FINANCIAL REPORT

CONTENTS

FIVE-YEAR FINANCIAL SUMMARY

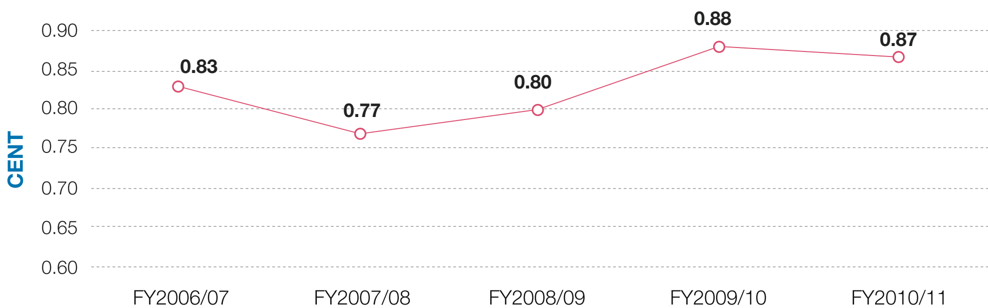
	FY2006/07	FY2007/08	FY2008/09	FY2009/10	FY2010/11
Income and Expenditure (S$' million)					
Operating Income	248.3	295.9	341.7	346.7	**372.6**
Operating Expenditure (includes depreciation and amortisation)	189.1	223.8	239.6	266.5	**301.5**
Manpower Costs	109.5	131.8	132.4	141.3	**166.9**
Depreciation and Amortisation	28.0	28.1	29.7	38.2	**39.9**
Other Operating Expenditure	51.6	63.9	77.5	87.0	**94.7**
Operating Surplus	59.2	72.1	102.1	80.2	**71.1**
Investment Income	25.0	17.1	(44.3)	86.3	**18.4**
Investment Expense	1.1	1.7	1.6	1.7	**2.0**
Net Investment Income	23.9	15.4	(45.9)	84.6	**16.4**
Surplus before Contribution to Government Consolidated Fund	83.1	87.4	56.2	164.8	**87.5**
Capital Expenditure (S$' million)	19.9	33.8	28.2	21.3	**14.5**
Financial Position (S$' million)					
Total Equities	597.8	668.8	714.8	736.6	**737.6**
Total Liabilities	190.0	207.7	93.8	141.7	**122.0**
Total Assets	787.8	876.5	808.6	878.3	**859.6**
Tax Revenue (S$' million)	22,863	29,113	29,801	29,871	**34,731**
Cost per Dollar of Tax Collected (Cent) **	0.83	0.77	0.80	0.88	**0.87**
Cost per Taxpayer (S$) **	67.8	78.0	79.6	86.3	**94.9**

** Costs before Contribution to Government Consolidated Fund

COST PER DOLLAR OF TAX COLLECTED

IRAS aims to keep the cost of tax collection low. The average cost per dollar of tax collected in the last 5 financial years has been kept at below 1 cent. For FY2010/11, the cost per dollar of tax collected is 0.87 cent. This is lower than last year's by 1%. The decrease is mainly due to a 16% increase in tax collections compared with a 14% increase in operating cost.

COST PER DOLLAR OF TAX COLLECTED



The cost of administering Jobs Credit on behalf of MOF is not taken into account when determining the cost per dollar of tax collected.

FINANCIAL RESULTS

Income

Our operating surplus for FY2010/11 has decreased by S$9.1 million or 11% to S$71.1 million. The lower operating surplus is largely attributable to a 13% increase in operating costs compared with a 7% increase in operating income.

The investment income of S$18.4 million (FY2009/10: S$86.3 million) consists of interest earned from fixed deposits and bonds, dividends and capital gains from our equity and bond portfolios. The decrease in investment income is largely attributable to lower unrealised gain in securities from our equity and bond portfolios.

Operating Expenditure

Operating expenditure for FY2010/11 has increased by S$35.0 million or 13% to S$301.5 million.

We classify our operating expenditure into 3 main components: (i) Staff Cost, (ii) Infocomm Technology (ICT) and (iii) Maintenance and Facilities. Staff Cost accounts for 58% of total operating expenditure (FY2009/10: 55%), followed by ICT at 34% (FY2009/10: 36%) and Maintenance and Facilities at 7% (FY2009/10: 8%).

Staff Cost consists of manpower costs, staff welfare and training costs. Compared to the previous year, Staff Cost has increased by 18% to S$173.7 million. This increase is mainly due to additional headcounts employed for tax operations and higher bonus payout in tandem with the Civil Service.

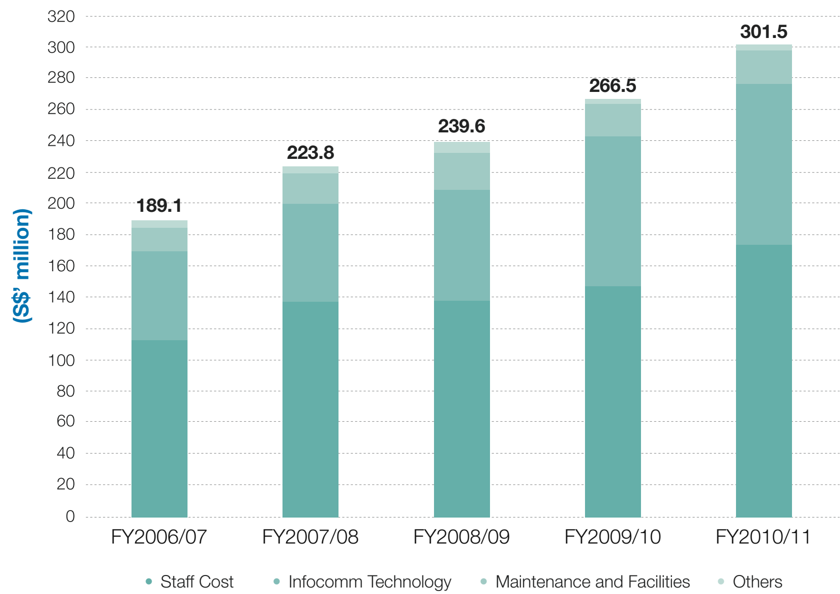
ICT, comprising IT resources, depreciation of computer hardware and amortisation of computer software, continues to be the second highest cost component of IRAS operating costs. Expenditure on ICT has increased by 8% to S$103.0 million. The increase is due to transition cost incurred for the second phase migration of the Data Centre and the full year impact of the leasing cost incurred for SoEasy and Alliance of Corporate Excellence (ACE) services which started in Oct 2009 and Dec 2009 respectively.

The third main cost component is Maintenance and Facilities. Cost has increased by 3% to S$21.4 million, mainly due to higher property tax as the 40% property tax rebate granted in 2009 was removed in 2010.

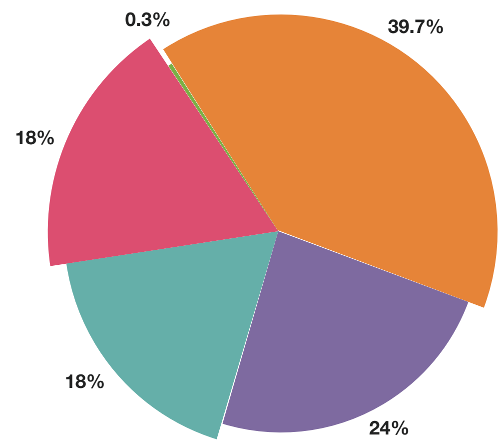
Capital Expenditure

Capital expenditure incurred for the year was S$14.5 million (FY2009/10: S$21.3 million). S$1.8 million was spent on purchasing computer hardware and software and building systems and improvements, while the balance S$12.7 million was spent on development projects.

OPERATING EXPENDITURE OVER 5 YEARS



EXPENDITURE BREAKDOWN BY FUNCTION – FY2010/11



- **CORPORATE AND SERVICES GROUP**
  - S$115.9 million (39.7%)
  - Accounting and Processing Division (10.7%)
  - Enforcement Division (9%)
  - Infocomm Division (8%)
  - Corporate Services Division (8%)
  - Corporate Development Division (3%)
  - Law Division (1%)
- **INDIVIDUAL GROUP**
  - S$71.6 million (24%)
  - Individual Income Tax Division (17%)
  - Taxpayer Services Division (7%)
- **BUSINESS GROUP**
  - S$53.5 million (18%)
  - Corporate Tax Division (13%)
  - Investigation and Forensics Division (3%)
  - Tax Policy and International Tax Division (1%)
  - Compliance Strategy and Risk Division (1%)
- **GOODS AND SERVICES TAX AND PROPERTY GROUP**
  - S$59.6 million (18%)
  - Goods and Services Tax Division (9%)
  - Property Tax Division (9%)
- **JOBS CREDIT**
  - S$0.9 million (0.3%)

FINANCIAL POSITION

As at 31 March 2011, our total assets decreased by S$18.7 million or 2% to S$859.6 million. Property, plant and equipment, intangible assets, development projects-in-progress and investments accounted for 92% of the total assets (FY2009/10: 93%).

Our total liabilities decreased by S$19.6 million or 14% to S$122.0 million. As at 31 March 2011, our equities are made up of accumulated surplus (FY2010/11: S$736.6 million, FY2009/10: S$735.6 million) and share capital of S$1.0 million. We paid S$71.7 million of dividend during the financial year to the Government.

Of the S$736.6 million in accumulated surplus, S$409.6 million (56%) had already been utilised and committed for capital expenditure. S$323.1 million had been utilised for the purchase of property, plant and equipment, intangible assets, development projects-in-progress and other non-current assets while S$86.5 million is committed for capital expenditure. The balance surplus fund of S$327.0 million is retained to meet our future capital replacements and as a contingency buffer for operations.

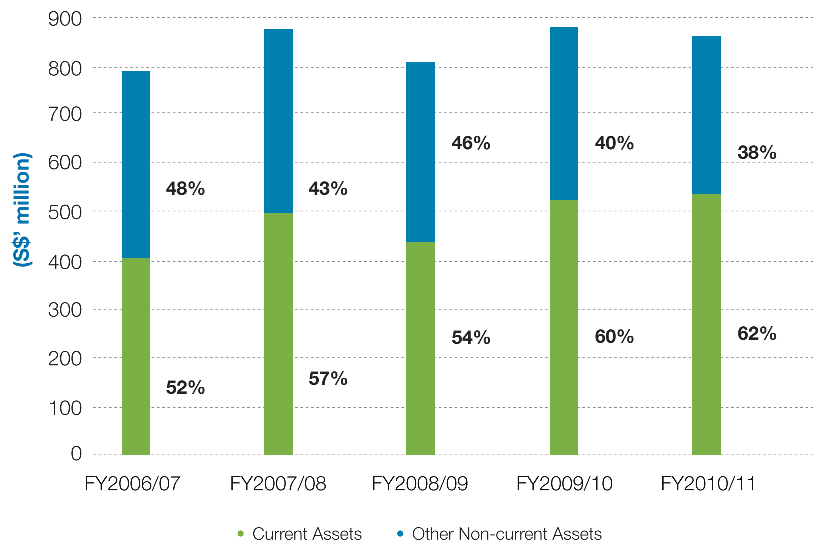
The investment position as at 31 March 2011 was S$465.1 million. S$48.8 million is managed by Accountant-General's Department via the Centralised Liquidity Management initiative and S$416.3 million is held in funds placed out with fund managers in bonds and equities on a medium-term horizon.

Funds that are set aside to meet our daily operating expenditure are placed with Accountant-General's Department to maintain liquidity.

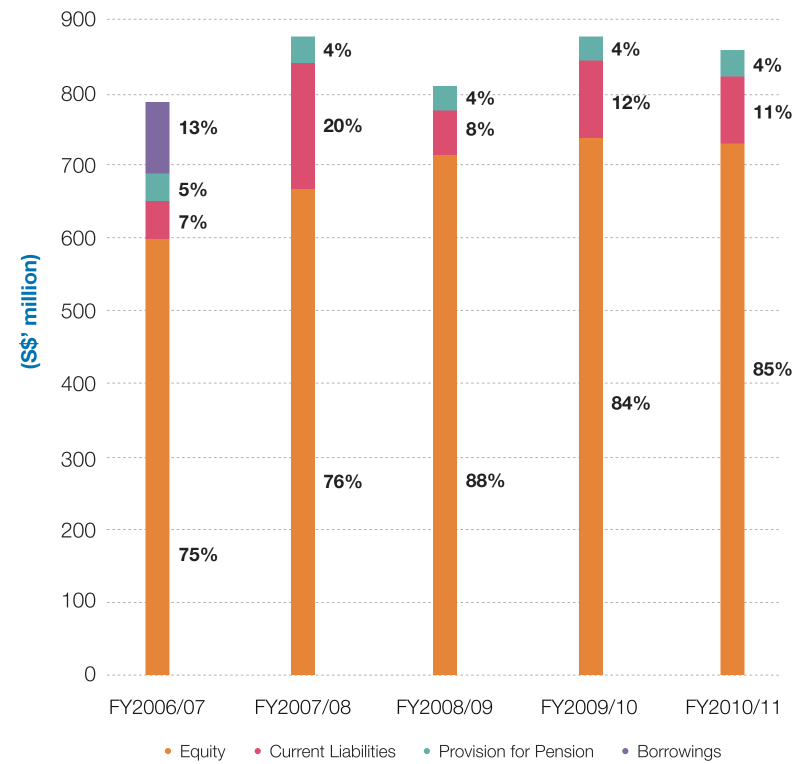
Our long-term liability comprises pension provision that is set aside for future payment to pensionable staff upon their retirement. As at 31 March 2011, the pension provision stood at S$31.2 million, compared with S$31.5 million as at 31 March 2010.

Our cash position remains healthy with S$48.8 million in cash and cash equivalents as at 31 March 2011 despite an overall net cash outflow of S$14.3 million during the financial year. The net cash outflow is mainly due to the expenditure incurred for development projects and software purchases made for Technology Refresh project. Net cash generated from operating activities amounted to S$84.0 million.

TOTAL ASSETS



TOTAL LIABILITIES AND EQUITIES



VALUE ADDED STATEMENT

MENU

Total value added available for distribution decreased by S$48.7 million or 14% to S$304.1 million in the financial year. Employees shared S$173.7 million or 57% in the form of salaries and other staff benefits. IRAS paid S$14.9 million or 5% to the Government Consolidated Fund. A sum of S$71.7 million or 24% was also paid to Government. S$39.9 million comprising depreciation and amortisation was retained for re-investment and future growth.

	FY2006/07 S$'000	FY2007/08 S$'000	FY2008/09 S$'000	FY2009/10 S$'000	FY2010/11 S$'000
Income from Operations	248,154	295,807	341,669	346,686	**372,583**
Less : Purchase of Goods and Services	46,255	54,816	67,322	78,599	**84,910**
Gross Value Added	201,899	240,991	274,347	268,087	**287,673**
Net Investment Income	23,849	15,360	(45,925)	84,630	**16,400**
Effect of Adopting FRS 39	-	-	-	-	**-**
Gain on Sale of Fixed Assets	177	78	38	41	**5**
Bad Debts	(4)	-	(1)	(5)	**(7)**
Exchange Loss	(1)	1	(4)	(5)	**-**
Total Value Added Available for Distribution	225,920	256,430	228,455	352,748	**304,071**
Applied as follows:					
To Employees					
- Salaries and Other Staff Costs	113,184	136,844	137,535	147,491	**173,734**
To Government					
- Contribution to Consolidated Fund	16,615	15,737	10,110	28,022	**14,869**
- Property Tax	1,676	4,034	4,997	2,261	**2,960**
- Payout of Accumulated Surplus	-	-	-	115,000	**71,693**
Retained for Re-investment and Future Growth					
- Depreciation	27,986	28,122	29,755	38,162	**39,914**
- Surplus/ (Deficit)	66,459	71,693	46,058	21,812	**901**
Total Value Added	225,920	256,430	228,455	352,748	**304,071**

INDICATORS

	FY2006/07	FY2007/08	FY2008/09	FY2009/10	FY2010/11
Employees					
Number	1,410	1,580	1,669	1,823	**1,829**
Manpower Costs (S$'000)	109,489	131,800	132,372	141,335	**166,889**
Productivity					
Value Added per Employee (S$'000)	160.2	162.3	136.9	193.5	**166.2**
Operating Income per Employee (S$'000)	176.0	187.2	204.7	190.2	**203.6**
Value Added per S$ of Manpower Costs	2.06	1.95	1.73	2.50	**1.82**
Value Added per S$ of Investment in Fixed Assets and Intangible Assets (before depreciation and amortisation)	0.36	0.41	0.36	0.57	**0.49**
Value Added per S$ of Operating Income	0.91	0.87	0.67	1.02	**0.82**
Profitability					
Surplus after Contribution to Government Consolidated Fund (S$'000)	66,459	71,693	46,058	136,812	**72,594**
Return on Operating Income	26.8%	24.2%	13.5%	39.5%	**19.5%**
Return on Average Total Assets	8.9%	8.6%	5.5%	16.2%	**8.4%**
Return on Average Accumulated Surplus	11.8%	11.3%	6.7%	18.9%	**9.9%**

STATEMENT BY THE MEMBERS OF THE BOARD

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2011

In our opinion, the financial statements of the Inland Revenue Authority of Singapore as set out on pages 63 to 87 are drawn up in accordance with the provisions of the Inland Revenue Authority of Singapore Act (Cap. 138A, 1993 Revised Edition) and Statutory Board Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Authority as at 31 March 2011, and the results, changes in equity and cash flows of the Authority for the financial year ended on that date.

On behalf of the Board

Peter Ong
Chairman
Singapore

Moses Lee
Commissioner Of Inland Revenue
Singapore

23 June 2011

REPORT ON THE FINANCIAL STATEMENTS

The accompanying financial statements of the Inland Revenue Authority of Singapore (the "Authority"), set out on pages 63 to 87, have been audited under my direction. These financial statements comprise the statement of financial position as at 31 March 2011, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

The management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Inland Revenue Authority of Singapore Act (Cap. 138A, 1993 Revised Edition) [the "Act"] and Statutory Board Financial Reporting Standards, 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on the audit. The audit was conducted in accordance with Singapore Standards on Auditing. Those standards require that ethical requirements be complied with, and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Authority as at 31 March 2011 and the results, changes in equity and cash flows of the Authority for the financial year ended on that date.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In my opinion,

(a) proper accounting and other records have been kept, including records of all assets of the Authority whether purchased, donated or otherwise; and

(b) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the financial year have been in accordance with the provisions of the Act.

Lim Soo Ping
Auditor-General
Singapore

23 June 2011

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2011

MENU

	Note	FY2010/11 S$'000	FY2009/10 S$'000
Share capital	3	**1,001**	1,001
Accumulated surplus		**736,553**	735,652
		737,554	736,653
Represented by:			
Non-current assets			
Property, plant and equipment	4	**252,851**	262,975
Intangible assets	5	**64,316**	83,981
Development projects-in-progress	6	**5,931**	3,359
Other non-current asset	7	**26**	23
		323,124	350,338
Current assets			
Funds with fund managers	8	**416,310**	400,174
Debtors	10	**66,026**	57,786
Prepayments		**5,321**	6,918
Cash and cash equivalents	11	**48,800**	63,100
		536,457	527,978

	Note	FY2010/11 S$'000	FY2009/10 S$'000
Less:			
Current liabilities			
Creditors and accruals	12	**73,893**	78,623
Advances and deposits		**2,041**	3,486
Provision for contribution to Government Consolidated Fund	13	**14,869**	28,022
		90,803	110,131
Net current assets		**445,654**	417,847
Less:			
Non-current liabilities			
Provision for pension	14	**31,224**	31,532
		737,554	736,653

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

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2011

	Note	FY2010/11 S$'000	FY2009/10 S$'000
Operating income			
Agency fee		**333,462**	305,156
Other income		**39,126**	41,571
		372,588	346,727
Less:			
Operating expenditure			
Manpower	15	**166,889**	141,335
Services	16	**67,053**	58,956
Depreciation and amortisation	4, 5	**39,914**	38,162
Utilities and communication		**7,398**	7,396
Staff welfare and training		**6,845**	6,156
Maintenance of building and equipment		**6,614**	6,786
Property tax		**2,960**	2,261
Office and other supplies		**2,562**	4,400
Public relations		**889**	570
General expenses		**401**	501
		301,525	266,523

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2011

	Note	FY2010/11 S$'000	FY2009/10 S$'000
Operating surplus		**71,063**	80,204
Non-operating income			
Net investment income	17	**16,400**	84,630
Surplus for the financial year before contribution to Government Consolidated Fund		**87,463**	164,834
Less:			
Contribution to Government Consolidated Fund	13	**14,869**	28,022
Net surplus for the financial year, representing total comprehensive income for the financial year		**72,594**	136,812

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

STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2011

	Note	Share Capital S$'000	Accumulated Surplus S$'000	Total S$'000
Balance as at 1 April 2009		1,001	713,840	714,841
Total comprehensive income for the financial year		-	136,812	136,812
Payout of accumulated surplus to Government		-	(115,000)	(115,000)
Balance as at 31 March 2010		1,001	735,652	736,653
Total comprehensive income for the financial year		-	72,594	72,594
Dividend	18	-	(71,693)	(71,693)
Balance as at 31 March 2011		**1,001**	**736,553**	**737,554**

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

	Note	FY2010/11 S$'000	FY2009/10 S$'000
Cash flows from operating activities			
Agency fee and other income received		**364,216**	364,382
Cash paid to employees and suppliers		**(252,224)**	(207,063)
Contribution to Government Consolidated Fund		**(28,022)**	(10,110)
Net cash from operating activities		**83,970**	147,209
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		**5**	41
Interest income received		**356**	297
Payment for purchase of property, plant and equipment and intangible assets		**(16,881)**	(761)
Expenditure incurred for development projects		**(10,057)**	(6,984)
Net cash used in investing activities		**(26,577)**	(7,407)
Cash flows from financing activities			
Payout of accumulated surplus to Government		**-**	(115,000)
Dividend paid		**(71,693)**	-
Net cash used in financing activities		**(71,693)**	(115,000)
Net (decrease)/increase in cash and cash equivalents		**(14,300)**	24,802
Cash and cash equivalents as at beginning of the financial year		**63,100**	38,298
Cash and cash equivalents as at end of the financial year	11	**48,800**	63,100

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

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

1 GENERAL ACTIVITIES

The Inland Revenue Authority of Singapore is established under the Inland Revenue Authority of Singapore Act (Cap. 138A, 1993 Revised Edition) and is under the purview of the Ministry of Finance.

The Authority acts as the agent of the Government of Singapore in administering, assessing, collecting and enforcing payment of income tax, property tax, goods and services tax, estate duty, stamp duty, betting and sweepstake duties, private lotteries duty, casino tax and such other taxes as may be agreed between the Government and the Authority.

Pursuant to these principal activities, the Authority will advise the Government on the formulation of tax policies and represent Singapore internationally in respect of matters relating to taxation.

As a statutory board, the Authority is subject to the directions of the Ministry of Finance and is required to comply with policies and instructions issued from time to time by the Ministry and other government agencies.

The office of the Authority is located at 55 Newton Road, Revenue House, Singapore 307987.

2 SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of Preparation

The financial statements of the Authority have been prepared in accordance with the provisions of the Inland Revenue Authority of Singapore Act (Cap. 138A, 1993 Revised Edition) and the Statutory Board Financial Reporting Standards (SB-FRS).

The SB-FRS are equivalent to the Singapore Financial Reporting Standards (SFRS) except that certain related party disclosures are optional. As the Authority continues to make the related party disclosures that are now optional, this difference between SB-FRS and SFRS has no material impact on the financial statements of the Authority.

The financial statements are presented in Singapore dollars (S$), which is also the functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

The financial statements are prepared on the historical cost basis except for certain financial assets and liabilities which are stated at fair value.

The preparation of the financial statements in conformity with SB-FRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenditure. These are based on management's best knowledge of current events and relevant factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

2.2 Property, Plant and Equipment

(a) Measurement
Property, plant and equipment acquired by the Authority are stated at cost less accumulated depreciation and impairment losses.

(b) Depreciation
Depreciation is calculated on a straight-line basis to write off the cost of the property, plant and equipment over their estimated useful lives as follows:

	Estimated Useful Life
Leasehold Land	Remaining lease period
Building	50 years
Building Systems & Improvements	5 to 20 years
Computer Hardware	3 to 5 years
Office Equipment	5 years
Furniture & Fittings	5 years
Motor Vehicles	7 years

Property, plant and equipment costing less than S$2,000 are charged to the Statement of Comprehensive Income in the year of purchase.

The residual value, useful life and depreciation method are reviewed at each financial year-end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

(c) Subsequent expenditure
Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the standard of performance of the asset before the expenditure was made, will flow to the Authority and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

(d) Disposal
On disposal of an item of property, plant and equipment, the difference between the net disposal proceeds and its carrying amount is taken to the Statement of Comprehensive Income.

2.3 Intangible Assets

Computer software including software development costs are capitalised on the basis of the costs incurred to acquire or develop and bring to use the software. Direct expenditure, which enhances or extends the performance of computer software beyond its specifications and which can be reliably measured, is recognised as a capital improvement and added to the original cost of the software. Cost associated with maintaining computer software is recognised as an expense when incurred.

Computer software is stated at cost less accumulated amortisation and impairment losses. These costs are amortised using the straight-line method over their estimated useful lives of 3 to 8 years. Computer software costing less than S$2,000 are charged to the Statement of Comprehensive Income in the year of purchase.

The amortisation period and the amortisation method are reviewed at least at each financial year-end.

2.4 Development Projects-in-Progress

Development projects-in-progress relate mainly to Infocomm Technology projects, carried out by the Authority during the financial year. No depreciation or amortisation is provided for development projects-in-progress until they are transferred to property, plant and equipment or intangible assets.

2.5 Impairment of Non-Financial Assets

Property, plant and equipment, intangible assets, development projects-in-progress and other non-current asset are reviewed for impairment at each statement of financial position date whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs to sell and its value in use. The recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows on its own. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs. A CGU is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. The difference between the carrying amount and the recoverable amount is recognised as an impairment loss in the Statement of Comprehensive Income.

Reversal of impairment losses recognised in prior years is recorded when there is an indication that the impairment losses recognised for the asset no longer exist or have decreased. A previously recognised impairment loss is reversed only if there has been a change in estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated depreciation or amortisation) had no impairment loss been recognised for the asset in prior years. The reversal is recognised in the Statement of Comprehensive Income.

2.6 Other Non-Current Asset

Other non-current asset relates to club membership, which is held on a long-term basis, is initially stated at cost and subsequently at cost less accumulated impairment losses.

2.7 Financial Assets

(a) Classification

The Authority classifies its financial assets in the following categories: financial assets at fair value through profit or loss, and loans and receivables. The classification depends on the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date, with the exception that the designation of financial assets at fair value through profit or loss is not revocable.

(i) Financial assets at fair value through profit or loss

This category has 2 sub-categories: financial assets held for trading, and those designated at fair value through profit or loss at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term or if so designated by management. Derivatives are also categorised as held for trading. Hedge accounting is not adopted by the Authority.

Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months after the statement of financial position date.

(ii) Loans and receivables
Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Authority provides money, goods or services directly to a debtor with no intention of trading the receivable. Loans and receivables that are due within 12 months after the statement of financial position date are classified as current assets and included in Debtors in the Statement of Financial Position. For those that are due more than 12 months after the statement of financial position date, they are classified as non-current assets.

(b) Recognition and derecognition
Purchases and sales of investments are recognised on trade-date – the date on which the Authority commits to purchase or sell the asset. Investments are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Authority has transferred substantially all risks and rewards of ownership.

(c) Initial measurement
Financial assets are initially recognised at fair value plus transaction costs except for financial assets at fair value through profit or loss, which are recognised at fair value.

(d) Subsequent measurement
Financial assets at fair value through profit or loss are subsequently carried at fair value. Loans and receivables are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the "financial assets at fair value through profit or loss" investment category are included in the Statement of Comprehensive Income in the period in which they arise. Interest and dividend earned whilst holding trading assets are included in interest and dividend income respectively.

(e) Determination of fair value
The fair value of financial instruments traded in active markets is based on quoted market prices at the statement of financial position date. The quoted market price used for financial assets held by the Authority is the current bid price; the appropriate quoted market price for financial liabilities is the current ask price. The fair value of forward foreign exchange contracts is determined using forward exchange market rates at the statement of financial position date.

(f) Impairment
The Authority assesses at each statement of financial position date whether there is objective evidence that a financial asset or a group of financial assets is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate. The impairment loss is reversed if the subsequent increase in fair value can be related objectively to an event occurring after the impairment loss was recognised.

2.8 Debtors

Debtors including trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. An allowance for impairment of debtors is established when there is objective evidence that the Authority will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance is recognised in the Statement of Comprehensive Income.

2.9 Cash and Cash Equivalents

Cash and cash equivalents comprise deposits with the Accountant-General's Department and cash and bank balances that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

2.10 Creditors and Accruals

Creditors and accruals including trade and other payables are initially measured at fair value, and subsequently measured at amortised cost, using the effective interest method.

2.11 Provisions

Provisions are recognised when the Authority has a present obligation (legal or constructive) as a result of a past event where it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each statement of financial position date and adjusted to reflect the current best estimate, taking into consideration the time value of money. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed.

2.12 Income Recognition

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

Agency fees and income from other services provided are recognised over the period in which the services are rendered.

Interest income is recognised using the effective interest method.

Dividend income is recognised when the shareholder's rights to receive payment is established.

2.13 Employee Benefits

Pension benefits for pensionable employees are provided based on the last drawn salary of the staff and the number of years of service with the Authority using the guidelines set out in the Pensions Act (Cap. 225, 2004 Revised Edition).

Contributions are made to the Central Provident Fund (CPF) as required by law. The CPF contributions are recognised as manpower expense in the same period as the employment that gives rise to the contribution.

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

2.14 Foreign Currencies

Transactions in foreign currencies are translated into Singapore dollars using exchange rates prevailing at the dates of transactions. Foreign currency monetary assets and liabilities are translated into the respective measurement currencies at exchange rates ruling at statement of financial position date. All resultant exchange differences are recognised in the Statement of Comprehensive Income.

Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing on the dates when the fair values were determined.

2.15 Operating Leases

(a) When the Authority is the lessor
Leases where the Authority effectively retains substantially all the risks and rewards of ownership of the leased asset are classified as operating leases. Rental income (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term.

(b) When the Authority is the lessee
Leases where the lessor effectively retains substantially all the risks and rewards of ownership of the lease term are classified as operating leases. Operating lease payments are recognised as an expense in the Statement of Comprehensive Income on a straight-line basis over the lease term.

2.16 New Accounting Standards Not Yet Effective

As at date of authorisation of these financial statements, the Authority has not adopted the following SB-FRS which have been issued but not yet effective:

(a) SB-FRS 24 – Related Party Disclosures

(b) Improvements to SB-FRS 2010

The Authority anticipates that the initial application of the standards is not expected to have any material impact on the financial statements.

3 SHARE CAPITAL

The 1,001,000 shares of S$1.00 each are held by the Minister for Finance, a body incorporated by the Minister for Finance (Incorporation) Act (Cap.183, 1985 Revised Edition). The shares have no par value.

4 PROPERTY, PLANT AND EQUIPMENT

4.1 Property, Plant and Equipment for FY2010/11

	Leasehold Land	Building	Building Systems & Improvements	Computer Hardware	Office Equipment	Furniture & Fittings	Motor Vehicles	Total
	S$'000	S$'000	S$'000	S$'000	S$'000	S$'000	S$'000	S$'000
COST								
As at 1 April 2010	155,344	137,271	55,581	44,388	4,660	13,322	122	410,688
Additions	-	-	544	908	38	-	109	1,599
Transfer from Development projects-in-progress (Note 6)	-	-	1,029	1,396	13	3	-	2,441
Disposals	-	-	(285)	(6,428)	(57)	(69)	-	(6,839)
As at 31 March 2011	155,344	137,271	56,869	40,264	4,654	13,256	231	407,889
ACCUMULATED DEPRECIATION								
As at 1 April 2010	25,516	38,885	37,177	28,907	4,340	12,874	14	147,713
Depreciation	1,595	2,754	2,394	7,089	151	145	25	14,153
Disposals	-	-	(285)	(6,417)	(57)	(69)	-	(6,828)
As at 31 March 2011	27,111	41,639	39,286	29,579	4,434	12,950	39	155,038
NET BOOK VALUE								
As at 31 March 2011	128,233	95,632	17,583	10,685	220	306	192	252,851

4.2 Property, Plant and Equipment for FY2009/10

	Leasehold Land	Building	Building Systems & Improvements	Computer Hardware	Office Equipment	Furniture & Fittings	Motor Vehicles	Total
	S$'000	S$'000	S$'000	S$'000	S$'000	S$'000	S$'000	S$'000
COST								
As at 1 April 2009	155,344	137,271	55,636	84,452	4,821	17,069	234	454,827
Additions	-	-	5	15,231	5	-	107	15,348
Transfer from Development projects-in-progress (Note 6)	-	-	-	3,273	-	-	-	3,273
Disposals	-	-	(60)	(58,568)	(166)	(3,747)	(219)	(62,760)
As at 31 March 2010	155,344	137,271	55,581	44,388	4,660	13,322	122	410,688
ACCUMULATED DEPRECIATION								
As at 1 April 2009	23,921	36,131	34,785	80,201	4,349	16,476	230	196,093
Depreciation	1,595	2,754	2,428	5,212	157	145	3	12,294
Disposals	-	-	(36)	(56,506)	(166)	(3,747)	(219)	(60,674)
As at 31 March 2010	25,516	38,885	37,177	28,907	4,340	12,874	14	147,713
NET BOOK VALUE								
As at 31 March 2010	129,828	98,386	18,404	15,481	320	448	108	262,975

5 INTANGIBLE ASSETS

	FY2010/11 S$'000	FY2009/10 S$'000
Cost		
As at 1 April	**204,331**	181,765
Additions	**242**	887
Transfer from Development projects-in-progress (Note 6)	**5,854**	23,925
Disposals	**(2,917)**	(2,246)
As at 31 March	**207,510**	204,331
Accumulated amortisation		
As at 1 April	**120,350**	96,402
Amortisation	**25,761**	25,868
Disposals	**(2,917)**	(1,920)
As at 31 March	**143,194**	120,350
Net book value as at 31 March	**64,316**	83,981

Included in the Intangible Assets are internally-developed computer applications relating to the operations of the Authority with a net book value of S$60,462,000 (FY2009/10: S$82,605,000) and a remaining amortisation period ranging from 1 to 6 years (FY2009/10: 1 to 7 years).

6 DEVELOPMENT PROJECTS-IN-PROGRESS

	FY2010/11 S$'000	FY2009/10 S$'000
Cost		
As at 1 April	**3,359**	27,939
Expenditure incurred	**12,650**	5,153
Transfer to Property, plant and equipment (Note 4)	**(2,441)**	(3,273)
Transfer to Intangible assets (Note 5)	**(5,854)**	(23,925)
Charged to Statement of Comprehensive Income	**(1,783)**	(2,535)
As at 31 March	**5,931**	3,359

7 OTHER NON-CURRENT ASSET

	FY2010/11 S$'000	FY2009/10 S$'000
As at 1 April	**23**	36
Reversal of / (Provision for) impairment loss	**3**	(13)
As at 31 March	**26**	23

A reversal of impairment loss was recognised as the recoverable amount of the non-current asset has exceeded its carrying amount.

8 FUNDS WITH FUND MANAGERS

	FY2010/11 S$'000	FY2009/10 S$'000
Debt securities	**321,178**	311,692
Equity securities	**86,770**	76,983
Forward foreign exchange contracts (Note 9)	**(383)**	(91)
	407,565	388,584
Others		
Cash balances and deposits	**7,516**	9,680
Interest and other receivables	**22,239**	6,261
Other payables	**(21,010)**	(4,351)
	416,310	400,174

Investments under Funds with fund managers are classified as held for trading under the category "financial assets at fair value through profit or loss". The debt and equity securities under Funds with fund managers are denominated in the following currencies:

	FY2010/11 S$'000	FY2009/10 S$'000
Debt securities denominated in:		
US dollar	**209,452**	201,790
Euro	**47,725**	60,908
British pound	**21,087**	10,800
Japanese yen	**10,228**	10,531
Other currencies	**32,686**	27,663
	321,178	311,692

	FY2010/11 S$'000	FY2009/10 S$'000
Equity securities denominated in:		
US dollar	**21,555**	19,283
Hong Kong dollar	**21,726**	16,440
Singapore dollar	**18,628**	17,826
Korean won	**7,539**	6,298
Thai baht	**5,560**	4,449
Other currencies	**11,762**	12,687
	86,770	76,983

9 FINANCIAL DERIVATIVES

The table below analyses the contractual or underlying principal amounts and the fair values of the derivative financial instruments held for hedging purposes.

	FY2010/11 S$'000	FY2009/10 S$'000
Forward foreign exchange contracts (Note 8)		
- with positive fair values	**994**	503
- with negative fair values	**(1,377)**	(594)
	(383)	(91)

The principal amounts of the derivative financial instruments as at 31 March are as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Forward foreign exchange contracts		
- sales	**257,353**	205,582
- purchases	**256,970**	205,491

10 DEBTORS

	FY2010/11 S$'000	FY2009/10 S$'000
Trade receivables	**65,539**	57,605
Other receivables	**487**	181
	66,026	57,786

Concentrations of credit risk with respect to trade receivables are limited as the Authority's customers are mostly governmental entities and government-linked companies. These balances are unsecured, non-interest bearing and usually settled within 6 months from the invoice date. Due to these factors, the Authority believes that there is minimal credit risk in the trade receivables.

The carrying amounts of current trade and other receivables approximate their fair value.

11 CASH AND CASH EQUIVALENTS

	FY2010/11 S$'000	FY2009/10 S$'000
Deposits with Accountant-General's Department	**48,656**	62,405
Cash and bank balances	**144**	695
	48,800	63,100

Deposits are placed with Accountant-General's Department under the "Whole-of-Government Centralised Liquidity Management" for more cost efficient and better credit risk management. The effective interest rate of cash and cash equivalents is 0.57% (FY2009/10: 0.33%).

12 CREDITORS AND ACCRUALS

	FY2010/11 S$'000	FY2009/10 S$'000
Trade payables	**10,729**	7,042
Other accrual for operating expenses	**63,164**	71,581
	73,893	78,623

The carrying amounts of current trade and other payables approximate their fair value. Creditors are unsecured, non-interest bearing and usually paid within 6 months from the invoice date.

13 PROVISION FOR CONTRIBUTION TO GOVERNMENT CONSOLIDATED

The contribution to the Government Consolidated Fund is in accordance with Section 3(a) of the Statutory Corporations (Contributions to Consolidated Fund) Act (Cap. 319A, 2004 Revised Edition). Under this Act, the Minister for Finance has the authority to prescribe the contributions to be made by the statutory boards in respect of their annual accounting surplus as well as their past accumulated surplus in lieu of income tax. The contribution rate and the framework governing such contributions are determined by the Ministry of Finance.

The contribution is based on 17% (FY2009/10: 17%) of the surplus for the financial year.

14 PROVISION FOR PENSION

This represents the Authority's share of retirement benefits due to pensionable employees who were transferred from the Civil Service to the Authority when it was established, and gratuities for eligible employees.

	FY2010/11 S$'000	FY2009/10 S$'000
Balance as at 1 April	**33,456**	33,846
Amount provided during the financial year	**2,332**	2,133
	35,788	35,979
Amount paid during the financial year	**(2,239)**	(2,523)
Balance as at 31 March	**33,549**	33,456
Amount payable within 1 year	**(2,325)**	(1,924)
Amount payable after 1 year	**31,224**	31,532

The amount payable within 1 year is included in Creditors and accruals. Included in the balance as at 31 March is provision set aside for key management personnel as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Key management personnel	**935**	820

15 MANPOWER

Included in the expenditure on Manpower is the following:

	FY2010/11 S$'000	FY2009/10 S$'000
CPF contributions for staff	**15,673**	13,989

16 SERVICES

Included in the expenditure on Services are the following:

	FY2010/11 S$'000	FY2009/10 S$'000
Rental expense of data centre equipment	**2,970**	8,473
Infocomm technology outsourcing charges	**18,783**	16,989
Data centre operation charges	**18,472**	12,983
Audit fees		
Audit of agency accounts	**391**	374
Audit of corporate accounts	**224**	213
Board members' allowances	**128**	128

17 NET INVESTMENT INCOME

	FY2010/11 S$'000	FY2009/10 S$'000
Net income from funds with fund managers:		
Interest income	**15,959**	15,979
Dividends	**1,889**	1,488
Net fair value change	**(14,830)**	58,368
Net foreign exchange gain	**14,731**	10,107
Total investment income	**17,749**	85,942
Less: Investment expense	**(2,012)**	(1,674)
	15,737	84,268
Interest income:		
Fixed deposits	**-**	252
Deposits with Accountant-General's Department	**663**	110
	16,400	84,630

Included in the net fair value change are gains or losses arising from market price and foreign currencies movements of financial instruments classified as "financial assets at fair value through profit or loss".

18 DIVIDEND

	FY2010/11 S$'000	FY2009/10 S$'000
Dividend paid in respect of the previous financial year	**71,693**	-

The payment is made in accordance to Capital Management Framework outlined in Finance Circular Minute No. M26/2008.

19 COMMITMENTS

19.1 Capital Commitments

Capital expenditures approved by the Authority as at the statement of financial position date but not recognised in the financial statements are as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Approved and contracted for	**30,149**	3,416
Approved but not contracted for	**56,314**	48,207
	86,463	51,623

19.2 Operating Lease Commitments – where the Authority is a lessor

The future minimum lease receivables under non-cancellable operating leases contracted for at the statement of financial position date but not recognised as receivables, are as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Not later than 1 year	**5,453**	9,66
Later than 1 year but not later than 5 years	**296**	269
	5,749	9,937

19.3 Operating Lease Commitments – where the Authority is a lessee

The future minimum lease payables under non-cancellable operating leases contracted for at the statement of financial position date but not recognised as liabilities, are as follows:

	FY2010/11 S$'000	FY2009/10 S$'000 (Restated)
Not later than 1 year	**3,841**	3,414
Later than 1 year but not later than 5 years	**2,169**	1,936
Later than 5 years	**267**	721
	6,277	6,071

The operating lease commitments not later than 1 year for FY2009/10 have been restated to take into account the commitments under an existing lease.

20 TAX ACADEMY OF SINGAPORE

The Authority incorporated the Tax Academy of Singapore on 2 August 2006 as a company limited by guarantee to an amount not exceeding S$1.00. The principal activity of the Academy is to provide education and related training in taxation.

The financial transactions of the Academy are not consolidated as they are immaterial. The summarised financial information of the Academy, audited by RSM Chio Lim LLP, are as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Assets	**1,158**	1,090
Liabilities	**416**	526
Revenue	**1,581**	1,255
Total comprehensive income	**179**	242

21 RELATED PARTY TRANSACTIONS

21.1 Significant Related Party Transactions

The significant transactions that took place between the Authority and related parties in the normal course of business on terms agreed between the parties during the financial year are as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Agency fees from		
- Ministry of Finance	**333,462**	305,156
Other income from		
- Ministries and Statutory Boards	**31,541**	33,627

21.2 Significant Related Party Account Balances

The significant account balances as at 31 March that the Authority has in relation to related parties are as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Debtors		
- Ministry of Finance	**61,647**	52,762
Advances and deposits		
- Ministries and Statutory Boards	**1,542**	2,842

21.3 Key Management Personnel Compensation

Key management personnel compensation during the financial year is as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Salaries and other short-term employee benefits	**7,951**	6,686
Post-employment benefits	**115**	33
Other long-term benefits	**4**	4
	8,070	6,723

22 FINANCIAL RISK MANAGEMENT

The Authority's activities expose it to market risk (including interest rate risk, currency risk and price risk), credit risk and liquidity risk. The Authority's overall risk management strategy seeks to minimise adverse effects from the unpredictability of financial markets on the Authority's financial performance. The Authority uses financial instruments such as currency forwards and interest rate futures to hedge certain financial risk exposures.

22.1 Market Risk

Market risk is the risk arising from changes in market prices, such as interest rates, equity prices and foreign exchange rates. It will affect the Authority's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

(a) Interest rate risk

The Authority invests its surplus funds to meet future capital replacements. Funds are mainly placed with external fund managers for investments. The exposure to risk of changes in interest rates relates primarily to investment in debt securities. Interest rate risk is mitigated by investing in fixed rate instruments over longer tenure.

The carrying amounts of debt securities held as at 31 March over varying periods of maturity are as follows:

Maturity	FY2010/11 S$'000	FY2009/10 S$'000
Not more than 3 years	**35,411**	40,111
3 years but not more than 5 years	**96,757**	84,964
5 years or above	**189,010**	186,617
	321,178	311,692

The sensitivity analysis below is performed for possible movements in interest rate with all other variables remaining constant and it shows the impact on the surplus figure for the financial year.

	FY2010/11 S$'000	FY2009/10 S$'000
+100bps	**(15,483)**	(15,926)
-100bps	**15,483**	15,926

(b) Currency risk

The monetary assets and liabilities of the Authority are denominated primarily in Singapore dollars except for funds with fund managers. The exposure to foreign exchange risk in the investment portfolio is minimised by hedging back where appropriate.

If the foreign currencies change against the Singapore dollar by 5% with all other variables being held constant, the impact on the surplus figure for the financial year will be as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
+5%	**(10,940)**	(9,638)
-5%	**11,965**	10,690

(c) Price risk

The Authority is exposed to equity securities price risk arising from the investments held by the Authority which are classified as "financial assets at fair value through profit or loss". These securities are listed in Singapore and Asia Pacific.

If prices of equity securities change by 5% with all other variables being held constant, the impact on the surplus figure for the financial year will be as follows:

	FY2010/11 S$'000	FY2009/10 S$'000
Listed in Singapore		
+5%	**931**	891
-5%	**(931)**	(891)
Listed in Asia Pacific		
+5%	**3,407**	2,958
-5%	**(3,407)**	(2,958)

22.2 Credit Risk

The Authority's exposure to credit risk arises from investments in cash, fixed deposits and debt securities. Cash and fixed deposits are placed with well rated financial institutions.

For debt securities, the Authority manages credit risk through the setting of minimum credit rating requirements and investment limits for issuers within the approved investment guidelines. These limits are reviewed as and when necessary with ongoing monitoring and reporting undertaken at various levels.

	FY2010/11 S$'000	FY2009/10 S$'000
AAA & above	**98,239**	98,331
AA+, AA & AA-	**22,766**	16,124
A+, A & A-	**50,582**	67,333
BBB+ & below	**149,591**	125,366
Non-rated	**-**	4,538
	321,178	311,692

22.3 Liquidity Risk

The Authority monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Authority's operations. The Authority does not have a significant exposure to liquidity risk as at the date of statement of financial position.

22.4 Capital Risk

The Authority manages its capital to ensure it will be able to continue as a going concern while fulfilling its objective as a statutory board. The capital structure of the Authority consists of share capital and accumulated surplus. There were no changes in the capital management approach during the financial year. The Authority is not subject to externally imposed capital requirements.

22.5 Fair Value Measurements

The Authority measures fair value of its financial assets using the following fair value hierarchy that reflects the significance of the inputs used in the measurements:

(a) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;

(b) Level 2: valuation techniques based on observable inputs, either directly (that is, as prices) or indirectly (that is, derived from prices). This category includes instruments valued using: quoted market price in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are considered less than active; or other valuation techniques where all significant inputs are directly or indirectly observable from market data; and

(c) Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value of financial instruments that are traded in active markets is based on quoted market prices. For all other financial instruments, the fair value is determined using valuation techniques.

The Authority uses observable prices and model inputs that are usually available in the markets for listed debt and equity securities. The availability of observable market prices and model inputs reduces the use of management judgement and estimation and also reduces the uncertainty associated in the determination of fair value.

In infrequent circumstances where a valuation technique for financial instruments is based on significant unobservable inputs, such instruments will be included in Level 3. No financial instruments of the Authority are included in Level 3.

The following table presents the financial assets measured at fair value and classified by level of fair value measurement hierarchy:

	Level 1 S$'000	Level 2 S$'000	Level 3 S$'000	Total S$'000
As at 31 March 2011				
Equity securities	86,770	-	-	86,770
Debt securities	72,390	248,788	-	321,178
Forward foreign exchange contracts	-	(383)	-	(383)
	159,160	248,405	-	407,565

	Level 1 (Restated) S$'000	Level 2 (Restated) S$'000	Level 3 S$'000	Total S$'000
As at 31 March 2010				
Equity securities	76,983	-	-	76,983
Debt securities	63,178	248,514	-	311,692
Forward foreign exchange contracts	-	(91)	-	(91)
	140,161	248,423	-	388,584

The debt securities classified under Level 1 and Level 2 for FY2009/10 have been restated to reflect more appropriately the level of fair value measurement hierarchy of the securities.

23 AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements were authorised for issue by the Board of the Authority on 23 June 2011.