



# SEAB PARTNERS AWARD



## Striving Towards **EXCELLENCE & INNOVATION**

**ANNUAL REPORT 2021/22**  
For period ending 31 March 2022



## TABLE OF CONTENTS

Chairman's Message	1
Governing Board	2
Corporate Governance	3
Corporate Profile	4
Organisation Structure	5
Senior Management	6
National Examinations Statistics	7
Key National Examinations Activities	11
e-Examinations	14
Leveraging Technology for Exam Administration	15
Assessment Services and Products	17
Organisational Excellence	18
Financial Statements	28

## CHAIRMAN'S MESSAGE

This message marks my final address as the Chairman to the Singapore Examinations and Assessment Board (SEAB). I have had the privilege of serving on SEAB's Board as Chairman for 13 years. It has been a long but deeply fulfilling journey as I witnessed the bold transformation of SEAB in the last decade.

I am fortunate to have worked with an outstanding management team, with former Chief Executive Ms Tan Lay Choo to the current Chief Executive Mr Yue Lip Sin, and Directors Ms Selena Yeo, Mrs Cheah Mei Ling, Mr Lee Ah Huat, Mr Pang Chong Han, Ms Tay Lai Ling, Ms Thong May Teng, and Ms Ong Ai-Di. The culture built over the years has served SEAB well – its hallmark has consistently been the dedication and resolve of the 200 SEABlings to deliver their best. As an organisation, what has always impressed me most about SEAB is its constant search for higher standards. The transformation of SEAB over the years, especially its bold investment in technology, is testament to this spirit of continuous improvement. From achieving business excellence to digitalising its examination processes, SEAB works hard to create value to schools and candidates, while continuously striving to improve its own operational effectiveness.

Let me highlight the key achievements in Year 2021/2022.

SEAB has put in place rigorous processes to ensure the smooth conduct of national examinations. While it has refined the processes to deal with the COVID-19 situation in Year 2020, the situation in Year 2021 presented more challenges that required swift turnaround in a very short time as new variants of the virus hit Singapore. On the back of the high infection rate in Singapore, the Ministry of Education and SEAB decided that the national examinations had to continue

as they are key to students' progression. To ensure the safety of all students and examination personnel, SEAB swiftly updated the Safe Management Measures and operating procedures, and schools were briefed. There was also a need to allay the anxiety of the parents and students as recipients of the changes, and this was done through timely public communications.

2021 was a memorable year for the Primary School Leaving Examinations (PSLE). The new Achievement Level scoring system was implemented for the Primary 6 cohort and we bade farewell to the T-Score system that has served us well for five decades. The results in terms of secondary school progression of the 2021 Primary 6 cohort was similar to the 2020 cohort under the T-score system, verifying the comparability of the new PSLE Scoring System with the old system. This is important as it shows that both systems are on par in terms of fairness and reliability.

The Opening Ceremony of the SEAB Building on 22 April 2021 was a simple yet deeply meaningful occasion, marking a new phase of development. Graced by then Minister for Education, Mr Lawrence Wong, the ceremony was creatively organised in the midst of the pandemic. The hybrid approach of having school leaders and SEABlings attending the ceremony virtually with only limited number of guests on-site was just another evidence of SEAB's commitment to excellence.

In my years with SEAB, I saw how the administrative, operations and professional teams complemented each other well and worked closely together. I saw how the whole leadership team gelled and worked closely together to transform SEAB into the organisation it is today. The mission-mindedness, the energy, the drive has made SEAB become one of the best organisations I have



been privileged to serve - well-run, forward-looking, always on its toes to maintain the public trust in the examination systems and ensuring that the certifications remain well-recognised. My heartfelt thanks to all SEABlings for going the extra mile! You worked with both heart and mind.

I would also like to take this opportunity to thank the members of the Board, past and present, whom I have had the privilege and pleasure to work with. Each of them brought a special expertise and together, they provided strong stewardship of SEAB, watching out for its interest at every turn. They were forthcoming with their support, candid with their views and always constructive in their advice. The members of the Board have played a significant role in guiding SEAB to what it has become today.

As I step down from the Board, I leave knowing that it is in very strong and capable hands that will take SEAB forward into the future.

I wish SEAB all the very best for the future.

**MS HO PENG**

**Chairman**

Singapore Examinations and Assessment Board

# GOVERNING BOARD



**CHAIRMAN**  
**Ms Ho Peng**  
Advisor  
Ministry of Education

## MEMBERS



**Mr Wong Siew Hoong**  
Director-General of Education  
Ministry of Education



**Professor Bernard Tan**  
Senior Vice-Provost  
(Undergraduate Education)  
National University of Singapore



**Mr Jonathan Yuen**  
Partner  
Rajah & Tann Singapore LLP



**Mr Richard Hoo**  
Deputy Chief Executive Officer,  
Infrastructure Planning,  
Urban Redevelopment Authority  
Chief Infrastructure  
Planning Officer  
Ministry of National Development



**Mr Chan Cheow Hoe**  
Government Chief Digital  
Technology Officer /  
Deputy Chief Executive  
Government Technology Agency



**Mr Jason Chen**  
Deputy Secretary (Workplaces)  
Ministry of Manpower



**Ms Juthika Ramanathan**  
Chief Executive  
(Office of the Chief Justice)  
Supreme Court of Singapore



**Mr Chin Chi Leong**  
Deputy Chief Executive Officer  
(Building Control) /  
Commissioner of Buildings  
Building and Construction  
Authority



**Mr Yue Lip Sin**  
Chief Executive  
Singapore Examinations and  
Assessment Board

# CORPORATE GOVERNANCE

## AUDIT COMMITTEE

The Audit Committee provides guidance on the financial governance of SEAB. Its purpose is to ensure the adequacy of the Board's financial reporting process, including the internal control structure and procedures for financial reporting, and monitor the integrity and appropriateness of SEAB's financial statements.

- Chairman: Mr Jonathan Yuen  
Members: Mr Chan Cheow Hoe  
Mr Jason Chen

## HUMAN RESOURCE COMMITTEE

The Human Resource Committee provides guidance on overall human resource strategies to support the Board's performance. Its purpose is to ensure that SEAB has an effective organisational structure and appropriate manpower establishment, and that sound human resources and competitive compensation policies and practices are in place.

- Chairman: Mr Wong Siew Hoong  
Members: Professor Bernard Tan  
Mr Richard Hoo  
Mr Yue Lip Sin

# CORPORATE PROFILE



## VISION

A trusted authority in examinations and assessment, recognised locally and internationally.



## MISSION

We assess educational performance so as to certify individuals, uphold national standards and advance quality in assessment worldwide.



## CORE VALUES

### Integrity

We act with honesty at all times.

### Value People

We respect and care for our people. Each one makes a unique contribution to our organisation.

### Commitment

We give our best at all times to meet the needs of our customers.

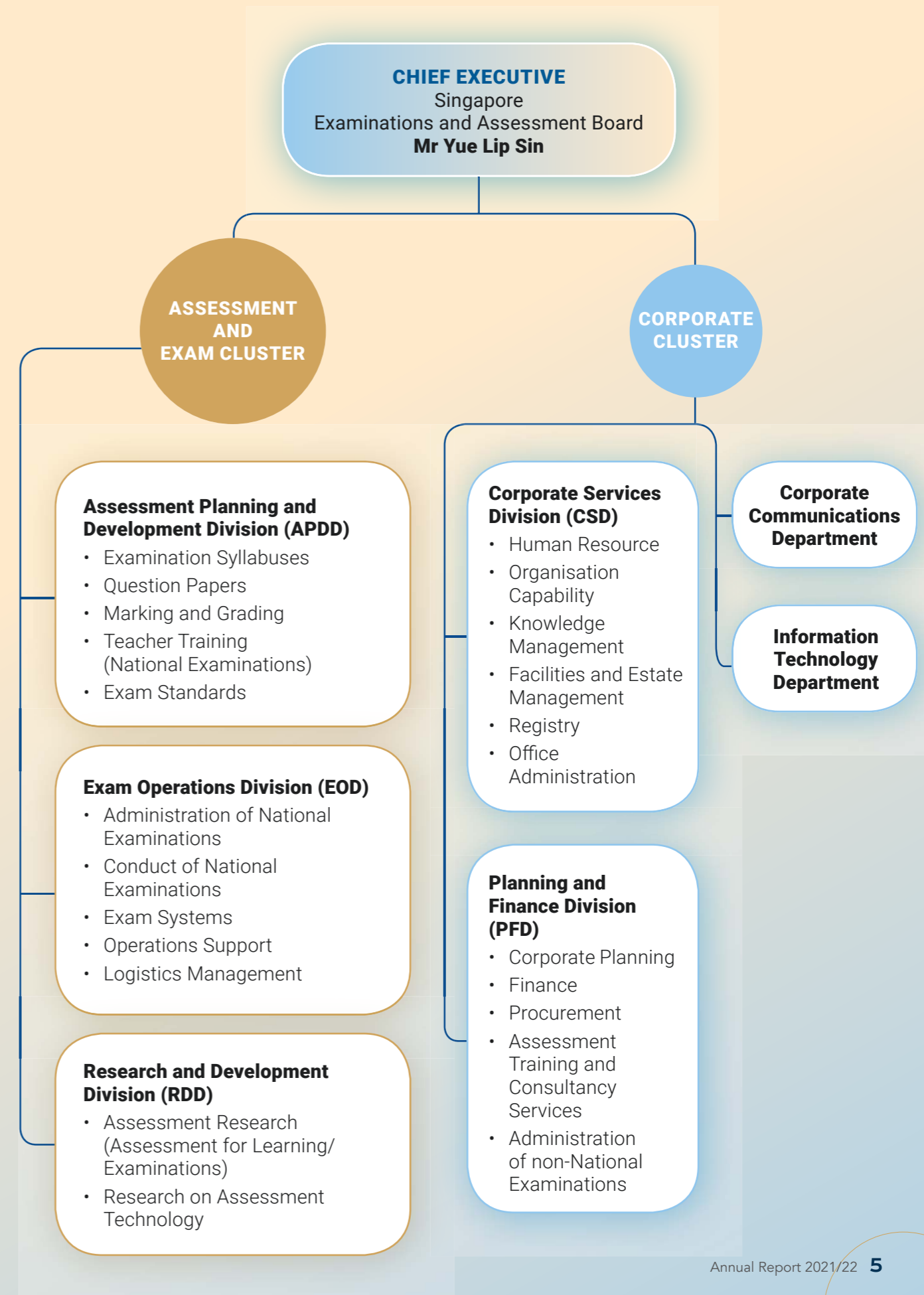
### Teamwork

We combine our talents and effort for superior outcomes. Together, each achieves more.

### Professionalism

We live by high standards of work and conduct. We learn continuously to improve our knowledge and skills.

# ORGANISATION STRUCTURE



# SENIOR MANAGEMENT



**CHIEF EXECUTIVE**  
Mr Yue Lip Sin

## ASSESSMENT AND EXAM CLUSTER



**Mrs Cheah Mei Ling**  
Director  
Assessment Planning and  
Development Division



**Mr Lee Ah Huat**  
Director  
Assessment Planning and  
Development Division



**Mr Pang Chong Han**  
Director  
Exam Operations Division



**Ms Tay Lai Ling**  
Director  
(until 31 December 2021)  
Research and Development  
Division



**Ms Thong May Teng**  
Director  
(effective 1 January 2022)  
Research and Development  
Division

## CORPORATE CLUSTER



**Ms Selena Yeo**  
Senior Director



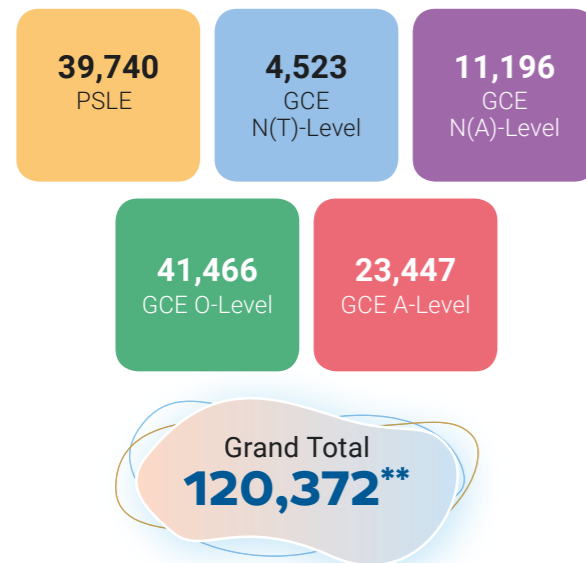
**Ms Ong Ai-Di**  
Director  
Corporate Services Division



# 2021 NATIONAL EXAMINATIONS STATISTICS

# 2021 NATIONAL EXAMINATIONS STATISTICS

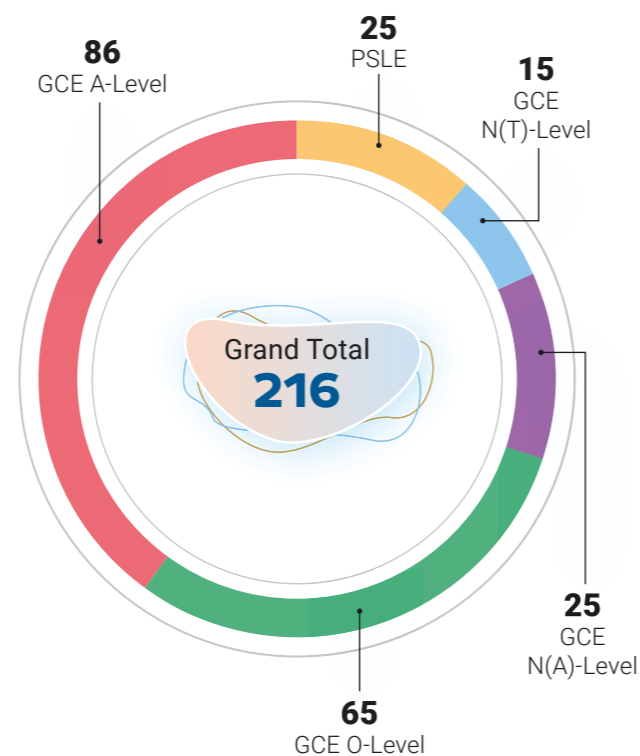
## NO. OF CANDIDATES\*



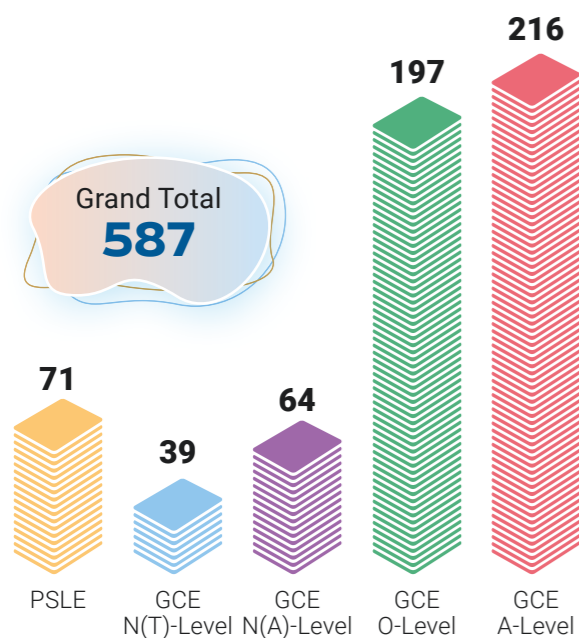
\* Refers to the number of candidates who registered for at least one subject in the respective examination level.

\*\* This figure refers to the total number of candidates who registered for one or more level of examinations. For example, candidates in the N(A) course may also register for subjects at the O-Level.

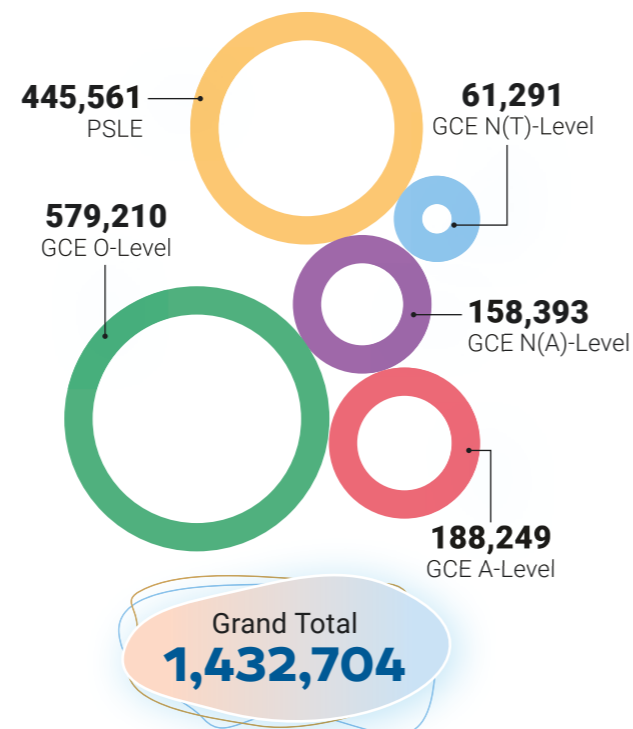
## NO. OF SUBJECTS



## NO. OF PAPERS



## NO. OF SCRIPTS



# 2021 NATIONAL EXAMINATIONS RESULTS BY LEVELS

EXAMINATION LEVEL	RESULTS
<b>PSLE</b> (percentage qualified for secondary course)	Express <b>68.4%</b>
	N(T) – Level <b>11.1%</b>
	N(A) – Level <b>18.9%</b>
	Not Posted <b>1.6%</b>
<b>GCE N(T) – Level</b> (percentage awarded certificate)	<b>98.1%</b>
<b>GCE N(A) – Level</b> (percentage awarded certificate)	<b>99.5%</b>
<b>GCE O – Level</b>	Percentage with at least 3 O-level passes <b>96.4%</b>
	Percentage with at least 5 O-level passes <b>85.6%</b>
<b>GCE A – Level</b> (Percentage with at least 3H2 Passes, with a pass in GP or KI)	<b>93.5%</b>

## KEY NATIONAL EXAMINATIONS ACTIVITIES



# YEAR IN REVIEW KEY HIGHLIGHTS



Image courtesy of Ministry of Education

### SAFE CONDUCT OF NATIONAL EXAMINATIONS

2021 saw further changes to Singapore's COVID-19 situation. The presence of a more infectious variant of the virus raised red flags and the Singapore Government took swift action to restrain the spread of infections. SEAB acted swiftly to align the arrangements for the national examinations with the Safe Management Measures (SMM) announced by the Multi-Ministry Taskforce. Timely communications in the form of press announcements, briefings to schools, Parents' Gateway messages and infographics were provided to clarify and enhance understanding.

### Conduct of the GCE-Level Mid-Year Mother Tongue Language (MTL) Examinations

The 2021 GCE O- and A-Level Mid-Year MTL and MTL Syllabus B written examinations were held on 31 May and 1 June 2021 respectively, coinciding with Singapore's Phase 2 (Heightened Alert) period. The SMM implemented included

- Only smaller venues, such as classrooms with not more than 30 candidates per venue, were used.
- All candidates and examination personnel must wear surgical masks at all times during the examinations.

### Conduct of 2021 PSLE and GCE-Level Oral Examinations

Most of the 2021 PSLE and GCE-Level oral examinations were conducted from July to August 2021. Ministry of Education (MOE) and SEAB further finetuned the SMM for the oral examinations to minimise the risk of transmission, as well as ensure the well-being of candidates and examination personnel:

- The PSLE oral examinations were conducted on 12 and 13 August over two full days instead of two half-days to reduce the number of



candidates taking the PSLE oral examination per session;

- All examination personnel and candidates must wear surgical masks at all times; and
- Distance between Oral Examiners (OEs) and each candidate was increased.

**Removal of the Common Last Topics (CLT) for National Examinations**

With more confirmed COVID-19 cases among students and staff due to more infectious variants of the virus, MOE and SEAB announced the removal of CLT for the 2021 PSLE and GCE-Level examinations in June and July 2021 respectively.

**Conduct of 2021 PSLE and GCE-Level Year-End Written Examinations**

In September 2021, MOE and SEAB announced the special examination arrangements to allow candidates on Quarantine Order to sit for their papers under enhanced SMM if they fulfilled the necessary testing requirements. Candidates on Approved Absences due to being placed on Ministry of Health’s mandatory testing regime or Health Risk Warning were also allowed to sit for examinations on fulfilment of the testing requirements. These special arrangements allowed as many candidates as possible to sit for their examinations while minimising the risks to the other students and examination personnel.

**2021 PRIMARY SCHOOL LEAVING EXAMINATION (PSLE)**

The 2021 PSLE written examinations were conducted from 30 September to 6 October 2021. The examination results were released on 24 November 2021.



Images courtesy of Ministry of Education

This was the first cohort of candidates assessed under the new Achievement Level (AL) scoring system. To facilitate media reporting, MOE and SEAB held a virtual media briefing on the day of result release.

The course eligibility of the 2021 Primary 6 cohort was largely comparable to that of the 2020 Primary 6 cohort under the T-score system. The stability of the 2021 PSLE results was critical in providing the public the assurance and confidence in the new PSLE scoring system.

2021 also marked the final year of the pen-based marking. It was also the second year that PSLE was conducted under a challenging COVID-19 situation. In recognition and appreciation of the hard work and good collaboration from the Primary Schools in the conduct of the national examinations, a specially designed 4-fold Thank You card was presented to every PSLE examination personnel.



**2021 SINGAPORE-CAMBRIDGE GCE N(T)-LEVEL AND N(A)-LEVEL EXAMINATIONS**

The GCE N(T)-Level and N(A)-Level written examinations were conducted from 15 September to 14 October 2021. The examination results were released on 17 December 2021.



**2021 SINGAPORE-CAMBRIDGE GCE O-LEVEL EXAMINATION**



The GCE O-Level written examinations were conducted from 18 October to 15 November 2021. The examination results were released on 12 January 2022.

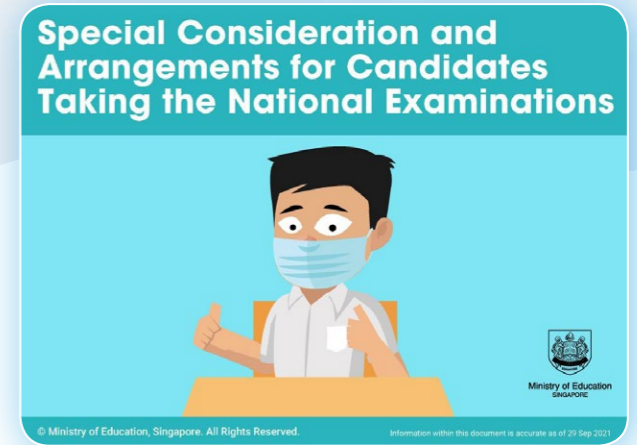
**2021 SINGAPORE-CAMBRIDGE GCE A-LEVEL EXAMINATION**



The GCE A-Level written examinations were conducted from 1 November to 3 December 2021. The examination results were released on 22 February 2022.

**SPECIAL CONSIDERATION**

For candidates who missed papers with valid reasons such as being tested positive for COVID-19, special consideration (SC) was applied for them to ensure they received a fair and valid grade for their examinations. SC is a well-



established procedure which awards affected candidates with projected grades through an evidence-based and data-driven approach. To provide candidates and their parents with clarity on the SC processes, MOE and SEAB shared details on the computation of SC for candidates missing one or all papers of a subject via media releases. Such measures provided assurance that the affected candidates were not disadvantaged by the circumstances.

The number of candidates who missed sitting for at least one paper in the 2021 national examinations due to COVID-19 related reasons and were granted SC is as follows:

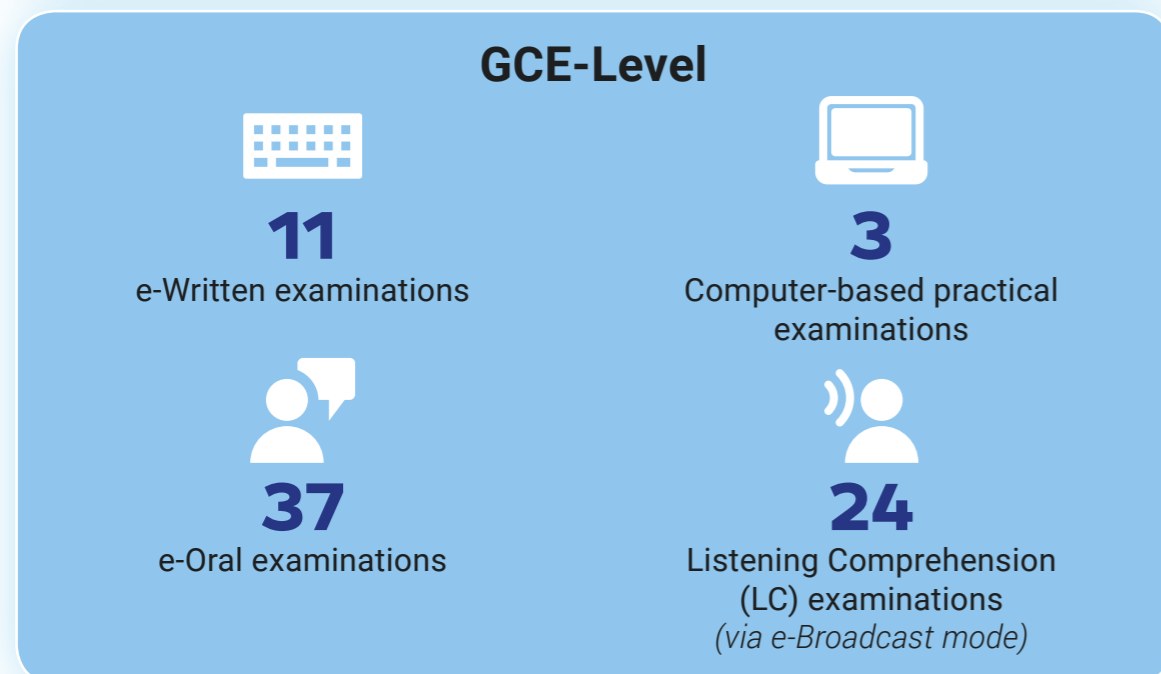
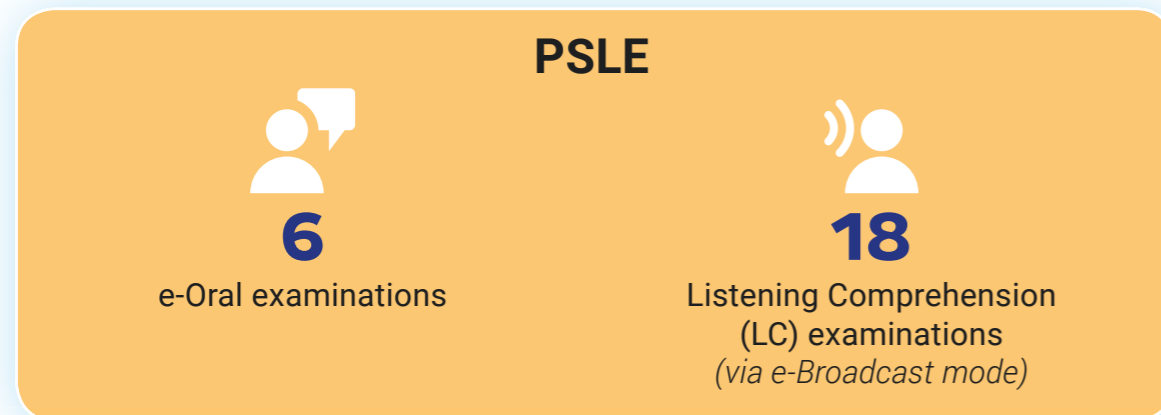
Examination Level	Number of candidates granted SC due to missing at least one paper	% cohort
PSLE	1,068	2.7%
GCE N(A)/N(T)-Level	481	3.5%
GCE O-Level	639	2.7%
GCE A-Level	76	0.7%



## e-EXAMINATIONS

The following e-Examinations were conducted in the 2021 national examinations:

### NO. OF SUBJECT PAPERS PER TYPE OF e-EXAMINATION



The Music Paper 1 examination of the GCE N(T)-Level was delivered electronically for the first time in 2021. N(T) candidates were required to produce an original 30-second instrumental music arrangement appropriate for a given context in film or television.

## LEVERAGING TECHNOLOGY FOR EXAM ADMINISTRATION



### ONSCREEN MARKING (OSM)

All locally marked GCE-Level answer scripts have been onscreen marked since 2020. Examples of GCE-level subjects marked onscreen in Singapore are Mother Tongue Languages, Social Studies, and Literature in Mother Tongue Languages. In 2021, 416,993 GCE-Level scripts across 97 subject papers were onscreen marked in Singapore.

OSM was also implemented for PSLE in 2020, and progressively scaled up in 2021 with all PSLE Standard Mother Tongue Languages and Foundation English answer scripts marked onscreen. 105,306 PSLE scripts over 20 subject papers were onscreen marked. In 2022, the remaining PSLE subjects would be marked onscreen.





With this, all locally marked subjects at the PSLE and GCE-level examinations would be onscreen marked from 2022.

The feedback from the markers had been very positive and encouraging. In particular, markers gave significantly more positive feedback about professional development in OSM as compared to paper-based marking. This improvement could be attributed to the digitalisation resulting in a higher level of marking efficiency and professional growth.

### CANDIDATES PORTAL

Candidates Portal was launched in 2021. With the Portal, school and private candidates were able to view their results online for the PSLE and GCE-Level examinations. Private candidates were also able to submit their appeal applications for review of results through the Candidates Portal.

## ASSESSMENT SERVICES AND PRODUCTS

### ASSESSMENT FOR LEARNING (AFL) TOOLS: MATHSCHECK, CATALYTICS

In 2021, SEAB offered CATalytics, its second AFL tool in Mathematics, to Primary schools. While MathsCheck is an online computer-based grade-level linear test offered at the end of Primary 2 and Primary 4, CATalytics is a computerised adaptive test based on topics. SEAB is collaborating with MOE and Academy of Singapore Teachers to develop appropriate intervention strategies that are supported by evidence from CATalytics data.

### TRAINING SERVICES

Between April 2021 and March 2022, a total of 68 workshops were conducted for 2,093 participants. Held virtually, the workshops included modules from 'Certificate in Examination and Assessment in Education' ('CEA in Edn'), 'Introduction to Assessment Literacy for Primary and Secondary levels', and 'Designing Primary 4 Assessment for selected Primary Schools'. The workshops were well received as they helped to clarify teachers' queries about assessment practices and principles.

### AEIS/SPERS-SECONDARY TESTS

The Admissions Exercise for International Students (AEIS) and School Placement Exercise

for Returning Singaporeans – Secondary (SPERS-Sec) were administered from 21 to 23 September 2021. A total of 2,229 candidates sat for the tests under safe management measures. Successful candidates received their school offer posting results in December 2021.

SEAB also successfully conducted the Supplementary Placement Exercise (SPE) test for 73 candidates in December 2021 and the Supplementary Admissions Exercise for International Students (S-AEIS) in March 2022 for 1,409 candidates.

### SINGAPORE INTERNATIONAL PRIMARY SCHOOL EXAMINATION (iPSLE)

Due to the COVID-19 situation, 2021 iPSLE was administered to about 360 candidates in November 2021 at seven iPSLE appointed centres in Thailand, Myanmar, Maldives and Cambodia. The results were released in March 2022.

### CONDUCT OF MID-TERM ASSESSMENT FOR HOME-SCHOOLERS AT PRIMARY 4

Mid-term assessment for home-schoolers at primary four was administered in September 2021. About 60 candidates took the tests.





# ORGANISATIONAL EXCELLENCE



## OPENING CEREMONY OF THE SEAB BUILDING

An opening ceremony to mark the completion of the SEAB building was held together with the biennial SEAB Assessment Seminar on 22 April 2021. Mr Lawrence Wong, then Minister for Education, was the Guest of Honour at the event. In compliance with the prevailing safe management measures, the Opening Ceremony was conducted in a hybrid mode, with about 260 School Principals and SEAB staff attending the event virtually, and 50 people at SEAB. The programme for the onsite participants comprised the officiating of the opening of SEAB Building, a showcase of SEAB's Assessment Innovations and a tour of SEAB's premises, which included the

Automated Question Paper Storage and Retrieval System, script scanning stations, and Heritage Gallery.

During the opening ceremony, eight educators who have served many years as Chief Markers, Marking Centre Group Heads and Assistant Group Heads in the national examinations were recognised for their contributions. They received the SEAB Partners Award from Mr Lawrence Wong.

To raise awareness of SEAB's work in the public service, a Workplace from Facebook post featuring the video on SEAB's Assessment Innovations was launched on 7 May 2021.



### SEAB ASSESSMENT SEMINAR 2021

The Assessment Seminar took place on 22-23 April 2021. The theme was *Marking: Principles, Perspectives and Practices*, and the seminar aimed to share the good practices for reliable marking with the fraternity. 1,132 educators registered for the seminar.

In view of the nation-wide safe management measures, a hybrid mode of delivery – virtual sessions for the keynote and breakout segments, and face-to-face sessions for the coursework segment – was adopted for the Seminar. The keynote presented an overview on how the concept of standards-referencing applies to our assessment system in establishing the demand for test development and marking. During the breakout sessions, SEAB Assessment Specialists explicated the concept further by contextualising application for the respective disciplines. A presentation on how SEAB had been leveraging technology to enhance the marking process concluded the keynote segment.



### PUBLIC SECTOR TRANSFORMATION AWARDS 2021

SEAB's project "Digitalising Marking of the National Examinations" was awarded the Service Delivery Excellence Award under the Public Sector Transformation (PST) Awards 2021. The project showcased the new onscreen marking initiative in which candidates' hardcopy answer scripts were digitised after the national examinations and marked onscreen. This initiative leveraged technology and data to transform the marking exercises, reducing the manpower requirement significantly yet enhancing efficiency and security of marking, as well as providing a pleasant and engaging experience for all the markers involved.

SEAB's winning of the Service Delivery Excellence Award at the Public Sector Transformation Award Ceremony for the OSM system was also featured in the media.



### CY2020 SEAB SURVEY ON PUBLIC OFFICERS' SATISFACTION WITH WORKPLACE ICT TOOLS AND SERVICES

Under the Digital Government Blueprint, the public sector is committed to ensuring that public officers are digitally enabled and digitally confident. An annual survey was conducted by GovTech to measure Public Officers' Satisfaction with their Workplace ICT Tools & Services. SEAB obtained a score of 88.8% which was an improvement of about 2% compared to CY2019's result. This improvement was due to the initiatives implemented by the various corporate departments.

### DIGITAL MATURITY INDEX

The Digital Maturity Index, or DMI in short, was first introduced by GovTech in 2019 to help public agencies understand what it means to be digital-to-the-core and track their progress in digital maturity as part of Public Service Transformation. Measured through a survey, the DMI measures both the current and target Digital Maturity of an agency.

SEAB's inaugural DMI in 2019 was 29 which corresponded to the level of Digital Literate. To guide SEAB in our journey towards digitalisation, a 3-year Digitalisation Plan, comprising 9 key digital initiatives, was put in place. SEAB's DMI in 2021 improved to 52, corresponding to the level of Digital Performer.

### MINISTRY OF EDUCATION (MOE), BRUNEI DARUSSALAM

The Ministry of Education (MOE), Brunei Darussalam approached MOE Singapore with queries on grade projection. As Singapore's inputs would be useful to MOE Brunei Darussalam and help to sustain the longstanding ties between the two countries, SEAB provided a short write-up on our methodology and process for grade projection in SC cases as well as the contingency plans for the cancellation of national examinations.

### CONVERSATION WITH SEAB: DIALOGUES BETWEEN SEAB AND PARTICIPANTS OF THE MANAGEMENT AND LEADERSHIP IN SCHOOLS (MLS) AND TEACHER-LEADER PROGRAMMES (TLP)

As part of SEAB's stakeholder engagement initiative, SEAB organises yearly Conversation with SEAB sessions with participants of the Management and Leadership in Schools (MLS) Programme and Teacher Leaders Programme (TLP) of the National Institute of Education (NIE). This was extended to the participants of the 'CEA in Edn'.

The key themes of these sessions included national examination policies, processes and professional development in assessment. Educators were also asked for feedback on their involvement in the national examinations to enhance the support and collaboration between SEAB and examination personnel.

In 2021, we organised

- Four Conversations with SEAB for 197 teacher-participants of the MLS Programme and TLP:

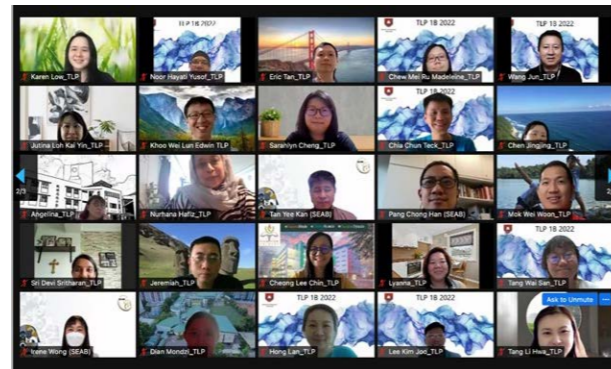
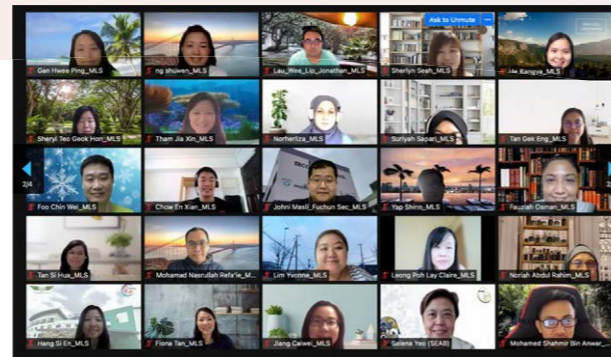
**46**  
TLP participants on  
20 August 2021

**33**  
MLS participants in  
September 2021

**47**  
TLP participants on  
24 February 2022

**71**  
MLS participants on  
3 March 2022

- A dialogue session with CE in August 2021 with 25 participants of the 'CEA in Edn' course.



Through these virtual sessions, the participants actively discussed various topics such as assessment planning and development, marking and grading, examination processes and e-Examinations with SEAB senior management and assessment specialists. In particular, SEAB senior management took the time to provide clarifications and address queries from the participants on the implementation of the new PSLE scoring system in 2021. Apart from explaining the rationale behind the mark ranges for the various PSLE Achievement Levels, the SEAB panel also shed light on how the new PSLE scoring system would be less differentiated than before.

These Conversation sessions helped teachers to gain a better understanding of assessment principles and practices, and enabled them to take their learning back to schools for sharing with their fellow educators. These sessions were also valuable platforms for SEAB in seeking feedback for continuous improvements to our policies and processes, whilst enhancing our partnerships with schools and educators at the same time.

### PEOPLE AWARDS

#### 2021 Service Excellence Award

The Service Excellence Award recognises staff for their efforts and initiatives in improving customer relationship management while upholding SEAB's core values and processes. A total of 29 awards were given out in 2021.

#### 2021 MOE Innergy Awards

SEAB received awards for the following three projects:

##### a. Onscreen Marking of the National Examinations at GCE Levels (Gold Award):

With the implementation of onscreen marking (OSM), candidates' hardcopy answer scripts were digitised and this removed the need for physical transfer and counting of scripts, enhancing script handling security, reducing temporary staff requirements by 80% and marking venue requirement for GCE exams by 50%. The introduction of pre-marked Quality Assurance Scripts also obviated the need for double-marking, raising marking productivity by 30% whilst maintaining the quality of marking. SEAB also customised the system for automated script anonymisation, sorting and distribution at the point of scanning. This one-stop portal eliminated conflicts of interest in workload assignment to markers, while facilitating specialised marking with enhanced assessment consistency. OSM is an advanced innovative product by SEAB, different from the more manual-intensive solution used by other examination boards.

##### b. Zonal Distribution Hub for National Examinations (Bronze Award):

SEAB transformed the distribution process of question papers (QP) for the GCE N(A)/N(T)/O-Level examinations to minimise schools' logistic efforts. Our zonal distribution system using secured courier aimed to reduce teachers' travelling during examinations while still ensuring security of the QP. This was a timely initiative during the COVID-19 situation, as decentralising the QP collection allowed for safe distancing by reducing the congregation of teachers at the SEAB site. This helped to mitigate the risk of mass community transmission with smaller groups of teachers at the zonal hubs.

##### c. Release of 2020 National Examinations Results to Graduating School Candidates via SEAB Results Release System (Commendation Award):

In 2020, due to the COVID-19 situation, certain groups of school candidates e.g. those on Stay-Home-Notice, Home-Quarantine-Order, Leave of Absence, travel restrictions or unwell were not able to collect their national examination results personally from their school. To safeguard the well-being of the school candidates as well as to enable them to receive their national examination results, digital avenues were explored to allow these school candidates to access their results online. SEAB implemented the Online Release of National Examination Results Plan, which was successfully deployed for all national examinations. This provision was also extended to private candidates who were not eligible for Singpass to access their results online.

### 2021 NATIONAL DAY AWARDS

#### Public Administration Medal (Bronze)

- Dr Tay Poh Hua  
*Deputy Director, Research and Development*

#### Commendation Medal

- Ms Too Jye Yuin  
*Lead Assessment Specialist (Chinese Language)*
- Ms Elavarasi Sundararaju  
*Lead Assessment Specialist (Tamil Language)*
- Ms Tang Kar Tian  
*Assistant Director (GCE Exam Administration), Exam Planning and Administration*
- Mr Wong Tien Han  
*Assistant Director (PSLE), Exam Planning and Administration*

#### Long Service Medal

- Ms Chua Lay Keng  
*Lead Assessment Specialist (Chinese Language)*
- Ms Tang Kar Tian  
*Assistant Director (GCE Exam Administration), Exam Planning and Administration*
- Mr Wong Tien Han  
*Assistant Director (PSLE), Exam Planning and Administration*
- Mr Lee Kien Meng  
*Assistant Director, Finance and Procurement*

## LONG SERVICE AWARDS

## 5 Years

1. **Ms Chee Siew Lee Jenny**  
*Manager (Candidate Services), Exam Planning and Administration*
2. **Ms Chua Teng Teng Wendy**  
*Executive, Assessment Services*
3. **Ms Leow Yin Li Grace**  
*Assistant Director, Human Resource and Organisation Capability*
4. **Ms Lin HuiQi Lorraine**  
*Senior Manager (Operations Support), Exam Operations and Logistics*
5. **Ms Lin Lishan Shandy**  
*Assessment Officer (Humanities and Aesthetics)*
6. **Ms Koh Xin Shuo Ariel**  
*Manager, Organisation Capability*
7. **Ms Ng Rui Jia Catherine**  
*Manager, Corporate Planning*

## 10 Years

1. **Ms Heng Peck Yhin Pearlyn**  
*Manager (GCE Exam Administration), Exam Planning and Administration*
2. **Ms Kam Ming Wei Marilyn**  
*Assistant Manager (Digital Media), Assessment Research (Examinations)*
3. **Ms Leong Fang Meng Mandy**  
*Manager, Assessment Services*
4. **Mr Teo Hongjian Jeff**  
*Assessment Specialist (Mathematics)*

## 15 Years

1. **Mr Cheong Han Leong**  
*Manager (Candidate Services), Exam Planning and Administration*
2. **Ms Goh Ying Ying**  
*Assessment Officer, Exam Standards*
3. **Ms Leow Gek Tiang**  
*Manager (Candidate Services), Exam Planning and Administration*
4. **Mr Ng Wei Sheng Timmy**  
*Research Officer, Assessment Research (Examinations)*
5. **Mr Ong Yee Hwee Bryan**  
*Senior Manager (Operations Support), Exam Operations and Logistics*
6. **Mr Ow Mun Hoe**  
*Lead Assessment Specialist (Sciences)*
7. **Ms Roslinda Sahamad**  
*Senior Assessment Specialist (Malay Language)*
8. **Ms Teo Yen Peng**  
*Assessment Specialist (Humanities and Aesthetics)*

## 20 Years

1. **Ms Norzanariah Mohd Said**  
*Assessment Officer (Malay Language)*
2. **Ms Elaine Teo**  
*Executive (GCE Exam Administration), Exam Planning and Administration*
3. **Mr Woon Tien Kim Louis**  
*Senior Assistant Director, Information Technology*

## 25 Years

1. **Ms Chua Lay Keng**  
*Lead Assessment Specialist (Chinese Language)*
2. **Mr Leo Khee Mong Andrew**  
*Senior Assessment Specialist (Languages and Literature)*
3. **Ms Thong May Teng**  
*Director, Research and Development*
4. **Mr Wong Tien Han**  
*Assistant Director (PSLE), Exam Planning and Administration*

## 30 Years

1. **Mr Hou Nam Soon Phillip**  
*Executive (IT Support Services), Information Technology*
2. **Ms Tan Hwa Mei**  
*Lead Research Specialist, Assessment Research (Assessment for Learning)*
3. **Ms Too Jye Yuin**  
*Lead Assessment Specialist (Chinese Language)*

## 35 Years

1. **Ms Moh Hong Kheng**  
*Lead Assessment Specialist (Humanities and Aesthetics)*
2. **Ms Toh Hoon Sin**  
*Deputy Director, Assessment Planning and Development*

# FINANCIAL STATEMENTS

Singapore Examinations and Assessment Board  
31 March 2022

## Singapore Examinations and Assessment Board

### Board information

Registered office	298 Jalan Bukit Ho Swee Singapore 169565
Chairperson	Ms Ho Peng Advisor, Ministry of Education (Till 31 March 2022)
	Mr Wong Siew Hoong Advisor, Ministry of Education (Appointed on 1 April 2022)
Members	Mr Chin Chi Leong Deputy Chief Executive Officer (Building Control) / Commissioner of Buildings, Building and Construction Authority
	Ms Juthika Ramanathan Chief Executive (Office of the Chief Justice), Supreme Court of Singapore
	Professor Tan Cheng Yian Bernard Senior Vice-Provost (Undergraduate Education), National University of Singapore
	Mr Yue Lip Sin Chief Executive, Singapore Examinations and Assessment Board
	Mr Chan Cheow Hoe Government Chief Digital Technology Officer / Deputy Chief Executive Government Technology Agency (Till 31 March 2022)
	Mr Chen Kong Chee Jason Deputy Secretary (Workplaces) Ministry of Manpower (Till 31 March 2022)
	Mr Hoo Eng Jek Richard Deputy Chief Executive Officer (Infrastructure Planning), Urban Redevelopment Authority / Chief Infrastructure Planning Officer, Ministry of National Development (Till 31 March 2022)
	Mr Yuen Djia Chiang Jonathon Partner, Rajah & Tann Singapore LLP (Till 31 March 2022)
	Ms Jodie Choo Teck Woan Executive Director and Group Head of Human Resources, Information Technology and Administration, Far East Organisation (Appointed on 1 April 2022)
	Ms Lee Cher Farn Director, Planning Division, Social Policy and Services Group, Ministry of Social and Family Development (Appointed on 1 April 2022)
	Ms Loo Siew Yee Assistant Managing Director (Policy, Payments & Financial Crime), Monetary Authority of Singapore (Appointed on 1 April 2022)
	Mr Sng Chern Wei Deputy Director-General of Education (Curriculum), Ministry of Education (Appointed on 1 April 2022)
Banker	DBS Bank Ltd 12 Marina Boulevard, Marina Bay Financial Centre Tower 3 Singapore 018982
Independent auditor	KLP LLP Public Accountants and Chartered Accountants 13A Mackenzie Road Singapore 228676



# CONTENTS

Statement by the Singapore Examinations and Assessment Board	1
Independent Auditor's Report	2
Statement of Financial Position	6
Statement of Comprehensive Income	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
Notes to the Financial Statements	10

## Statement by the Singapore Examinations and Assessment Board

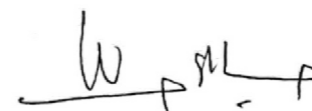
for the financial year ended 31 March 2022

In our opinion,

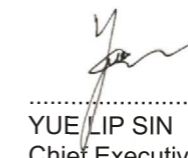
- (i) the accompanying financial statements of the Singapore Examinations and Assessment Board (the "Board") as set out on pages 6 to 39 are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), the Singapore Examinations and Assessment Board Act, Chapter 299A (the "Act") and Statutory Board Financial Reporting Standards so as to present fairly the financial position of the Board as at 31 March 2022 and the results, changes in equity and cash flows of the Board for the financial year ended on that date;
- (ii) at the date of this statement, there are reasonable grounds to believe that the Board will be able to pay its debts as and when they fall due;
- (iii) proper accounting and other records have been kept, including records of all assets of the Board whether purchased, donated or otherwise; and
- (iv) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Board during the financial year have been in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board.

The Board has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board



.....  
WONG SIEW HOONG  
Chairman



.....  
YUE LIP SIN  
Chief Executive

Dated: 26 July 2022



KLP LLP  
13A MacKenzie Road  
Singapore 228676  
Tel: (65) 6227 4180  
klp@klp.com.sg  
www.klp.com.sg

# Independent Auditor's Report to the members of Singapore Examinations and Assessment Board

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Singapore Examinations and Assessment Board (the "Board"), which comprise the statement of financial position as at 31 March 2022, and the statement of comprehensive income, statement of changes in equity 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 are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), Singapore Examinations and Assessment Board Act, Chapter 299A (the "Act") and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Board as at 31 March 2022 and the results, changes in equity and cash flows of the Board for the financial year ended on that date.

### Basis for Opinion

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

### Other Information

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

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



KLP LLP  
13A MacKenzie Road  
Singapore 228676  
Tel: (65) 6227 4180  
klp@klp.com.sg  
www.klp.com.sg

# Independent Auditor's Report to the members of Singapore Examinations and Assessment Board (continued)

## 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 the provisions of the Act, the Public Sector (Governance) Act and SB-FRS, 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.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Board'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 there is intention to wind up the Board or for the Board to cease operations.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- 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 Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



## Independent Auditor's Report to the members of Singapore Examinations and Assessment Board (continued)

### *Auditor's Responsibilities for the Audit of the Financial Statements (continued)*

- 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 Board'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 Board 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 regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Report on Other Legal and Regulatory Requirements**

#### *Opinion*

In our opinion:

- (a) proper accounting and other records have been kept, including records of all assets of the Board whether purchased, donated or otherwise; and
- (b) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Board during the year are, in all material respects, in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board.

#### *Basis for Opinion*

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Board in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

## Independent Auditor's Report to the members of Singapore Examinations and Assessment Board (continued)

### *Management's responsibilities for Compliance with Legal and Regulatory Requirements*

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act and the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board.

### *Auditor's Responsibilities for the Compliance Audit*

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

KLP LLP  
Public Accountants and  
Chartered Accountants

Singapore, 26 July 2022

## Statement of Financial Position as at 31 March 2022

	Note	31 March 2022 \$	31 March 2021 \$
<b>ASSETS</b>			
<b>Non-Current</b>			
Property, plant and equipment	4	79,594,840	86,298,173
Intangible assets	5	17,967,919	3,459,062
Trade and other receivables	6	24,693	69,093
Grant receivable from Government	7	6,332,853	890,363
		<b>103,920,305</b>	<b>90,716,691</b>
<b>Current</b>			
Trade and other receivables	6	1,902,322	753,275
Grant receivable from Government	7	7,260,648	978,122
Prepayments		207,516	68,955
Cash and cash equivalents	8	81,985,720	86,383,487
		<b>91,356,206</b>	<b>88,183,839</b>
<b>Total assets</b>		<b>195,276,511</b>	<b>178,900,530</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Capital and Reserve</b>			
Capital account	9	59,974,880	54,902,822
Other reserve		(1,288,776)	(1,468,039)
Accumulated surplus		55,443,201	59,287,260
<b>Total equity</b>		<b>114,129,305</b>	<b>112,722,043</b>
<b>Liabilities</b>			
<b>Non-current</b>			
Obligations in respect of pension scheme	10	3,085,667	3,163,266
Deferred income	11	24,693	69,093
Lease liabilities	14	19,355,942	20,858,498
Deferred capital grant	16	37,284,905	29,560,769
		<b>59,751,207</b>	<b>53,651,626</b>
<b>Current</b>			
Obligations in respect of pension scheme	10	148,089	332,818
Deferred income	11	44,400	44,400
Trade and other payables	12	14,491,471	6,746,646
Contract liabilities	13	291,966	1,338,635
Lease liabilities	14	1,502,556	1,458,058
Grants received in advance from Government	15	1,522	2,826
Deferred capital grant	16	4,915,995	1,858,970
Provision for contribution to Consolidated Fund	17	-	744,508
		<b>21,395,999</b>	<b>12,526,861</b>
<b>Total liabilities</b>		<b>81,147,206</b>	<b>66,178,487</b>
<b>Total equity and liabilities</b>		<b>195,276,511</b>	<b>178,900,530</b>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

## Statement of Comprehensive Income for the financial year ended 31 March 2022

	Note	31 March 2022 \$	31 March 2021 \$
<b>Revenue</b>			
Examination fees, recognised at a point in time		8,654,148	8,735,336
Other operating income	18	2,313,382	1,453,938
		<b>10,967,530</b>	<b>10,189,274</b>
<b>Cost and operating expenses</b>			
Examination and outsourcing fees		(19,739,212)	(18,587,407)
Staff costs	19	(30,030,943)	(26,786,067)
Depreciation of property, plant and equipment	4	(5,437,157)	(5,938,262)
Amortisation of intangible assets	5	(4,278,039)	(1,566,976)
Other operating expenses	20	(36,490,565)	(35,765,440)
Finance cost	21	(651,722)	(696,452)
<b>Total operating expenses</b>		<b>(96,627,638)</b>	<b>(89,340,604)</b>
Operating deficit		<b>(85,660,108)</b>	<b>(79,151,330)</b>
<b>Non-operating income</b>			
Interest income – fixed deposits		206,329	335,309
Deficit before grants and contribution to consolidated fund		(85,453,779)	(78,816,021)
Operating grants	15	80,792,432	80,211,853
Deferred capital grants amortised	16	4,452,288	2,983,630
(Deficit)/surplus before contribution to consolidated fund		(209,059)	4,379,462
Contribution to consolidated fund	17	-	(744,508)
Net (deficit)/surplus for the year		<b>(209,059)</b>	<b>3,634,954</b>
<b>Other comprehensive income:</b>			
<i>Items that will not be reclassified subsequently to surplus or deficit for the year</i>			
Re-measurement of defined benefit obligations, nil tax	10	179,263	(151,798)
<b>Other comprehensive income/(loss) for the year, net of tax</b>		<b>179,263</b>	<b>(151,798)</b>
<b>Total comprehensive (loss)/income for the year</b>		<b>(29,796)</b>	<b>3,483,156</b>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

## Statement of Changes in Equity

for the financial year ended 31 March 2022

	Note	Capital account \$	Other reserve \$	Accumulated surplus \$	Total equity \$
Balance at 1 April 2020		52,850,920	(1,316,241)	57,525,306	109,059,985
Net surplus for the year		-	-	3,634,954	3,634,954
Other comprehensive loss for the year, net of tax	10	-	(151,798)	-	(151,798)
Total comprehensive income for the year		-	(151,798)	3,634,954	3,483,156
Issuance of share capital	9	2,051,902	-	-	2,051,902
Dividend paid	22	-	-	(1,873,000)	(1,873,000)
<b>Balance at 31 March 2021</b>		<b>54,902,822</b>	<b>(1,468,039)</b>	<b>59,287,260</b>	<b>112,722,043</b>
Net deficit for the year		-	-	(209,059)	(209,059)
Other comprehensive income for the year, net of tax	10	-	179,263	-	179,263
Total comprehensive loss for the year		-	179,263	(209,059)	(29,796)
Issuance of share capital	9	5,072,058	-	-	5,072,058
Dividend paid	22	-	-	(3,635,000)	(3,635,000)
<b>Balance at 31 March 2022</b>		<b>59,974,880</b>	<b>(1,288,776)</b>	<b>55,443,201</b>	<b>114,129,305</b>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

## Statement of Cash Flows

for the financial year ended 31 March 2022

	Note	31 March 2022 \$	31 March 2021 \$
<b>Cash flows from operating activities</b>			
Deficit before grants and contribution to consolidated fund		(85,453,779)	(78,816,021)
<i>Adjustments for:</i>			
Bad debts written off - trade receivables	20	-	2,460
Accruals written off	18	(3,922)	(7,457)
Depreciation of property, plant and equipment	4	5,437,157	5,938,262
Amortisation of intangible assets	5	4,278,039	1,566,976
Current service cost on pension scheme	10	-	26,339
Net interest expense on pension scheme	10	65,024	78,672
Loss on disposal of property, plant and equipment	20	-	856,683
Interest expense	21	651,722	696,452
Interest income		(206,329)	(335,309)
Operating cash flow before working capital changes		(75,232,088)	(69,992,943)
<i>Changes in working capital:</i>			
Trade and other receivables		(1,104,647)	936,215
Grant receivable from Government		(12,937,158)	32,618,354
Prepayments		(138,561)	64,160
Trade and other payables		4,132,763	(735,679)
Deferred income		(44,400)	(44,400)
Contract liabilities		(1,046,669)	(71,456)
Deferred capital grant	16	15,233,449	2,741,646
<b>Cash flows used in operations</b>		<b>(71,137,311)</b>	<b>(34,484,103)</b>
Pension benefits paid	10	(148,089)	(332,818)
Interest received		206,329	335,309
Payment to consolidated fund	17	(744,508)	(383,523)
Operating grant received from Government	15	82,003,270	79,646,901
Net cash generated from operating activities		10,179,691	44,781,766
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	4	(3,160,207)	(4,717,183)
Purchase of intangible assets		(10,744,529)	-
Proceeds from disposal of property, plant and equipment		-	370
Net cash used in investing activities		(13,904,736)	(4,716,813)
<b>Cash flows from financing activities</b>			
Proceeds from issuance of shares	9	5,072,058	2,051,902
Payments of principal portion of lease liabilities	14	(1,458,058)	(1,742,857)
Interest paid	14	(651,722)	(696,452)
Dividend paid	22	(3,635,000)	(1,873,000)
Net cash used in financing activities		(672,722)	(2,260,407)
Net (decrease)/increase in cash and cash equivalents		(4,397,767)	37,804,546
Cash and cash equivalents at beginning of financial year		86,383,487	48,578,941
Cash and cash equivalents at end of financial year	8	81,985,720	86,383,487

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

## Notes to the Financial Statements for the financial year ended 31 March 2022

### 1 General information

The Singapore Examinations and Assessment Board (“SEAB” or the “Board”) was established under the Singapore Examinations and Assessment Board Act, Chapter 299A, on 1 April 2004 as a statutory board. SEAB, formerly the Examinations Division of the Ministry of Education (“MOE”), was formed to develop and conduct national examinations in Singapore and to provide other examination and assessment services, locally as well as overseas. SEAB will collaborate with MOE on all national examinations.

The registered office and principal place of operations of the Board is at 298 Jalan Bukit Ho Swee, Singapore 169565.

The primary functions and duties of the Board are:

- (i) To develop and devise national examinations which would support and promote the goals and objectives of Singapore’s education system;
- (ii) To organise and conduct the national examinations;
- (iii) To serve as the examining authority for any of the national examinations or such modules or components of any of the national examinations as the Board may, in consultation with the Minister, determine;
- (iv) To publish and disseminate information on matters relating to the Board’s functions and duties;
- (v) To organise and conduct any assessment for or on behalf of the Government or any other person or body in Singapore or elsewhere and serve as the examining authority for such assessment;
- (vi) To provide advisory and consultancy services and training to the Government or any other person or body in Singapore or elsewhere on matters relating to the national examinations and assessments generally, and;
- (vii) To carry out such other functions and duties as are imposed upon the Board under the Singapore Examinations and Assessment Board Act, Chapter 299A or any other written law.

### 2 Summary of significant accounting policies

#### 2.1 Basis of preparation

The financial statements of the Board have been drawn up in accordance with the provisions of the Public Sector (Governance) Act, the Singapore Examinations and Assessment Board Act, Chapter 299A and Statutory Board Financial Reporting Standards in Singapore (“SB-FRS”), including Interpretations of SB-FRS (“INT SB-FRS”) and Guidance Notes. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollar (\$), which is the Board’s functional currency.

### 2 Summary of significant accounting policies (continued)

#### 2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Board has adopted all the new and amended standards which are relevant to the Board and are effective for annual financial periods beginning on or after 1 April 2021. The adoption of these standards did not have any material effect on the financial performance or position of the Board.

#### 2.3 Standards issued but not yet effective

The Board has not adopted the following standards applicable to the Board that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to SB-FRS 16 <i>Property, Plant and Equipment</i> : Proceeds before Intended Use	1 January 2022
Annual Improvements to SB-FRSs 2018-2020	1 January 2022
Amendments to SB-FRS 1 <i>Presentation of Financial Statements</i> : Classification of Liabilities as Current or Non-current	1 January 2023
Amendments to SB-FRS 1 <i>Presentation of Financial Statements</i> and SB-FRS Practice Statement 2: Disclosure of Accounting Policies	1 January 2023
Amendments to SB-FRS 8 <i>Accounting Policies, Changes in Accounting Estimates and Errors</i> : Definition of Accounting Estimates	1 January 2023

The management expect that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

#### 2.4 Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Board and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting period are recognised in profit or loss.

#### 2.5 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

**2 Summary of significant accounting policies (continued)**

**2.5 Property, plant and equipment (continued)**

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

	<u>Useful lives</u>
Office building	50 years
Renovation	3 years
Mechanical and electrical equipment	5 years
Furniture and fittings	5 years
Office equipment	5 years
Computer hardware	3-5 years
Audio visual equipment	5 years

Development project-in-progress is not depreciated until assets are completed and ready for use.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual values, useful lives, and depreciation method are reviewed at the end of each reporting period, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of assets is included in the profit or loss in the year the asset is derecognised.

**2.6 Intangible assets**

Costs directly attributable to the development of computer and system software are capitalised as intangible assets only when technical feasibility of the project is demonstrated, the Board has an intention and ability to complete and use the software and the costs can be measured reliably. Such costs include purchases of materials and services.

After initial recognition, an intangible asset with finite useful life is carried at cost less any accumulated amortisation and accumulated impairment losses.

An intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of an intangible asset is measured as the difference between the net disposal proceeds and the carrying amounts of the assets and is recognised in profit and loss when the asset is derecognised.

The amortisable amount of an intangible asset with finite useful life is allocated on a systematic basis over the best estimate of its useful life from the point at which the asset is ready for use.

The useful lives of the computer and system software is 3 to 5 years.

**2.7 Impairment of non-financial assets**

The Board assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Board makes an estimate of the asset's recoverable amount.

**2 Summary of significant accounting policies (continued)**

**2.7 Impairment of non-financial assets (continued)**

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

**2.8 Financial instruments**

**(a) Financial assets**

**Initial recognition and measurement**

Financial assets are recognised when, and only when the Board becomes party to the contractual provisions of the instruments.

At initial recognition, the Board measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Board expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

**Subsequent measurement**

*Investments in debt instruments*

Subsequent measurement of debt instruments depends on the Board's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income (FVOCI) and FVPL.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

**2 Summary of significant accounting policies (continued)**

**2.8 Financial instruments (continued)**

**(a) Financial assets (continued)**

**Derecognition**

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

**(b) Financial liabilities**

**Initial recognition and measurement**

Financial liabilities are recognised when, and only when, the Board becomes a party to the contractual provisions of the financial instrument. The Board determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVPL, transaction costs that are directly attributable to the acquisition or issue of the financial liabilities.

**Subsequent measurement**

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

**Derecognition**

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

**2.9 Impairment of financial assets**

The Board recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Board expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

**2 Summary of significant accounting policies (continued)**

**2.9 Impairment of financial assets (continued)**

For trade receivables, the Board applies a simplified approach in calculating ECLs. Therefore, the Board does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Board has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors' ability to pay.

The Board considers a financial asset in default when contractual payments are 30 days past due. However, in certain cases, the Board may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Board. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

**2.10 Cash and cash equivalents**

Cash and cash equivalents comprise cash at bank, cash held under Centralised Liquidity Management ("CLM") scheme and cash balances with the Accountant-General's Department which are subject to an insignificant risk of change in value.

**2.11 Provisions**

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

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

**2.12 Contract balances**

**Contract liabilities**

A contract liability represents payments received from school candidates and private candidates before the performance obligations are satisfied.

**2.13 Leases**

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

**As lessee**

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



**2 Summary of significant accounting policies (continued)**

**2.13 Leases (continued)**

**As lessee (continued)**

**Right-of-use assets**

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

	<u>Useful lives</u>
Right-of-use asset – land and building	Over the lease period 177 months

If ownership of the leased asset transfers to the Board at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.7. The Board's right-of-use assets are presented within property, plant and equipment (Note 4).

**Lease liabilities**

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

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

The Board's lease liabilities are disclosed in Note 14.

**Leases of low-value assets**

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

**2 Summary of significant accounting policies (continued)**

**2.14 Grants**

Grants from the Government and other government agencies ("Government grants") are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Board will comply with all the attached conditions.

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

Government grants and contributions from other parties utilised for the purchase or construction of property, plant and equipment are taken to the deferred capital grants account. These grants and contributions are transferred from grants received in advance when the capital expenditure is incurred and all conditions attached to the grants are complied. Such grants are taken to the deferred capital grants upon utilisation of the grants if the assets are capitalised or to the statement of comprehensive income if the assets are written off in the year of purchase.

Non-monetary grants related to assets are taken at their fair values to the deferred capital grants account.

Deferred capital grants are recognised in the profit or loss over the periods necessary to match the depreciation of the assets purchased or received with the related grants. On disposal of the property, plant and equipment, the balance of the related grants is taken to the profit or loss to match the net book value of the property, plant and equipment disposed.

Grants and contributions received for the purchase or construction of property, plant and equipment but which are not yet utilised are taken to the capital grants received in advance account.

Operating grants whose purpose is to meet the current financial year's operating expenses are recognised as income in the same financial year.

**2.15 Revenue**

Revenue is measured based on the consideration to which the Board expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Board satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

**Examination fee**

The Board collects examination fee of the national exams from the School Candidates and Private Candidates. Examination fee is recognised as revenue in the year the national exams are conducted.

**2 Summary of significant accounting policies (continued)**

**2.16 Employee benefits**

**Short-term benefits**

Salaries and bonuses are recognised when the services giving rise to the payment obligation have been satisfactorily rendered by the employees.

**Defined contribution plans**

The Board contributes to the Central Provident Fund ("CPF"), a defined contribution plan regulated and managed by the Government of Singapore, which is applicable to the majority of the employees. The contributions to CPF are charged to the profit or loss in the period in which the related service is performed.

**Employee leave entitlements**

Employee entitlements to annual leave are recognised when they accrue to employees. Accrual is made for the unconsumed leave as a result of services rendered by employees up to the end of the reporting period.

**Defined benefit plans**

The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation (derived using a discount rate) at the end of the reporting period.

The cost of providing benefits under the defined benefit plans is determined separately for each plan using the projected unit credit method.

Defined benefit costs comprise the following:

- Service cost
- Net interest expense on the defined benefit liability
- Re-measurements of defined benefit obligations

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognised as expense in profit or loss. Past service costs are recognised when plan amendment or curtailment occurs.

Net interest expense on the defined benefit liability is the change during the period in the defined benefit liability that arises from the passage of time which is determined by applying the discount rate to the defined benefit liability. Interest on the defined benefit liability is recognised as expense or income in profit or loss.

Re-measurements comprising actuarial gains and losses are recognised immediately in other comprehensive income in the period in which they arise. Re-measurements are recognised in other reserve within equity and are not reclassified to profit or loss in subsequent periods.

**Key management personnel**

Key management personnel of the Board are those persons having the authority and responsibility for planning, directing and controlling the activities of the Board. The Chief Executive and Directors are considered key management personnel.

**2.17 Borrowing cost**

All borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss in the period in which they are incurred.

**2 Summary of significant accounting policies (continued)**

**2.18 Goods and Services tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST except:

- (a) where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expenses item as applicable; and
- (b) receivables and payables that are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

**2.19 Related parties**

The Board is established as a statutory board and is an entity related to the Government of Singapore. The Board's related parties refer to Government-related entities including Ministries, Organs of State and other Statutory Boards. The Board applies the exemptions in Paragraph 25 of SB-FRS 24 Related Party Disclosure, and required disclosures are limited to the following information to enable users of the Board's financial statements to understand the effect of related party transactions on the financial statements:

- (a) the nature and amount of each individually significant transaction with Ministries, Organs of State and other Statutory Boards; and
- (b) for other transactions with Ministries, Organs of State and other Statutory Boards that are collectively but not individually significant, a qualitative or quantitative indication of their extent.

**3 Significant accounting estimates and judgements**

The preparation of the Board's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

**3.1 Judgements made in applying accounting policies**

**Determination of functional currency**

In determining the functional currency of the Board, judgement is used by the Board to determine the currency of the primary economic environment in which the Board operates. Consideration factors include the currency that mainly influences sales prices of goods and services and the currency of the country whose competitive forces and regulations mainly determines the sales prices of its goods and services.

**3.2 Key sources of estimation uncertainty**

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Board based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future development, however, may change due to market changes or circumstances arising beyond the control of the Board. Such changes are reflected in the assumptions when they occur.

**3 Significant accounting estimates and judgements (continued)**

**3.2 Key sources of estimation uncertainty (continued)**

**a. Useful lives of property, plant and equipment**

The Board depreciates the property, plant and equipment over their estimated useful lives after taking into account of their estimated residual values. The estimated useful life reflects management's estimate of the period that the Board intends to derive future economic benefits from the use of the Board's property, plant and equipment. The residual value reflects management's estimated amount that the Board would currently obtain from the disposal of the asset, after deducting the estimated costs of disposal, as if the asset was already of the age and in the condition expected at the end of its useful life. Changes in the expected level of usage and technological developments could affect the economics, useful lives and the residual values of these assets which could then consequentially impact future depreciation charges. The carrying amount of the Board's property, plant and equipment as at 31 March 2022 was \$79,594,840 (2021: \$86,298,173).

**b. Provision for expected credit losses of trade receivables**

The Board uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Board's historical observed default rates. The Board will calibrate the matrix to adjust historical credit loss experience with forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Board's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

The carrying amount of the Board's trade receivables as at 31 March 2022 was \$21,285 (2021: \$102,081).

**c. Provision for expected credit losses of other receivables (non-trade)**

Management determines whether there is significant increase in credit risk of these other receivables (non-trade) amounts since initial recognition. Management considers various areas like credit risk profile as well as historical payment trend. There is no significant increase in credit risk as at 31 March 2022. The carrying amount of the Board's other receivables (non-trade) as at 31 March 2022 is \$1,905,730 (2021: \$720,287).

**3 Significant accounting estimates and judgements (continued)**

**3.2 Key sources of estimation uncertainty (continued)**

**d. Obligations in respect of pension scheme**

The cost of defined benefit pension plans as well as the present value of the pension obligation are determined using actuarial valuations. The actuarial valuation involves making various assumptions. These include the determination of the discount rates and mortality rates. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, defined benefit obligations are highly sensitive to changes in these assumptions. All assumptions are reviewed on a yearly basis. The Board's defined benefit pension liability as at 31 March 2022 is \$3,233,756 (2021: \$3,496,084).

In determining the appropriate discount rate, management considers the market yields on government bond as Singapore is not considered to be a country with deep corporate bond market.

The mortality rate is based on publicly available mortality tables for Singapore.

Further details about the assumptions used are disclosed in Note 10.

**e. Leases – estimating the incremental borrowing rate**

The Board cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate to measure lease liabilities. The incremental borrowing rate is the rate of interest that the Board would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The incremental borrowing rate therefore reflects what the Board 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Board estimates the incremental borrowing rate using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

**Singapore Examinations and Assessment Board**  
**Notes to the financial statements for the financial year ended 31 March 2022**

4	Property, plant and equipment	Office Building		Renovation		Mechanical and electrical equipment		Furniture and fittings		Office equipment		Computer hardware		Audio visual equipment		Development project-in-progress		Right-of-use assets – Land and building		Total	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Cost																				
	At 1 April 2020	56,022,994	2,202,406	6,408,880	24,917	2,165,203	2,289,975	376,416	2,330,416	29,249,961	101,071,168										
	Additions	-	-	-	-	-	22,883	-	4,694,300	-	4,717,183										
	Reclassifications	(5,114,233)	352,101	4,581,074	93,541	5,970	533,516	1,757,384	(2,209,353)	-	-										
	Disposals	-	(2,202,406)	(996,880)	(23,881)	(998,428)	(2,132,317)	(337,941)	-	-	-										
	At 31 March 2021	50,908,761	352,101	9,993,074	94,577	1,172,745	714,057	1,795,859	4,815,363	25,104,409	94,950,946										
	Additions	-	-	-	-	-	-	-	13,931,816	-	13,931,816										
	Adjustments	-	(4,621)	-	-	-	-	-	(27,080)	-	(31,701)										
	Reclassifications	1,322,376	-	-	-	-	-	-	(16,488,667)	-	(15,166,291)										
	Disposals	-	-	-	(1,036)	(21,170)	-	-	-	-	(22,206)										
	<b>At 31 March 2022</b>	<b>52,231,137</b>	<b>347,480</b>	<b>9,993,074</b>	<b>93,541</b>	<b>1,151,575</b>	<b>714,057</b>	<b>1,795,859</b>	<b>2,231,432</b>	<b>25,104,409</b>	<b>93,662,564</b>										
	Accumulated depreciation																				
	At 1 April 2020	186,743	2,039,036	881,014	24,917	1,837,510	1,909,140	287,845	5,528,658	12,694,863											
	Depreciation	1,001,128	78,245	2,151,317	21,826	100,831	153,784	410,249	2,020,882	5,938,262											
	Disposals	-	(2,039,036)	(700,614)	(23,881)	(996,446)	(1,825,260)	(249,563)	-	(4,145,552)	(9,980,352)										
	At 31 March 2021	1,187,871	78,245	2,331,717	22,862	941,895	237,664	448,531	3,403,988	8,652,773											
	Depreciation	1,020,475	114,800	1,998,615	18,708	95,431	135,658	351,476	1,701,994	5,437,157											
	Disposals	-	-	-	(1,036)	(21,170)	-	-	-	-	(22,206)										
	<b>At 31 March 2022</b>	<b>2,208,346</b>	<b>193,045</b>	<b>4,330,332</b>	<b>40,534</b>	<b>1,016,156</b>	<b>373,322</b>	<b>800,007</b>	<b>5,105,982</b>	<b>14,067,724</b>											
	Net carrying amount																				
	At 31 March 2021	49,720,890	273,856	7,661,357	71,715	230,850	476,393	1,347,328	4,815,363	21,700,421	86,298,173										
	<b>At 31 March 2022</b>	<b>50,022,791</b>	<b>154,435</b>	<b>5,662,742</b>	<b>53,007</b>	<b>135,419</b>	<b>340,735</b>	<b>995,852</b>	<b>2,231,432</b>	<b>19,998,427</b>	<b>79,594,840</b>										

During the year, the cash outflow of acquisition of property, plant and equipment amounting to \$3,160,207 (2021: \$4,717,183). Right-of-use assets acquired under leasing arrangements are presented as above. Details of such leased assets are disclosed in Note 23.

**Singapore Examinations and Assessment Board**  
**Notes to the financial statements for the financial year ended 31 March 2022**

**5 Intangible assets**

	Computer and system software
	\$
<b>Cost:</b>	
At 1 April 2020	21,031,299
Disposals	(877,084)
At 31 March 2021	20,154,215
Additions	3,620,605
Written off	(9,703,713)
Transfer from property, plant and equipment – Development project-in-progress (Note 4)	15,166,291
<b>At 31 March 2022</b>	<b>29,237,398</b>
<b>Accumulated amortisation</b>	
At 1 April 2020	16,005,261
Amortisation	1,566,976
Disposals	(877,084)
At 31 March 2021	16,695,153
Amortisation	4,278,039
Written off	(9,703,713)
<b>At 31 March 2022</b>	<b>11,269,479</b>
<b>Net carrying amount:</b>	
At 31 March 2021	3,459,062
<b>At 31 March 2022</b>	<b>17,967,919</b>

**6 Trade and other receivables**

	2022	2021
	\$	\$
Non-current:		
Other receivable – Staff loan	24,693	69,093
Current:		
Trade receivables:		
- Third parties	3,657	25,925
- Related party	17,628	76,156
	21,285	102,081
Fixed deposit interest receivables	126,347	76,962
Staff loan	44,400	44,400
Deposit	42,170	29,200
Other receivable – Ministry of Education	842,814	492,107
Other receivables	825,306	8,525
	1,902,322	753,275
	1,927,015	822,368

Trade receivables are unsecured, non-interest bearing and are generally settled on 30 days (2021: 30 days) terms.

There is no other class of financial assets that is past due and/or impaired except for trade receivables.

**6 Trade and other receivables (continued)**

Staff loan bears interest at 10% (2021:10%) per annum and is repayable in October 2023.

Trade and other receivables are denominated in Singapore Dollar.

Receivables that were past due but not impaired

The Board had trade receivables amounting to \$4,723 (2021: \$2,848) that were past due at the reporting date but not impaired. These receivables were unsecured and the analysis of their aging at the reporting date was as follows:

	2022	2021
	\$	\$
Trade receivables past due but not impaired:		
More than 30 days	-	-
More than 60 days	-	1,596
More than 90 days	4,723	1,252
	<b>4,723</b>	<b>2,848</b>

Expected credit losses ("ECL")

There are no provision for expected credit loss of trade receivables computed based on lifetime ECL.

**7 Grant receivable from Government**

	2021	2021
	\$	\$
Non-current:		
Grant receivable from Government	6,332,853	890,363
Current:		
Grant receivable from Government	7,260,648	978,122
	<b>13,593,501</b>	<b>1,868,485</b>

Grant receivable from Government comprise development grant receivable by Singapore Examinations and Assessment Board.

The non-current grant receivable from Government is unsecured, interest free and not expected to be received within the next 12 months after the reporting date.

The current grant receivable from Government is unsecured, interest free and is repayable on demand.

Grant receivable from Government is denominated in Singapore Dollar.

**8 Cash and cash equivalents**

	2021	2021
	\$	\$
Cash with Accountant-General's Department ("AGD")	25,519,474	52,039,747
Cash held under Central Liquidity Management ("CLM") scheme	56,466,246	34,343,740
	<b>81,985,720</b>	<b>86,383,487</b>

**8 Cash and cash equivalents (continued)**

The cash placed with AGD does not earn any interest. The cash placed under the CLM scheme is based on the directive as set out in the Accountant-General Circular's No. 4/2009. These are short term deposits earning interest ranging from 0.29% to 0.41% (2021 – 0.28% to 1.52%) per annum.

Cash and cash equivalents are denominated in Singapore Dollar.

**9 Capital account**

	No. of shares		Amount	
	2022	2021	2022	2021
			\$	\$
<b>Issued and paid up</b>				
At 1 April	54,902,822	52,850,920	54,902,822	52,850,920
Issue of ordinary shares	5,072,058	2,051,902	5,072,058	2,051,902
At 31 March	<b>59,974,880</b>	<b>54,902,822</b>	<b>59,974,880</b>	<b>54,902,822</b>

The capital account represents capital injections by the Minister for Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act (Cap. 183), in its capacity as shareholder under the debt-equity framework for statutory boards, implemented with effect from 1 September 2004. Under this framework, capital projects will be partially funded by the Minister for Finance as equity injection, and the remaining through loans or general funds of the Board. During the current financial year, the Board has issued 5,072,058 (2021: 2,051,902) shares of one dollar each to the Minister for Finance.

Ministry for Finance is entitled to receive dividends annually, computed based on the cost of equity applied to the Board's equity base and it is capped at statutory board's annual accounting surplus. The shares carry neither rights nor par value.

**10 Obligations in respect of pension scheme**

The Board operates an unfunded defined benefit plan for certain officers of the Board and they are entitled to benefits under the provisions of the Pensions Act, Chapter 225 in respect of their services with the Board.

The valuation of the defined benefit obligations was carried out as at 31 March 2022 by Milliman Private Limited. The valuation report also disclosed the estimated defined benefit costs, i.e. current service cost and interest expense to be recognised in the statement of comprehensive income for financial year ended/ending 31 March 2022 and 31 March 2023. The present value of the defined benefit obligation and the related current service cost were measured, using the projected unit credit cost method.

**10 Obligations in respect of pension scheme (continued)**

The principal assumptions used in respect of the Board's obligations in respect of the pension scheme were as follows:

	2022	2021
	%	%
Discount rate	2.4	1.9
Expected rate of salary increases	-	-
Resignation rate	Nil	Nil

The discount rate is based on the imputed 12-year Singapore Government Security (SGS) benchmark yields, where SGS benchmark yields at 10-year and 15-year terms were intrapolated and rounded to 10 basis point. This implies a discount rate of 2.4% per annum for 12 year term.

There was no allowance made for pensions to increase in the future other than due to restorations for those who had partially commuted their pensions at retirement. The retirement age is assumed to be 60 and average attained age is 66.9 years. The mortality rates are extracted from the mortality table extracted from Singapore Insured Lives 2004-2008.

Amounts recognised in statement of comprehensive income in respect of these defined benefit plans are as follows:

	2022	2021
	\$	\$
Service cost:-		
Current service cost	-	26,339
Net interest expense	65,024	78,672
Components of defined benefit costs included in Staff Costs (Note 19)	65,024	105,011

Changes in the present value of the defined benefit obligation are as follows:

	2022	2021
	\$	\$
Balance at 1 April	3,496,084	3,572,093
Current service cost	-	26,339
Net interest expense	65,024	78,672
Re-measurements recognised in other comprehensive income:		
- Due to changes in demographic assumptions	(179,263)	151,798
Benefits paid	(148,089)	(332,818)
Balance at 31 March	3,233,756	3,496,084
	2022	2021
	\$	\$
Non-current	3,085,667	3,163,266
Current	148,089	332,818
Balance at 31 March	3,233,756	3,496,084

Significant actuarial assumptions for the determination of the defined obligation are discount rate and mortality. The sensitivity analyses below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all of the other assumptions constant.

**10 Obligations in respect of pension scheme (continued)**

- If the discount rate is 50 basis points higher/(lower), the defined benefit obligation would decrease by \$183,774/(increase by \$201,279) (2021: decrease by \$212,129/(increase by \$233,443)).
- If the life expectancy increases/(decreases) by one year for both men and women, the defined benefit obligation would increase by \$105,377/(decrease by \$107,394) (2021: increase by \$116,659/(decrease by \$118,777)).

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the statement of financial position.

Defined benefit obligation liabilities are denominated in Singapore Dollar.

**11 Deferred income**

	2022	2021
	\$	\$
Non-current:		
Recovery of scholarship fee from an employee	24,693	69,093
Current:		
Recovery of scholarship fee from an employee	44,400	44,400
	69,093	113,493

**12 Trade and other payables**

	2022	2021
	\$	\$
Trade payables – third parties	1,379,017	1,561,284
Provision for bonus	1,365,165	1,375,605
Accrued expenses	5,808,896	2,020,683
Provision for unutilised leave	1,987,020	1,549,533
Deposit received	34,705	60,105
Other payables	3,867,409	41,628
GST payables	49,259	137,808
	14,491,471	6,746,646

Trade payables are normally settled on 30 to 90 days (2021: 30 to 90 days) terms.

**Singapore Examinations and Assessment Board**  
**Notes to the financial statements for the financial year ended 31 March 2022**

**12 Trade and other payables (continued)**

Trade and other payables are denominated in the following currencies:

	<u>2022</u>	<u>2021</u>
	\$	\$
Singapore Dollar	12,454,122	4,918,167
Great Britain Pound	2,037,349	1,828,479
	<u>14,491,471</u>	<u>6,746,646</u>

**13 Contract liabilities**

The Board receives examination fees in advance for examinations that are to be conducted by the Board in future reporting periods. Examination fees received in advance are recognised as revenue in the statement of comprehensive income over the relevant reporting periods only when the examinations are conducted and the services are rendered.

	<u>2022</u>	<u>2021</u>
	\$	\$
Trade receivables (Note 6)	21,285	102,081
Contract liabilities	<u>291,966</u>	<u>1,338,635</u>

Set out below is the amount of revenue recognised from:

	<u>2022</u>	<u>2021</u>
	\$	\$
Amounts included in contract liabilities at the beginning of the year	1,338,635	1,410,091
Performance obligations satisfied in previous years	<u>8,735,336</u>	<u>9,170,997</u>

**14 Lease liabilities**

	<u>2022</u>	<u>2021</u>
	\$	\$
Current	1,502,556	1,458,058
Non-current		
2 – 5 years	6,482,993	7,985,549
More than 5 years	12,872,949	12,872,949
	<u>19,355,942</u>	<u>20,858,498</u>
	<u>20,858,498</u>	<u>22,316,556</u>

**Singapore Examinations and Assessment Board**  
**Notes to the financial statements for the financial year ended 31 March 2022**

**14 Lease liabilities (continued)**

A reconciliation of liabilities arising from financing activities is as follows:

	<u>1 April</u>	<u>Principal and interest payment</u>	<u>Non-cash changes</u>		<u>31 March</u>
			<u>Accretion of interests</u>	<u>Other</u>	
	\$	\$	\$	\$	\$
<b>2022</b>					
<u>Lease liabilities</u>					
- Current	1,458,058	(2,109,780)	651,722	1,502,556	1,502,556
- Non-current	20,858,498	-	-	(1,502,556)	19,355,942
	<u>22,316,556</u>	<u>(2,109,780)</u>	<u>651,722</u>	<u>-</u>	<u>20,858,498</u>
<b>2021</b>					
<u>Lease liabilities</u>					
- Current	1,742,857	(2,439,309)	696,452	1,458,058	1,458,058
- Non-current	22,316,556	-	-	(1,458,058)	20,858,498
	<u>24,059,413</u>	<u>(2,439,309)</u>	<u>696,452</u>	<u>-</u>	<u>22,316,556</u>

Lease liabilities are denominated in Singapore Dollar.

**15 Grants received in advance from Government**

	<u>Operating grant</u>	<u>Development grant</u>	<u>Total</u>
	\$	\$	\$
<b>At 1 April 2020</b>	-	567,778	567,778
Grants received during the financial year	79,646,901	3,287,028	82,933,929
Transfer to deferred capital grant (Note 16)	-	(3,287,028)	(3,287,028)
Transfer from development grant	564,952	-	564,952
Transfer to operating grant	-	(564,952)	(564,952)
Transfer to statement of comprehensive income	(80,211,853)	-	(80,211,853)
<b>As at 31 March 2021 and 1 April 2021</b>	-	2,826	2,826
Grants received during the financial year	82,003,270	15,233,449	97,236,719
Transfer to deferred capital grant (Note 16)	-	(15,233,449)	(15,233,449)
Transfer from development grant	1,304	-	1,304
Transfer to operating grant	-	(1,304)	(1,304)
Debt funding	(1,212,142)	-	(1,212,142)
Transfer to statement of comprehensive income	(80,792,432)	-	(80,792,432)
<b>As at 31 March 2022</b>	-	1,522	1,522

The total operating grants received/receivables less transferred to deferred capital grants since inception of the Board are \$866,218,686 (2021: \$784,215,416).

**Singapore Examinations and Assessment Board**  
**Notes to the financial statements for the financial year ended 31 March 2022**

**16 Deferred capital grants**

	2022	2021
	\$	\$
At 1 April	31,419,739	31,116,341
Amount transferred from development grant (Note 15)	15,233,449	3,287,028
Less: Amortisation of deferred capital grants	(4,452,288)	(2,983,630)
At 31 March	<b>42,200,900</b>	31,419,739
	2022	2021
	\$	\$
Current	4,915,995	1,858,970
Non-current	37,284,905	29,560,769
Balance at 31 March	<b>42,200,900</b>	31,419,739

**17 Provision for contribution to Consolidated Fund**

Under Section 13(1)(c) and the First Schedule of the Singapore Income Tax Act, Chapter 134, the income of the Board is exempt from income tax.

In lieu of income tax, the Board is required to make contribution to the Government Consolidated Fund if it generates accounting surpluses in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act (Chapter 319A). The contribution rate and the framework governing such contributions are determined by the Ministry of Finance.

The contribution is based on 17% (2021: 17%) of the surplus for the financial year.

	2022	2021
	\$	\$
At 1 April	744,508	383,523
Payment during the year	(744,508)	(383,523)
Provision for the financial year	-	744,508
At 31 March	-	744,508

**18 Other operating income**

	2022	2021
	\$	\$
Training fees	848,200	358,420
International examinations	137,900	305,570
Miscellaneous income	165,575	175,431
Royalties income	177,913	163,724
Appeal for result fee	184,800	156,430
Professional fees	149,002	137,000
Exchange gain (net)	585,806	62,322
Parking fee	50,309	52,760
Statement of results	9,955	34,824
Accruals written off	3,922	7,457
	<b>2,313,382</b>	1,453,938

**Singapore Examinations and Assessment Board**  
**Notes to the financial statements for the financial year ended 31 March 2022**

**19 Staff costs**

	2022	2021
	\$	\$
<b>Key management personnel</b>		
Salaries and related costs	2,314,199	2,106,008
CPF contributions	118,643	114,223
	<b>2,432,842</b>	2,220,231
<b>Other than key management personnel</b>		
Salaries and related costs	24,631,283	21,833,537
CPF contributions	2,901,794	2,627,288
Pension benefits (Note 10)	65,024	105,011
	<b>27,598,101</b>	24,565,836
	<b>30,030,943</b>	26,786,067

**20 Other operating expenses**

	2022	2021
	\$	\$
Maintenance of office premises and information systems	15,318,394	13,983,113
Examinations administrative expenses	11,305,910	11,429,283
Professional fee	5,131,892	4,821,857
Irrecoverable GST	2,658,576	2,029,645
General and administrative expenses	1,419,525	1,253,778
Loss on disposal of property, plant and equipment	-	856,683
Development expenditures	4,321	664,380
Operating leases expenses (Note 23)	473,503	560,893
Royalties	178,444	163,348
Bad debts written off – trade receivables	-	2,460
	<b>36,490,565</b>	35,765,440

Included in general and administrative expenses are:

	2022	2021
	\$	\$
Board members' allowance	95,625	95,625

**21 Finance cost**

This is relating to the interest expense on lease liabilities (Note 14).

**22 Dividends**

	2022	2021
	\$	\$
Dividend declared and paid during the year		
Dividends paid in respect of current financial year of 0.0606 cents (2021: 0.0341 cents) per share	3,635,000	1,873,000



**23 Leases**

**Board as a lessee**

The Board has lease contracts for its land and building. The Board's obligations under these leases are secured by the lessor's title to the leased assets. The Board is restricted from assigning and subleasing the leased assets. The Board also has certain leases of office equipment with low value. The Board applies the "leases of low-value assets" recognition exemptions for these leases.

**(a) Carrying amounts of right-of-use assets classified within property, plant and equipment**

	<b>Right-of-use asset- land and building</b>
	<b>\$</b>
At 1 April 2020	<b>23,721,303</b>
Depreciation	<b>(2,020,882)</b>
At 31 March 2021	<b>21,700,421</b>
Depreciation	<b>(1,701,994)</b>
At 31 March 2022	<b>19,998,427</b>

**(b) Lease liabilities**

The carrying amounts of lease liabilities and the movements during the year are disclosed in Note 14 and the maturity analysis of lease liabilities is disclosed in Note 28.3 under liquidity risk.

**(c) Amount recognised in profit or loss**

	<b>2022</b>	<b>2021</b>
	<b>\$</b>	<b>\$</b>
Depreciation of right-of-use assets (Note 4)	<b>1,701,994</b>	2,020,882
Interest expense on lease liabilities (Note 21)	<b>651,722</b>	696,452
Lease expense not capitalised in lease liabilities:		
Expenses relating to – low value assets (included in other operating expenses) (Note 20)	<b>473,503</b>	560,893
<b>Total amount recognised in profit or loss</b>	<b>2,827,219</b>	3,278,227

**(d) Total cash outflows**

The Board had total cash outflows for leases of \$2,583,283 in 2022 (2021: \$3,000,202).

**24 Commitments**

**24.1 Capital commitments**

Capital expenditure contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

	<b>2022</b>	<b>2021</b>
	<b>\$</b>	<b>\$</b>
Amounts approved and contracted for in respect of future capital expenditure but not provided for	<b>14,730,863</b>	19,618,183

**24 Commitments (continued)**

**24.2 Other commitments**

The Board is given the flexibility to lease for the use of computer equipment under Government Technology Agency's PC Bulk Tender with no purchase options. The lease will be treated as operating lease and the Board will pay a monthly fee for the use of those equipment. All other IT services will be subscribed via other Government Technology Agency's bulk tenders under the "Whole of Government ICT Infrastructure" arrangement.

As at 31 March 2022, the Board also entered into contracts with vendors to provide integrated facilities management services for a contracted sum of \$4,740,684 and security services for a contracted sum of \$1,710,000.

Expenditure contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

	<b>2022</b>	<b>2021</b>
	<b>\$</b>	<b>\$</b>
Amounts approved and contracted for in respect of future other expenditure but not provided for	<b>7,300,754</b>	5,638,164

**25 Contingent assets**

**Performance guarantee**

As at the reporting date, the Board has banker's guarantee which have not been provided for in the financial statements.

	<b>2022</b>	<b>2021</b>
	<b>\$</b>	<b>\$</b>
Banker's guarantee	1,796,750	1,189,386

The banker's guarantee relates to the guarantee issued from bank on behalf on the vendor in supplying the services to the Board.

The financial effects of SB-FRS109 relating to financial guarantee contracts issued by the Bank is not material to the financial statements and are therefore not recognised.

No material losses under these guarantees are expected.

**26 Significant related party transactions**

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

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

**26 Significant related party transactions (continued)**

***Transactions with government-related entities***

The Singapore Government has control over the Board, as well as Ministries, Organs of States and other Statutory Boards.

***Collectively, but not individually significant transactions***

The Board is a Statutory Board under the Ministry of Education ("MOE"). The Board charges fees for the services provided. Collectively, income generated from the fees received from and provision of training and other services to Ministries, Organs of States and other Statutory Boards constitutes 9% (2021 – 4%) of the total operating income. Purchase of supplies and services from Ministries, Organs of States and other Statutory Boards constitutes 8% (2021 – 10%) of the total operating expenditure.

These transactions are conducted in the ordinary course of the Board's business on terms comparable to those with other entities that are not government-related.

***Nature and amount of individually significant transactions***

The Board receives operating grants from the MOE, which is subject to yearly approval. Operating grants from the MOE recognised in the statement of comprehensive income during the year and grants received in advance from MOE are disclosed in Note 15 to the financial statements.

**27 Fair values of assets and liabilities**

***Assets and liabilities not measured at fair value***

***Other receivables, cash and cash equivalents and other payables***

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

***Trade receivables and trade payables***

The carrying amounts of these receivables and payables approximate their fair values as they are subject to normal trade credit terms.

***Lease liabilities***

The carrying amounts of these balances approximate their fair values as they are subject to interest rates close to market rate of interests for similar arrangements with financial institutions.

**28 Financial risk management objectives and policies**

The Board's financial risk management policies set out their overall strategies and its risk management philosophy. The Board are exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks included credit risk, market risk (including interest rate risk and foreign currency risk) and liquidity risk.

The Board's overall risk management programme focuses on the unpredictability of foreign exchange, particularly between SGD and GBP and seeks to minimise adverse effect from the unpredictability of currency fluctuation between the two currencies on the Board's financial performance.

The Board have written policies and guidelines, which set out its general risk management philosophy. The Board will continuously review its exposure to these financial risks and the manner in which it manages and measures the risk in line with the funding arrangement with MOE.

**28 Financial risk management objectives and policies (continued)**

**28.1 Credit risk**

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Board's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and cash equivalents and grant receivable from Government), the Board minimise credit risk by dealing exclusively with reputable financial institutions and with the Accountant-General's Department and MOE.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

The carrying amounts of trade and other receivables, grant receivable from Government and cash and cash equivalents, represent the Board's maximum exposure to credit risk. No other financial assets carrying significant exposures to credit risk except as disclosed above.

The Board has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received.

**Financial assets that are neither past due nor impaired**

Trade and other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Board. Cash and short-term deposits that are neither past due nor impaired are placed with or entered into with reputable financial institutions with high credit ratings and no history of default.

Based on historical default rates, the Board believe that no impairment allowance is necessary in respect of trade receivables not past due or past due but not impaired. These receivables are mainly arising by customers that have a good credit record with the Board.

**Excessive risk concentration**

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Board's performance to developments affecting a particular industry.

**Exposure to credit risk**

The Board has no significant concentration of credit risk in 2022 (2021: 1 debtor (39%)). The Board has credit policies and procedures in place to minimize and mitigate its credit risk exposure.

**28.2 Market risk**

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates will affect the Board's income. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

**Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of the Board's financial instruments will fluctuate because of changes in market interest rates. The Board's exposure to interest rate risk arises primarily to lease liabilities.

The Board does not expect any significant effect on the Board's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

28 Financial risk management objectives and policies (continued)

28.2 Market risk (continued)

Foreign currency risk

Foreign currency risk arises when future commercial transactions or recognised assets and liabilities are denominated in currencies other than the Board's functional currency. Currency risk arises mainly from payment due to an overseas examination board. As a result, the Board is exposed to movements in foreign currency exchange rates arising from normal trading transactions, primarily with respect to Great Britain Pound ("GBP"). As at the reporting date, the Board has trade and other payables that are denominated in GBP.

	Note	2022 \$	2021 \$
Trade and other payables	12	(2,037,349)	(1,828,479)
		<b>(2,037,349)</b>	<b>(1,828,479)</b>

Sensitivity analysis

A 7% (2021: 10%) strengthening of GBP against Singapore Dollar (SGD) would have increased the Board's deficit before contribution to consolidated fund by \$142,614 (2021: Decrease in surplus before contribution to consolidated fund by \$182,848). A 7% (2021: 10%) weakening of GBP against SGD would have had the equal but opposite effect on the deficit/surplus before contribution to consolidated fund. This analysis assumes that all other variables, in particular interest rate remains constant.

28.3 Liquidity risk

Liquidity risk refers to the risk that the Board will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Board's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Board's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities. The Board finances its working capital requirements through a combination of funds generated from operations and grant received from government. The management are satisfied that funds are available to finance the operations of the Board.

28 Financial risk management objectives and policies (continued)

28.3 Liquidity risk (continued)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Board's financial assets and liabilities at the reporting date based on contractual undiscounted repayment obligations.

	Carrying amount \$	Contractual cash flows \$	One year or less \$	Two to five years \$	More than five years \$
<b>2022</b>					
<b>Financial assets:</b>					
Trade and other receivables	1,927,015	1,927,015	1,902,322	24,693	-
Grant receivable from Government	13,593,501	13,593,501	7,260,648	6,332,853	-
Cash and cash equivalents	81,985,720	81,985,720	81,985,720	-	-
Total undiscounted financial assets	97,506,236	97,506,236	91,148,690	6,357,546	-
<b>Financial liabilities:</b>					
Obligations in respect of pension scheme	3,233,756	3,233,756	148,089	600,804	2,484,863
Trade and other payables	14,442,212	14,442,212	14,442,212	-	-
Lease liabilities	20,858,498	24,789,915	2,109,780	8,439,120	14,241,015
Total undiscounted financial liabilities	38,534,466	42,465,883	16,700,081	9,039,924	16,725,878
<b>Net undiscounted financial assets/(financial liabilities)</b>	<b>58,971,770</b>	<b>55,040,353</b>	<b>74,448,609</b>	<b>(2,682,378)</b>	<b>(16,725,878)</b>
<b>2021</b>					
<b>Financial assets:</b>					
Trade and other receivables	822,368	822,368	753,275	69,093	-
Grant receivable from Government	1,868,485	1,868,485	978,122	890,363	-
Cash and cash equivalents	86,383,487	86,383,487	86,383,487	-	-
Total undiscounted financial assets	89,074,340	89,074,340	88,114,884	959,456	-
<b>Financial liabilities:</b>					
Obligations in respect of pension scheme	3,496,084	3,496,084	145,976	614,261	2,735,847
Trade and other payables	6,608,838	6,608,838	6,608,838	-	-
Lease liabilities	22,316,556	26,899,695	2,109,780	10,548,900	14,241,015
Total undiscounted financial liabilities	32,421,478	37,004,617	8,864,594	11,163,161	16,976,862
<b>Net undiscounted financial assets/(financial liabilities)</b>	<b>56,652,862</b>	<b>52,069,723</b>	<b>79,250,290</b>	<b>(10,203,705)</b>	<b>(16,976,862)</b>

**29 Financial instruments by category**

At the reporting date, the aggregate carrying amounts of financial assets at amortised cost and financial liabilities at amortised cost were as follows:

	Note	2022 \$	2021 \$
<b>Financial assets measured at amortised cost:</b>			
Trade and other receivables	6	1,927,015	822,368
Grant receivable from Government	7	13,593,501	1,868,485
Cash and cash equivalents	8	81,985,720	86,383,487
		<b>97,506,236</b>	<b>89,074,340</b>
<b>Financial liabilities measured at amortised cost:</b>			
Obligations in respect of pension scheme	10	3,233,756	3,496,084
Trade and other payables	12	14,442,212	6,608,838
Lease liabilities	14	20,858,498	22,316,556
		<b>38,534,466</b>	<b>32,421,478</b>

**30 Capital management**

The Board's objectives when managing the funds are:

- (a) to safeguard the Board's ability to continue as a going concern;
- (b) to support the Board's stability and growth; and
- (c) to provide funds for the purpose of strengthening the Board's risk management capability.

The Board actively and regularly reviews and manages its capital structure to ensure optimal capital structure, taking into consideration the future capital requirements, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected investments in public sector capability development. The Board defines "capital" to include share capital and accumulated surplus.

No changes were made in the objectives, policies or processes during the financial years ended 31 March 2022 and 31 March 2021.

**31 Comparative information**

Change in classification

During 2022, the Board modified the classification of operating grants income to deferred capital grants amortised. Consequently, the comparative figures in the statement of comprehensive income were reclassified for consistency purposes.

	Before Reclassification 2021 \$	Reclassification made \$	After Reclassification 2021 \$
<b>Statement of comprehensive income</b>			
Operating grants	80,757,235	(545,382)	80,211,853
Deferred capital grants amortised	2,438,248	545,382	2,983,630

**32 Authorisation of financial statements for issue**

The financial statements for the financial year ended 31 March 2022 were authorised for issue by the Board on the date of the Statement by the Singapore Examinations and Assessment Board.



[www.seab.gov.sg](http://www.seab.gov.sg)