



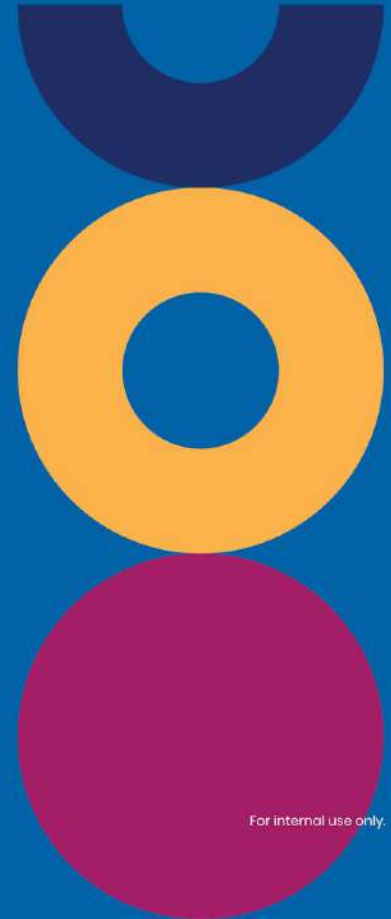
Annual General Assembly

November 22, 2023

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Agenda

- 6:00–6:05** Opening Remarks
- 6:05–6:15** Key Messages from the Board
- 6:15–6:25** Ernst & Young Audited Financial Statements
- 6:25–6:35** Finance
- 6:35–6:40** Governance
- 6:40–6:45** DEIA
- 6:45–7:30** Achievements, Strategic Plan & Master Plan
- 7:30–8:00** Q&A and Closing Remarks



Role of the Board of Trustees

Set strategic plans and vision to ensure ISP's long-term viability

Oversee finances and other legal responsibilities

Hire, support and oversee the Head of School



Board of Trustees Composition

9 Members

Chairperson – Mariela Paredes

Vice Chairperson – Robbert van Trooijen

Treasurer – Jan Eskildsen

Secretary – Juan Carlos Camargo

Background

5 nationalities (Pan, Col, Ger, US, Neth.)

Legal, Finance, Commercial, Non-profit

Standing Committees

Finance

Governance

Audit

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Mariela Paredes & Family

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Robbert van Trooijen & Family

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Jan Eskildsen & Family

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Juan Carlos Camargo & Family

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Rafael Quinn & Family

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Gretel Ciniglio & Family

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Marta Ferrer & Family

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Shelly Dittmar & Family

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Moritz von Wilmowsky & Family

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**Thank you
for your
service!**

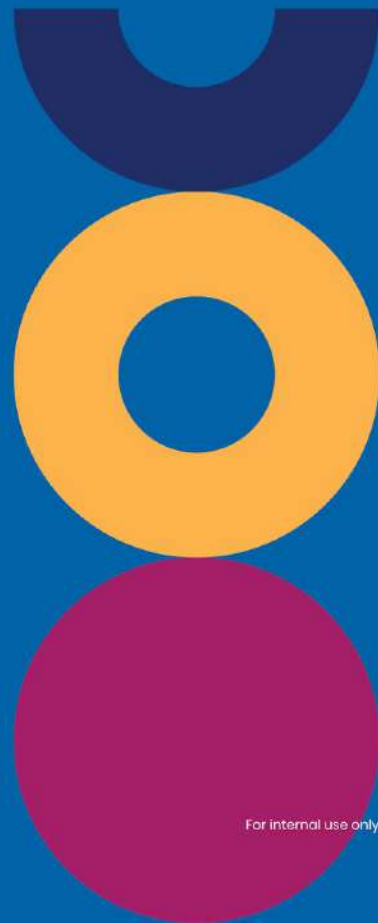
Carlos Giraldo
Eduardo Caruso
Patrick Kelly





Key Messages from the Board

Mariela Paredes – Board Chairperson



International School of Panama

Audit Results 2023
November 2023



The better the question. The better the answer.
The better the world works.



EY

Building a better
working world

Content

- Overall conclusion
- Independent Auditor's Report
- 2023 Financial Statements

Overall conclusion

- Unqualified opinion on the financial statements of International Panama School as of July 31, 2023 and for the year then ended.
- Date of auditor's report: September 25, 2023.
- No audit differences observed.
- No comments to management.

Independent Auditor's Report

Independent auditor's report

To the Board of Trustees of La Escuela Internacional de Panamá
(International School of Panama)

Opinion

We have audited the financial statements of La Escuela Internacional de Panamá (the School), which comprise the statement of financial position as of July 31, 2023, and the statement of comprehensive income, statement of changes in the fund balance and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the School as of July 31, 2023 and its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). 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 Company in accordance with the Professional Code of Ethics for Authorized Public Accountants in Panama (Decree No. 26 of May 17, 1984) and with the International Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants (IESBA) and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS for SMEs, and for such internal control as management determines 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, management is responsible for assessing the School's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the School or to cease operations, or has no realistic alternative but to do so.

The Board of Trustees and the School's management are responsible for overseeing the School's financial reporting process.

Independent Auditor's Report

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 ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism 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 School's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the School'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 School 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.

We communicate with those charged with governance of the School 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.

Independent Auditor's Report

Other legal and statutory requirements

In compliance with Law 280 of December 30, 2021, which regulates the authorized public accountant profession in the Republic of Panama, we state the following:

- That the direction and supervision, as well as the execution of the audit, of the activities that the School maintains in Panama, have been physically performed in Panamanian territory.
- The work team which participated in the audit that this report refers to is comprised by Eduardo Sánchez Bonilla, partner and María Guillén, manager.

Panama, Republic of Panama
September 25, 2023

Eduardo Sánchez Bonilla
C.P.A. No.4470

2023 Financial Statements

Statement of Financial Position

		<u>2023</u>	<u>2022</u>
	<u>Notes</u>		
ASSETS			
Current assets			
Cash	4	B/. 12,864,290	B/. 8,907,762
Time deposits	4	6,057,709	7,523,443
Accounts receivable, net	5	3,040,347	2,800,168
Prepaid expenses and other assets	6	<u>132,080</u>	<u>92,384</u>
		<u>22,094,426</u>	<u>19,323,757</u>
Non-current assets			
Property, improvements, furniture and equipment, net	7	26,966,957	27,377,505
Severance fund	8	2,198,857	2,097,494
Guarantee deposits		2,315	2,315
Other assets		<u>33,499</u>	<u>78,600</u>
		<u>29,201,628</u>	<u>29,555,914</u>
TOTAL ASSETS		<u>B/. 51,296,054</u>	<u>B/. 48,879,671</u>

2023 Financial Statements

Statement of Financial Position

LIABILITIES AND FUND BALANCE

Current liabilities

Loans payable, current portion	10	B/. 649,408	B/. 480,289
Advances received, current portion	11	463,642	614,810
Deferred revenue	12	10,391,006	9,559,563
Accounts payable and accrued expenses	13	1,839,488	1,723,679
Personnel related payables	14	<u>1,092,605</u>	<u>1,125,340</u>
		<u>14,436,149</u>	<u>13,503,681</u>

Non-current liabilities

Seniority premium	8	942,225	1,008,711
Loans payable, non-current portion	10	1,553,073	2,151,890
Advances received, non-current portion	11	<u>16,000</u>	<u>80,000</u>
		<u>2,511,298</u>	<u>3,240,601</u>
Total liabilities		<u>16,947,447</u>	<u>16,744,282</u>

Fund balance

Unrestricted fund		29,568,910	27,617,506
Reserved fund	4	<u>4,779,697</u>	<u>4,517,883</u>
Total fund balance		<u>B/. 34,348,607</u>	<u>B/. 32,135,389</u>

TOTAL LIABILITIES AND FUND

BALANCE

		<u>B/. 51,296,054</u>	<u>B/. 48,879,671</u>
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2023 Financial Statements

Income Statement

		<u>2023</u>	<u>2022</u>
	<u>Notes</u>		
Tuition and fees	B/.	21,224,234	20,435,921
Capital fees (cash donations)		3,552,000	3,787,200
Student services		321,442	230,276
Other income, net		<u>631,506</u>	<u>519,475</u>
		<u>25,729,182</u>	<u>24,972,872</u>
Administrative and operating expenses	15, 16	<u>23,709,537</u>	<u>22,961,059</u>
Results from operating activities		<u>2,019,645</u>	<u>2,011,813</u>
Interest income		341,798	267,711
Interest expense		<u>(148,225)</u>	<u>(143,128)</u>
Net finance income		<u>193,573</u>	<u>124,583</u>
Annual profit		<u>B/. 2,213,218</u>	<u>B/. 2,136,396</u>



Thank you!



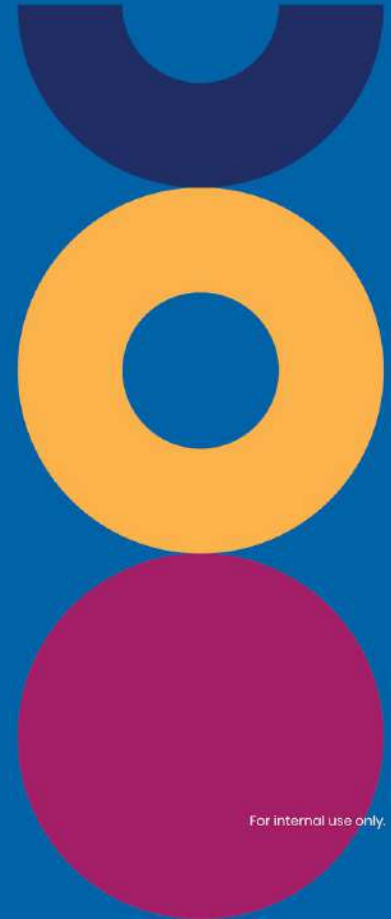
The better the question. The better the answer.
The better the world works.





Financial Report

Jan Eskildsen – Board Treasurer



Finance Committee

Jan Eskildsen
Board Treasurer

From the ISP Administration:

Dr. Audrey Menard
Head of School

Nairobi Martinez
Director of Finance

From the Board of Trustees:

Mariela Paredes
Board Chair

Rafael Quinn
Board Member

Consolidated Annual Results

Highlights

Statement of Comprehensive Income July 2023 (TUSD)	SY 20/21	SY 21/22	SY 22/23
Total Revenue	20,675	24,973	25,729
Administrative & Operating Expenses	18,323	20,939	21,592
Depreciation	2,242	2,022	2,118
Net Interest Income (expense)	89	125	194
Annual Result	199	2,136	2,213

- 99% School Capacity
- Interactive curriculum and teaching resources
- STEAM innovational instructional items and equipment

Operating & Capital P&L

July 2023 (TUSD)	Operating	Capital	Consolidated
Revenue	22,177	3,552	25,729
Academic Costs	15,685		15,685
Operational Expenses	5,805	102	5,907
Depreciation		2,118	2,118
Net Interest Income (expense)	253	(59)	194
Annual Results	940	1,273	2,213

Highlights

- +44% YoY Operating
- +\$289K Operating Result

Revenue Distribution

July 2023	\$ (TUSD)	%
Net Tuition	18,408	72%
Capital Donation	3,552	14%
Other Income	1,440	6%
Institutional Registration	1,416	6%
Registration	913	4%
Total Revenue	25,729	100%

Highlights

- SY ended with **1,193** paying students
- 79 Early Childhood
- 490 Elementary
- 277 Middle School
- 347 High School

- **205** New Students bringing Capital Donations for CAPEX Investments

Cost & Expenses Distribution

July 2023	\$ (TUSD)	%
Academic Personnel	13,670	63%
Operational Personnel	2,988	14%
Academic Costs	2,015	9%
Operational Expenses	1,733	8%
Facilities & Utilities	1,186	5%
Total Costs & Expenses	21,592	100%

Highlights

- Academic compensation and benefits will continue to be school highest cost.

Capital Management

SY22/23

\$
(TUSD)

Capital Donation 22-23

3,552

CAPEX

1,351

Loans

585

Master Plan

533

Capital Expenditure 22-23

2,469

Excess Capital

1,089

Accumulated Excess Capital

3,370

Contingency & Endowment

Balance at July 31, 2023

5,780

Highlights

- **Master Plan-Phase I**

244K MS Field
242K Bathrooms
47K HS Lab



Looking ahead ...

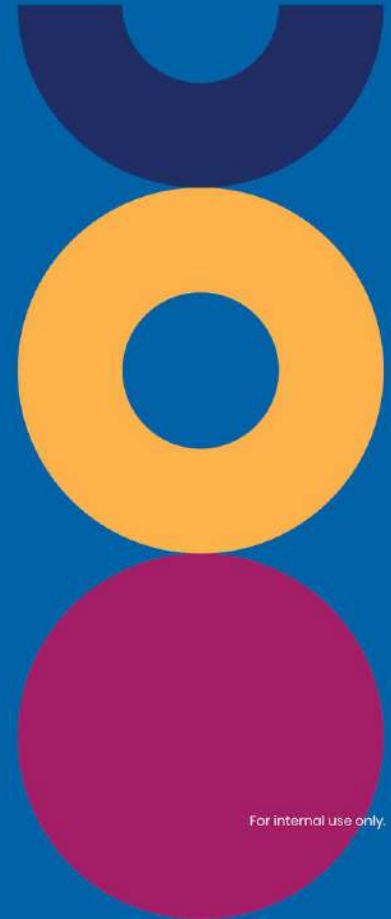
- Facilities Master Plan
- Tuition 2024-25:
1.0% increase





Governance

Robbert van Trooijen
Governance Committee Chairperson





Amended bylaws approved by
the Ministerio de Gobierno

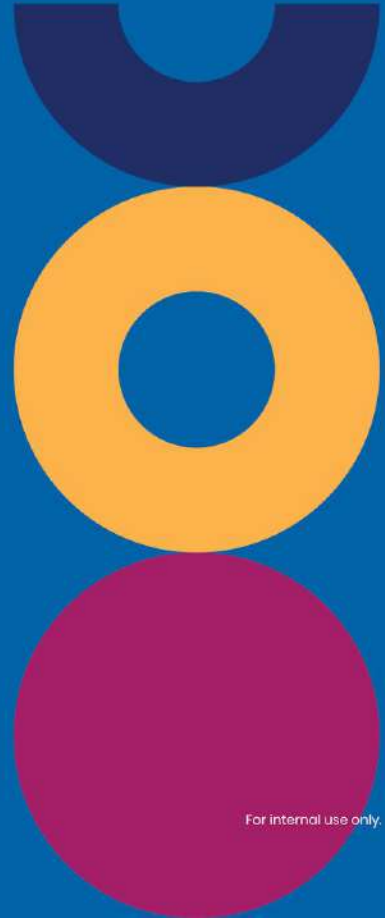
Successful elections process

Improved Board meeting
efficiency and governance



DEIA

Shelly Dittmar
DEIA Committee Chairperson





Goal: Fostering belonging, putting children on road to succeed, coming together as a community

2022 – 2023: Selection of Dr. Derrick Gay, Town Hall, listening sessions

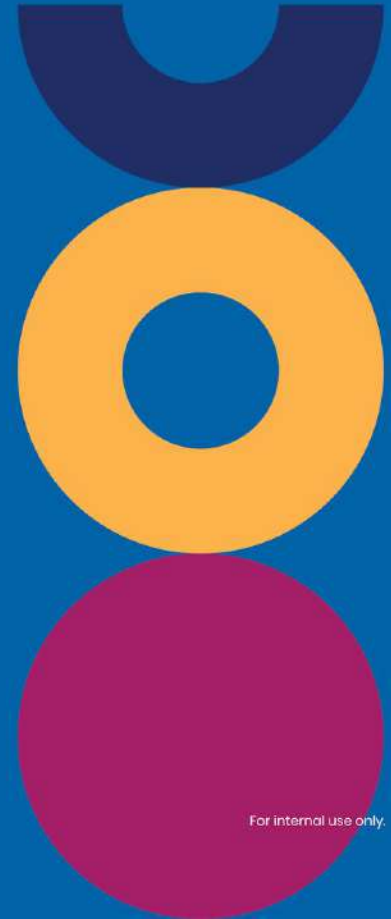
2023 – 2024: Belonging work with Dr. Gay, surveys & focus groups, creation of specific goals/objectives

Upcoming First Semester Dates with Dr. Gay
November – Focus groups & faculty workshop
December – Student & parent focus groups



Achievements, Strategic Plan & Master Plan

Dr. Audrey C. Menard – Head of School





ISP Objective Data on Academic Performance

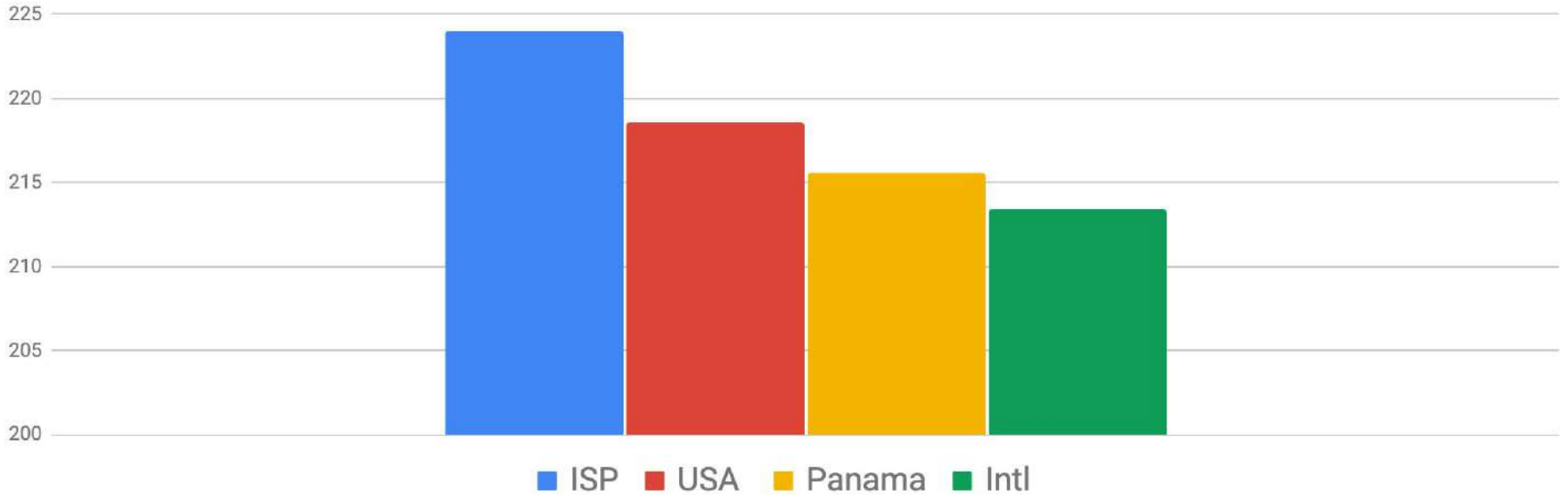
MAP Testing – Grades 2 through 10

IB Results – Some students, grades 11 and 12

SAT Results – USA College Admissions

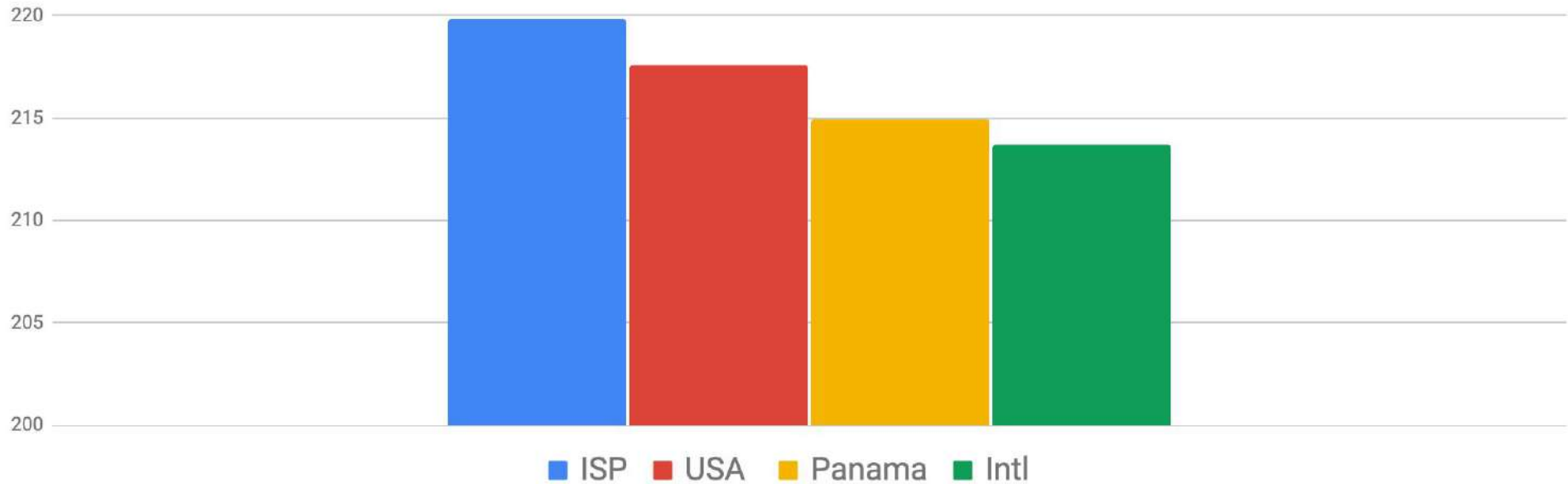
ISP Outperforms International and USA Reading MAP Scores

Grades 2-10 Spring MAP Reading Score Average with USA, Panamanian and International Comparison

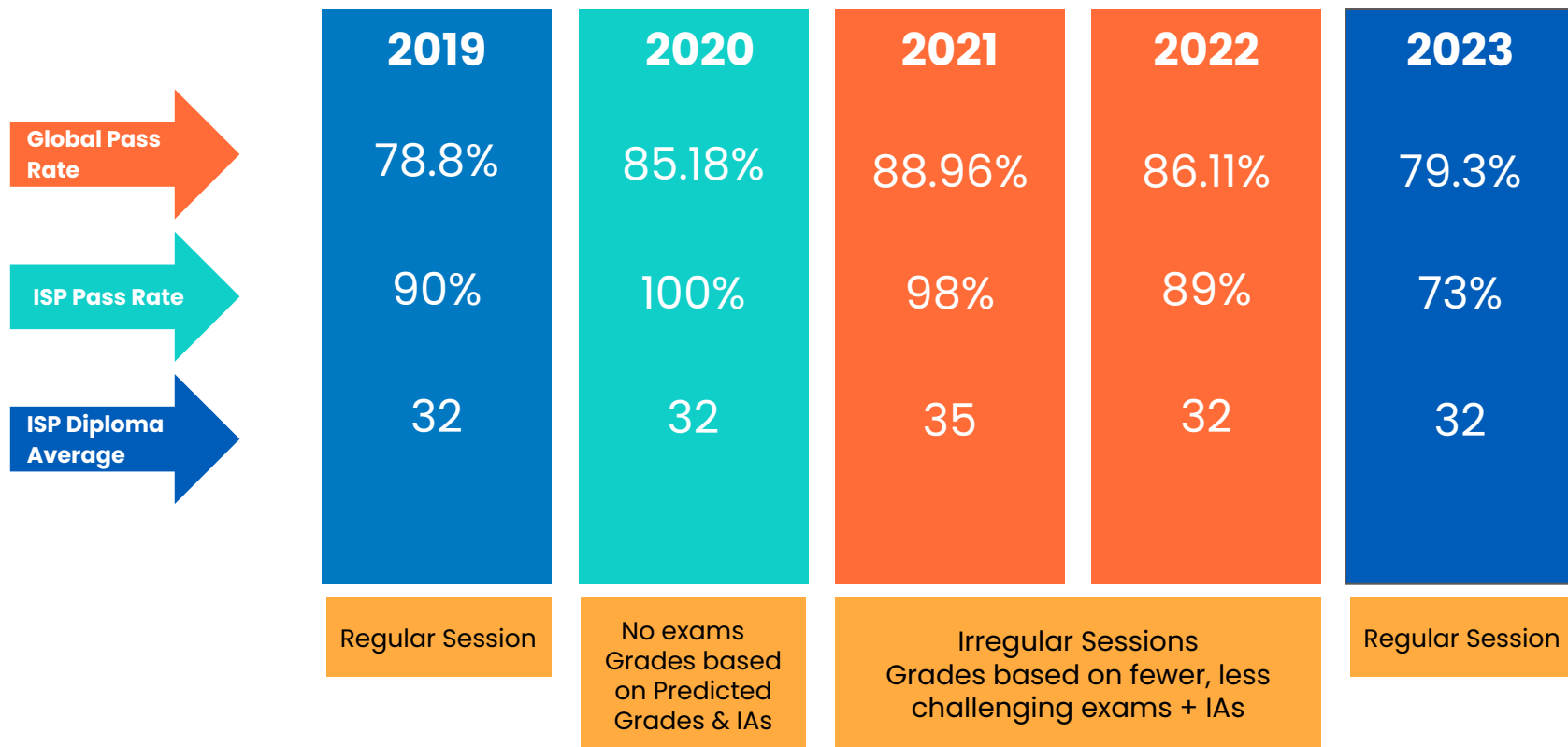


ISP Outperforms International, USA and Panamanian Math MAP Scores

Grades 2-10 Spring MAP Math Score Average with USA, Panamanian and International Comparison



Historical IB Diploma Results





SAT Results

Used for USA College Admission

Anything **1200 and above** is considered a competitive score.

	ISP Average	SAT World Average
2021	1196	1061
2022	1203	1050
2023	1279	1028

**Class of 2023
was offered a
total of
\$7.6 Million
in Scholarships**

University Matriculation for the class of 2023



2023 Matriculations: U.S & Canada

United States

Babson College

Bentley University (5)

Boston College

Clark University

Duke University

Elon University

Fashion Institute of Technology

Fordham University

George Washington University (2)

Indiana University–Bloomington

Spelman College

Suffolk University (3)

The University of Tampa

The University of Tennessee–Knoxville

University of Colorado Boulder

University of Notre Dame

University of Virginia

Wake Forest University

Washington State University

Washington University in St Louis

Worcester Polytechnic Institute

Canada

Concordia University (2)

York University

2023 Matriculations: Canada, Europe & UK, GAP

Europe & UK

Durham University, UK
EHL, Switzerland
IE University, Spain (7)
Haaga-Helia University of Applied Sciences, Finland
KU Leuven, Belgium
LUISS Guido Carli, Italy
Politecnico di Torino, Italy
Tilburg University, Netherlands
Universidad de Navarra, Spain (2)
Universidad Europea de Madrid, Spain (3)
University of Amsterdam, Netherlands
Universidad San Pablo CEU, Spain (2)
Maastricht University, Netherlands
University of Porto, Portugal (2)

Latin America

Anahuac University of North Mexico, Mexico
FSU, Panama (6)
Quality Leadership University (1)
Universidad de Los Andes, Colombia
Universidad Latina de Panamá (2)
Tec de Monterrey, Mexico

Asia

KAIST, South Korea

GAP or Ongoing Applications

Korea (3)
GAP Year (4)
Military Service (1)

Strategic Plan Progress

INTERDISCIPLINARY AND ACCESSIBLE LEARNING

CHARACTER

SUSTAINABLE FACILITIES & PRACTICES

CONTINUOUS LEARNING

STRENGTH IN DIVERSITY

DATA-DRIVEN DECISIONS

ALIGNED PROGRAMS AND SYSTEMS



Strategic Plan Progress Podcast

Release on Wednesday, November 29th.



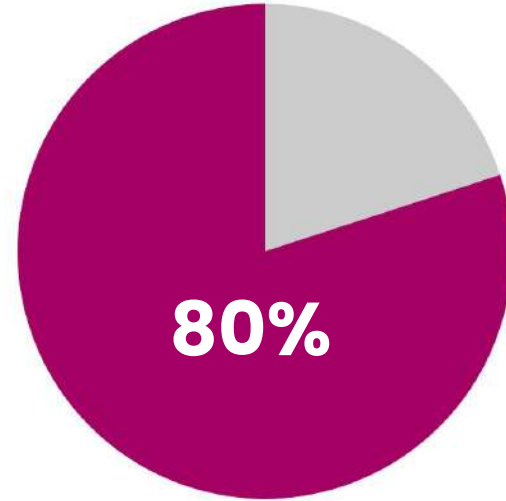
ISM Climate Survey

- Building Community
- Improving Communications
- Upgrading Cafeteria Experience
- Providing Program Assessment and Feedback
- Maintaining Student Discipline and Accountability
- Supporting Student Social and Emotional Well-being
- Increasing Academic Progress Feedback
- Demystifying Grading Procedures



International Teacher Retention at ISP

isp.edu.pa



Yearly retention rate
since 2020

Teacher retention in Asia: 77%
Teacher retention in Europe: 72%
Teacher Average Worldwide: 75%

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\$8 Million Master Plan



Phase 1

10 Private Single Use
Bathrooms
MS Athletic Field
Replace Gas Lines in HS
Access Road

Phase 2

HS Science Lab Revision
HS Classroom Building
Covering of ES Athletic Field
New Furniture
Blended Learning Spaces
Learning Pods

Phase 3

EC Gym
Learning Pods
MS Counselor Suite
New Furniture
Blended Learning Spaces



Q&A

**Thank
you!**

