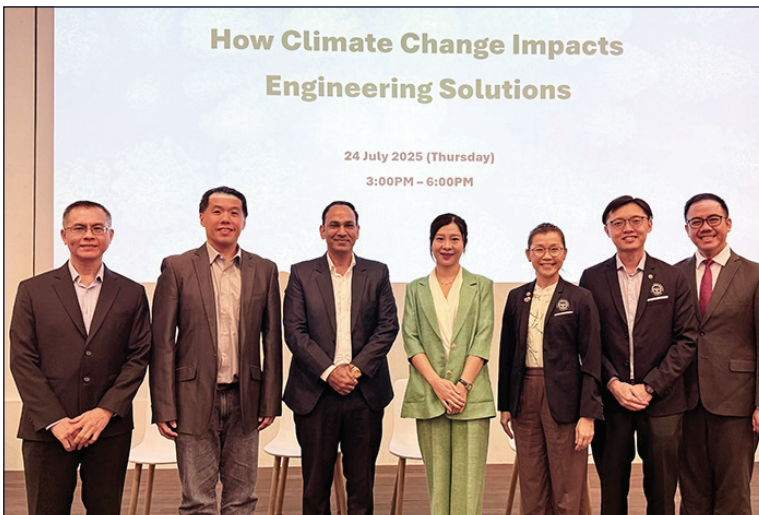
Information Communication Technical Committee (ICTC)

Chair: Dr Victor Sim

Deputy Chair: Mr Harish Pillay



5 July 2025:
IES & OT-ISAC MOU Signing and Strategic Dialogue
(organised by ICTC)
Held at IES HQ and attended by 50 participants.



24 July 2025:
“How Climate Change Impacts Engineering Solutions” Seminar
(co-organised by CCTC, EWETC and ICTC, in partnership with NUS)
Held at the NUS Engineering Auditorium and attended by 120 participants.



24 July 2025:
“Site Visit to Singapore Power’s Underground Cable Tunnel Network”
(organised by ETC)
Attended by 15 participants.

TRANSPORTATION CLUSTER

In 2025/2026, the Transportation Cluster organised a total of 9 events, comprising 5 site visits and 4 seminars. Beyond this, the cluster also participated in National Engineers' Day (NED) 2025 with a site visit to the Maritime of Port Authority's (MPA) Port Operation Control Centre, as well as the World Engineers' Summit (WES) 2025, across 3 tracks ranging from the aerospace, railway and systems sectors.

The cluster was helmed by Mr Lew Yii Der; and included 4 Technical Committees, namely:

Systems Engineering Technical Committee (SETC)

Chair: Mr Bernard Koh

Deputy Chairs: A/Prof. Yee Fook Cheong

Aerospace & Aviation Technical Committee (AAETC)

Chair: Mr Danny Lee

Maritime Engineering Technical Committee (METC)

Chair: Mr Eugene Khoo

Railway & Transportation Technical Committee (RTTC)

Chair: Mr Lew Yii Der

Deputy Chair: A/Prof. Zheng Jianxin

Key event highlights included:



29 May 2025:

Technical Visit to the Tuas Next Generation Port – Next Frontier of Singapore's Maritime Story

(co-organised by METC and SETC)

Attended by 76 participants



27 November 2025:
"IES Technical Talk – Artificial Intelligence and Digitalization in Aerospace"
(organised by AAETC)
Held at PSB Academy and attended by 82 participants.



22 to 23 January 2026:
**IES-IRSE Joint Event: Railway Innovation Seminar 2026:
Advancing Smart Mobility through Technology**
(organised by RTTC)
Held at SIT & SMRT Trains Bishan Depot and attended by 70 participants.

MANUFACTURING CLUSTER

In 2025/2026, the Manufacturing Cluster organised a total of 7 events, placing a focus on areas including smart manufacturing and the designing of safe and resilient structures via a range of activities from seminars to site visits. Altogether, the events touched on various topics pertinent to the manufacturing industry, from sustainable innovation to the management and rejuvenation of ageing assets.

The cluster was helmed by co-chairs Ms Wan Siew Ping and Mr Darrel Chua; and included 3 Technical Committees, namely:

Chemical & Process Engineering Technical Committee (CAPETC)

Co-Chairs: Mr Lucas Ng and Ms. Ng Mee Lin

Electronics & Computer Engineering Technical Committee (ECETC)

Chair: Dr Ronnie Teo

Intelligent Manufacturing Technical Committee (IMTC)

Chair: Ms Wan Siew Ping



21 August 2025:
Simulation Series #1 – Critical Engineering Safety
(organised by IMTC)
Held at IES HQ and attended by 20 participants.



30 January 2026:
Management of Ageing Process Plants: Ensuring Safety, Reliability and Efficiency
(organised by CAPETC)
Held at e2i and attended by 148 participants.



15 April 2026:
“Engineering Simulation Series #2: AI-Empowered Simulation for Engineering Applications
(organised by IMTC)
Held at IES HQ and attended by 45 participants.

IES AWARDS COMMITTEE

IES Honorary Fellow Award

The Honorary Fellow title is conferred upon distinguished individuals who have attained eminence in their respective fields and whose association with IES advances the Institution's interests and standing.

In 2025, the Honorary Fellow title was conferred on Mr Desmond Tan, Senior Minister of State (Prime Minister's Office), in recognition of his contributions to the engineering profession and to Singapore.



IES Lifetime Engineering Achievement Award

This award recognises outstanding engineering leaders whose lifetime achievements have made a profound impact on the profession, industry and community, and who has brought distinction to Singapore at the national or international level.

In 2025, the award was presented to Professor Lim Siong Guan, Emeritus Professor at the National University of Singapore and Distinguished Practitioner Fellow at the Lee Kuan Yew School of Public Policy.

Trained as a mechanical engineer at the University of Adelaide, Prof Lim served in roles in the Public Works Department and the Ministry of Defence before becoming General Manager of Singapore Automotive Engineering and Principal Private Secretary to then Prime Minister Lee Kuan Yew. He later served as Permanent Secretary across four ministries, Head of the Singapore Civil Service, Chairman of the Economic Development Board and Group President of GIC.

He is recognised for his leadership philosophy, "Think People. Think Future. Think Excellence."



IES Outstanding Partner Award

This award honours an organisation that has contributed significantly to IES and made a profound impact on the practice of engineering in Singapore.

In 2025, the award was presented to Enterprise Singapore, in recognition of its strong partnership with IES and its contributions to advancing engineering standards development, engineering excellence and capacity building for Singapore.

Through its sustained collaboration with industry and stakeholders, Enterprise Singapore has played a key role in strengthening Singapore's engineering ecosystem and supporting enterprise development.



IES Prestigious Engineering Achievement Awards

The IES Prestigious Engineering Achievement Awards recognise outstanding engineering projects that demonstrate excellence in innovation, engineering practice, and impact on society and the built environment.

In 2025, seven projects were recognised, ranging from sustainable rail infrastructure and smart street lighting systems to autonomous patrolling robots.

Applied Research and Development

- Land Transport Authority — Large-Scale Fire Tests to Validate Electric Bus Safety in Singapore

Engineering Project

- China Communications Construction Company Ltd and One Smart Engineering Pte Ltd — Construction of Viaduct and Tunnels for Rapid Transit System (RTS) Link
- Defence Science and Technology Agency — SAFTI CITY – The SAF’s Next Generation Smart Training Facility
- Housing & Development Board — Innovative Building Maintenance Solutions: CRR and Microwave Scanning Technology
- Land Transport Authority — Thomson-East Coast Line Stage 4 – Engineering Sustainability and Excellence in Singapore’s Rail Corridor

Engineering Project

- China Communications Construction Company Ltd and One Smart Engineering Pte Ltd — Construction of Viaduct and Tunnels for Rapid Transit System (RTS) Link
- Defence Science and Technology Agency — SAFTI CITY – The SAF’s Next Generation Smart Training Facility
- Housing & Development Board — Innovative Building Maintenance Solutions: CRR and Microwave Scanning Technology
- Land Transport Authority — Thomson-East Coast Line Stage 4 – Engineering Sustainability and Excellence in Singapore’s Rail Corridor

Technology Innovation

- Land Transport Authority — Smart and Energy Efficient Street Lighting System with Remote Control and Monitoring System (RCMS)
- Institute for Infocomm Research, A*STAR — Autonomous Collaborative Patrolling Robots



Defence Science and Technology Agency



Housing &
Development Board



Institute for Infocomm
Research, A*STAR



Land Transport
Authority

IES Sustainability Awards 2025

The IES Sustainability Awards recognise outstanding engineering projects and initiatives that promote sustainability and innovation through engineering practice.

In 2025, four projects were recognised, highlighting advances in bio-methanol production, self-healing interactive fibres, and sustainable construction materials.

Promising Start-Ups for Sustainability

- CRecTech Pte. Ltd - Catalytic Innovation Enabling Affordable Green Bio-methanol

Innovative Solutions for Sustainability

- Nanosun Pte Ltd — Nanobubble Catalytic Oxidation System (n-COS)
- National University of Singapore — SHINE: Self-healing Actuatable Electroluminescent Fibre for Sustainable Interactive Technologies
- Samwoh Corporation Pte Ltd — Effective Use of Sedimentary Rock from Jurong Rock Caverns in Structural Concrete for Building Construction



CRecTech



National University of Singapore



Nanosun



Samwoh Corporation

ASEAN Outstanding Engineering Achievement Award

The following projects, which were also recognised under the IES Prestigious Engineering Achievement Awards, received further recognition at regional level:

- Land Transport Authority — Smart and Energy Efficient Street Lighting System with Remote Control and Monitoring System (RCMS)
- Housing & Development Board — Innovative Building Maintenance Solutions: CRR and Microwave Scanning Technology

AFEO Honorary Fellow Award

- Er. Simon Lee
- Er. David Ng
- Dr. Victor Sim
- Er. Tan Yoong Heng
- Er. Teo Tiong Yong

AFEO Honorary Member Award

- Er. Winston Ho
- A/Prof Poh Leong Hien

Appreciation Awards 2025

IES Outstanding Volunteer Awards

The IES Outstanding Volunteer Awards recognises **volunteers who have made significant contributions to IES Groups and Committees.**

- Derek Cheng - Aerospace and Aviation Engineering Technical Committee
- Felipe Ong - Chemical & Process Engineering Technical Committee
- Haider Tyebally - Mechanical & Electrical Engineering Technical Committee
- Reve Chin Jen Yee - Civil & Structural Engineering Technical Committee
- Low Hin Foo - Geotechnical and Tunnel Division, C&S Engineering TC
- Jensen Ho - Geotechnical and Tunnel Division, C&S Engineering TC
- Zhang Yunhuo - Geotechnical and Tunnel Division, C&S Engineering TC
- An Xin Mei - Transportation and Traffic Division, C&S Engineering TC
- Tan Pui Lai - Transportation and Traffic Division, C&S Engineering TC
- Wisnu Saputra - Transportation and Traffic Division, C&S Engineering TC
- Choy Kong Yan - IES-ACES FI Joint Accreditation Committee
- Eugene Khoo - Maritime Engineering Technical Committee
- Nick Wong - Maritime Engineering Technical Committee
- Phinehas Tan - Maritime Engineering Technical Committee
- Tan Qin Xiang - Maritime Engineering Technical Committee
- Kshtij Asthana - Climate Change Engineering Technical Committee
- Pearl Li Yuzhu - Climate Change Engineering Technical Committee
- Leu Kai Jun - Young Engineers Committee

Friends of IES Awards

The Friends of IES Awards recognise non-IES members who have contributed meaningfully to IES committees and initiatives.

- Operational Technology Information Sharing and Analysis Center (OT-ISAC) - Information Communication Technical Committee
- Ho Chai Teck - Climate Change Engineering Technical Committee

IES Active Volunteer Recognition Awards

The IES Active Volunteer Recognition Awards recognise members who have demonstrated sustained participation in IES activities over a period of at least five years.

- Sun Jianping - Geotechnical and Tunnel Division, C&S Engineering TC
- Zheng Jianxin - Railway and Transportation Engineering Technical Committee

Best Student Chapter Award

The Best Student Chapter Award recognises student chapters that have demonstrated strong engagement through active participation and programme delivery.

- IES-SUTD Student Chapter
- IES-Singapore Polytechnic Student Chapter

IES Outstanding Committee Awards

This award recognises committees that have demonstrated strong engagement through active organisation of activities and external representation.

- Aerospace and Aviation Engineering Technical Committee
- Civil and Structural Engineering Technical Committee
- Health and Safety Engineering Technical Committee
- Mechanical and Electrical Engineering Technical Committee

Special Recognition Award

This award recognises outstanding contributions to the successful organisation of key IES initiatives and events.

The IES Charity Golf 2025 Organising Committee is recognised for successfully organising the event, which raised \$230,000 in support of the IES Scholarship Fund and Cerebral Palsy Alliance Singapore (CPAS).

IES Gold Medal Awards for Top Engineering Graduates

The IES Gold Medal Awards recognise top engineering graduates from universities and polytechnics in Singapore for outstanding academic performance. Recipients are selected by their respective institutions from accredited engineering programmes.

IES Gold Medal Awards for Top Engineering Graduates

The IES Gold Medal Awards recognise top engineering graduates from universities and polytechnics in Singapore for outstanding academic performance. Recipients are selected by their respective institutions from accredited engineering programmes.

Nanyang Polytechnic	
Chong Jia Shuo	Diploma in AI & Data Engineering
Gawain Yeo-Koh Jin Hng	Diploma in AI & Data Engineering
Tay Ya Wen	Diploma in Nanotechnology & Materials Science

Ngee Ann Polytechnic	
Gregory Lee Xiang Sheng	Diploma in Electronic & Computer Engineering
Teo Zhi Qi Jasmine	Diploma in Electrical Engineering
Cordeiro Ryan Andre	Diploma in Mechanical Engineering

Republic Polytechnic	
Myat Thiri Oo	Diploma in Electrical & Electronic Engineering
Loh Jing Yao	Diploma in Aviation Management
Hoong Shun Jin	Diploma in Sustainable Built Environment

Singapore Polytechnic	
Jenise Lim Wan Ning	Diploma in Civil Engineering
Tay Yu Jie	Diploma in Aviation Management
Lim Kai Yang	Diploma in Aeronautical Engineering

Temasek Polytechnic	
Titus Lim Qi An	Diploma in Computer Engineering
Zhao Wenjia	Diploma in Biomedical Engineering
Jonathan Wan Zhu Yi	Diploma in Electronics

National University of Singapore	
Tan Hsien Rong	Bachelor of Engineering (Electrical Engineering)
Jordan Foo Bao Luo	Bachelor of Engineering (Chemical Engineering)
Lim Jia Qi	Bachelor of Engineering (Engineering Science)
Kwa Minyi Samantha	Bachelor of Engineering (Biomedical Engineering)
Liu Jingxiang	Bachelor of Engineering (Environmental Engineering)
Ian Tay Rongde	Bachelor of Engineering (Materials Science and Engineering)
Tan Yang Keat	Bachelor of Engineering (Industrial and Systems Engineering)
Teo Tze-Shaun	Bachelor of Engineering (Civil Engineering)
Oh Joon Khai	Bachelor of Engineering (Mechanical Engineering)
Arif Khalid	Bachelor of Engineering (Computer Engineering)
Li Haiyu	Bachelor of Technology (Chemical Engineering)
Chang Zhi Yang	Bachelor of Technology (Civil Engineering)
Julius Justin Francis	Bachelor of Technology (Electronics Engineering)
Wong Tien Jun Jeremy	Bachelor of Technology (Industrial and Management Engineering)
Qiao Yu	Bachelor of Technology (Mechanical Engineering)

Singapore University of Social Sciences	
Chia Yong Lun, Benjamin	Bachelor of Engineering (Aerospace Systems)
Toh Lai Keat Patrick	Bachelor of Engineering (Electronics)

Singapore University of Technology and Design	
Gan Bei Ru	Bachelor of Engineering (Engineering Product Development)
Joash Tan Jia Le	Bachelor of Engineering (Engineering Systems and Design)
Ezra Lerh Zi Hui	Bachelor of Engineering (Engineering Systems and Design)
Kwok Keith	Bachelor of Engineering (Computer Science and Design)

IES Engineering Award for ITE Top Engineering Graduate

The IES Engineering Award recognises the top ITE engineering graduate selected from Gold Course Medallists based on academic performance, engineering competence, leadership and contributions to college activities.

ITE College West	
Daryl Chin Jun Kai	Higher Nitec in Facility Management

Scholarships

In line with nurturing the next generation of engineers, IES presented its inaugural Scholarship Awards to outstanding recipients across university, polytechnic and ITE categories, alongside IES–Yayasan Mendaki scholarships that were awarded to high-achieving Malay/Muslim students:

IES–Yayasan Mendaki Scholarship Awards 2025

Muhammad Tsaqiif Bin Yusoff	Electrical and Electronic Engineering, Nanyang Technological University
Ayumi Erraziqa Bte Mohd Imran Lau	Aerospace Engineering, Republic Polytechnic

IES Scholarship Awards 2025

Rachael Chan Wen Xuan	Civil Engineering, Nanyang Technological University
Joseph Tan Xue Xian	Mechatronics Systems, Singapore Institute of Technology
Hansini Prisha Kannan	Electrical Engineering, National University of Singapore
Chris Goh	Robotics and Mechatronics, Nanyang Polytechnic
Ahmad Danish Bin Johan	Electronics Engineering, ITE College Central
Kayden Koh Shao Jun	Aerospace Technology, ITE College Central



Social Services

IES promotes community engagement and inter-professional collaboration through its social and volunteer activities.

IES Spring Festival and Awards Appreciation Night

Over 200 members, partners and friends gathered at IES HQ to celebrate the Lunar New Year, marking a vibrant evening of fellowship and appreciation.

The evening also recognised contributions across the IES volunteer community through the presentation of appreciation awards spanning volunteer service, student chapters, committees and special recognition categories.

The event celebrated the dedication of volunteers, members and partners who continue to strengthen the engineering profession and the IES community.



Outstanding Volunteer Award 2025
Eugene Khoo, Chair of Maritime Engineering TC



Friends of IES Award 2025
Operational Technology Information Sharing and Analysis Center (OT-ISAC)

Active Volunteer Recognition Award 2025	Sun Jianping, Geotechnical and Tunnel Division, C&S Engineering TC
Outstanding Volunteer Award 2025	Eugene Khoo, Chair of Maritime Engineering Technical Committee
Best Student Chapter Award 2025	IES-Singapore Polytechnic
Student Chapter Award 2025	IES-SUTD
Outstanding Committee Award 2025	Aerospace & Aviation Engineering Technical Committee
Outstanding Committee Award 2025	Civil & Structural Engineering Technical Committee
Outstanding Committee Award 2025	Health and Safety Engineering Technical Committee
Outstanding Committee Award 2025	Mechanical & Electrical Engineering Technical
Special Recognition Award 2025	Charity Golf 2025 Organising Committee

Inter-Professional Games

The Annual Inter-Professional Games brought together six professional bodies comprising accountants, architects, doctors, engineers, lawyers, and surveyors and valuers.

IES emerged champion in bowling and placed third overall, with strong performances in badminton, table tennis and basketball.

Community Services

IES supports community outreach initiatives that foster engagement with beneficiaries and partner organisations.

Charity Christmas Party and Vintage Car Night Drive for CPAS Children

Date: 11 November 2025

IES, together with Singapore Airlines, the Malaysia Singapore Vintage Car Register (MSVCR) and the aerospace community, joined hands to hold a festive event for children from Cerebral Palsy Alliance Singapore (CPAS). Hosted by The Tanglin Club, the event involved over 180 participants.

The programme included gift distribution and a vintage car convoy of approximately 36 vehicles cruising along Orchard Road for the children to view the Christmas light displays.



Chinese New Year Celebration at the Moral Home for the Aged Sick

The IES Corporate Social Responsibility Committee, IES Community Services Committee and IES President, Er. Chan Ewe Jin visited the Moral Home for the Aged Sick to celebrate Chinese New Year with approximately 180 residents.

Residents were engaged through festive activities including the distribution of mandarin oranges and snacks. The visit was supported by the Young Engineers Committee, the Singapore Institute of Technology Student Chapter and the IES Secretariat.



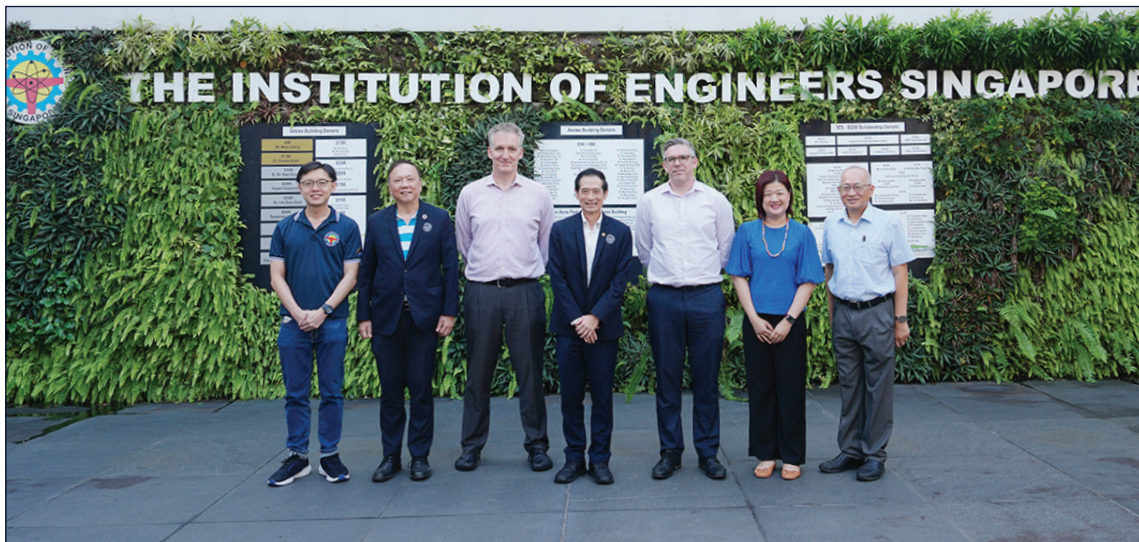
EXTERNAL RELATIONS

I) Local Events/Activities

Event: IES x ICE Singapore Chapter Collaboration Meeting

Date: 25th June 2025

IES was pleased to have hosted the leadership team of **the Institution of Civil Engineers (ICE) Singapore Chapter** at our office on 25th June 2025 to discuss on various collaboration opportunities, such as the exchange of evaluation standards for mutual recognition of engineer qualifications. In reinforcing this partnership, IES also took this opportunity to share about its flagship events such as the World Engineering Day: Charles Rudd Distinguished Global Lectures (WED: CRDGL), National Engineers Day (NED) and the World Engineers Summit (WES).



Group Photo of IES and ICE Singapore Chapter Representatives

Event: IES and OT-ISAC Strengthen Collaboration with Strategic Dialogue & MOU Signing

Date: 5th July 2025

On Saturday, 5th July 2025, The Institution of Engineers, Singapore (IES) and the Operational Technology Information Sharing Analysis Center (OT-ISAC) co-hosted the "IES x OT-ISAC Strategic Dialogue & MOU Signing".



MOU Signing Ceremony
between IES & OT-ISAC



Group Photo of IES and OT-ISAC representatives



National Committee of Engineering Organisations (NCEO) Members displaying a strong support for IES x OT-ISAC's Joint-Event

The event highlighted the growing importance of Operational Technology (OT) in industry. A key milestone was the signing of a Memorandum of Understanding (MOU) between IES and OT-ISAC, reinforcing their commitment to advancing OT integration through collaboration. The event also marked a first in Singapore, offering Professional Development Units (PDUs) for both engineers and cybersecurity professionals.

Event: IES Hosts Tianjin Federation of Industry and Commerce Delegation to Foster Cross-Border Collaboration
Date: 26th September 2025



Group Photo of IES and Tianjin Federation of Industry and Commerce representatives

The delegation led by Mr. Lou Jie, Chairman of the Tianjin Federation of Industry and Commerce (Tianjin FIC), visited IES office on 26th September 2025. The visiting group comprised dynamic young entrepreneurs and new start-ups from a diverse range of sectors, including manufacturing, technology, construction, and recycling.

The Tianjin delegation was welcomed by an IES delegation led by Honorary Secretary Er. Simon Lee and Vice President for Professional Development A/Prof Lim Kok Hwa, alongside representatives from the IES Council and International Outreach Committee (IOC).

The primary objective of the meeting was to explore concrete collaboration opportunities between the two organisations. Discussions focused on facilitating partnerships between Singaporean and Chinese companies and exploring joint ventures into each other's markets.



Exchange of Token of Appreciation between IES and Tianjin FIC



IES Council Member Dr Aaron Sham's Presentation to Tianjin FIC delegation

During the session, Dr Aaron Sham and Mr Chow Kok Wah presented an overview of IES, detailing our core functions and the impactful work of our Incubator & Accelerator (INCA) programme. In turn, the Tianjin representatives introduced their respective companies, showcasing innovative products and services.

Both parties expressed great enthusiasm for the meeting's outcomes and the promising business opportunities identified. The dialogue marked a significant step forward in strengthening economic ties between Singapore and Tianjin.

**Event: Spreading Holiday Cheer: IES and Partners Host Festive Event for CPAS
Date: 11th November 2025**

During this season of giving, IES once again joined hands with our partners, Singapore Airlines, Malaysia Singapore Vintage Car Register (MSVCR) and the aerospace community to bring festive cheer to the children of Cerebral Palsy Alliance Singapore (CPAS).

Hosted by The Tanglin Club for the fourth year running on 11 November 2025, the annual Christmas Party saw more than 150 guests, including 53 children, 40 caregivers and 20 CPAS teachers and staff, come together for an evening of joy and celebration.



Presenting Goodie Bags to Children of CPAS

Capping off the celebration was a heart-warming vintage car convoy where 36 classic cars cruised down Orchard Road for the children to take in the dazzling Christmas lights - a truly magical ride filled with smiles and laughter.



IES Representatives at IES-CPAS
Vintage Car Charity Drive



Flag-off for Classic Car Convoy

Event: Hosting of PII Delegation @ Punggol Digital District
Date: 14th November 2025



Group Photo of PII Delegation and IES Representatives @ Punggol Digital District



JTC Representative's Presentative to PII Delegation

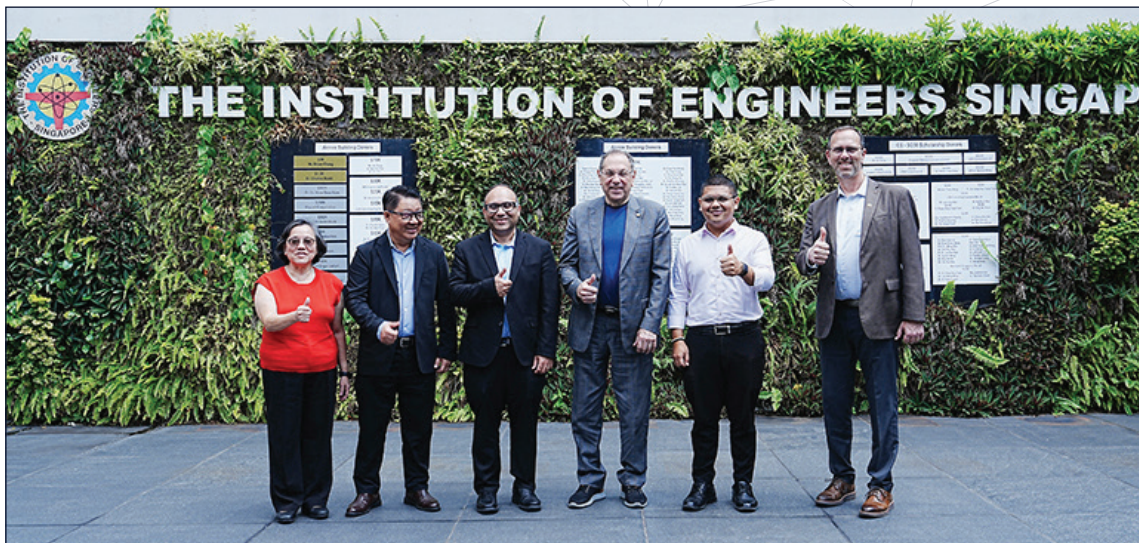
With the strong support from JTC Corporation, IES was able to host our Indonesia counterpart, Persatuan Insinyur Indonesia (PII), at the Punggol Digital District as the group witnessed the green technologies and energy-efficient systems that have been put in place for creating a positive environmental footprint and fostering its long-term sustainability measures.



IES Honorary Treasurer
Er. David Ng and
Executive Director
Mr Syafiq Shahul
Presenting Token of Appreciation
to JTC

Event: IES x ASME: Shaping the Future of Engineering

Date: 26th March 2026



Group Photo of IES and ASME Leadership Team

IES had a productive meeting discussion with the leadership team from the American Society of Mechanical Engineers (ASME) on 26 March 2026 where both organisations exchanged insights and explored on potential areas for collaboration.

Valuable perspectives on ASME's global initiatives and strategic directions were being shared by its representatives led by Executive Director/CEO Mr Thomas Costabile, which also constitutes the Chief Strategy Officer Mr Anand Sethupathy, Senior Managing Director Mr Christopher Cantrell and Director (APAC) Mr Alex Tan.

Discussions covered broad key areas such as strengthening student engagement, enhancing professional development pathways, and exploring collaboration opportunities in innovation platforms, scholarships, and diversity initiatives. Both organisations also exchanged views on advancing engineering standards, mobility and cross-sectorial learning to better support the engineering community.

The session provided a meaningful platform for both organisations to align on shared goals and identify opportunities for impactful collaborations.

Event: Nigerian Delegation's Overseas Study Tour in Singapore
Date: 26th to 28th January 2026



Nigerian delegation with IES Deputy President Mr Mervyn Sirisena, IES Council members Dr Aaron Sham and Er. Ng Beow Suan

IES played host to a 34 members delegation from Nigerian Institution of Civil Engineers (NICE) delegation for their Overseas Study Tour themed “Sustainable Infrastructure Development and Smart Engineering Systems: Insight from Singapore’s Innovation, Technology and Sustainability Experience” in Singapore from 26th to 28th January 2026.

In collaboration with IES Academy, the IOC conducted a 3 days’ programme packed with presentation sharing and industrial technical visits.

Civil & Structural Engineering Technical Committee’s Deputy Chair Dr Aaron Sham and Mechanical & Electrical Engineering Technical Committee Chair Er. Ng Beow Suan represented IES in delivering a joint presentation on Singapore’s perspective of the Building Lifecycle and Regulations in Maintenance.

Thanks to the strong support from our industrial partners, the delegation also managed to visit Kajima Technical Research Institute (KaTRIS), Marina Barrage, URA Model Singapore gallery and Singapore Science Centre.



C&S TC Deputy Chair Dr Aaron Sham and M&E TC Er. Ng Beow Suan’s Sharing on Singapore’s Building Lifecycle and Regulations in Maintenance



Technical Visit at Kajima Technical Research Institute (KaTRIS)



Technical Visit at Science Centre

Event: IES's 1st Flagship Event to Mark Its 60th Anniversary – World Engineering Day 2026: Charles Rudd Distinguished Global Lectures
Date: WED 2026



Unveiling of IES 60 Logo by
GOH Minister Indraneel Rajah,
IES President Er. Chan Ewe Jin and
Deputy President Mr Mervyn Sirisena



Guest-of-Honour Minister
Indraneel Rajah's Address



Presentation of Token of Appreciation to
GOH Minister Indraneel Rajah by
IES President
Er. Chan Ewe Jin and Ngee Ann
Polytechnic Principal &
CEO Mr Lim Kok Kiang

WED 2026: CRDGL brought together nearly 1,700 leaders from industry, academia, and public agencies at Ngee Ann Polytechnic to explore our 2026 theme: "Engineers and the Future of Engineering: Opportunities of Emerging Technologies".

Ms Indraneel Rajah, Minister in the Prime Minister's Office, Second Minister for Finance and National Development was the Guest-of-Honour to witness the transformative power of engineering in action.

Key Highlights & Announcements

- Unveiled the IES60 logo to mark its 60 years of dedication to Singapore's engineering community.
- Industry 4.0 for All: Launched the Smart Manufacturing Platform (by Ngee Ann Polytechnic & Siemens) to help our SMEs scale with cutting-edge tech.
- Future-Proofing Talent: Introduced Singapore's first stackable Specialist Diploma in Smart Manufacturing, developed with A*STAR.
- Sustainability First: Announced the new Go 25 standards, reinforcing our commitment to climate resilience and energy efficiency.

IES would like to take this opportunity to extend our deepest thanks to our valued partners and sponsors for their unwavering support, distinguished speakers and speakers for sharing their invaluable insights on Artificial Intelligence (AI), smart systems and the future of profession, as well as the international participants who have joined us in person and online.

II) Overseas Involvements & Activities

Event: IES's Overseas Learning Journey to Shanghai & Hangzhou in conjunction with WFEO General Assembly

Date: October 2025



Meeting Discussion between SAST and IES



IES Delegation with ZAST Deputy Chairman

The International Outreach Committee (IOC) organised a 7 Days 6 Nights Overseas Learning Journey to Shanghai and Hangzhou, China, from 15th to 21st October 2025.

The 43-man strong delegation led by IES President Er. Chan Ewe Jin and Emeritus President & IOC Chair Er. Chong Kee Sen was fully engaged in the itinerary packed with industrial technical visits, seminar sharing, exchange of insights with professional institutions and leisure tour.

IES delegation also attended the World Federation of Engineering Organisations (WFEO) Gala Dinner cruising through the Huangpu River and met up with IES Emeritus President Er. Dr Tan Seng Chuan before his official inauguration as the first Singaporean President of WFEO on 17th October 2025.



IES Delegation with WFEO President-Elect Er. Dr Tan Seng Chuan at WFEO Gala Dinner on 16th October 2025



Technical Visit at AMEC



Sustainability Forum at Zhejiang Zijingang Campus

This historic milestone celebrates not only Er. Dr Tan's lifelong dedication to engineering excellence, but also the growing global influence of Singapore's engineering community. IES believes under his leadership, it would amplify Singapore's voice at the world stage and inspire the next generation of global engineers.

Special thanks to our strategic partners Shanghai Association for Science and Technology (SAST), Zhejiang Association for Science and Technology (ZAST), Alibaba, Huawei, Akribis Systems, AMEC, and Zhejiang Zijingang College of Civil Engineering and Architecture in making this overseas learning trip a truly memorable one.

Event: FEIAP General Assembly at Bangkok, Thailand
Date: 23rd to 25th July 2025



Emeritus President Er. Chong receiving the FIEAP Honorary Fellow Award from FEIAP President



President Er. Chan, EP Er. Chong and Hon Treasurer Er. David participated in FEIAP Governing Board Meeting

The Federation of Engineering Institutions of Asia and Pacific General Assembly (FEIAP GA) was held in Bangkok, Thailand, from 23rd to 25th July 2025 where President Er. Chan Ewe Jin, Emeritus President Er. Chong Kee Sen and Honorary Secretary Er. David Ng represented IES in the meetings.

Er. David presented on the Singapore's Sustainability Road Map during Environmental Sustainability Standing Committee chaired by Er. Chong, and also delivered a presentation on "Actively Considering Sustainability in Infrastructure Design and Construction".

3 Working Groups under this Standing Committee were formed to develop the following guidelines:

1. FEIAP guidelines on Circular Economy (Chair: Engineers Australia)
2. FEIAP guidelines on ESG (Chair: IEM/CAST)
3. FEIAP guidelines on New Energy (Chair: IEM/CAST)

At the GA dinner, FEIAP presented the inaugural Honorary Fellow Award to IES recipients Prof. Cham Toa Soon, Er. Tan Seng Chuan, Prof. Su Guangning, Prof. Chew Yong Tien and Er. Chong Kee Sen, who was present received the award from FEIAP President Engr. Dr. Aung Kyaw Myat and witnessed by IES President Er. Chan Ewe Jin.

Event: Forging Regional Ties: IES Leads Singapore at CAFEO 2025
Date: 27th to 30th October 2025

Led by President Er. Chan Ewe Jin, Deputy President Mr Mervyn Sirisena and Honorary Secretary Er. Simon Lee, IES is pleased to have a Singapore delegation over 20 representatives attending the 43rd Conference of the ASEAN Federation of Engineering Organisations (CAFEO) in SMX Convention Center in Clark, Pampanga, Philippines from 27 to 30 October 2025.

The delegation had attended various engineering work group meetings and also participated in the China-ASEAN Engineers Forum that was co-organised with the Chinese Society of Engineers (CSE) on Day 2 of the programme.



Group Photo of IES Delegation @ CAFEO 43

Technical Visit at AMEC
Signature Handshake among AFEO Members Organisations



AFEO Members Representatives at ASEAN-China Engineers Forum



Mr Jason Harrison's (Daikin Holdings) Keynote Speech @ Thematic Session

IES was extremely honoured to witness:

- Housing & Development Board (HDB) and Land Transport Authority (LTA) in winning the ASEAN Outstanding Engineering Achievement Award - Group Category

The conferment of:

- AFEO Honorary Fellow: Er. Simon Lee, Er. David Ng, Er. Teo Tiong Yong, Dr. Victor Sim and Er. Tan Yoong Heng
- AFEO Honorary Member: Er. Winston Ho and A/Prof. Poh Leong Hien

Mr Jason Harrison, the General Manager – Solutions Hub at Daikin Holdings also represented Singapore in delivering his keynote speech in the thematic session “Sustainable and Intelligent Cities”

FINANCIAL STATEMENT



Chartered Accountants of Singapore (Reg. No. T14PF0013D)

**THE INSTITUTION OF ENGINEERS SINGAPORE
(Registered in Singapore)
REGISTRATION NUMBER: S66SS0041B**

**FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2025**

GYSG & CO
114 Lavender Street #07-76
CT Hub 2
Singapore 338729

Telephone +65 6293 8198
Internet www.gysg.com.sg

**THE INSTITUTION OF ENGINEERS SINGAPORE
AND ITS SUBSIDIARIES
(Registered in Singapore)
Registration Number: S66SS0041B**

Financial Statements
Year Ended 31 December 2025

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Consolidated statement of cash flows	FS5
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**THE INSTITUTION OF ENGINEERS SINGAPORE
(REGISTERED UNDER THE SOCIETIES ACT 1966)
(UEN No. S66SS0041B)**

STATEMENT BY THE COUNCIL

In our opinion, the accompanying financial statements and consolidated financial statements, together with the notes thereon are drawn up so as to present fairly, in all material respects, the financial position of the Group and of the Institution as at 31 December 2025 and of the financial performance, changes in equity of the Group and the Institution and the cash flows of the Group for the year then ended.

ON BEHALF OF THE COUNCIL



CHAN EWE JIN
PRESIDENT
(COUNCIL SESSION 25/26)



LEE TENG PONG
HONORARY SECRETARY
(COUNCIL SESSION 25/26)



NG CHEW CHIAT
HONORARY TREASURER
(COUNCIL SESSION 25/26)

Singapore, 14 APR 2026



Chartered Accountants of Singapore (Reg. No. T14PF0013D)

GYSG & CO
114 Lavender Street #07-76
CT Hub 2
Singapore 338729

Telephone +65 6293 8198
Internet www.gysg.com.sg

Independent auditor's report

Members of THE INSTITUTION OF ENGINEERS SINGAPORE

Report on the Audit of the financial statements

Opinion

We have audited the financial statements of The Institution of Engineers Singapore (the "Institution") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Institution as at 31 December 2025, and the consolidated statement of comprehensive income of the Group and the statement of comprehensive income of the Institution, consolidated statement of changes in equity of the Group and the Institution, and the consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of comprehensive income of the Institution are properly drawn up in accordance with the provisions of the Societies Act 1966 (the Societies Act) and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects, the financial position of the Group and the Institution as at 31 December 2025, and the financial performance, changes in equity of the Group and the Institution, and the cash flows of the Group for the financial year ended on that date.

Basis for Opinion

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

THE INSTITUTION OF ENGINEERS SINGAPORE

*Independent auditor's report
Year Ended 31 December 2025*

Other Information

The Council is responsible for the other information. The other information comprises the Statement by the Council set out on page 1.

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 Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act and FRSs, and for devising and maintaining a system of internal accounting controls as the Council determines it is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council 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 Council 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.

Auditor's Responsibilities for the Audit of the Financial Statements

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

THE INSTITUTION OF ENGINEERS SINGAPORE

*Independent auditor's report
Year Ended 31 December 2025*

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- Conclude on the appropriateness of the Council'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.
- 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.
- 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.

THE INSTITUTION OF ENGINEERS SINGAPORE

*Independent auditor's report
Year Ended 31 December 2025*

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion,

- a) the accounting and other records required to be kept by the Institution in accordance with the Societies Regulations enacted under the Societies Act, and have been properly kept in accordance with those Regulations;
- b) the fund-raising appeals held during the year ended 31 December 2025 have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records of the fund-raising appeals have been kept; and
- c) for those subsidiaries incorporated in Singapore of which we are the auditors, the accounting and other records required by Companies Act 1967 to be kept by the subsidiaries have been properly kept in accordance with the provisions of Companies Act 1967.



GYSG & CO
*Public Accountants and
Chartered Accountants*

Singapore

14 APR 2026

FINANCIAL STATEMENT

THE INSTITUTION OF ENGINEERS SINGAPORE

Financial Statements
Year Ended 31 December 2025

Consolidated Statement of Financial Position as at 31 December 2025

	Note	GROUP		INSTITUTION	
		2025 SGD	2024 SGD	2025 SGD	2024 SGD
EQUITY					
Asset capitalisation reserve	18	4,639,614	4,864,472	4,639,614	4,864,472
Capital reserve	19	1,453,041	1,453,041	1,453,041	1,453,041
Sinking fund	20	693,041	693,041	693,041	693,041
Scholarship fund	21	389,408	389,408	389,408	389,408
Accumulated fund		8,761,463	7,924,686	1,861,696	2,084,634
		<u>15,936,567</u>	<u>15,324,648</u>	<u>9,036,800</u>	<u>9,484,596</u>
Represented by:					
NON CURRENT ASSETS					
Property, plant and equipment	3	5,252,878	5,534,311	5,249,406	5,525,118
Right of use asset	9a	230,367	350,558	-	-
Investment in subsidiaries	5	-	-	4	4
Investment in associate	6	-	-	-	-
Investment in joint venture	7	-	-	-	-
Other investment		13,900	13,900	-	-
CURRENT ASSETS					
Trade and other receivables	4	1,870,793	2,485,895	1,717,037	2,655,957
Contract assets	8	67,576	-	-	-
Cash at banks and on hand	17	11,441,257	10,020,777	4,431,945	3,860,735
		<u>13,379,626</u>	<u>12,506,672</u>	<u>6,148,982</u>	<u>6,516,692</u>
Less:					
CURRENT LIABILITIES					
Trade and other payables	10	2,220,932	2,183,263	2,145,988	2,279,520
Contract liabilities	11	410,040	446,083	211,270	261,600
Provision for taxation	16b	72,113	88,113	4,068	4,068
Lease liability	9b	120,607	114,451	-	-
		<u>2,823,692</u>	<u>2,831,910</u>	<u>2,361,326</u>	<u>2,545,188</u>
NET CURRENT ASSETS		<u>10,555,934</u>	<u>9,674,762</u>	<u>3,787,656</u>	<u>3,971,504</u>
		<u>16,053,079</u>	<u>15,573,531</u>	<u>9,037,066</u>	<u>9,496,626</u>
Less:					
NON-CURRENT LIABILITIES					
Lease liability	9b	116,246	236,853	-	-
Deferred tax liabilities	12	266	12,030	266	12,030
		<u>15,936,567</u>	<u>15,324,648</u>	<u>9,036,800</u>	<u>9,484,596</u>

The accompanying notes from an integral part of the financial statements.

FINANCIAL STATEMENT

THE INSTITUTION OF ENGINEERS SINGAPORE

Independent auditor's report
Year Ended 31 December 2025

Consolidated Statement of Comprehensive Income for the year ended 31 December 2025

	Note	<u>GROUP</u>		<u>INSTITUTION</u>	
		2025 SGD	2024 SGD	2025 SGD	2024 SGD
REVENUE	13				
Conferences, seminars and events		5,125,641	5,045,599	625,565	541,698
Members' annual fees		1,004,557	1,044,276	689,174	771,333
Publication registry listings		391,600	298,393	-	-
Others		265,842	256,596	220,328	168,804
		6,787,640	6,644,864	1,535,067	1,481,835
Rental income		393,703	404,453	393,703	404,453
SDO corporate support fee		263,463	251,552	263,463	251,552
Administrative charges received		473,560	292,800	733,859	687,672
Government grants		1,738	148,485	1,738	19,315
Interest income		52,013	45,969	22,839	45,966
Others		95,769	313,997	43,735	114,184
		8,067,886	8,102,120	2,994,404	3,004,977
LESS: OPERATING EXPENSES					
Expenditure for accreditation		(138,605)	(144,695)	(138,605)	(144,695)
Expenditure for conferences, seminars and events		(2,237,775)	(2,172,160)	(437,279)	(214,950)
Expenditure for publication registry listings		(154,815)	(176,612)	-	-
Interest expense on lease liability		(15,149)	(3,871)	-	-
Employee benefits expenses	14	(3,664,384)	(3,848,965)	(1,917,714)	(2,044,705)
Other operating expenses	15	(1,177,968)	(1,571,506)	(731,544)	(1,121,225)
		(7,388,696)	(7,917,809)	(3,225,142)	(3,525,575)
Share of surplus from a joint venture		212,762	160,395	-	-
SURPLUS/(DEFICIT) BEFORE TAXATION					
TAXATION		891,952	344,706	(230,738)	(520,598)
TAXATION	16a	(55,175)	15,884	7,800	44,170
NET SURPLUS/ (DEFICIT) AFTER TAX, REPRESENTING THE TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR		836,777	360,590	(222,938)	(476,428)

The accompanying notes from an integral part of the financial statements.

THE INSTITUTION OF ENGINEERS SINGAPORE
Independent auditor's report
 Year Ended 31 December 2025

**Consolidated Statement of Changes in Equity
 for the year ended 31 December 2025**

<u>GROUP</u>	Accumulated fund SGD	Asset Capitalisation Reserve SGD Note 17	Capital Reserve SGD Note 18	Sinking Fund SGD Note 19	Scholarship Fund SGD Note 20	Total SGD
Balance as at 1 January 2024	7,564,096	5,090,207	1,453,041	693,041	389,408	15,189,793
Movement during the financial year	-	(225,735)	-	-	-	(225,735)
Total comprehensive income for the year	360,590	-	-	-	-	360,590
Balance as at 31 December 2024	7,924,686	4,864,472	1,453,041	693,041	389,408	15,324,648
Movement during the financial year	-	(224,858)	-	-	-	(224,858)
Total comprehensive income for the year	836,777	-	-	-	-	836,777
Balance as at 31 December 2025	8,761,463	4,639,614	1,453,041	693,041	389,408	15,936,567

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

THE INSTITUTION OF ENGINEERS SINGAPORE
Independent auditor's report
 Year Ended 31 December 2025

**Consolidated Statement of Changes in Equity
 for the year ended 31 December 2025**

	Accumulated fund SGD	Asset Capitalisation Reserve SGD	Capital Reserve SGD	Sinking Fund SGD	Scholarship Fund SGD	Total SGD
<u>INSTITUTION</u>						
Balance as at 1 January 2024	2,561,062	5,090,207	1,453,041	693,041	389,408	10,186,759
Movement during the financial year	-	(225,735)	-	-	-	(225,735)
Total comprehensive income for the year	(476,428)	-	-	-	-	(476,428)
Balance as at 31 December 2024	2,084,634	4,864,472	1,453,041	693,041	389,408	9,484,596
Movement during the financial year	-	(224,858)	-	-	-	(224,858)
Total comprehensive income for the year	(222,938)	-	-	-	-	(222,938)
Balance as at 31 December 2025	1,861,696	4,639,614	1,453,041	693,041	389,408	9,036,800

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

FINANCIAL STATEMENT

THE INSTITUTION OF ENGINEERS SINGAPORE

Independent auditor's report

Year Ended 31 December 2025

Consolidated Statement of Cash Flows for the year ended 31 December 2025

	Note	2025 SGD	2024 SGD
Cash flows from operating activities			
Surplus before taxation		891,952	344,706
Adjustments for:			
Allowance for expected credit losses		-	3,057
Bad debts written off - trade		(97,835)	6,000
Reversal of allowance of doubtful debts		(23,210)	-
Interest expense on lease liability		15,149	3,871
Depreciation of property, plant and equipment		104,603	105,023
Depreciation of right-of-use assets		120,191	111,010
(Gain) on disposal of property, plant and equipment		(1,160)	(6,681)
		<u>117,738</u>	<u>222,280</u>
		1,009,690	566,986
Changes in working capital:			
Contract assets		(67,576)	-
Contract liabilities		(36,043)	105,211
Trade and other receivables		736,147	(845,053)
Trade and other payables		37,669	237,386
		<u>670,197</u>	<u>(502,456)</u>
Cash effect of operating activities		1,679,887	64,530
Income tax paid		(82,939)	(106,679)
Income tax refunded		-	2,490
Net cash effect of operating activities		<u>1,596,948</u>	<u>(39,659)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment		(46,868)	(81,435)
(Placement)/ withdrawal of fixed deposits		527,671	(45,942)
Net cash effect of investing activity		<u>480,803</u>	<u>(127,377)</u>
Cash flows from financing activities			
Repayment of lease liability		(114,451)	(116,088)
Interest paid on lease liability		(15,149)	(3,871)
Net cash effect of financing activity		<u>(129,600)</u>	<u>(119,959)</u>
Net change in cash and cash equivalents		1,948,151	(286,995)
Cash and cash equivalents as at 1 January		7,935,704	8,222,699
Cash and cash equivalents as at 31 December	17	<u>9,883,855</u>	<u>7,935,704</u>

The accompanying notes from an integral part of the financial statements.

THE INSTITUTION OF ENGINEERS SINGAPORE

Independent auditor's report

Year Ended 31 December 2025

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2025

1. GENERAL INFORMATION

The Institution is registered in Singapore under Societies Act 1966 and is domiciled in Singapore.

The principal activities of the Institution are to promote and advance the science, art and the profession of engineering.

The principal activities of the subsidiaries are disclosed in Note 5 to the financial statements.

The corporation's registered address and the principal place of business is at 70 Bukit Tinggi Road, Singapore 289758.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of accounting

The financial statements and consolidated financial statements are prepared in compliance with Singapore Financial Reporting Standards (FRSs) issued by Accounting and Corporate Regulatory Authority (ACRA).

The financial statements and consolidated financial statements are presented in Singapore dollars.

The financial statements and consolidated financial statements are prepared in accordance with the historical cost convention except as disclosed in the accounting policies below.

The financial statements and consolidated financial statements for the financial year ended 31 December 2025 are authorised to be issued on the date of the Statement by Council.

2.2 Adoption of new and revised Financial Reporting Standards

The accounting policies adopted in the financial year are consistent with those used in the previous financial year except for the adoption of certain new and revised Financial Reporting Standards effective for the financial year beginning 1 January 2025. These new and revised Financial Reporting Standards have no significant effects on the Institution's accounting policies.

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2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Issued but not yet effective Financial Reporting Standards

As at the date of this report, the Group has not applied any new or revised Financial Reporting Standards that have been issued but are only effective for accounting periods beginning on or after 1 January 2026 as these new and revised standards are not relevant to the Group, except for FRS 118, the directors expect that the adoption of the standards below will have no material impact on the financial statements in the year of initial application. The nature of the impending changes in accounting policy on adoption of FRS 118 are described below.

FRS 118 Presentation and Disclosure in Financial Statements

FRS 118 is a new standard that replaces FRS 1 Presentation of Financial Statements. FRS 118 introduces new categories of subtotals in the statement of profit or loss. Entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, wherein the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for the location, aggregation and disaggregation of financial information.

In addition, narrow-scope amendments have been made to FRS 7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards. FRS 118 will apply retrospectively.

The Group is in the process of assessing the impact of the new standard and its disclosure requirements.

This section is intentionally left blank.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Significant judgments by the Council in applying accounting policies

In the process of applying the Group's and the Institution's accounting policies, the Council did not make any significant judgements, apart from those involving estimations, that have significant effect on the amounts recognised in the financial statements.

2.5 Key sources of estimation uncertainty

The preparation of financial statements in conformity with Singapore Financial Reporting Standards requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements and consolidated financial statements, and the reported amounts of income and expenses during the financial year. Although these estimates are based on the Council's best knowledge of current event and actions, actual results may differ from those estimates.

There were no significant key assumptions concerning the future, nor other key sources of estimation uncertainty at the year end that would have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year except for:-

i) Depreciation of plant and equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial and production factors which could change significantly as a result of expected usage and technological changes in response to the market conditions.

The residual value of the Group's and the Institution's leasehold land and property are derived based on the Council's best estimate. In the event that there is a significant change in the residual value the depreciation charge directly to asset capitalisation reserve will be significantly affected.

Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amounts of the Group's furniture, fixtures and equipment and right-of-use assets as at 31 December 2025 were approximately SGD5,252,878 (2024: SGD5,534,311) and SGD230,367 (2024: SGD350,558) respectively. The key assumptions are disclosed in Notes 2.6.

ii) Income taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The institution recognises tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the period in which such determination is made. The carrying amounts of tax and deferred tax are disclosed in Note 12 and 16b.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.5 Key sources of estimation uncertainty (continued)

iii) Expected credit losses (ECL) on trade receivables

The carrying amount of receivables impaired by measuring expected credit losses. Expected credit losses is measured in a way that reflects an unbiased and probability-weighted amount that is determined by evaluating a range of outcomes, time value of money and reasonable and supportable information that is available without undue cost for effort at the year end about past events, current conditions and forecasts of future economic conditions.

Where the expectation is different from the original estimate, such difference will impact the carrying value of receivables. The carrying amounts of trade receivables are disclosed in Note 4.

2.6 Property, plant and equipment and depreciation

Property, plant and equipment are initially stated at cost. Subsequent to initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use. Depreciation is provided on gross carrying amounts less residual value in equal annual instalments over the estimated lives of the assets. The estimated useful lives are as follows:-

	<u>No. of years</u>
Leasehold land and property	30 – 50 years
Building renovation	50 years
Car park	50 years
Computers and computerised equipment	1 – 5 years
Office equipment	10 years
Office furniture	3 – 10 years

The residual value and the estimated useful lives of assets are reviewed at each year end, and if expectations are different from previous estimate, changes are made to the depreciation charge for the remaining undepreciated amount.

Fully depreciated assets are retained in the financial statements and consolidated financial statements until they are no longer in use or disposed and no further charges for depreciation is made in respect of these assets. Any gain or loss arising from the derecognition of the asset is recognised in the statement of comprehensive income.

When events or changes in circumstances indicate that the carrying amount of an asset is not recoverable, impairment loss is recognised in the statement of comprehensive income.

THE INSTITUTION OF ENGINEERS SINGAPORE

*Independent auditor's report
Year Ended 31 December 2025*

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.7 Investment in subsidiaries

A subsidiary is an entity in which the Institution has full control and ownership of the subsidiary and the Council has the rights at any time to change the composition and membership of the subsidiary.

In the Institution's financial statements, investment in a subsidiary is stated at cost less impairment losses.

2.8 Investment in an associate

An associate is an entity in which the Institution has significant influence, which usually coincides with the Institution holding an equity interest between 20% and 50% or that the Group has representation in the Council of the associate.

The investment in an associate is accounted for using the equity method. The Group's share of results of the associate is included in the statement of comprehensive income, and the Group's share of post-acquisition retained profits and reserves is added to the cost of the investments in the statement of financial position. Where there has been a change recognised directly in the equity of the associate, the Group recognises its share of such changes.

At each year end, the Institution evaluates its net investment in the associate to determine if any impairment loss is to be recognised.

The associate is equity accounted from the date the Group exercise significant influence until such significant influence ceases.

Dividend income is recognised when the right to receive payment is established.

Goodwill arising from the acquisition of the associate is included in the carrying amount of the investment. Gain from bargain purchase is excluded from the carrying amount of the investment and is recognised as income in the determination of the institution's share of associate's profit or loss in the year in which the associate is acquired.

The Group does not recognise losses exceeding its interest in the associate, unless it has incurred obligations on behalf of the associate.

The most recent audited financial statements of the associate are used for equity accounting. If the financial year end of the associate is not coterminous with that of the Institution, the share of results is arrived at based on the latest audited financial statements and unaudited financial statements made up to the end of the Institution's financial year.

Accounting policies consistent with the Institution are applied in the associate's financial statements.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.9 Investment in a joint venture

A joint venture is an entity over which the Group has joint control as a result of contractual agreements, and rights to the net assets of the entity.

Investment in a joint venture is accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any. Under the equity method of accounting, the investment is initially recognised at cost and adjusted thereafter to recognise Group's share of its joint venture's post-acquisition surplus or deficit of the investee.

2.10 Basis of consolidation

The consolidated financial statements include the financial statements of the Institution and its subsidiary as at year end. A subsidiary is an entity which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities. The Group generally has such power when it directly or indirectly holds more than 50% of the issued share capital, or controls more than half of the voting power, or controls the composition of the board of directors. The financial statements of the subsidiary are prepared for the same reporting date as the Institution. The financial statements of the subsidiary used for consolidation purpose adopt accounting policies that are consistent with that of the Institution.

Inter-company transactions are eliminated on consolidation and consolidated financial statements reflect external transactions only.

Subsidiary is fully consolidated from the date of acquisition, being the date on which the Group controls the subsidiary company. Consolidation ceases from the date the Group no longer controls the subsidiary.

2.11 Financial assets

Financial assets are classified as fair value through profit or loss, amortised costs, or fair value through other comprehensive income financial assets. Financial assets are recognised in the statement of financial position when the Institution becomes a party to the contractual provisions of the financial assets.

All financial assets are initially recognised at fair value plus any directly attributable transactional costs, except for trade receivables at their transaction price if the trade receivables do not contain a significant financing component in accordance with FRS 115.

The classification of financial assets, after initial recognition, is re-evaluated and reclassified where allowed and appropriate.

All financial assets are measured at fair value through profit or loss unless they are measured at amortised cost or at fair value through other comprehensive income.

An equity instrument not held for trading may, on initial recognition, elect to classify the investment as fair value through other comprehensive income financial asset. This classification is irrevocable and any change in fair value, including foreign exchange difference, will be recognised in other comprehensive income. The cumulative gains or losses recognised in other comprehensive income will not be reclassified to profit or loss following the de-recognition of the financial asset.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 Financial assets (continued)

A contract to buy or sell a non-financial item that can be settled net in cash or another financial instrument, or by exchanging financial instruments, as if the contract was a financial instrument, may be irrevocably designated as measured at fair value through profit or loss even if it was entered into for the purpose of the receipt or delivery of a non-financial item in accordance with the entity's expected purchase, sale or usage requirements. This designation is available only at inception of the contract and only if it eliminates or significantly reduces a recognition inconsistency.

2.12 Trade and other receivables

Trade and other receivables are classified and accounted for as amortised cost financial assets as the contractual cash flows of the asset comprises solely principal and interest payments and financial asset is held by the entity with the objective to collect contractual cash flows. These assets are carried at amortised cost using the effective interest method except trade receivable carried at transaction price as it does not contain a significant financing component in accordance with FRS 115.

The carrying amount of receivables is impaired by measuring expected credit losses. Expected credit losses is measured in a way that reflects an unbiased and probability-weighted amount that is determined by evaluating a range of outcomes, time value of money and reasonable and supportable information that is available without undue cost or effort at the year end about past events, current conditions and forecasts of future economic conditions.

For trade receivables, the Group and the Institution applied the simplified approach permitted by FRS109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

Gains or losses are recognised in the statement of comprehensive income when these amortised cost financial assets are derecognised or impaired, as well as through the amortisation process.

2.13 Cash and cash equivalents

Cash and cash equivalents included in the statement of cash flows comprise cash on hand and non-restricted bank balances. Only fixed deposits with tenors of more than 3 months are excluded from cash and cash equivalents.

2.14 Impairment of non-financial assets

As at each year end, non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable.

Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognised in the statement of comprehensive income unless it reverses a previous revaluation credited to reserve. The recoverable amount is the higher of an asset's net selling price and value in use. The net selling price is the amount realisable from the sale of the asset in an arm's length transaction.

Value in use is the present value of estimated future cash flows expected to arise from the continuing use of the asset and from its disposal at the end of its useful life. Recoverable amounts are estimated for individual assets or, if impossible to be estimated individually, for the cash-generating unit in which the asset is deployed.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.14 Impairment of non-financial assets (continued)

Reversal of an impairment loss previously recognised is recorded to the extent the impairment loss had previously been recognised. A reversal of an impairment loss on a revalued asset is credited directly to reserve, unless the impairment loss on the same revalued asset was previously expensed in the statement of comprehensive income, in which case it is recognised as income.

2.15 Trade and other payables

These liabilities which are normally settled on 30 – 90 day terms are financial liabilities. Financial liabilities are recognised on the statement of financial position when, and only when, the entity becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value of consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

Gains and losses are recognised in the statement of comprehensive income when the liabilities are derecognised as well as through the amortisation process. The liabilities are derecognised when the obligation under the liability is discharged or cancelled or expired.

2.16 Provisions

Provisions are recognised when the Group and the Institution have a present obligation as a result of a past event which is probable and will result in an outflow of economic benefits that can be reliably estimated.

Provisions are reviewed at the year end and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

This section is intentionally left blank.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)**2.17 Leases**

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(i) As a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The Group's right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.14.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.17 Leases (continue)

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

(ii) As a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising from operating leases on the Group's investment properties is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

2.18 Revenue from contracts with customers

A contract involves agreement between two or more parties that creates enforceable rights and performance obligations.

The Group and the Institution recognise revenue when enforceable performance obligations are satisfied and they are identifiable separately from other premises in the contract. Performance obligation involves transfer control of distinct goods and services to a customer where customer can benefit from the good or services on its own or together with readily available resources in the market.

The Group and the Institution allocate transaction price to each performance obligation on the basis of the stand-alone selling prices of each distinct good or services promised in the contract. The Group and the Institution use estimated price when stand-alone price is not observable.

A discount or variable consideration is allocated to one or more, but not all, of the performance obligations if it relates specifically to those performance obligations.

For performance obligations satisfied over time, the Group and the Institution recognise revenue over time by selecting an appropriate method for measuring the progress towards completing of that performance obligation.

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

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Independent auditor's report

Year Ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.18 Revenue from contracts with customers (continued)

Income from accreditation of registry listings

Income from accreditation and registry listings are recognised over the period of the registry listing. Members are invoiced once every year and these invoices are payable in advance before the start of the accreditation or listing.

Income from members' annual fees

Revenue from members' annual fees is recognised over the period of the membership. Members, customers or partners are invoiced once every year and these invoices are payable in advance before the start of the membership.

Income from conferences, seminars and events

Revenue from conferences, seminar and events are recognised at the point in which the events are held. The respective counterparties are invoiced after the closing of the events and no credit terms are granted.

Income from IES/ACES Joint Professional Membership Registry

Income from IES/ACES Joint Professional Membership Registry are recognised at the point in which the Group is entitled to receive the payments, it is probable that the economic benefits associated with the amounts will flow to the Group, and the amount of the payments can be reliably measured.

Income from publication registry listings

Income from publication registry listings is recognised at the point in which the services has been fulfilled. The respective counterparties are invoiced prior to the performance of the service and no credit terms are granted. A contract asset is recognised for the cumulative revenue recognised but not yet invoiced where applicable. A contract liability is recognised for payments received in excess of the value of services performed where applicable.

Training income

The Group derives revenue from providing training services. Revenue is recognized over the duration of the training. The respective counterparties are invoiced after the closing of the events and no credit terms are granted. A contract liability is recognized for payments received in excess of the value of performance obligations fulfilled.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.19 Government grants

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

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

Government grants relating to assets are deducted against the carrying amount of the assets.

2.20 Employee benefits

Employee benefits, which include base pay, cash bonuses, contribution to defined contribution plans such as the Central Provident Fund and other staff-related allowances, are recognised in the statement of comprehensive income when incurred. For defined contribution plans, contributions are made to publicly or privately administered funds on a mandatory, contractual or voluntary basis. Once the contributions have been paid, there will be no further payment obligations.

Employee entitlement to annual and other leave is recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the year ended.

2.21 Operating lease

The Group and the Institution apply the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

2.22 Taxation

The charge of current tax is based on the results for the year as adjusted for items which are non-assessable or disallowed.

Deferred tax is provided in full, using the liability method, on all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, carry forward of unused tax assets and losses can be utilised.

The carrying amount of deferred tax assets is reviewed at each year end and is reduced to the extent that it is no longer probable to be utilised against future taxable profits.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.23 Taxation (continued)

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same tax authority and the Institution intends to settle its tax assets and liabilities on a net basis.

The tax rates used to determine deferred tax are based on tax rates and tax laws that have been enacted at the year end.

2.24 Functional currency

Functional currency is the currency of the primary economic environment in which the entity operates. The financial statements and consolidated financial statements are prepared using Singapore dollar as the functional currency.

2.25 Foreign currency transaction

Foreign currency transactions are recorded, on initial recognition in the functional currency, by applying to the foreign currency amount to the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

All transactions in currencies other than the functional currency are treated as transactions in foreign currencies.

At each year end, foreign currency monetary assets and liabilities are converted into the functional currency at the spot rate on the year end. Exchange differences are taken to the statement of comprehensive income.

2.26 Offsetting financial instruments

Certain financial assets and liabilities offset each other and the net amount is reported in the statement of financial position when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle them on a net basis, or realise the asset and settle the liability simultaneously.

2.27 Investment

These investments are held for trading and as they are acquired for the purpose of selling in the near term. They are classified as financial assets at fair value through profit or loss. Gain or loss on investment held for trading is recognised in the statement of comprehensive income. Fair value is determined with reference to the market data that is obtained from fund raising.

There are no financial assets not held for trading designated as financial assets at fair value through profit or loss that are included in these investments.

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3. PROPERTY, PLANT AND EQUIPMENT

GROUP

Cost	Leasehold land and building	Building renovation	Car park	Computers and computerised equipment	Office equipment	Office furniture	Asset under construction	Total
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD
At 1 Jan 2024	8,376,455	1,426,487	41,800	350,711	136,443	688,797	-	11,020,693
Additions	-	14,865	-	-	-	5,321	61,249	81,435
Disposals	-	-	-	(25,613)	-	-	-	(25,613)
As at 31 December 2024	8,376,455	1,441,352	41,800	325,098	136,443	694,118	61,249	11,076,515
Additions	-	-	-	19,517	-	-	27,351	46,868
Disposals	-	-	-	(264,786)	(57,036)	(128,090)	-	(449,912)
As at 31 December 2025	8,376,455	1,441,352	41,800	79,829	79,407	566,028	88,600	10,673,471
Accumulated depreciation								
At 1 Jan 2024	3,441,978	725,674	16,488	320,334	122,353	610,232	-	5,237,059
Depreciation for the year	242,891	29,232	840	14,927	5,738	37,130	-	330,758
Disposals	-	-	-	(25,613)	-	-	-	(25,613)
As at 31 December 2024	3,684,869	754,906	17,328	309,648	128,091	647,362	-	5,542,204
Depreciation for the year	242,891	29,644	840	15,383	3,938	36,765	-	329,461
Disposals	-	-	-	(265,946)	(57,036)	(128,090)	-	(451,072)
As at 31 December 2025	3,927,760	784,550	18,168	59,085	74,993	556,037	-	5,420,593
Carrying amount								
As at 31 December 2025	4,448,695	656,802	23,632	20,744	4,414	9,991	88,600	5,252,878
As at 31 December 2024	4,691,586	686,446	24,472	15,450	8,352	46,756	61,249	5,534,311

Leasehold land has a land size of 6,803 square meters located at 70 Bukit Tinggi Road, Singapore 289758. The land is under 100 years leasehold agreement which expires in the year 2081. The building has a build-up area of 3,439 square meters.

THE INSTITUTION OF ENGINEERS SINGAPORE
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3. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

INSTITUTION

Cost	Leasehold land and building	Building renovation	Car park	Computers and computerised equipment	Office equipment	Office furniture	Asset under construction	Total
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD
At 1 Jan 2024	8,376,455	1,426,487	41,800	154,402	130,082	451,535	-	10,580,761
Additions	-	14,865	-	-	-	5,321	61,249	81,435
Disposals	-	-	-	(22,787)	-	-	-	(22,787)
As at 31 December 2024	8,376,455	1,441,352	41,800	131,615	130,082	456,856	61,249	10,639,409
Additions	-	-	-	19,517	-	-	27,351	46,868
Disposals	-	-	-	(83,709)	(57,036)	(128,090)	-	(268,835)
As at 31 December 2025	8,376,455	1,441,352	41,800	67,423	73,046	328,766	88,600	10,417,442
Accumulated depreciation								
At 1 Jan 2024	3,441,978	725,675	16,488	126,511	118,500	385,857	-	4,815,009
Depreciation for the year	242,891	29,232	840	13,191	3,617	32,298	-	322,069
Disposals	-	-	-	(22,787)	-	-	-	(22,787)
As at 31 December 2024	3,684,869	754,907	17,328	116,915	122,117	418,155	-	5,114,291
Depreciation for the year	242,891	29,644	840	14,883	3,551	31,931	-	323,740
Disposals	-	-	-	(84,869)	(57,036)	(128,090)	-	(269,995)
As at 31 December 2025	3,927,760	784,551	18,168	46,929	68,632	321,996	-	5,168,036
Carrying amount								
As at 31 December 2025	4,448,695	656,801	23,632	20,494	4,414	6,770	88,600	5,249,406
As at 31 December 2024	4,691,586	686,445	24,472	14,700	7,965	38,701	61,249	5,525,118

FINANCIAL STATEMENT

THE INSTITUTION OF ENGINEERS SINGAPORE

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Year Ended 31 December 2025

4. TRADE AND OTHER RECEIVABLES

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Trade receivables:				
- Third parties	412,791	711,901	177,866	185,691
- Subsidiary	-	-	-	161
	412,791	711,901	177,866	185,852
Less: Allowance for expected credit losses (AR)	(76,645)	(214,455)	(51,811)	(76,389)
Total trade receivables	336,146	497,446	126,055	109,463
Other receivables:				
- Non-trade receivables from subsidiaries	-	-	858,479	1,162,194
- Non-trade receivables from a joint venture	490,309	196,507	-	-
- Deposits and prepayments	82,168	88,648	25,203	30,455
- Grant receivables	337,962	483,195	83,092	133,746
- Non-trade receivables from SDO	624,208	1,208,714	624,208	1,208,714
- Other receivables	24,950	36,335	24,950	36,335
	1,559,597	2,013,399	1,615,932	2,571,444
Less: Allowance for expected credit losses (OR)	(24,950)	(24,950)	(24,950)	(24,950)
Total other receivables	1,534,647	1,988,449	1,590,982	2,546,494
	1,870,793	2,485,895	1,717,037	2,655,957

Trade receivables and non-trade receivables due from subsidiaries are unsecured, interest free and repayable on demand.

Non-trade receivables from SDO include amounts receivable from grant funding in respect of expense incurred. These balances are not trade in nature as they do not arise from revenue generating activities.

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Year Ended 31 December 2025

4. TRADE AND OTHER RECEIVABLES (CONTINUED)

The movements of allowance for expected credit losses are as follows:

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
As at 1 January	214,455	269,920	76,389	76,389
Allowance for expected credit losses	-	3,057	-	-
Reversal of allowance for impairment loss during the year	(23,210)	-	-	-
Amount written-off	(114,600)	(58,522)	(24,578)	-
As at 31 December	<u>76,645</u>	<u>214,455</u>	<u>51,811</u>	<u>76,389</u>

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
As at 1 January	24,950	470,435	24,950	194,950
Amount written-off	-	(445,485)	-	(170,000)
As at 31 December	<u>24,950</u>	<u>24,950</u>	<u>24,950</u>	<u>24,950</u>

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5. INVESTMENT IN SUBSIDIARIES

	INSTITUTION	
	2025	2024
	SGD	SGD
Unquoted equity shares, at cost	4	4

Details of the subsidiaries are as follows:

Name of the subsidiaries	Place of business/ incorporation	Principal activities	Effective of equity held by the company		Cost of equity	
			2025	2024	2025	2024
			%	%	SGD	SGD
<u><i>Subsidiaries held by the Institution</i></u>						
Engineers Singapore Pte. Ltd.	Singapore	Providing training and professional development courses	100	100	4	4
Institution Engineers (Singapore) Fund Ltd.	Singapore	Providing activities of other membership organisations	100	100	-	-
					4	4
<u><i>Subsidiaries held by Engineers Singapore Pte. Ltd.</i></u>						
IES-INCA Pte. Ltd.	Singapore	Management consultancy services	100	100	200,003	200,003
IES Academy Pte. Ltd.	Singapore	Providing engineering education seminar and courses	100	100	8	8
					200,011	200,011

The above subsidiaries are audited by GYSG & Co.

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6. INVESTMENT IN AN ASSOCIATE

	GROUP	
	2025 SGD	2024 SGD
Unquoted equity shares, at cost	-	20,000
Less: Allowance for impairment loss	-	(20,000)
	-	-

Details of the associate is as follows:

Name of associate	Place of business/ incorporation	Principal activity	Effective of equity held by the company		Cost of equity	
			2025	2024	2025	2024
			%	%	SGD	SGD
iNPQS Pte. Ltd.	Singapore	Providing information service activities to the construction industry	-	33.33	-	20,000
					-	20,000

The associate is audited by GYSG & Co and has been struck off on 14 October 2025.

7. INVESTMENT IN A JOINT VENTURE

The joint venture, known as IES/ACES Joint Professional Membership Registry, is formed by virtue of an arrangement known as "Agreement Between Engineers Singapore Pte. Ltd. and Acesing Pte. Ltd. For The Mutual Exchange And Promotion The Engineering Profession Through Joint Collaboration In Professional Registration And Continuing Education" dated 15 July 2022. The joint venture operating in Singapore, is to promote and upgrade the quality and standards of a skill sets of the engineering professions in the construction industry. The Group has a 50% equity interest in the joint venture. The share surplus of a joint venture of SGD212,762 (2024: SGD160,395) has been accounted for as non-trade receivable from a joint venture.

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8. CONTRACT ASSETS

The contract assets primarily relate to the Group's rights to consideration for services rendered but not yet billed as at the reporting date, in relation to training courses conducted to customers under collaborative arrangements with external parties.

9. LEASE

In relation to this lease under FRS 116, the Group depreciates these right-of-use asset and recognised interest on lease liability during the year information about lease for which the Group is a lease is summarised as follows:-

a) Right-of-use asset

<u>GROUP</u>	Office premise SGD
<u>Cost</u>	
As at 1 January 2024	330,526
Addition	360,574
Derecognition	(330,526)
As at 31 December 2024	360,574
Addition	-
Derecognition	-
As at 31 December 2025	360,574
<u>Accumulated depreciation</u>	
As at 1 January 2024	229,532
Addition	111,010
Derecognition	(330,526)
As at 31 December 2024	10,016
Addition	120,191
Derecognition	-
As at 31 December 2025	130,207
<u>Carrying amount</u>	
As at 31 December 2025	230,367
As at 31 December 2024	350,558

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THE INSTITUTION OF ENGINEERS SINGAPORE

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9. LEASE (CONTINUED)

b) Lease liability

	<u>GROUP</u>	
	2025	2024
	SGD	SGD
As at 1 January	351,304	106,818
Addition	-	360,574
Interest expenses on lease liability	15,149	3,871
Payment of lease liability	(129,600)	(119,959)
As at 31 December	<u>236,853</u>	<u>351,304</u>

The total cash outflow for lease in 2025 is SGD141,589 (2024: SGD130,750) which includes redemption of principal and interest payments.

Maturity of lease liability is analysed as follows: -

	<u>GROUP</u>	
	2025	2024
	SGD	SGD
Within 1 year	120,607	114,451
Between 2 to 5 years	116,246	236,853
	<u>236,853</u>	<u>351,304</u>

c) Amounts recognised in profit or loss

	<u>GROUP</u>	
	2025	2024
	SGD	SGD
Depreciation of right-of-use assets	120,191	111,010
Interest on lease liabilities	15,149	3,871
Lease expense not capitalised in lease liabilities:		
- Expense relating to short-term leases	11,989	10,791
Total amount recognised in profit or loss	<u>147,329</u>	<u>125,672</u>

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10. TRADE AND OTHER PAYABLES

	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Trade payables:				
- Third parties	313,061	218,085	129,080	115,151
- Subsidiaries	-	-	540	223,427
- GST Payable	98,206	112,386	6,316	(14,882)
Total trade payables	411,267	330,471	135,936	323,696
Other payables:				
- Non-trade payables to subsidiaries	-	-	595,389	540,675
- Non-trade payables to an associate	-	-	-	-
- Non-trade payables to a joint venture	663,956	839,075	663,820	838,944
- Deferred grant	14,425	14,426	14,425	14,426
- IES Bursary Fund	60,000	60,000	-	-
- Deposit received	84,000	84,000	84,000	84,000
- Sundry creditors	169,204	94,630	169,204	89,512
- Provision for bonus	450,133	184,567	218,824	97,439
- Accrued operating expenses	367,947	576,094	264,390	290,828
Total other payables	1,809,665	1,852,792	2,010,052	1,955,824
	2,220,932	2,183,263	2,145,988	2,279,520

Non-trade payables to subsidiaries, associate and joint venture are unsecured, non-interest bearing and are repayable on demand.

11. CONTRACT LIABILITIES

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Membership/registry fees received in advance	336,690	327,382	211,270	220,874
Income received in advance	73,350	118,701	-	40,726
	410,040	446,083	211,270	261,600

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12. DEFERRED TAX LIABILITIES

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
As at 1 January and 31 December	266	12,030	266	12,030

Movement in temporary differences during the year

	At 1 January 2024 SGD	Recognised in profit or loss SGD	At 31 December 2024 SGD	Recognised in profit or loss SGD	At 31 December 2025 SGD
GROUP					
Differences in depreciation for tax purposes	70,547	(58,517)	12,030	(11,764)	266
INSTITUTION					
Differences in depreciation for tax purposes	56,200	(44,170)	12,030	(11,764)	266

13. REVENUE

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
<i>Timing of transfer of services</i>				
At a point in time	5,737,569	5,512,796	845,893	710,502
Overtime	1,050,071	1,132,068	689,174	771,333
	6,787,640	6,644,864	1,535,067	1,481,835
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Conferences, seminars and events	5,125,641	5,045,599	625,565	541,698
Members' annual fees	1,004,557	1,044,276	689,174	771,333
Publication registry listings	391,600	298,393	-	-
Others	265,842	256,596	220,328	168,804
	6,787,640	6,644,864	1,535,067	1,481,835

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13. REVENUE (CONTINUED)

Contract balances

	<u>GROUP</u>		<u>INSTITUTION</u>	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Trade receivables	336,146	497,446	126,055	109,463
Contract assets	67,576	-	-	-
Contract liabilities	410,040	446,083	211,270	261,600

The contract liabilities primarily relate to consideration received for accreditation for future periods when requested by the customers. A contract liability is recognised for revenue relating to the accreditation service income at the time of the initial sales transaction and is released over the contract period.

Significant changes in the contract assets and the contract liabilities balances during the period are as follows:

	Contract assets		Contract liabilities	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
<u>GROUP</u>				
Contract assets reclassified to trade receivables	-	-	-	-
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	-	-	446,083	340,872
<u>INSTITUTION</u>				
Contract assets reclassified to trade receivables	-	-	-	-
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	-	-	261,600	203,383

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14. EMPLOYEE BENEFITS EXPENSES

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Salaries, bonuses and related costs	3,161,443	3,279,952	1,656,774	1,711,946
Employers' CPF and other contributions	502,941	569,013	260,940	332,759
	<u>3,664,384</u>	<u>3,848,965</u>	<u>1,917,714</u>	<u>2,044,705</u>

There is no remuneration received by the council members in year 2025 and 2024.

15. OTHER OPERATING EXPENSES

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Bank charges	24,260	28,000	1,296	1,769
Committee expenses	75,336	118,174	75,336	118,174
Depreciation of property, plant and equipment	104,604	105,025	98,883	96,335
Depreciation of right of use asset	120,191	111,010	-	-
Expected credit losses	-	3,057	-	-
Legal & professional fees	73,964	170,965	24,700	71,022
Office expenses	20,042	29,641	1,358	6,647
Profit sharing with third parties	154,940	112,735	-	-
Postage, printing and stationery	6,947	6,942	4,029	5,112
Publication fee	76,061	271,994	76,061	271,994
Processing fee	30,673	26,047	30,673	26,047
Property tax	97,000	97,000	97,000	97,000
Repair and maintenance	166,141	217,610	142,564	201,692
Short-term lease of equipment	11,989	10,791	11,989	10,791
Telephone, internet & TV	14,241	16,778	10,137	12,896
Transportation	68,704	71,535	58,513	60,058
Water and electricity	42,381	30,759	39,018	25,702
Others	90,494	143,443	59,987	115,986
	<u>1,177,968</u>	<u>1,571,506</u>	<u>731,544</u>	<u>1,121,225</u>

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FINANCIAL STATEMENT

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16a. TAXATION

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Tax expense attributable to surplus/(deficit) is made up of:				
Current income tax	54,052	84,045	-	-
Under/(Over) provision in prior year	12,887	(41,412)	3,964	-
Deferred income tax				
Reversal of deferred taxation (Over) provided in prior year	-	(14,347)	-	-
deferred tax	(11,764)	(44,170)	(11,764)	(44,170)
	<u>55,175</u>	<u>(15,884)</u>	<u>(7,800)</u>	<u>(44,170)</u>

The income tax expense on the results of the financial year varies from the amount of income tax determined by applying the Singapore standard rate of income tax to surplus/(deficit) before taxation due to the following factors:

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Surplus/(deficit) before taxation	<u>891,952</u>	<u>344,706</u>	<u>(230,738)</u>	<u>(520,598)</u>
Tax calculated at 17%	123,648	30,967	(39,225)	(88,502)
Non-deductible expenses	9,371	19,322	5,250	17,070
Tax exemption	(17,425)	(17,425)	-	-
Income not subject to tax	(6,935)	(11,425)	-	-
S14N deduction	(842)	(842)	(842)	(842)
Deferred tax asset not recognised during the year	36,951	112,966	23,053	72,274
Reversal of deferred taxation	-	(14,346)	-	-
Utilisation of previously unrecognised tax losses	(73,980)	(11,518)	-	-
CIT rebate	(28,500)	(38,000)	-	-
Under/(over) provision in prior financial year	12,887	(85,583)	3,964	(44,170)
	<u>55,175</u>	<u>(15,884)</u>	<u>(7,800)</u>	<u>(44,170)</u>

At the balance sheet date, the Group has unutilised tax losses of approximately SGD1,192,064 (2024: SGD1,409,882) available to offset against future taxable income, subject to agreement by the Singapore Comptroller of Income Tax and provisions of the Income Tax Act.

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16b. PROVISION FOR TAXATION

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
As at 1 January	88,113	149,669	4,068	8,801
Tax expense	54,052	84,045	-	-
Under/(over) provision in prior financial year	12,887	(41,412)	3,964	-
Income tax (paid)/refund	(82,939)	(104,189)	(3,964)	(4,733)
As at 31 December	<u>72,113</u>	<u>88,113</u>	<u>4,068</u>	<u>4,068</u>

17. CASH AT BANKS AND ON HAND

Cash and cash equivalents stated in the consolidated statement of cash flows comprised the following:

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Cash at banks and on hand	9,883,855	7,935,704	2,874,543	1,775,662
Short-term bank deposit	1,557,402	2,085,073	1,557,402	2,085,073
	<u>11,441,257</u>	<u>10,020,777</u>	<u>4,431,945</u>	<u>3,860,735</u>
Less:				
Fixed deposits with maturity of more than 3 months	(1,557,402)	(2,085,073)	(1,557,402)	(2,085,073)
	<u>9,883,855</u>	<u>7,935,704</u>	<u>2,874,543</u>	<u>1,775,662</u>

Cash and bank balances comprise cash held by the Group and the Institution and bank deposits which earn interest at floating rates based on daily bank deposit rates.

Fixed deposits bear interests from 0.10% to 1.15% (2024: 0.10% to 2.35%) per annum with an original maturity from 6 - 12 months (2024: 6 - 12 months).

18. ASSET CAPITALISATION RESERVE

This reserve is represented by property, plant, and equipment purchased using the building fund. An amount equivalent to the acquired property, plant and equipment were transferred from the building fund to the Asset Capitalisation Reserve. Annually, the reserve is then reduced annually by crediting the amortisation to match the corresponding depreciation expense of the asset acquired. This reserve is restricted in purpose.

19. CAPITAL RESERVE

This represents net proceeds arising from the disposal of leasehold property at International Plaza in prior years. The said leasehold property was previously purchased using the building fund and is restricted in purpose.

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20. SINKING FUND

The sinking fund is designated to meet the cost of major repairs and maintenance of the building.

21. SCHOLARSHIP FUND

Scholarship fund refers to a fund designated for scholarships awardable by the Institution.

22. COMMITMENTS

At the financial year end, the Group and Institution have commitments for future minimum lease receivables under non-cancellable operating leases contracted for at the statement of financial position date are as follows:

	<u>GROUP</u>	
	2025 SGD	2024 SGD
Within 1 year	336,000	336,000
Between 2 to 5 years	896,000	1,232,000
	<u>1,232,000</u>	<u>1,568,000</u>

23. SIGNIFICANT RELATED PARTY TRANSACTIONS

	<u>GROUP</u>		<u>INSTITUTION</u>	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Administrative service fee expense paid by subsidiaries to the Institution	-	-	548,299	682,872
Administrative service fee income from a joint venture	288,000	288,000	-	-
Recharge of payroll costs by the Institution to subsidiaries	-	-	1,606,027	1,783,423

Terms and conditions of transactions with related parties

The above transactions with related parties took place at terms agreed between the parties during the financial year.

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24. FINANCIAL RISK MANAGEMENT

The Group and the Institution are exposed to the following risks through its normal operations. There are no changes on the Group's and the Institution's objectives, policies or processes relating to the Council of the Group's and the Institution's financial risk during the year.

a) Market risk

i) Foreign exchange risk

The Group and the Institution have no significant exposure to foreign currency risk as most of its transactions are in Singapore dollar.

ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of financial instrument will fluctuate because of changes in market interest rates.

The Group and the Institution are exposed to interest rate risk through the impact of changes on its fixed deposits.

Changes in market interest rates of 1% (2024: 1%) on interest bearing financial assets and financial liabilities as at year end will have effect on the financial statements as follows:

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Surplus before taxation	15,574	20,851	15,574	20,851

The above analysis assumes all other variables are held constant.

b) Credit risk

Credit risk is the risk that other parties to financial instruments will fail to discharge their obligations to the Institution. Credit risk is management through the application of reminders and on-going monitoring procedures.

At the year end, there is concentration of credit risk on trade receivables as follows:-

	2025 SGD	2024 SGD
Top 1 customer	35,236	65,965
Top 2 customer	16,661	22,822
Top 3 customer	10,900	7,975

The maximum exposure to credit risk is represented by the carrying amount of financial assets which are mainly trade and other receivables and bank balances.

Cash is placed with credit worthy financial institutions.

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24. FINANCIAL RISK MANAGEMENT (CONTINUED)

b) Credit risk (continued)

Bank deposits are mainly transacted with banks of high credit ratings assigned by international credit rating agencies.

Impairment of financial assets

The Group and the Institution have applied the simplified approach by using the provision matrix to measure the lifetime expected credit losses on its trade receivables.

To measure the expected credit losses, these receivables have been grouped based on shared credit risk characteristics and days past due. In calculation the expected credit loss rates, the Institution considers historical loss rates for each category of customers and adjusts for forward-looking macroeconomic data.

Receivables are written off when there is no reasonable expectation of recovery, such as debtor failing to engage in a repayment plan with the Institution.

Financial assets that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are substantially entities with good collection track record or that the recoverability is not in doubt. Bank deposits, are mainly transacted with banks of high credit ratings assigned by international credit rating agencies.

Financial assets that are past due and/or impaired

There is no other class of financial assets that is past due and/or impaired except for trade receivables.

The age analysis of trade and other receivables past due and/or impaired is as follows:-

GROUP

	Current SGD	Past due			More than 90 days SGD	Total SGD
		Within 30 days SGD	31 to 60 days SGD	61 to 90 days SGD		
31 December 2025						
Trade receivables	1,500	124,205	52,599	88,834	145,653	412,791
Expected loss allowances	-	(3,031)	(6,413)	(16,637)	(50,564)	(76,645)
31 December 2024						
Trade receivables	1,500	215,804	102,665	41,013	350,919	711,901
Expected loss allowances	-	(3,435)	(5,703)	(5,023)	(200,294)	(214,455)

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24. FINANCIAL RISK MANAGEMENT (CONTINUED)

b) Credit risk (continued)

INSTITUTION

	Current SGD	Past due			Total SGD
		Within 30 days SGD	31 to 60 days SGD	61 to 90 days SGD	
31 December 2025					
Trade receivables	-	81,429	19,209	38,401	38,827
Expected loss allowances	-	(1,629)	(2,903)	(13,436)	(33,843)
31 December 2024					
Trade receivables	-	58,276	9,294	13,798	104,484
Expected loss allowances	-	(1,417)	(1,534)	(4,967)	(68,471)

c) Liquidity risk

The Group and the Institution manages its liquidity risk by monitoring and maintaining a level of cash and bank balances deemed adequate by the Council to finance the Institution's operations and mitigate the effects of fluctuations in cash flows.

The table below summarises the maturity profile of the Group's financial and lease liabilities at the reporting date based on contractual undiscounted repayment obligations.

	Carrying amount SGD	Contractual cash flows SGD	1-12 months SGD	1-5 years SGD
<u>GROUP</u>				
As at 31 December 2025				
Trade and other payables	2,108,301	2,108,301	2,108,301	-
Lease liability	236,853	248,400	129,600	118,800
	<u>2,345,154</u>	<u>2,356,701</u>	<u>2,237,901</u>	<u>118,800</u>
As at 31 December 2024				
Trade and other payables	2,056,451	2,056,451	2,056,451	-
Lease liability	351,304	378,000	129,600	248,400
	<u>2,407,755</u>	<u>2,434,451</u>	<u>2,186,051</u>	<u>248,400</u>

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24. FINANCIAL RISK MANAGEMENT (CONTINUED)

c) Liquidity risk (continued)

	Carrying amount SGD	Contractual cash flows SGD	1-12 months SGD
<u>INSTITUTION</u>			
As at 31 December 2025			
Trade and other payables	2,125,247	2,125,247	2,125,247
	2,125,247	2,125,247	2,125,247
As at 31 December 2024			
Trade and other payables	2,279,976	2,279,976	2,279,976
	2,279,976	2,279,976	2,279,976

d) Fair value risk

The fair value of the Group's financial assets and financial liabilities reported in the statement of financial position approximate their carrying value. The carrying amounts of cash and cash equivalents, trade and other receivables, trade and other payables based on their notional amounts, reasonably approximate their fair values because these are mostly short-term in nature.

e) Derivative financial instruments

The Group and the Institution do not utilise any derivative instruments.

The responsibility for managing the above risks is vested in the Council.

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25. FINANCIAL INSTRUMENTS

Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost. The material accounting policy information in Note 2 describes how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the financial assets and financial liabilities in the statement of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis:

	Financial assets at fair value SGD	Financial assets at amortised cost SGD	Financial liabilities at amortised cost SGD	Total SGD
GROUP				
As at 31 December 2025				
<u>Assets</u>				
Trade and other receivables	-	1,870,793	-	1,870,793
Other investment	13,900	-	-	13,900
Fixed deposit	-	1,557,402	-	1,557,402
Cash at banks and on hand	-	9,883,855	-	9,883,855
Total financial assets	13,900	13,312,050	-	13,325,950
<u>Liabilities</u>				
Trade and other payables	-	-	(1,444,345)	(1,444,345)
Non-trade payable to a joint venture	-	-	(663,956)	(663,956)
Total financial liabilities	-	-	(2,108,301)	(2,108,301)
	Financial assets at fair value SGD	Financial assets at amortised cost SGD	Financial liabilities at amortised cost SGD	Total SGD
GROUP				
As at 31 December 2024				
<u>Assets</u>				
Trade and other receivables	-	2,485,895	-	2,485,895
Other investment	13,900	-	-	13,900
Fixed deposit	-	2,085,073	-	2,085,073
Cash at banks and on hand	-	7,935,704	-	7,935,704
Total financial assets	13,900	12,506,672	-	12,520,572
<u>Liabilities</u>				
Trade and other payables	-	-	(1,217,376)	(1,217,376)
Non-trade payable to a joint venture	-	-	(839,075)	(839,075)
Total financial liabilities	-	-	(2,056,451)	(2,056,451)

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25. FINANCIAL INSTRUMENTS (CONTINUED)

Classification of financial instruments (continued)

	Financial assets at amortised cost SGD	Financial liabilities at amortised cost SGD	Total SGD
INSTITUTION			
As at 31 December 2025			
Assets			
Trade and other receivables	858,558	-	858,558
Non-trade receivable from subsidiaries	858,479	-	858,479
Fixed deposit	1,557,402	-	1,557,402
Cash at banks and on hand	2,874,543	-	2,874,543
Total financial assets	6,148,982	-	6,148,982
Liabilities			
Trade and other payables	-	(866,038)	(866,038)
Non-trade payable to subsidiaries	-	(595,389)	(595,389)
Non-trade payable to a joint venture	-	(663,820)	(663,820)
Total financial liabilities	-	(2,125,247)	(2,125,247)
INSTITUTION			
As at 31 December 2024			
Assets			
Trade and other receivables	1,493,763	-	1,493,763
Non-trade receivable from subsidiaries	1,162,194	-	1,162,194
Fixed deposit	2,085,073	-	2,085,073
Cash at banks and on hand	1,775,662	-	1,775,662
Total financial assets	6,516,692	-	6,516,692
Liabilities			
Trade and other payables	-	(900,357)	(900,357)
Non-trade payable to subsidiaries	-	(540,675)	(540,675)
Non-trade payable to a joint venture	-	(838,944)	(838,944)
Total financial liabilities	-	(2,279,976)	(2,279,976)

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26. FUND RISK MANAGEMENT

The Group's and the Institution's objectives when managing funds is to safeguard the Group's and the Institution's ability to continue as a going concern in order to accomplish the Group's and the Institution's objectives. The Council regularly reviews and monitors its fund position to ensure that the society activities and growth are prudently funded. The Group and the Institution seek to maintain a positive net current asset position and fund surplus positions.

	GROUP		INSTITUTION	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Current assets	13,379,626	12,506,672	6,148,982	6,516,692
Current liabilities	(2,823,692)	(2,831,910)	(2,361,326)	(2,545,188)
Net current assets	10,555,934	9,674,762	3,787,656	3,971,504
Total assets	18,876,771	18,405,441	11,398,392	12,041,814
Total liabilities	(2,939,204)	(3,080,793)	(2,361,592)	(2,557,218)
Fund surplus	15,936,567	15,324,648	9,036,800	9,484,596

27. DETERMINATION OF FAIR VALUES

The fair value of a financial instrument is the amount at which the instrument could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction, other than in a forced or liquidation sale.

a) Fair values hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1: Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,
- Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices), and
- Level 3: Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

This section is intentionally left blank.

27. DETERMINATION OF FAIR VALUES (CONTINUED)

b) Assets measured at fair value

The following table shows an analysis of each class of assets measured at fair value at the reporting date:

	Level 1 SGD	Level 2 SGD	Level 3 SGD	Total SGD
31 December 2025				
Equity securities (unquoted)	-	13,900	-	13,900
Total investment	-	13,900	-	13,900

	Level 1 SGD	Level 2 SGD	Level 3 SGD	Total SGD
31 December 2024				
Equity securities (unquoted)	-	13,900	-	13,900
Total investment	-	13,900	-	13,900

c) Level 2 fair value measurements

Observable market data from fundraising activities.

d) Level 3 fair value measurements

Information about significant unobservable inputs used in Level 3 fair value measurements.

e) Assets and liabilities not measured at fair value

Management has determined that the carrying amounts of cash and cash equivalents, trade and other receivables, trade and other payables based on their notional amounts, reasonably approximate their fair values because these are mostly short-term in nature or are repriced frequently.

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