



2020

ANNUAL REPORT
International French School
(Singapore)

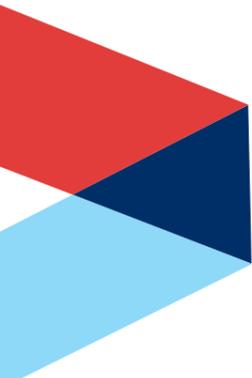
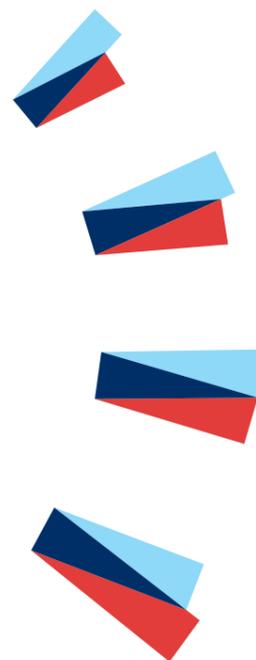


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CHRISTIAN SOULARD, PRINCIPAL

JEAN-MARC DEROMEDI, PRESIDENT OF THE EXECUTIVE COMMITTEE

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CHRISTIAN SOULARD

It has been my honour and pleasure to be part of the International French School in Singapore continued evolution, development and expansion throughout 2020. Faced with unprecedented challenges during a global pandemic, the school has never-the-less endured and grown from the experience. 2020 saw many changes and adaptation to teaching and learning, strengthening and enhancing the schools' capacity to provide a prestigious, premium, bilingual, international, French education for students aged two to eighteen.

In 2020 the school undertook a significant evolution in its branding and image. For over fifty years, the Lycee Francais de Singapore had provided a French education of excellence to a mainly French expatriate community. In 2020, prompted by an ever-growing international population of students and the French government's goals to expand French educational offerings internationally, the school rebranded in February. It became the International French School (Singapore). A significant and definitive strategic move for an already well established and academically successful school.

Following the rebranding, the school was plunged into one of the most significant challenges it has faced in its long history. The onset of the COVID-19 global pandemic forced us to move to a "Home-Based Learning" (HBL) teaching method in April and May. HBL forced teachers to adapt their teaching style. It changed how IFS educators approach students, the subject matter, and how they captured students' attention. At IFS, we understood very quickly that it was an adjustment and a learning journey for teachers, students and parents.

A robust structured approach guided our HBL programme. We provided a critical continuity of education. For younger primary school students, we gradually introduced new content and concepts. We were giving students time to adjust to the new routine and giving our teachers time to adapt and evolve the programme. For older and more mature students, capable of more independent learning, we continued with the teaching of the curriculum. We guided our students carefully and methodically as many of them prepared for their final exams in a virtual teaching environment.

We drew a number of positive lessons from the HBL experience. 1. The importance of student awareness of safe internet use. 2. HBL required real discipline from the student in terms of managing their day and maintaining engagement. A skill for the future. 3. It taught students the impotence of the right balance of work, play, rest and a good sleep routine. 4. Making mistakes is essential and healthy in the learning process.

It gave me even more pride in our school when it became evident that the IFS Class of 2020 had overcome a challenging academic year with 93% receiving a "Mention" (merit), 55% high merit "Très Bien" in their final year Bac examinations. Once again, the International French School in Singapore showed its deserved position as one of the top academic institutions within the AEFÉ Asia-Pacific network and a top international school in Singapore. The excellent 2020 results were proof of the quality of our structured teaching and learning practices; our experienced, passionate, dedicated pedagogical staff; the culture of the IFS learning environment and the determination, character and maturity of our students. IFS continues to provide the opportunity for students to further their education at some of the top Universities throughout the world.

Despite the restrictions and disruptions caused by the COVID-19 pandemic, the school implemented several initiatives in 2020. Of note, in response to the COVID-19 global situation, IFS hosted for the first time a Summer Camp of enriching and educational activities for students aged four to seventeen years old. IFS offered over twenty-five different camp activities over four weeks. Some nine hundred students participated per week while maintaining safe-distancing and health protocols for COVID-19 prevention. Holiday camps have now become a notable fixture in the IFS educational offering.

For the start of the school year 2020-2021, the International French School (Singapore) reinforced its language offering for IFS students in Collège (grade 6 to 9) with the launch of a new language stream, "Mandarin Culture & Civilisation". This stream is an opportunity for IFS students to access a trilingual education; French, English and Mandarin. A new and exciting educational pathway accessible to all motivated middle-school (Collège) students starting from IFS Sixième (grade 6) interested in the world of China and wish to acquire a solid background in Chinese language and culture. A great initiative by the school that will bring further developments and opportunities to students in other grade levels in the future.

At IFS, our vision for the school is to foster a learning experience that blends culture, structure and passion. Throughout 2020 this was tested to the limit. However, despite the difficulties and challenges, the school remained committed to making sure every student not only felt at home in a multicultural environment but was given the opportunities and support they needed to reach their full potential.



JEAN-MARC DEROMEDI

On behalf of the Executive Committee, I would like to extend a warm welcome to the International French School (Singapore) (IFS) 2020 Annual Report.

It has been my great honour to succeed Pierre Chanteclair as President of the Executive Committee. Over the past two years, Pierre has been instrumental in driving the school's transformation into a new and exciting future. I am incredibly proud to be given the opportunity to continue these and other notable developments within the school.

IFS aims to be a school of excellence driven by five overarching goals. To be a successful school embedded within the structure of the French curriculum. A school that embraces a diversity of student nationalities. A school that offers a truly bilingual education. A school that is affordable and accessible to a wide range of families based in Singapore, and finally to be a school known for its inclusivity.

IFS is a non-profit organisation whose financial strength and solid governance structure has been demonstrated year after year. My commitment as President of the Executive Committee, together with my fellow elected volunteer members and colleagues, is to ensure sound management and development of our school while having at heart the interests of each student and family. Together with the administrative and educational teams, we, the Executive Committee, pilot the school's operations and prepare for the future success of our students.

As we look ahead to 2021, I reflect on the entire school community's resilience and resourcefulness in the face of a very challenging 2020. The year was marked by the global COVID-19 pandemic, and the school reacted and adapted as the situation dictated.

A tremendous amount of effort and professionalism put in place health, safety and security measures like school-wide temp checks of students and staff and the creation and implementation of home-based learning.

The setting up of the COVID-19 solidarity fund to help families significantly economically affected by the pandemic was of particular note, showcasing the true solidarity of the entire IFS community. I want to thank especially those individuals, corporations and partner organisations that helped with the solidarity funds implementation and funding.

Despite these challenges, IFS successfully rebranded in 2020 as part of a broader strategy to provide an affordable, premium, international, bilingual education in Singapore that welcomes both French and non-French families.

2020 also featured new projects and partnerships with distinguished corporate partners such as the world-leading advertising giant JCDecaux who helped us spread the new IFS brand and mission around the country with a targeted bus stop advertising campaign.

Looking beyond 2020, once we have finally emerged from the current global pandemic, IFS will be well placed to position French education as a viable option and leader in international education. I am very proud of the work the school, corporate partners, parent community, and students accomplished in 2020 to futureproof the school.

Be assured you can count on our continued dedication and diligence to serve the interests of students, staff and parents as we go forward into 2021. Working as a team in a positive environment where everything is done to encourage commitment and well-being, the Executive Committee, which I recently took up the chair, will strive to provide the school with all means necessary, tools and infrastructure to achieve continued success and excellence.



01 INTERNATIONAL FRENCH SCHOOL (SINGAPORE)

1.1. PROFILE

The International French School (Singapore) is a top private international school certified by the French Ministry of Education, operational in Singapore for over 50 years, and delivering a unique bilingual French-English education to international students aged 2 to 18. IFS offers families based in Singapore access to an affordable, premium, multicultural, multilingual schooling, delivered by highly experienced teachers with a track record of academic success.

VISION

A learning experience that blends

culture, structure et passion.

MISSION

To be a school where:

When you learn, **teach.**
 When you care, **share.**
 When you achieve, **reach.**
 When you gain, **give.**
 When you enjoy, **express.**
 When you excel, **encourage.**



THE SCHOOL AT GLANCE

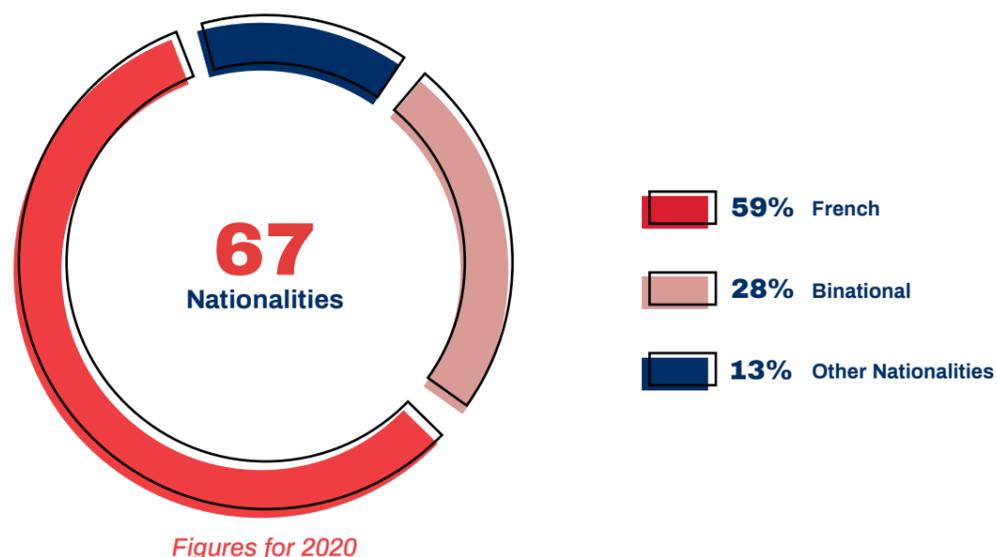
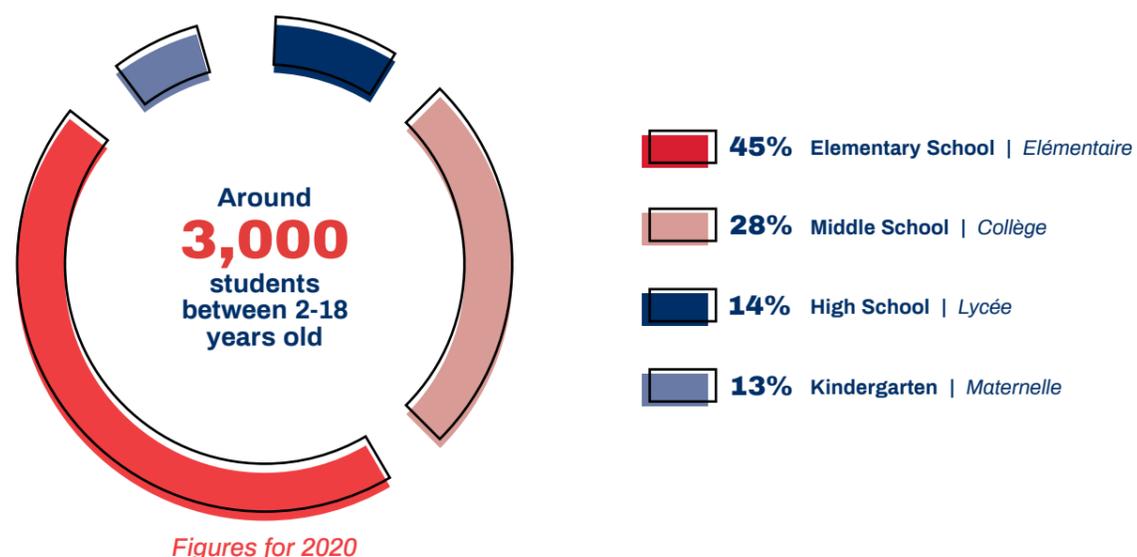


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| <p>1 MULTICULTURAL MULTILINGUAL
We have a lively international environment, represented by 67 nationalities.</p> <p>2 BILINGUAL LEARNING
We create an environment that nurtures cognitive skills through bilingual teaching.</p> <p>3 AFFORDABLE EXCELLENCE
We offer a high-standard international education at a competitive price.</p> <p>4 A FOCUS ON RESULTS
We deliver the academic results needed to place our students in the best schools and universities in the world.</p> <p>5 ONE CURRICULUM
We offer a fully certified French curriculum that remains consistent from Kindergarten through High School.</p> | <p>6 ENJOYABLE EXPERIENCES
We organise activities and programmes to cultivate students' passions in arts, culture, sports, career and travel.</p> <p>7 ENHANCED LEARNING
We encourage independent learning and analytical thinking through the use of digital tools and proven teaching methods.</p> <p>8 DEDICATED TEACHERS
We have experienced and passionate teachers committed to helping students reach their full potential.</p> <p>9 GLOBALLY CONNECTED
We follow the same single curriculum as 522 schools in 139 countries, making it trouble-free for students to transfer : French Schools Network (AEFE)</p> <p>10 WELL-ESTABLISHED WELL-REGARDED
We are proud to have been teaching children from all around the world for over 50 years.</p> |
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1.2. KEY FIGURES

263 teachers from 19 countries. Around 3,000 students.

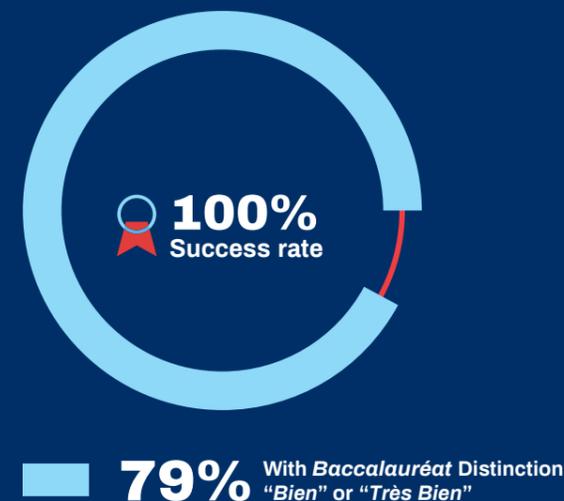


EXTRA-CURRICULAR ACTIVITIES

More than 60 activities from Kindergarten to High School: Academic & Artistic, Languages & Sports.

OUTSTANDING RESULTS AT ALL EXAMINATIONS

French Baccalauréat



IGCSE

International General Certificate of Secondary Education (Cambridge qualification)

Most marks achieved are between A and B across 4 subjects

91%
English Language

70%
History

74%
Geography

88%
English Literature

IFS Terminale students achieved a 100% pass rate with almost 80% receiving high merits (*Très Bien* and *Bien*). The class of 2020 achieved a 9 point increase on last year for top merit "*Très Bien*": from 46% in 2019 to 55% of students in 2020.

117 students participated in this modified 2020 examination process, with 18 students choosing to take the International Baccalaureate Option (OIB). Due to concerns over the coronavirus, the exams at the end of Terminale were replaced by other means of assessment. Notably regular progress checks in areas such as coursework and homework. It is the first time since its inception in 1808 under Napoleon Bonaparte that the "bac" exam has not taken place in its traditional form.

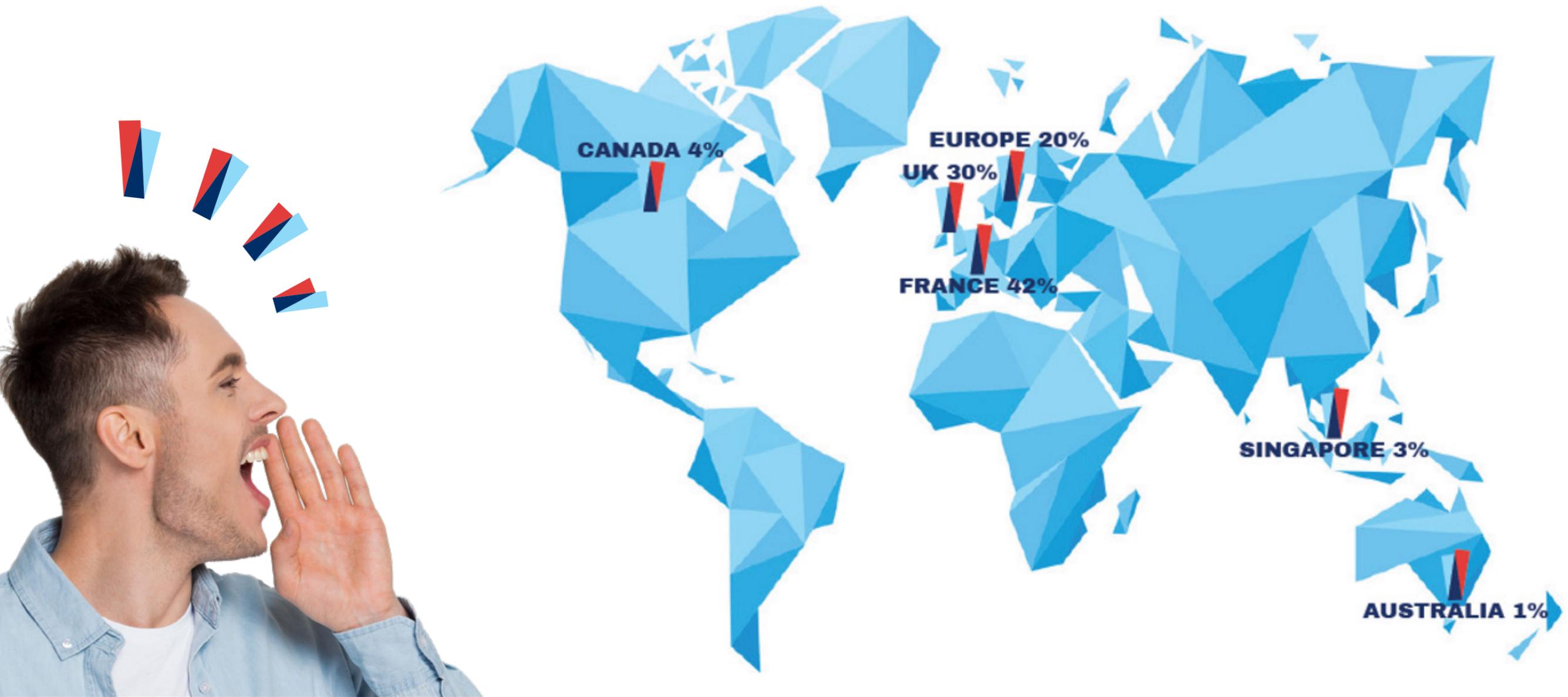
DNB (Diplôme National du Brevet):

174 students / pass rate 98.8%, with an outstanding 93.6% of students being awarded merits. 82% "*Bien*" (Good) and "*Très Bien*" (Very Good), 50.8% "*Très Bien*" (Very Good)

Due to the health situation faced globally with the COVID-19 pandemic, the written and oral tests of the 2020 Brevet were cancelled and replaced by continuous assessment in French, mathematics, history-geography and sciences. Thus, the DNB 2020 is obtained this year based on the average of the grades achieved in trimesters 1 and 2 and the common core competencies.

The 2020 DNB was marked on 700 points instead of 800. The points scale for the awarding of merits was revised (Merit Assez Bien: between 420 & 489 points / Merit Bien: between 490 & 559 points / Merit Très Bien: 560 points & over). To be awarded the collège certificate, students must have at least 350 points.

IFS GRADUATES TAKE UP UNIVERSITY PLACES WORLDWIDE



 **Our experienced team of university advisors support and guide students as they select their areas of study and navigate university admissions processes. At IFS, we ensure our students can make informed decisions about their future academic or career choices.** 

Christian Soulard, IFS Principal

1.3.
2020 HIGHLIGHTS

IFS IS THE NEW LFS

On the 5th February 2020, the International French School (Singapore) (IFS) began a new chapter as it announced a brand new name, brand identity, vision and mission. Formerly *Lycée Français de Singapour*, the new name marks part of a broader strategy to promote the French curriculum and multilingual education to an ever-increasing diverse student population.

The new IFS takes into consideration the diversity of the student population in Singapore while maintaining its French culture and heritage. IFS seeks to integrate non-French speaking families through specific French language programmes while at the same time promoting the practice of English in an international context.



 **Morning event**

For this occasion, Mr Christian Soulard, IFS Principal, hosted the official inauguration ceremony for the International French School (Singapore).

He welcomed Guest of Honour Dr Vivian Balakrishnan, Singapore Minister for Foreign Affairs and H.E. Marc Abensour, Ambassador of France, to Singapore.

The Guests of Honour arrived to a choral reception from the IFS Choir before listening to a welcome address by the President of the IFS Executive Committee, Mr Pierre Chanteclair, where he spoke about the school's new vision and mission.

H.E Marc Abensour then took to the stage to discuss how the new IFS represents the growing global influence of French Education. Dr Vivian Balakrishnan then addressed the audience, noting IFS' contribution to Singapore and the importance of the French community to Singapore's growth.



 **Evening event**

In the evening, the celebrations continued for the Corporate IFS launch event. One hundred people attended, including diplomatic representatives and IFS management. IFS students from the school choir provided musical entertainment. IFS decorated the venue with spotlights and decorations inspired by the new identity for the occasion.

IFS President of the IFS Executive Committee, Mr Pierre Chanteclair and IFS Principal Mr Christian Soulard welcomed the guests and presented the new IFS identity, values and missions.

It was also an opportunity to thank our Corporate Partners present that evening.

IDEAS CHANGE THE WORLD & ZOOM WITH/ON...

At IFS, we seek to explore new and engaging learning opportunities for students, staff and the IFS community as a whole. In 2020 we introduced two new event series, “Ideas Change the World” and “Zoom with/on...”.

“Ideas Change the World” aims to bring internationally renowned authors, scientists, journalists, and modern-day observers together in a Q&A webinar format to explore their latest works, experiences and ideas. Open to the IFS community and beyond, these Zoom webinars provide a profound and expanded learning opportunity for students and parents alike from some of the top intellectuals, researchers and commentators of our time.

“Zoom with/on...” is a new series of Zoom webinars explicitly reserved for the IFS teaching staff to showcase the very best teaching and learning practices that families can find at IFS. Presentations are made by our dedicated, experienced and passionate IFS educational teams. This series aims to bring the audience into the IFS classroom. We showcase, explain and explore the pedagogical practices that have made IFS a school of excellence with outstanding results year on year.

Our video conferences and live talks series “IDEAS CHANGE THE WORLD” started with Mr Olivier Revol, Head of the Child Neuropsychiatry Department at the Neurological Hospital of the University Hospital Centre of Lyon, who talked about “Educate the children of the 21st century, the new codes”.

Followed by a succession of journalists and famous writers to speak about their latest novels, such as **Christine Ockrent** (“*La guerre des récits*”, éditions de l’Observatoire), **Laure Adler** (“*La voyageuse de nuit*”, éditions Grasset) , **Alexandre Labriffe** (“*Un hiver à Wuhan*” éditions Gallimard), **Jean-Philippe Toussaint** (“*Les émotions*”, éditions de Minuit).

Christiane Taubira also participated and presented her first fiction novel “*Gran Balan*”, Éditions Plon.

IDEAS CHANGE THE WORLD also held live talks and debates with:

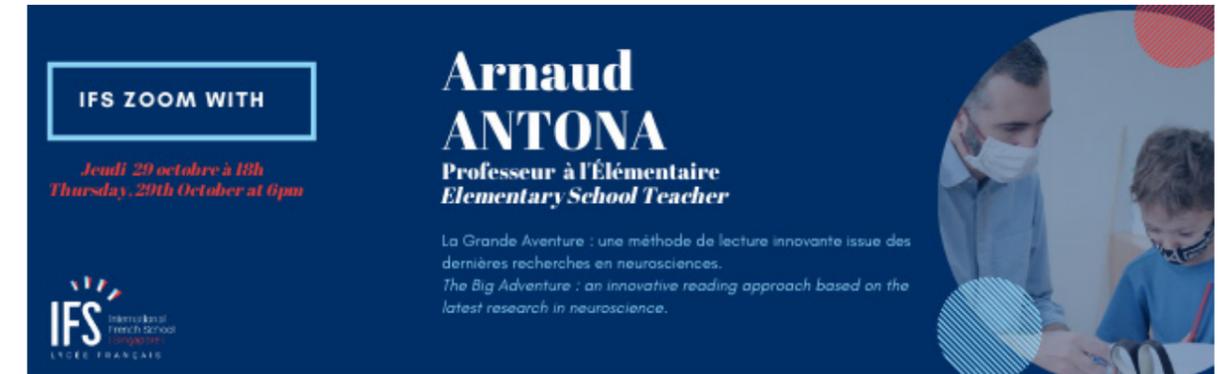
Pascal Boniface, French geopolitologist and Director of the French Institute for International and Strategic Affairs – IRIS about “The relations between the European Union and Russia”,

Eric Fottorino, French journalist and writer about “The Evolution of the Media and its Impact on the Profession of Journalists.”



Our first ZOOM WITH highlighted **Arnaud Antona**, a CP teacher (Grade 1) at IFS who has been working for several years on creating a syllabic reading method: La Grande Aventure (The Big Adventure), an innovative reading approach based on the latest neuroscience research.

For more information on IFS events, visit: www.ifs.edu.sg/parent-portal/events/



2020 COVID-19 HEALTH & SAFETY MEASURES

With the outbreak of the COVID-19 global pandemic, IFS put in place precautionary measures and procedures to ensure a high level of protection for students and staff:

- SafeEntry requirements
- Temperature Screening (including thermal imaging cameras)
- TraceTogether Application or Token
- Eduka, COVID-19 twice-daily checks for staff
- Social distancing measures
- Wearing of masks
- Enhanced sanitary measures by transport provider, Woodlands Transport and by our catering provider, Chartwells
- Hydroalcoholic Gels, frequent hand washing
- Reinforcement of campus cleaning and disinfection measures
- School visitor specific procedures
- Split team and Work-From-Home for Administration Staff
- A dedicated page on the IFS Intranet for employees to keep them informed of COVID-19 Info & Update
- A dedicated FAQ & Updates page for IFS families hosted on the Parent Portal

IFS implemented measures and procedures to assure students and staff safety:

- Before the circuit breaker
- After two months of enforced home-based learning due to Singapore's COVID-19 circuit breaker. Students returned to face-to-face teaching and learning in June 2020
- From September for the 2020-2021 academic year

The health measures that IFS has taken in the wake of the coronavirus outbreak are guided by the school's Singapore Government recommendations (MOE, CPE, MOH).



CONSEILS DE SECURITE / SAFETY GUIDELINES

 Port du masque obligatoire <i>Keep your mask on</i>	 Gel hydroalcoolique à votre disposition <i>Use the provided hand sanitisers</i>	 Contrôler votre température <i>Check your temperature</i>	 Garder 1m de distance <i>Keep 1m apart</i>
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GETTING VIRTUAL

Students, teachers, and staff had to adapt to COVID-19 constraints, and 2020 was the year of virtual activities and events at IFS.

Home Base Learning

Home-based learning implemented for two months due to Singapore's COVID-19 circuit breaker forced teachers to adapt their teaching style. It changed how educators approach students, the subject matter, and how they capture students' attention. At IFS, we understand that it was an adjustment and a learning journey for teachers, students and parents.

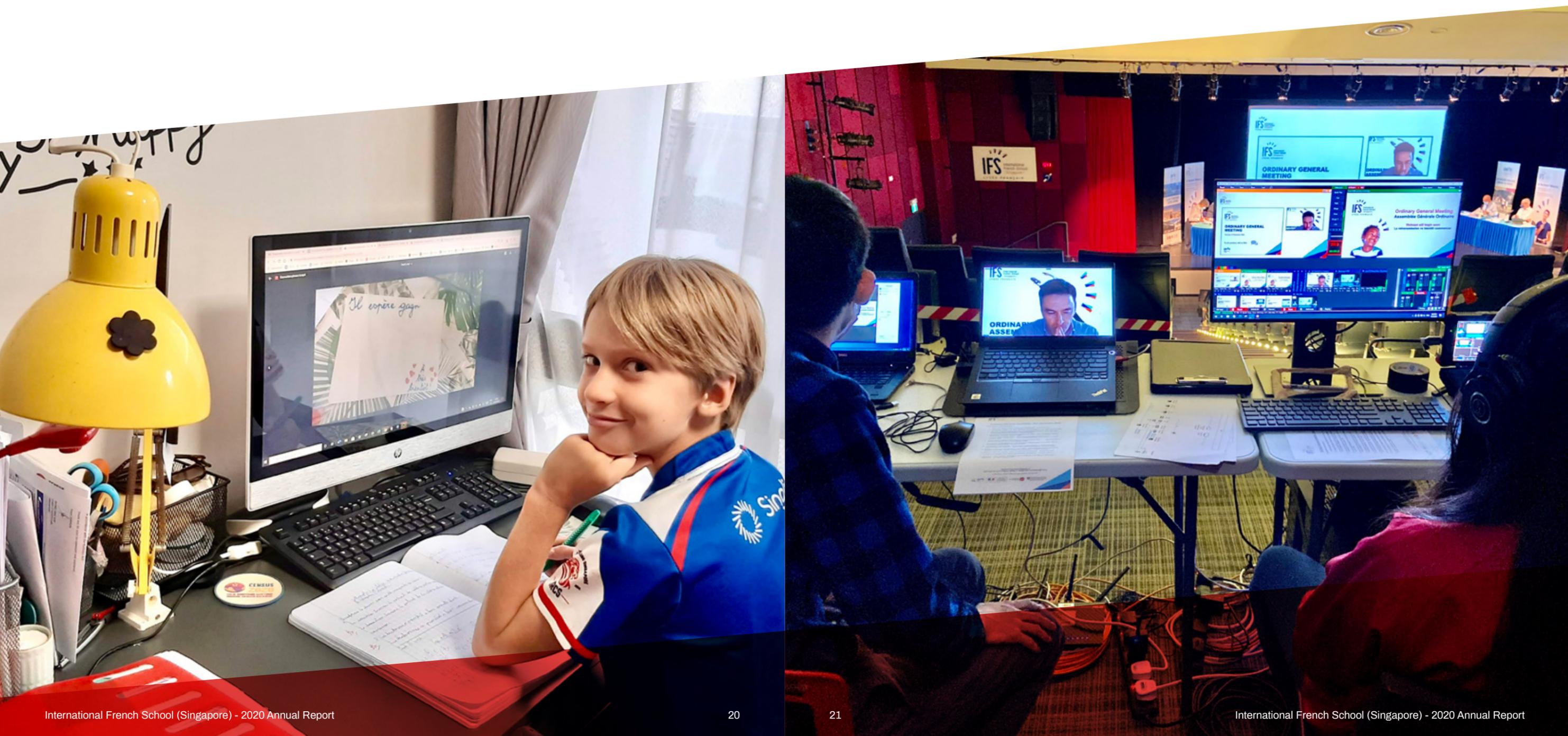
When implementing the IFS home-based learning programme, we made sure the programme is adaptable to support student needs and ensure a smooth transition from a classroom environment to a home environment.

IFS employed a combination of visual content, independent learning, quizzes, and various IT learning tools.

Virtual OGM

In light of the COVID-19 situation, the Ordinary General Meeting ("OGM") on Thursday, December 3rd, was conducted in French with simultaneous translation into English. The OGM was held by electronic means with our conference service provider Lumi.

Parents voted by giving a proxy with their voting instructions to the President of the Executive Committee. To provide parents with all the necessary prior information, a Pre-General Assembly Information Zoom Webinar was organised by the Executive Committee to answer any questions.



GETTING VIRTUAL

Virtual Open House

Choosing a school for your child is a decision not made lightly. Our virtual open house sessions are a convenient way for parents to continue to have the possibility to meet our principals, talk to our directors and discuss classroom practices with our teachers. The 2020 Virtual Open House events enabled families to deep dive into our language support programs and visit the school facilities virtually.



Virtual Walkathon

Walkathon 2020 on 12th December marked IFS history with IFS students, parents and friends running virtually for the first time in solidarity with the IFS Groupe Humanitaire's actions.

Traditionally held on campus with participants running together in our beautiful facilities in Ang Mo Kio, this year's edition saw IFS runners sporting the Walkathon T-shirt in the parks and streets of Singapore, including MacRichie Reservoir and Singapore Botanic Gardens.

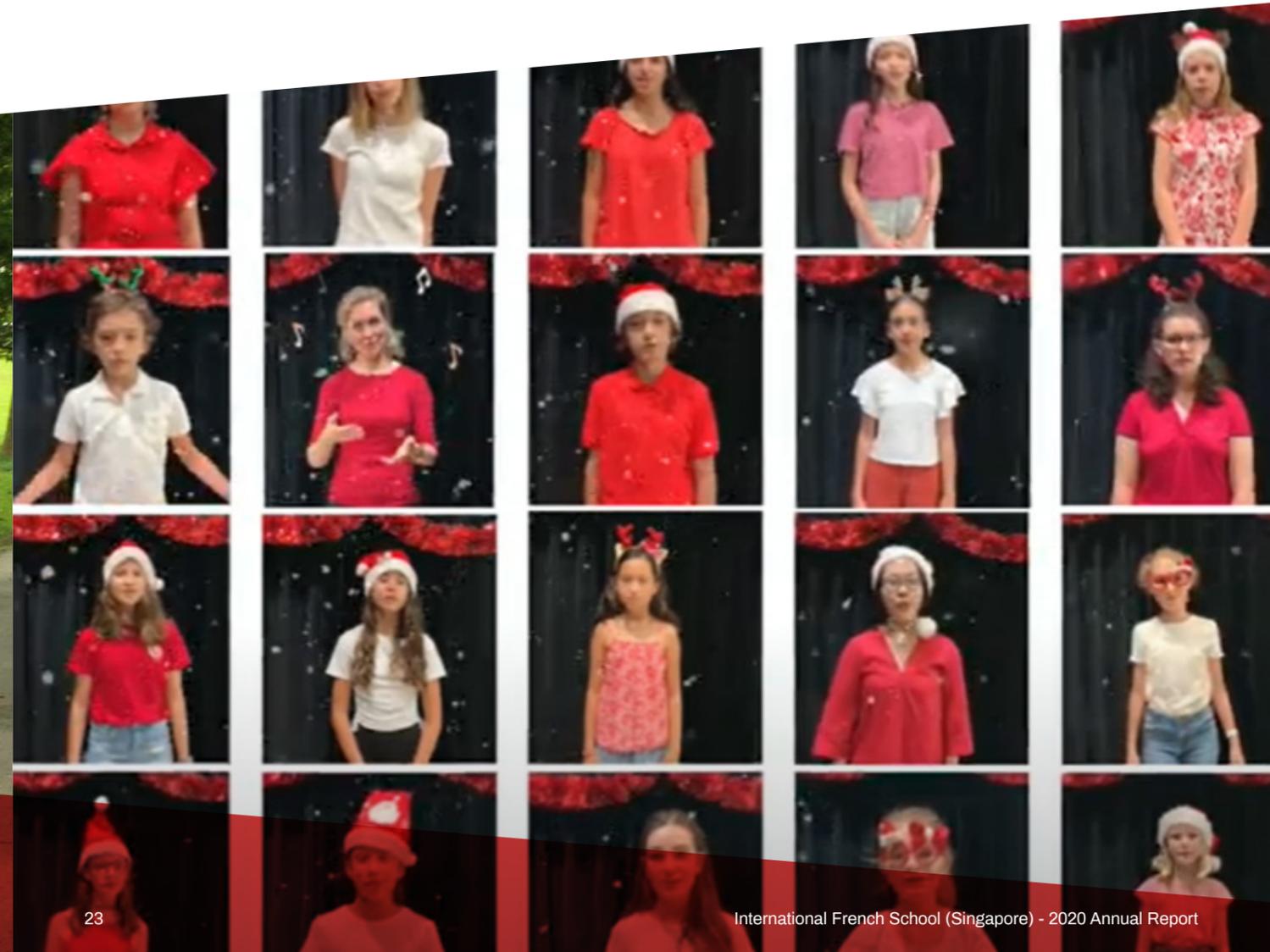


Weekly Online Concert and Christmas Virtual Show

The International French School (Singapore) secondary students continued their passion for music during the IFS home-based learning. "IFS Weekly Online Concert" aimed to maintain our high school students' musical practice.

IFS posted new concerts every week with our talented student musicians and singers from the following musical groups: Atelier Musique Lycée, Chorale Collège, Groupe de rock Collège.

For Christmas, IFS was proud to present the Virtual IFS Christmas Concert. Daily performance by our talented students in Collège and Lycée who brought on the holiday despite the restrictions.



02 ACADEMIC PROGRAM & STUDENT ACHIEVEMENTS

2.1. A CONTINUOUS JOURNEY FROM KINDERGARTEN TO HIGH SCHOOL

The French curriculum is a strong, globally respected system for anyone keen to give their child a life-long passion for learning. With historical roots as far back as 1789, the French education system has a reputation for having one of the best education practices in the world.

French education offers a strong focus on developing independent, analytical thinking across broad subject areas.

With a nationally set curriculum, tested methods of teaching and learning, high academic standards and a structured approach to learning, more and more international families are considering the French national system for international education.



Structured meets the requirements of French National Education programmes



Academic cultivates knowledge, communication, understanding & critical thinking



Humanist values tolerance, equality, opportunity & intellectual curiosity



Transferable education without interruption from Kindergarten to Baccalaureate

Kindergarten		Being and belonging
LEVEL	GRADE	CONTENT & MAIN SKILLS
<i>Toute Petite Section</i>	N1	➤ Building a foundation for learning and development;
<i>Petite Section</i>	N2	➤ Fostering student's sensory, motor, cognitive and social development;
<i>Moyenne Section</i>	K1	➤ Discovering the world of writing and numbers;
<i>Grande Section</i>	K2	➤ Exploring the world of languages.

Maternelle

Elementary School		Knowledge, capacities & abilities
LEVEL	GRADE	CONTENT & MAIN SKILLS
<i>CP</i>	1	➤ Providing a solid groundwork for knowledge, inquiry and exploration;
<i>CE1</i>	2	➤ Building the fundamentals: reading, writing, calculating, problem-solving and social skills;
<i>CE2</i>	3	
<i>CM1</i>	4	
<i>CM2</i>	5	➤ Stimulating every student's love for learning in Languages, Mathematics, Sports, Civic/Moral education, History, Geography, Science, Technology and the Arts.

Elémentaire

Middle School		Common core of knowledge, skills & culture
LEVEL	GRADE	CONTENT & MAIN SKILLS
<i>Sixième (6e)</i>	6	➤ Mastering the knowledge, skills, values, and attitudes necessary for academic success;
<i>Cinquième (5e)</i>	7	➤ Broad and balanced education: minimum 12 subjects including up to 4 modern languages;
<i>Quatrième (4e)</i>	8	
<i>Troisième (3e)</i>	9	➤ Gradual autonomy in individual work and group projects;
		➤ At the end of <i>3e</i> , students sit for the <i>Diplôme National du Brevet</i> (DNB) exam.

Collège

High School		Delivering excellent academic results
LEVEL	GRADE	CONTENT & MAIN SKILLS
<i>Seconde (2nde)</i>	10	➤ Preparing students for academic success, higher education and life beyond school in their chosen paths of interest;
<i>Première (1e)</i>	11	➤ At the end of <i>2nde</i> , students can sit for the IGCSEs;
<i>Terminale</i>	12	➤ At the end of <i>Terminale</i> , students sit for the French <i>Baccalauréat</i> .

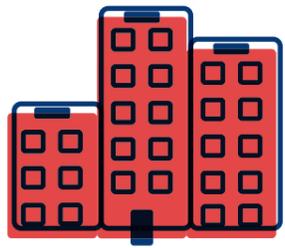
Lycée

2.2. SCHOOL STRUCTURE

	NO. OF CLASSES	NO. OF STUDENTS	% STUDENTS IN ANGLAIS +, INTERNATIONAL SECTION AND EUROPEAN SECTION
<i>Petite Section</i>	4	68	
<i>Moyenne Section</i>	5	110	43% Anglais +
<i>Grande Section</i>	9	190	48% Anglais +
<i>CP</i>	13	265	68% Anglais +
<i>CE1</i>	13	279	65% Anglais +
<i>CE2</i>	13	281	58% Anglais +
<i>CM1</i>	10	242	61% Anglais +
<i>CM2</i>	9	213	59% Anglais +
<i>Sixième (6e)</i>	10	225	45% International Section 13% Mandarin Section
<i>Cinquième (5e)</i>	10	215	54% International Section
<i>Quatrième (4e)</i>	9	204	54% International Section
<i>Troisième (3e)</i>	8	184	52% International Section
<i>Seconde (2nde)</i>	7	159	42% International Section 41% European Section
<i>Première (1e)</i>	6	135	15% International Section 64% European Section
<i>Terminale</i>	5	116	11% International Section 62% European Section



03 OUR GOVERNANCE



OUR COMPANY STATUS

- > Singaporean Private Company Association registered as a Charity
- > Registered by the Committee for Private Education (CPE)
- > Under contract with Agency for French Education Abroad (AEFE)
- > Accredited by the French Ministry of Education and Youth



OUR PUBLIC SERVICE MISSION

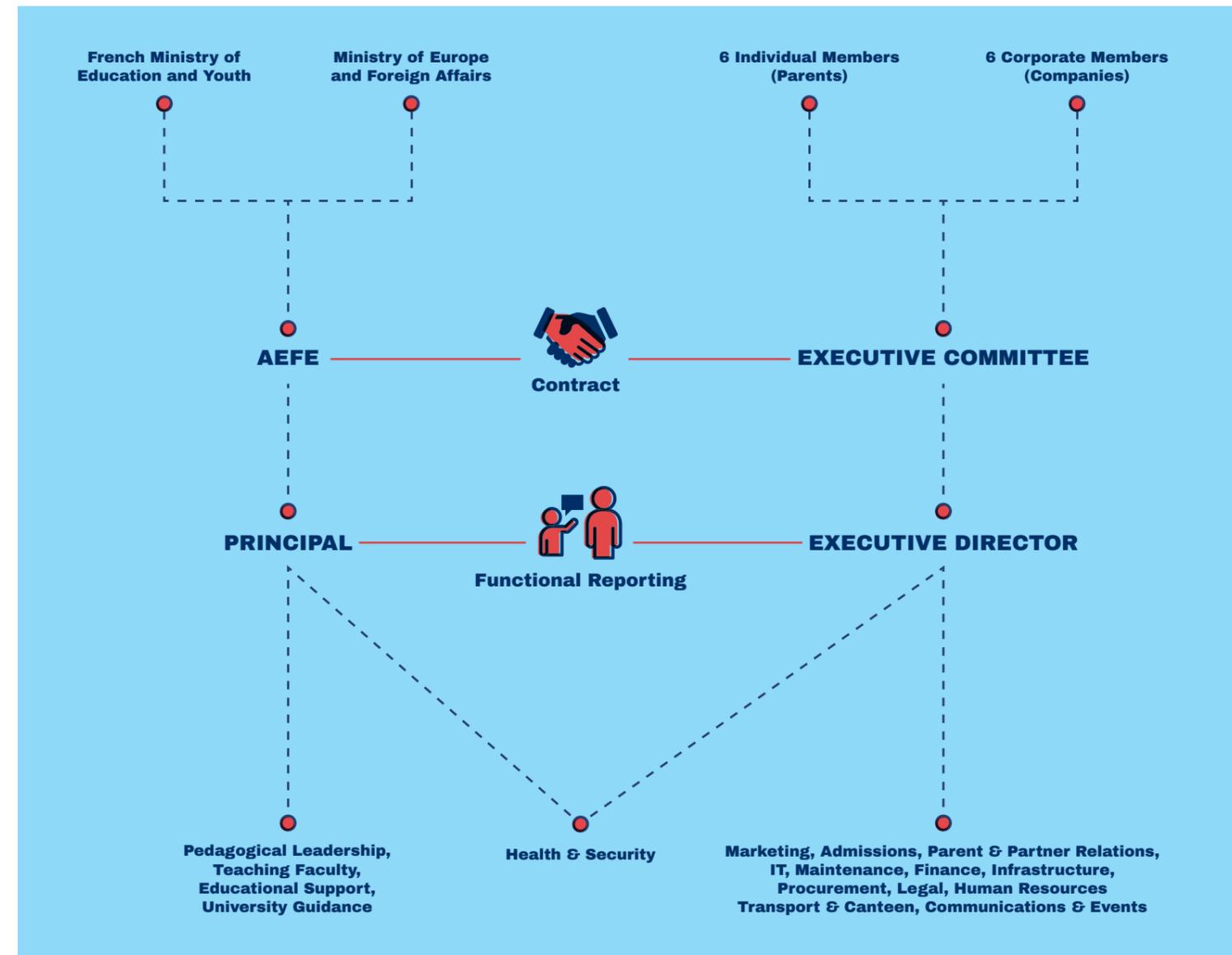
- > To provide an education curriculum compliant with programs and standards set by the French Ministry of National Education and Youth, preparing to French exams.



OUR LEGAL FRAMEWORK

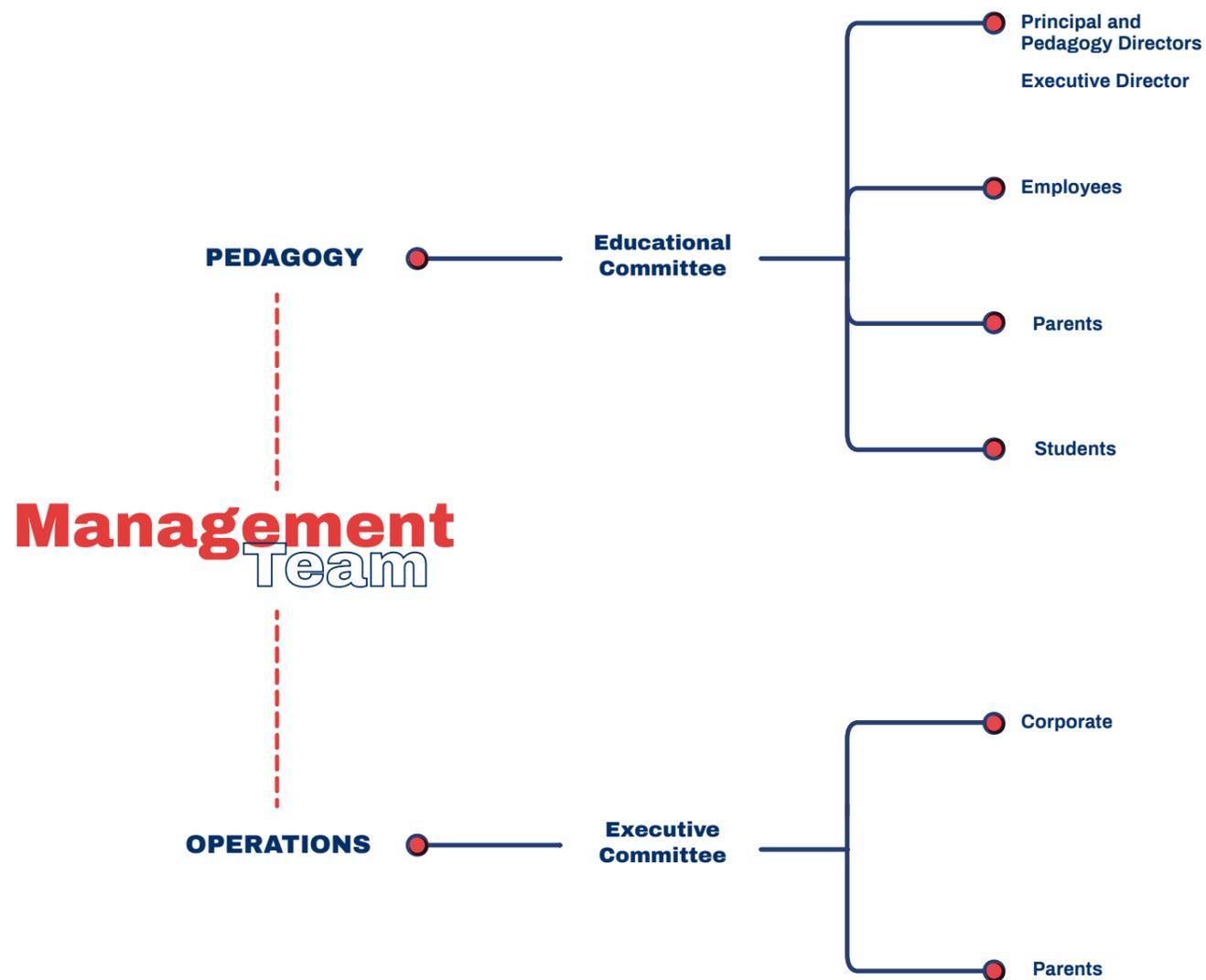
- > Companies Act
- > Charities Act
- > Education Act
- > Private Education Act
- > Personal Data Protection Act

3.1. LEADERSHIP



Governed by both an educational and an executive committee:

- **The Educational Committee**, headed by the Principal, examines everything that is related to school life, particularly teaching matters.
- **The Executive Committee**, headed by the President, oversees the management and long-term strategy of the School to the exclusion of purely pedagogical matters. All members are volunteers, they do not receive any financial compensation from the School for their activities. They are elected by the Members of International French School (Singapore) during the Ordinary General Meeting. The Executive Committee represents the community of parents as well as the companies that hold Options de Fondateur (ODF).



3.2. THE EXECUTIVE COMMITTEE

The Executive Committee is in charge of the organisational aspects of the school:

The Executive Committee (EC), manages the affairs and administration of the school, excluding the academic aspects. This committee is composed of 12 volunteer board members and up to 4 reserve members designated by the Members of International French School (Singapore) during the Ordinary General Meeting. No Executive Committee member receives any remuneration for their services. The EC is in charge of the long-term strategy of the school.

The Executive Committee is made up of 12 elected members and 4 reserve members (Corporate member: 2, Individual member: 2) from each group: Individual members and Corporate members. The members are elected by the General Meeting held each year in October or November.

The French Ambassador in Singapore and past President are honorary Presidents of the Executive Committee.

The EC is in charge of the long-term strategy of the school.

The EC delegates specific projects or missions to its standing committees and may from time to time create any such other committees as it may deem necessary.

The EC delegates the day-to-day management to the Executive Director, Yves Marcel (appointed in March 2015) who reports functionally to the Principal.

The Counsellor for Culture, Education and Science, Embassy of France in Singapore (COCAC) is a non-voting member.

The Principal and the Executive Director may attend the Executive Committee meetings without voting.

INDIVIDUAL MEMBERS 2020



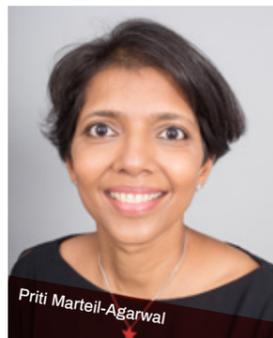
Pierre Chanteclair
President
Honorary president from December 2020



Corrine Nallétamby Petit
General Secretary
Until June 2020



Pierre-Michel Dumesnil
Until June 2020



Priti Marteil-Agarwal
Until June 2020



Amélie Rozier Provost
CPE Supervisor



Guillaume Sachet



Virginie Dinkian Barre



Eric Reinhart

CORPORATE MEMBERS 2020



Jean-Marc Deromedi
(APRIM)
President from December 2020



Sabine d'Angely Lavail
(Total Oil Asia Pacific)
General Secretary from June 2020



Jean-Christophe Gilbert
(CA-CIB)
Treasurer



Nicolas Genès
(Société Générale)



Sofia Hammoucha
(BNP Paribas)



Pierre-Alexandre Tupinon
(Danone)



Frédéric Larvor
(CA-CIB)
Reserve member



Doris Marcellasi
(Essilor)
Reserve member

INDIVIDUAL MEMBERS - Elected in December 2020



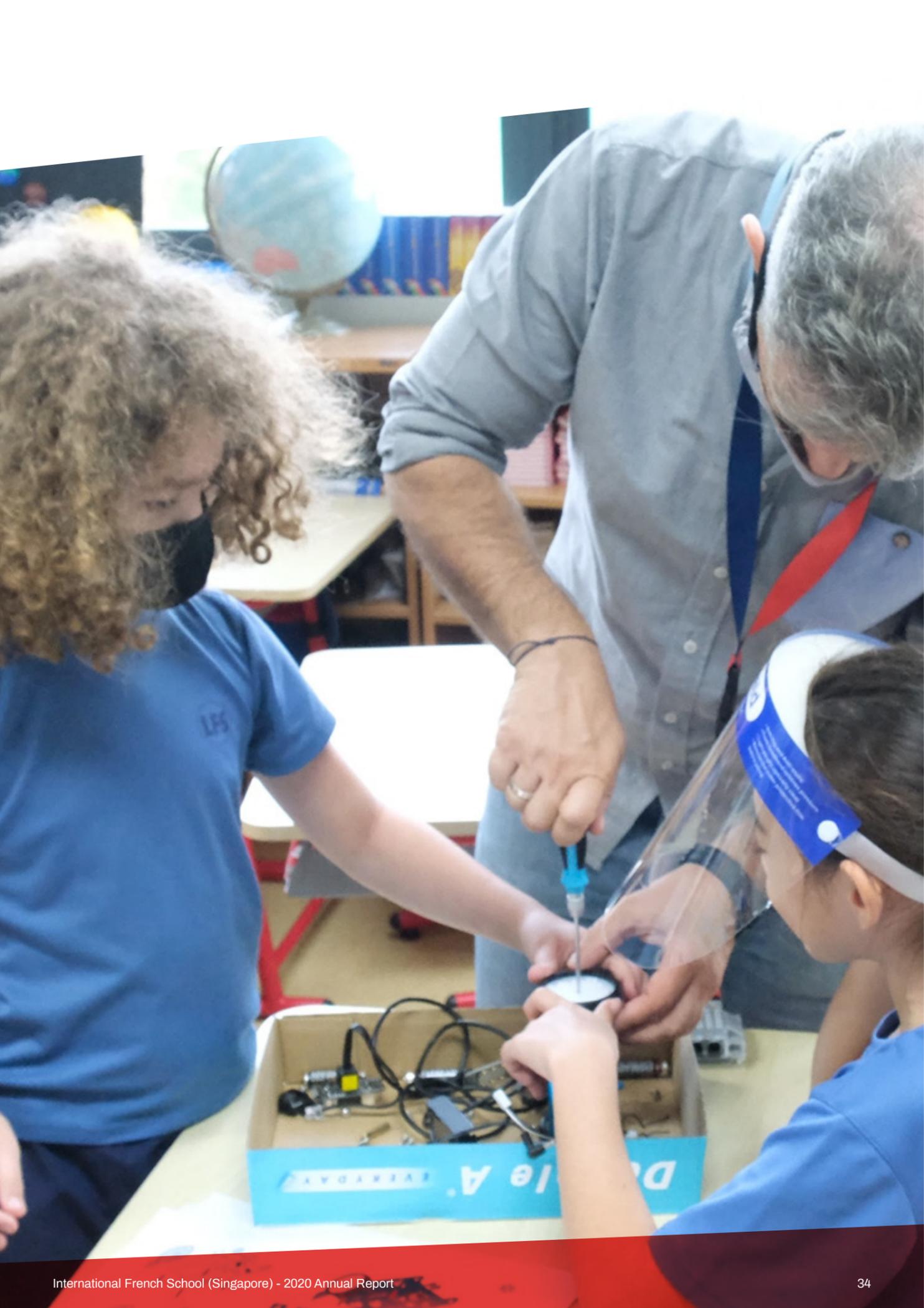
Florian Dubois
Reserve member



Christel Vaché



Nicolas Richard
Reserve member



STANDING COMMITTEES - November 2019 - November 2020

COMMITTEES	APPROACHED TOPICS
 <p><i>Audit & Compliance</i></p>	<ul style="list-style-type: none">  Compliance review  External and Internal Audits
 <p><i>Communication & Marketing</i></p>	<ul style="list-style-type: none">  Communication policy within LFS and towards external stakeholders  Marketing strategies  Openness to non-French communities
 <p><i>Finance, Corporate and Fundraising</i></p>	<ul style="list-style-type: none">  Budget (including school fees)  Financial KPIs  Treasury & Funding  Financial decisions  Fundraising  Statutory Annual Accounts
 <p><i>Governance</i></p>	<ul style="list-style-type: none">  Convention with AEFE  M&AA  EC Succession planning  Executive compensation  Conflict of interest  Parents committee
 <p><i>Infrastructures</i></p>	<ul style="list-style-type: none">  Infrastructure projects  Yearly investments programs
 <p><i>Human Resources</i></p>	<ul style="list-style-type: none">  HR policy  Compensation policy  Social dialogue

MEETINGS AND ATTENDANCE IN 2020

MEMBERS' NAMES	TOTAL OF MEETINGS ATTENDED
Corrine Nalletamby Petit - Resigned July 2020	7
Pierre-Michel Dumesnil - Resigned July 2020	7
Priti Marteil-Agarwal - Resigned July 2020	6
Sabine d'Angély-Lavail	8
Jean-Marc Deromedi	10
Jean-Christophe Gilbert	11
Nicolas Genès	11
Sofia Hammoucha	10
Pierre-Alexandre Tupinon	8
Frédéric Larvor	7
Doris Marcellesi	10
Virginie Barre	11
Pierre Chanteclair	11
Eric Reinhart	10
Amélie Rozier	10
Guillaume Sachet	11
Christel Vaché - Elected in Dec 2020	1
Florian Dubois - Elected in Dec 2020	1
Nicolas Richard - Elected in Dec 2020	1



GENERAL MEETINGS

2 general meetings are organized every school year.

1 THE ORDINARY GENERAL MEETING - October/November

To report on the beginning of the academic year and the ongoing projects:

- Approval of the minutes of the Annual General Meeting
- Report on the beginning of the academic year
- Consideration of the interim administrative and financial accounts for the current and next financial year
- Approval of the budget for the next financial year
- Approval of the School fees for the next academic year
- Election of new members of the new Executive Committee
- Confirmation of the selection of the parents' representatives of the Educational Committee by the Chairman as defined in Article 53
- Release of the outgoing Executive Committee in its financial and other functions

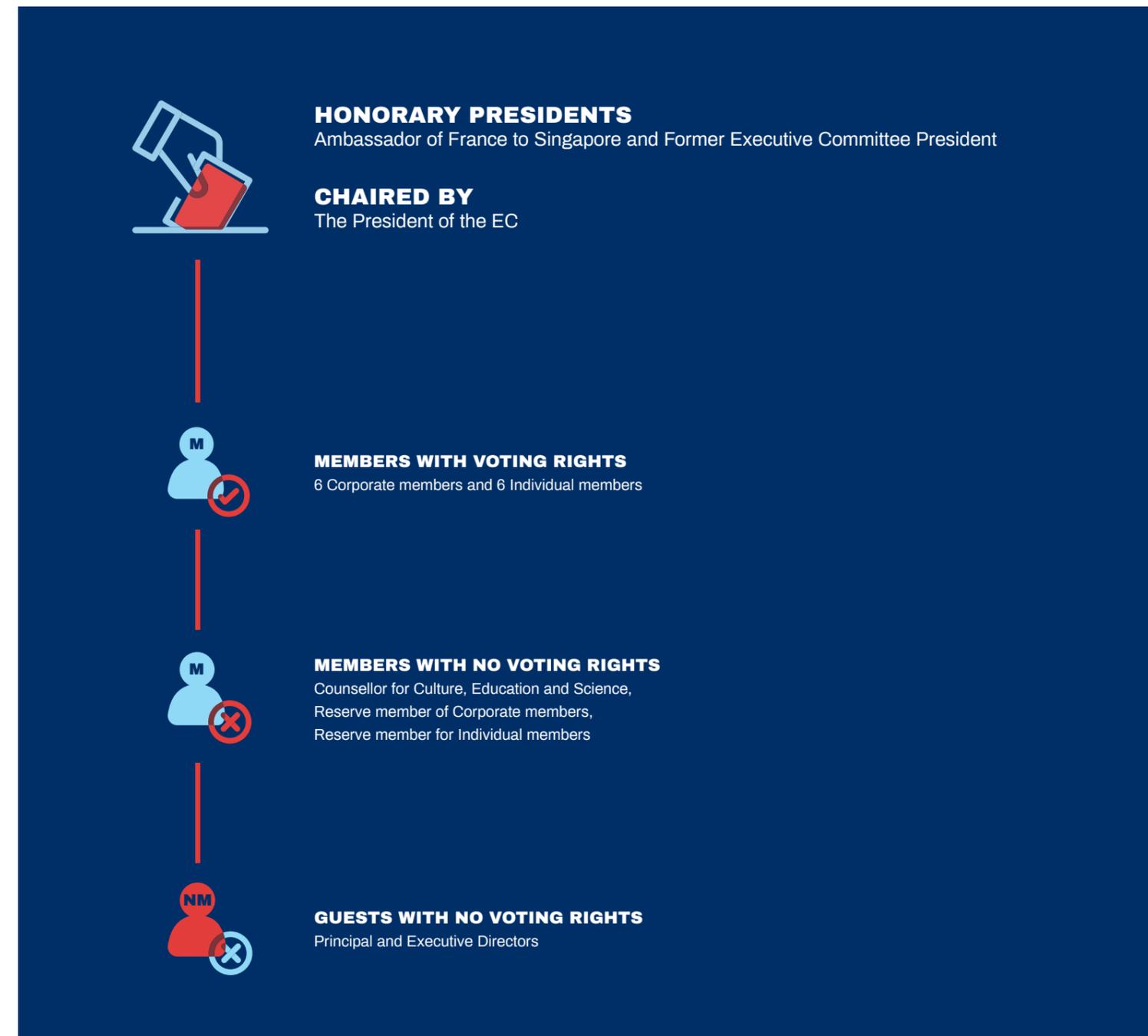
2 THE ANNUAL GENERAL MEETING - June

To report on the educational aspects as well as the financial matters of the current year:

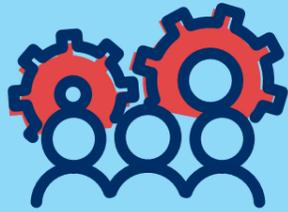
- Approval of the minutes of the Ordinary General Meeting
- Report on the activity of the current academic year
- Approval of the audited financial accounts for the previous financial year
- Appointment of auditor for the current financial year

Members invited at General Meetings:

- Individual Members: legal guardian of a child registered with the School
Voting right: 1 vote per family not withstanding the number of children registered
- Corporate Members: any Company or Organisation detaining at least 1 Option de Fondateur (ODF)
Voting right: 1 vote per ODF
- In the case of a joint vote of all members, Individual and Corporate members share the total voting rights at 50/50



3.3. THE EDUCATIONAL COMMITTEE



The Educational Committee is the main body responsible for running educational and pedagogical operations and projects.

MISSION:

- To adopt educational projects that govern teaching and learning in the school
- To advise and implement the educational timetable, the academic calendar, and professional development programs for LFS staff
- To advise on the school's recruitment needs, and class structure
- To advise on school trips and the overall organisation of the school

VOTING MEMBERS:

- Educational Management (Principal, Vice Principals, Heads of Elementary and Kindergarten)
- The Counsellor for Culture, Education and Science, Embassy of France in Singapore
- The Executive Director
- Welfare Manager (Conseiller Principal d'Education)
- The representatives of the teaching and non-teaching staff
- Representatives of the parents and the students

COMPOSITION:

The Educational Committee is a tripartite body composed of an equal number of representatives from:

- The administration staff
- The school educational staff
- The parents
- The students

NON-VOTING MEMBERS:

- The Head of French Consulate Section
- Representatives of French Nationals abroad (Conseillers consulaires)
- The Vice-President of the Student Council (CVL)
- Representatives of the French community
- President(s) of associations of the French nationals in Singapore
- The President of the alumni
- Two representatives of the Executive Committee
- The Regional Coordinator of AEFÉ



3.4. MANAGEMENT TEAM

PEDAGOGICAL LEADERSHIP TEAM



ADMINISTRATIVE LEADERSHIP TEAM



04 FINANCIAL REPORT

CHARITY STATUS - RESERVE POLICY

Overall, the total surplus amounted to 5.7M , including a COVID-19 grant of 0.16M SGD from AEFE and donations of 0.3M SGD from ODF companies.

Reserves are intended to ensure the school's sustainability. The operating reserves provide a backstop in case of an unexpected decline in enrolment and underpin the long term facilities plan such as infrastructure upgrades and campus expansion.

Due to this favourable surplus, IFS ended the year 2020 with reserves of 85M SGD.

The healthy state of the school's finances reflects the continuous efforts of the Board and the Administration to maintain and improve the school's long term financial sustainability. The Management looks forward to an exciting future for the International French School (Singapore).

The International French School (Singapore) (IFS) is incorporated in the Republic of Singapore and recognised under the Singapore Charities Act.

The school Board, elected by parents and the corporate members of the school, oversees the Executive Director in charge of support functions, including Finance.

A board that is made up of volunteers serving without remuneration governs the school. As a not-for-profit organisation, IFS uses any financial surplus for the sole purpose of the betterment of the school. Every dollar of school fees supports the delivery of our holistic learning programme, including staff recruitment and training, development and upkeep of facilities and most importantly, provision of teaching enablers and resources.

The Finance Director works under the direction of the Executive Director to implement the decisions of the Board and its committees and ensure that resources are managed efficiently and responsibly.

School operations comply with best practices for financial accountability and transparency.

The 2020 accounts have been audited by J K Medora & Co LLP.

4.1. REVENUES

We are pleased to report that our audited financial results for 2020 compare favourably to the budget approved by the Executive Committee in November 2019 for both revenues and expenses.

The principal funding source of the International French School (Singapore) derives from the school fees.

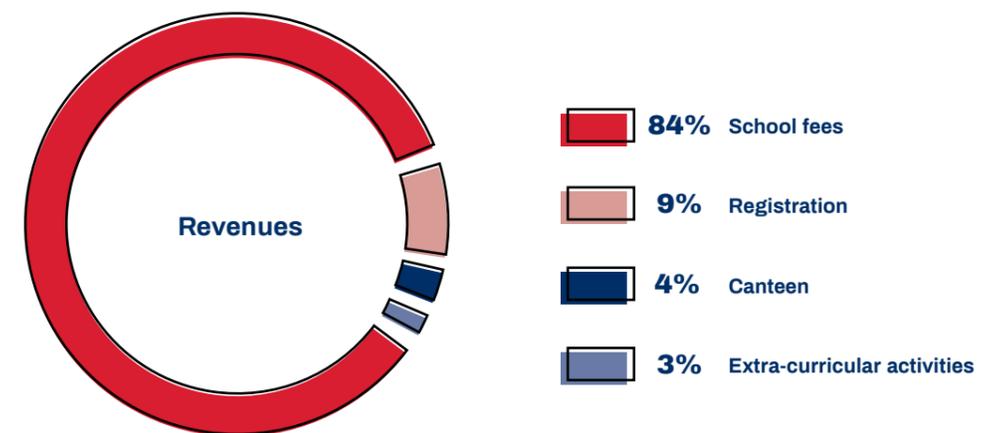
As a result, the 2020 turnover amounted to 65.9m, a 0.3% increase compared to 2019.

Revenue, after one-off COVID-19 adjustments, is in line with the budget.

In June 2020, an IFS COVID-19 Solidarity Fund was created, as short-term relief, to support families who have been most affected economically by the ongoing pandemic.

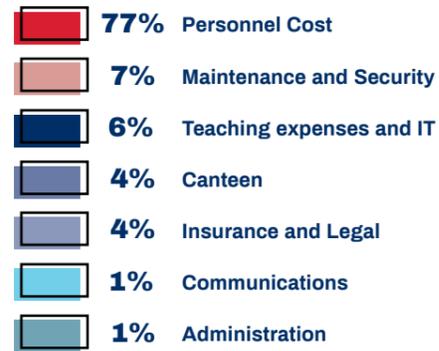
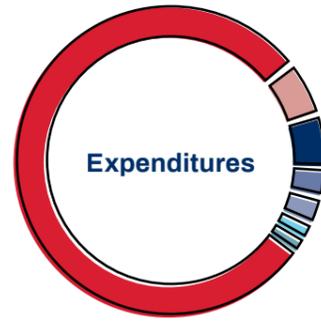
The school continues to experience organic growth thanks to the international pathway. There were, on average, 2,953 students in 2020.

In the past year, 22 families and 40 children have benefitted from this fund.



4.2. EXPENDITURES

- Operating expenses were lower than budgeted due to the constant focus on renegotiations of significant contracts and tight cost controls.
- COVID-19 further contributed to this through events that had to be held virtually and unrealised school trips. However, the school spent more on Health and Safety measures.
- Personnel costs, the school's main expense, were also lower due to later recruitments, optimisation of our exchange policy and the Job Support Scheme from the Singapore government to help with the COVID-19 situation.
- The financial result was also positive due to the deferment of the school construction project due to COVID-19 and the uncertainty it brought.



Our financial results for 2020 compare favourably to the budget for both revenues and expenses.



05 OUR DONORS

At the International French School (Singapore), we are always working hard to:



Improve the quality of our learning environment for the benefit of our students.



Since our inception, we have relied on the community's generosity to help us provide an ever-higher standard of international education and maintain our reputation as one of Singapore's leading international schools.

We welcome support from individuals and companies and make it possible for everyone to contribute in any way they can.



Please help our students excel.
You can help cultivate our student's passions by contributing to any of the 100 cultural, artistic, scientific and sporting events that interest you most.



Please help us build a better campus.
You can contribute to our campus extension to welcome up to 4'000 students and offer them world-class facilities.



5.1. CORPORATE PARTNERS

PLATINUM - IFS

- BNP
- Bouygues Construction Group
- Crédit Agricole - CIB
- Crédit Agricole - Indosuez
- Société Générale
- Total

GOLD - IFS

- Bolloré Logistics
- Danone
- Hermès
- LVMH
- Michelin

SILVER - IFS

- Aprim
- CIC - Crédit Industriel et Commercial
- Cargill
- DCNS Naval Group
- Essilor

In October 2020, fifty bus shelters across Singapore showcased the educational values of the International French School in Singapore (IFS) with a series of posters.

This brand boosting communication campaign was made possible thanks to the support of our key media partner, the French company JCDecaux.

JCDecaux



5.2. EVENT SPONSORS

Accor
Ayam Brand
Bachy Soletanche
BIC
Catherine Boucheron Houston
Château de sable
Chartwells
Crédit Agricole-CIB

Delifrance
DFS
Elite Coach
Essilor
Le Petit Dépôt
Les Benoist
Scribolo
Woodlands Transport
Xpress Print



5.3. COVID-19 SOLIDARITY FUND

In the wake of the difficulties and uncertainties that the COVID-19 health crisis caused in many families, IFS created the COVID-19 solidarity fund.

Its main objective is to support the families most economically impacted by the COVID-19 health crisis. The fund is financed by donations from families and corporate members of the IFS community.

Received by the IFS community with an overwhelmingly positive response, we wish to thank our corporate partners who have committed so far to the fund through their donations.



IFS would also like to pay special recognition to the **individual families who have also chosen to donate to the fund.**

Your support and generosity were deeply felt and much appreciated.

- | | | |
|---------------------------|----------------------|---------------------|
| Family ABELA | Family FERRACCI | Family ONGARO |
| Family AGUIRBOV-CHEVALIER | Family FINTZ | Family PAGANO |
| Family AMMAR | Family FITZSIMMONS | Family PAOLI |
| Family AVANTHEY | Family FLOURY | Family PAPAYIANNIS |
| Family BARBIER | Family FRANCO | Family PARLANGE |
| Family BATTISTONI | Family FREDON | Family PEETERS |
| Family BERTHIER | Family GAUD | Family PITSILIS |
| Family BODIN | Family GAUDECHON | Family PLACHTA |
| Family BOISSON | Family GINEFRA | Family POSTIC |
| Family BONDERGAARD | Family GIRAUDET | Family POUGNARD |
| Family BONNET | Family GOMAA | Family PROVOST |
| Family BORSARU | Family GRANT-BERNARD | Family ROCHON |
| Family BOUILLAUD | Family GUIGUI | Family ROUXEL |
| Family BOURRU-LACOUTURE | Family GURRIERI | Family ROYANNEZ |
| Family BOUZID | Family HAMIYEH | Family SACHET |
| Family BRAMOULLÉ WION | Family HIGGS | Family SAN MIGUEL |
| Family BREGERE | Family HOWARD | Family SERENI |
| Family BRITTON | Family HUVET | Family SOFIA |
| Family BROUSSE | Family KAY-MERCIER | Family STOJANOVIC |
| Family BURGE | Family KERAUDREN | Family TA |
| Family CAMA | Family KWON | Family TABARDEL |
| Family CARRAUSSE | Family LANGOURIEUX | Family TAHRI |
| Family CAZAUX MALEVILLE | Family LAINER | Family TARDIEU |
| Family CHABRAN | Family LARVOR | Family TERRIEN |
| Family CHANTECLAIR | Family LAURAS | Family THASSIM |
| Family CLARENC | Family LAZORTHES | Family THIRIEZ |
| Family CLERCIN JUNQUIERA | Family LEGRIS | Family THIVOLET |
| Family COLLETTE | Family LEPINAY | Family THUILLIER |
| Family CRITTENDEN | Family LO BLONDEL | Family TOESET |
| Family CROLY-LABOURDETTE | Family MALÉ | Family TURYSK |
| Family DAILEY | Family MALY | Family VACCARO |
| Family DE PANAFIEU | Family MARTI-MEEPLOY | Family VALLANCE |
| Family DIETHELM | Family MEYER | Family VUILLIER |
| Family DOMAZET | Family MIDDLEDITCH | Family WILLEMS |
| Family DRAY | Family MILOT MATA | Family YAP SIMMONET |
| Family DUBRULE | Family NITARD | |
| Family DUPUIS | Family OLLIVIER | |



OPEN YOUR MIND

