

INTEGRATED REPORT FY 2018/19

**DEVELOPING A
LEADING GLOBAL
ACCOUNTANCY HUB**



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VISION

Singapore: The Leading
Global Accountancy Hub

MISSION

We develop for Singapore a vibrant accountancy sector that enables the economy to grow, businesses to thrive and talent to flourish.

VALUES

- 1 Professional**
We respect and support each other, and work towards providing valuable insights for the sector.
- 2 Integrity**
We uphold honesty and fairness in all our activities to build trust and reliability within the organisation and with our stakeholders.
- 3 Collaborative**
We bring together diverse stakeholders in the Singapore accountancy sector and work with them to realise shared goals.
- 4 Relevant**
We contribute to the strategic direction and development of the Singapore accountancy sector, with a deep understanding of the needs and aspirations of all our stakeholders.



Message by the Chairman

Singapore's accountancy sector registered a record of \$2.34 billion in total market revenue for Accounting Entities (AEs), a 7.7% increase, according to AE Census 2018, the national accountancy census conducted by the Singapore Accountancy Commission. This compares well against the Singapore economy which grew 3.6% in the same year. There was also a larger expansion in the AE workforce which grew 3.6%, adding 700 jobs to bring the size of the workforce to about 18,900, compared with a growth of 2.5% and 450 new jobs in the previous year.

The sector is doing well and has the potential for further growth. As such, SAC launched the Accountancy Roadmap on 1 June 2018 to develop Singapore into a global market leader in high value and specialist services. This Roadmap supports the goals of the Industry Transformation Map (ITM) for Professional Services which was launched in January 2018 to develop Singapore into a globally-leading Professional Services hub. Accountancy is one of these Professional Services, together with Advertising, Consulting, Legal, Architecture and Engineering services. The Roadmap aims to develop the accountancy sector through four focus areas: re-skilling and upskilling; productivity; innovation; and internationalisation.

The 4th Industrial Revolution is upon us and thus, adopting technology is a national imperative to build a Digital Economy. There are many studies in the market that have attempted to project the number of jobs that will see machine replace man. While the projections vary, it remains that digitalisation will render some

job roles, in particular, mundane and repetitive tasks, redundant. Nonetheless, digitalisation has huge potential to transform the accountancy sector and provide the competitive edge to develop Singapore into a leading global accountancy hub.

The Accountancy Industry Digital Plan (IDP) was launched on 22 August 2019 for a digital transformation of the accountancy sector. The IDP will help Small and Medium-sized Practices (SMPs) adopt technology for greater productivity and competitiveness over the long-term. It will focus on three strategies: enhancing digital skills and knowledge; promoting the adoption of technology; and developing accounting technology and innovations.

The Accountancy IDP comprises the Digital Roadmap, a guide on digital solutions to adopt and training to undergo at every stage of an SMP's digital development. To support their development, the SMP Centre, a one-stop portal with information SMPs need on their digitalisation journey; and the Accounting Technology & Innovation Centre, set up to develop new accounting technologies and business models, were also launched.

The IDP will be expanded over time to include new initiatives. It was developed by SAC, the Institute of Singapore Chartered Accountants (ISCA) and the Infocomm Media Development Authority (IMDA); and it is part of IMDA's SMEs Go Digital Programme, designed to make it easier for small and medium-sized companies to adopt technology.

RE-SKILLING AND UPSKILLING

Developing accountancy talent for the future

Accounting roles that are simple and repetitive are currently being automated using Artificial Intelligence and cloud-based technology. However, whilst AI and machines may be better than humans in the repetitive tasks, they will never be able to replace human judgement. In this new era, the accounting function will evolve into one that adds greater value to a company by providing business strategy and professional insights. CFOs will need to be more than financial experts. They will be sought for their multidisciplinary skills to deliver change to the organisation to meet new challenges. They will be expected to provide high value-adding specialised services to drive growth for businesses. In short, they will become business leaders and trusted business advisors.

We saw a rise in demand for professional and business advisory services in the ASEAN and China markets in 2018 according to a study by the Association of Chartered Certified Accountants (ACCA) and SAC, launched in May 2018. Clients need advice on how to shape business strategies for growth.

The Singapore Chartered Accountant (CA) Qualification is designed to develop business leaders. Over the last FY, we saw increased interest in the programme with a 13% rise in registrations into the programme, bringing the total to 1,763 candidates. SAC had also introduced more digital platforms to help candidates be comfortable operating in a more digital environment. For example, the Singapore CA Qualification was the first in the region to move from the pen and paper mode of sitting for examinations to e-examinations involving the use of the Candidates' laptops, allowing them access to material and applications for open book exams.

A new portal for Singapore CA Qualification candidates was also launched on 8 August, a one-stop facility for candidate administration services such as registrations and enrolment for exams.

We also saw increased interest in the Chartered Valuer and Appraiser (CVA) programme, run by the Institute of Valuers and Appraisers, Singapore (IVAS), an institute under SAC. There were 105

enrolments into the programme in FY 2018/19, a 62% increase over the previous FY, bringing the total number of candidates to 276 since the launch of the programme in 2016.

With rising importance of Business Valuation in today's business environment, SAC signed a Memorandum of Understanding with Singapore Exchange Regulation (SGX RegCo) in January 2019 to share Business Valuation expertise. IVAS will provide Business Valuation advice to SGX RegCo on the compliance of valuation reports provided by listed companies. SAC will also work with SGX RegCo to set up standards for valuation and disclosures in the SGX Listing Rules.

In today's digital age, we see financial fraud increasing in complexity. To help mid-career Professionals, Managers, Executives and Technicians (PMETs) to re-skill and embark on new careers, SAC launched the Professional Conversion Programme for Financial Forensic Professionals in June 2018. This 10-month place-and-train programme will require the completion of the ISCA Financial Forensic Accounting Qualification and help meet the rising demand for financial forensic professionals.

PRODUCTIVITY AND INNOVATION

Digital transformation for a competitive edge

Companies need to sharpen their competitive edge if they want to capture more opportunities both locally and globally, and this can be achieved by raising their productivity using technology.

SAC launched the Digital Transformation for Accountancy (DTACT) programme in June 2018 to help SMPs adopt baseline technologies. DTACT is a \$2.4million fund that provides funding support of up to 70% for the first year of adoption of solutions in Practice Management, Tax, and Internal Audit, capped at \$30,000. The programme, funded by Enterprise Singapore, saw a good take-up

rate of 30 applications by 26 SMPs by the end of the FY.

To ignite the spirit of innovation among young talent, professionals and start-ups, SAC organised Singapore's first hackathon for the accountancy sector in June 2018 together with CPA Australia. Over three weeks, some 170 participants looked into solving key challenges faced by accounting firms. The winning team from Nanyang Technological University came up with a digital solution to automate manual vouching, a time-consuming process.

INTERNATIONALISATION

Developing accountancy services and professionals on an international level

Developing Singapore's accountancy services and professionals requires the participation and collaboration among all stakeholders, not just on the local level but with the international community.

IVAS and the International Valuation Standards Council (IVSC) organised the IVAS-IVSC Business Valuation Conference on 11 October 2018 which drew 355 delegates from 11 countries and a strong line-up of over 30 speakers to discuss the impact of emerging technologies on the valuation profession. IVAS and IVSC, a global standards setter, have worked closely since 2017 to co-organise this annual business valuation conference. This year, SAC had put up a bid to IVSC to hold their AGM in Singapore. We are happy that the bid was

successful and thus, the IVSC AGM will be held in Singapore in conjunction with the IVAS-IVSC Business Valuation Conference 2019 to be held in October. The AGM is expected to draw about 150 top business valuation professionals from around the world.

By the end of FY 2018/19, there were 164 Business Valuation professionals holding the Chartered Valuation and Appraiser (CVA) designation from 11 countries in the Asia Pacific region. To develop the international outlook of the programme further, IVAS plans to make the CVA examinations available in the region.

IN APPRECIATION

I would like to thank Ms Leong Wai Leng and Mr Quek Suan Kiat for their tremendous contributions to the development of the accountancy sector over their six-year service on the Board. They have seen the SAC through its early years and contributed significantly to the formulation of key strategies that have led us to our current success. I would also like to thank Mr Magesvaran Suranjan for his insights, gleaned from years of experience in key roles. I wish them well as they retire from the Board.

A warm welcome to Mr Mustaza Bin Kassim, Mr Ramlee Bin Buang, Ms Teo Lay Lim, and Mr Philip Yuen who joined the Board on 1 April 2019. I look forward to working more closely with them to tap on their deep knowledge and wide experience.

My heartfelt thanks to all stakeholders including key government bodies, professional bodies and institutes of higher learning who have collaborated as we develop Singapore into a leading global accountancy hub.

Mr Chaly Mah
Chairman, SAC
31 August 2019



Message by the Chief Executive

Singapore's accountancy sector is evolving into one where professionals are increasingly required to provide strategic business insights gleaned from using data analytics technology, or provide advisory services to clients. The industry is becoming more digitalised and thus, the finance function of an organisation would need to keep pace with an increasingly digitalised business environment. Clients' demand for IT advisory services is also rising. And, internalisation is growing with rising revenue from overseas work by Accounting Entities (AEs).

This is supported by the AE Census 2018, conducted by SAC, which revealed that there was greater diversification of services offered

in 2017 with revenue from non-audit services, or advisory services, growing 9.2% compared with audit services which grew 6.3%; greater digitalisation with a rise in demand for IT advisory services which doubled to \$81.6 million in 2017 from \$35.8 million in 2016; and growing internalisation with a rise in revenue from overseas work which grew to 11% in 2017 from 9% in 2016.

Building on this gradual transformation of the accounting landscape, we continued to focus our efforts in FY 2018/19 to develop our three strategic thrusts: enhancing skills and nurturing talent; developing industry; and creating a hub and exchange.

ENHANCING SKILLS AND NURTURING TALENT

Developing the Accountant of the Future

The Singapore Chartered Accountant (CA) Qualification was designed by SAC to develop the future accountant who, as a business leader, would be required to take on strategic roles; have multi-disciplinary skill sets to be able to provide high value-adding specialised services; soft skills such as leadership and interpersonal skills to work with a variety of stakeholders; and business acumen to contribute to the development of the business. In FY 2018/19, we saw a significant increase in registrations into the programme with a 13% rise to 1,763 candidates from 1,554 candidates in 2017/18.

Enrolments to take the examinations had also risen with a 25% increase to 2,292 in FY 2018/19 from 1,831 in FY 2017/18. Pass rates continued on an upward trend reaching a record of 70% for the Foundation Programme and 67% for the Professional Programme in the December 2018 examinations. The quality of passes also rose with Distinctions surpassing 4% for the first time.

Candidates are performing better as they are better prepared, with more making use of the study aids developed by SAC. During the FY, SAC extended the suite of study aids by producing the Study Guide and organising more post-examination dialogue sessions for candidates to have a better understanding of required answers for the most recent examination questions.

The Chartered Valuer and Appraiser (CVA) programme, Asia's first Business Valuation programme benchmarked against international standards by the International Valuation Standards Council (IVSC), also saw rising registrations into the programme with 105 enrolments, a 62% increase over FY 2017/18, bringing the total number of candidates to 276 since the programme was launched in 2016.

Since then, a total of 90 candidates have graduated. The Institute of Valuers and Appraisers, Singapore (IVAS), an institute under SAC which runs the programme, held their first Continuing Professional Development Course in July 2018 on International Valuation Standards.

We plan to bring both the Singapore CA Qualification and the CVA programme to key markets in the region to allow candidates to sit

for the examinations in their own countries. The benefits of going regional include better awareness of these qualifications, and it provides companies that go regional and are located abroad a pool of Singapore Chartered Accountants or CVA charter holders to hire.

To help mid-career professionals develop skills for the future economy, we awarded 72 professionals with the \$5,000 SkillsFuture Study Awards to defray the cost of their courses, bringing the total number of awardees to 204 since 2016.

The Skills Framework for Accountancy, launched in 2017 to help individuals explore career advancement opportunities over six tracks covering 25 job roles, was brought to Human Resource practitioners through workshops to help them understand how to use it to attract, develop and retain talent. We are working on the next edition of the Skills Framework that will be extended to include more tracks.

DEVELOPING INDUSTRY

Towards a Digital Transformation of the sector

We launched the Accountancy Roadmap in June 2018 to chart the way over the next five to 10 years for Singapore to develop into a leading global accountancy hub. It targets an annual growth of 5.6% and the creation of 2,000 new Professional, Managerial, Executive and Technical positions by 2020 by developing four focus areas: upskilling, innovating, boosting productivity and internationalising.

Innovation is one of the key pillars of the roadmap. In this area, we aim to diversify the range of accounting services available to include high-value accounting services, created through business model and technology innovation. To achieve this, we worked with the Institute of Singapore Chartered Accountants (ISCA) and the Infocomm Media Development Authority (IMDA) to develop the Accountancy Industry Digital Plan (IDP) over the FY. We held workshops with Small and Medium-sized Practices (SMPs) to understand their challenges, and uncover digital trends disrupting the accountancy sector. We then proposed initiatives to help SMPs to adopt technology and these were validated by 46 SMPs. The Accountancy IDP is a multi-agency blueprint for the digital transformation of the accountancy sector that was launched on 22 August 2019, with support from the Accounting and Corporate Regulatory Authority (ACRA), Inland Revenue Authority of Singapore (IRAS), SkillsFuture Singapore (SSG) and

the Singapore Institute of Accredited Tax Professionals (SIATP).

The Digital Transformation for Accountancy Programme, launched in June 2018 to provide funding support to SMPs to adopt baseline technologies, was open for applications in October 2018 and will close in September 2019. It is funded by Enterprise Singapore. As we saw strong interest by SMPs to adopt technology, we obtained an extension of the programme to close in September 2020.

We ran Singapore's first hackathon for the accountancy sector in June 2018 with CPA Australia which piqued interest among 170 young talent and startups to produce innovative solutions. Building on this, we will run the next hackathon in October 2019 in partnership with the Institute of Singapore Chartered Accountants (ISCA).

CREATING A HUB AND EXCHANGE

Developing thought leadership

The digital transformation of the accountancy sector is an imperative to achieve our vision of becoming a leading global accountancy hub. As such, digitalisation was the focus of our discourses in conferences and research conducted through the FY.

Digitalisation formed the theme of the IVAS-IVSC Business Valuation Conference 2018, 'Valuation in the Future Economy', where the impact of emerging technologies on the valuation profession was discussed. I also took the opportunity to speak on the topic in conferences SAC supported. For example, I spoke on 'The Digital Transformation of the Accountancy Sector' at the Accounting and Finance Show Asia in October 2018 which drew 2,800 attendees and 120 speakers on the theme 'Digital Innovation in Accounting and Finance', a conference and exhibition supported by SAC among other government agencies.

We conducted studies to have a better understanding of how disruptive digitalisation would be to the accounting workforce. We worked with NTUC to organise the 'CFO Roundtable for Managing Disruption in the Accountancy Sector' which revealed roles at risk of displacement and how to address these challenges. As a result, we will be conducting a study on the impact of digitalisation on job roles such as Accounting and Bookkeeping clerks.

We also collaborated with the Association of Chartered Certified Accountants (ACCA) on the market demand for professional business and advisory services in Singapore, ASEAN and China – a report which also revealed a rise in demand for non-regulated professional services related to technology, amongst others.

We will work more closely with the industry to produce more studies to develop insights for the formulation of new strategies.

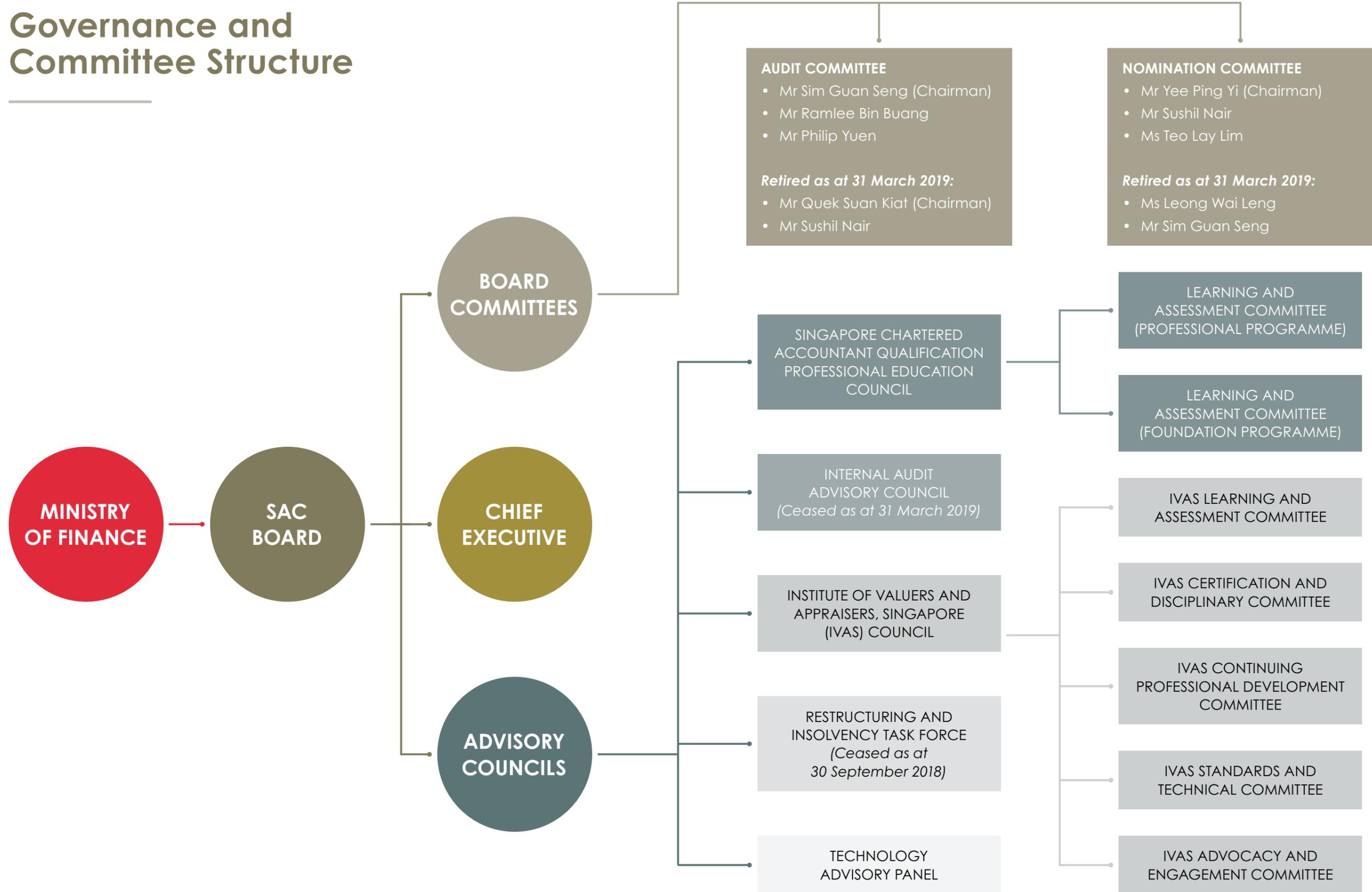
IN APPRECIATION

I am deeply grateful to all stakeholders on this journey to develop Singapore into a leading global hub – key government agencies, accounting entities, professional bodies, and institutes of higher learning. I would also like to thank the Ministry of Finance, the SAC Board and all advisory committees for their guidance; and all staff for their unstinting dedication.



Mr Evan Law
Chief Executive, SAC
31 August 2019

Governance and Committee Structure



Board Members



Mr Chaly Mah
Chairman
Singapore Accountancy
Commission



Mr Kon Yin Tong
President
Institute of Singapore
Chartered Accountants



Mr Mustaza Bin Kassim
**Country Head – Singapore
and Chief Representative**
Abu Dhabi Commercial Bank



Mr Sushil Nair
**Deputy Chief Executive Officer and
Co-Head of Corporate Restructuring
& Workout Practice**
Drew & Napier LLC



Mr Ong Khiaw Hong
Chief Executive
Accounting and Corporate
Regulatory Authority



Professor Pang Yang Hoong
**Senior Advisor to the Singapore
Management University President**
Singapore Management University



Mr Steven Phan
**Former Area Managing Partner,
Asia Pacific**
Ernst & Young



Mr Ramlee Bin Buang
Independent Director
Far East Orchard Limited



Mr Sim Guan Seng
Managing Partner
Baker Tilly TFW LLP



Ms Teo Lay Lim
Senior Managing Director
Accenture



Mr Yee Ping Yi
**Deputy Secretary
(Planning)**
Ministry of Finance

RETIRED AS AT 31 MARCH 2019



Mr Philip Yuen
Chief Executive Officer
Deloitte Southeast Asia
Chairman, Deloitte Singapore



Mr Evan Law
Chief Executive
Singapore Accountancy
Commission



Ms Leong Wai Leng
Chief Financial Officer
Temasek Holdings (Private)
Limited

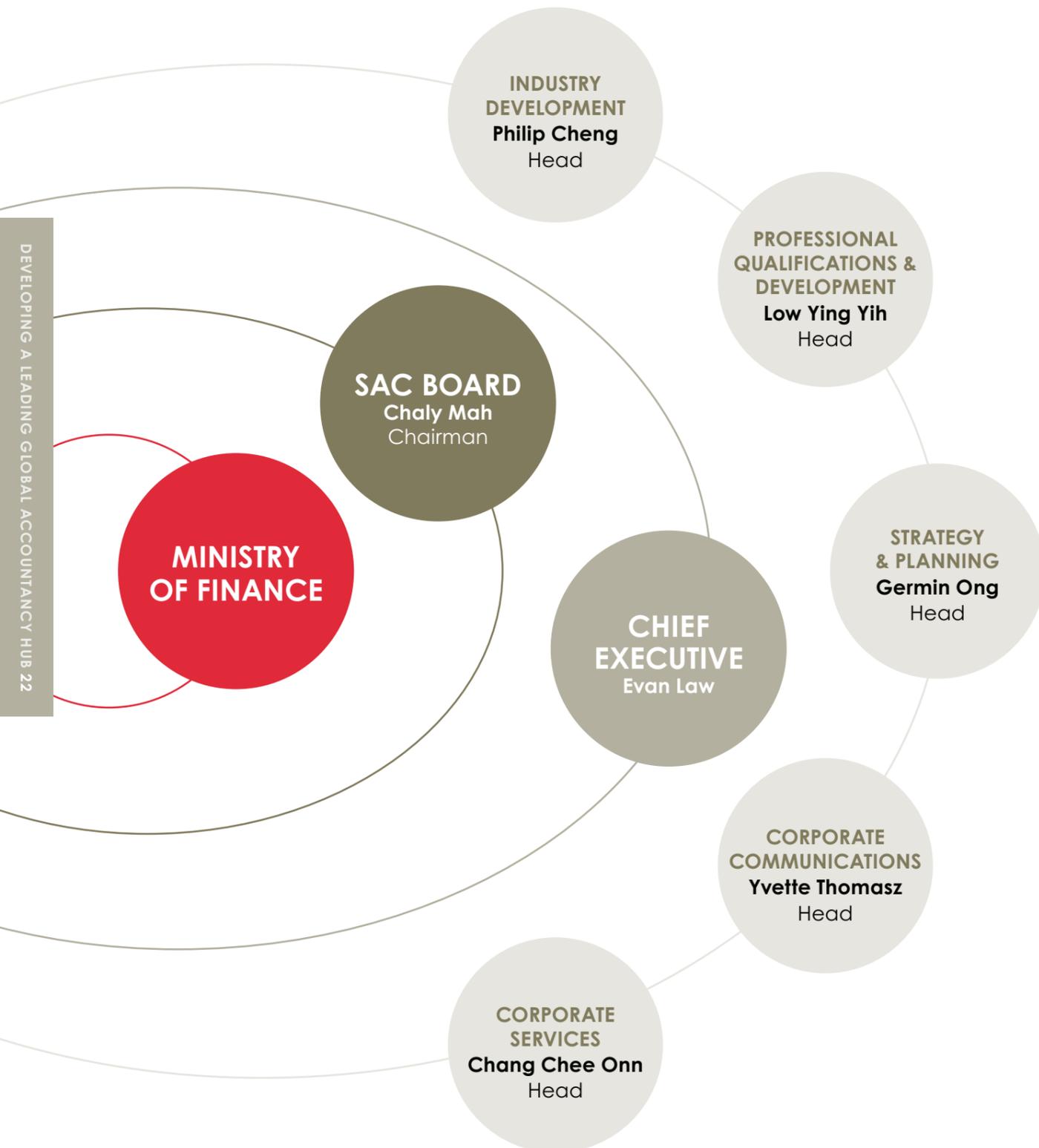


Mr Quek Suan Kiat
Former Vice Chairman
Barclays Bank PLC Singapore



Mr Magesvaran Suranjan
**President, P&G Asia Pacific
President, P&G India, Middle
East, and Africa**

Organisation Structure



Business Model and Strategy

BUSINESS MODEL

The Singapore Accountancy Commission (SAC) is the lead agency that spearheads the development of Singapore's accountancy sector with the vision of developing Singapore into a leading global accountancy hub. SAC is working to achieve this by deepening the skills of the accountancy talent pool; developing the industry; and creating a hub and exchange by building Singapore into a centre for thought leadership. It is a statutory body under the Ministry of Finance.

STRATEGY



ENHANCING SKILLS AND NURTURING TALENT

A broad base of accountancy talent with deep and multidisciplinary skills will enable Singapore to be a key provider of value-added accountancy services.



"The only skill that will be important in the 21st century is the skill of learning new skills. Everything else will become obsolete over time."

Peter Drucker (1909 – 2005)
Management Consultant and Author

Enhancing Skills and Nurturing Talent

Talent development provides companies a competitive advantage and is fundamental for the development of the industry. To develop accountancy talent, SAC's professional development programmes in chartered accountancy and business valuation were designed to equip professionals with deep technical skills and the business acumen needed in today's economy. Mid-career professionals who needed to be re-skilled for new careers were also helped through Professional Conversion Programmes. The accountancy workforce is well-supported by the Skills Future Study Awards and the Skills Framework, a guide for career advancement.

PROFESSIONAL QUALIFICATION IN CHARTERED ACCOUNTANCY

Singapore Chartered Accountant Qualification

The Singapore Chartered Accountant (CA) Qualification is the national accountancy qualification, designed to develop business leaders of the future. It was launched in 2013 and just over four years, it became internationally portable and mutually recognised with world-renowned professional bodies - the Institute of Chartered Accountants in England and Wales (ICAEW), the Institute of Chartered Accountants of Scotland (ICAS) and the Chartered Accountants Ireland (CAI) through Reciprocal Membership Agreements. Yet, it remains a unique accountancy programme as it provides an Asian perspective.

The Chartered Accountant of Singapore designation is conferred on full members of the Institute of Singapore Chartered Accountants (ISCA), the national professional accountancy body, and is aimed at being synonymous with business advisors with multi-disciplinary skills who provide high value-adding specialised services.

Increased Enrolments

In FY 2018/19, the Singapore CA Qualification saw strong growth in the number of candidates registered in the programme, and enrolments for examinations. There was a total of 1,763 candidates taking the qualification, a 13% increase over FY 2017/18 when there were 1,554 candidates.

Enrolment for examinations saw a healthy increase for the Professional Programme with 1,289 enrolments, a 54% increase over FY 2017/18. Enrolment for the Foundation Programme examinations stood at 1,003, a 1% increase over FY 2017/18.

Singapore CA Qualification Candidates



CANDIDATES REGISTERED

13% increase

Examination Enrolments



EXAMINATION ENROLMENT

25% increase



Record Pass Rates

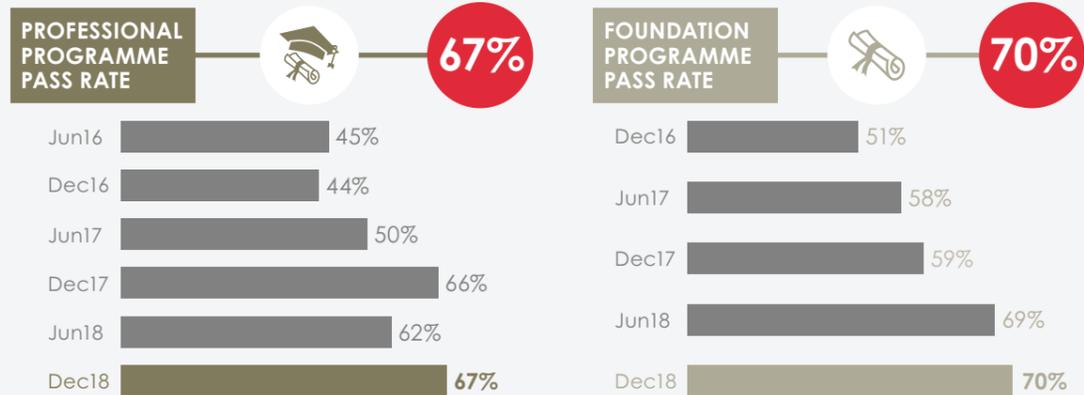
There has been an upward trend in pass rates over the last three years, hovering largely in the 60% band.

In the December 2018 examinations, the pass rate for the Foundation Programme reached a record of 70%. The Professional Programme also yielded better results with pass rates rising to 67% from 62% in the June 2018 exams.

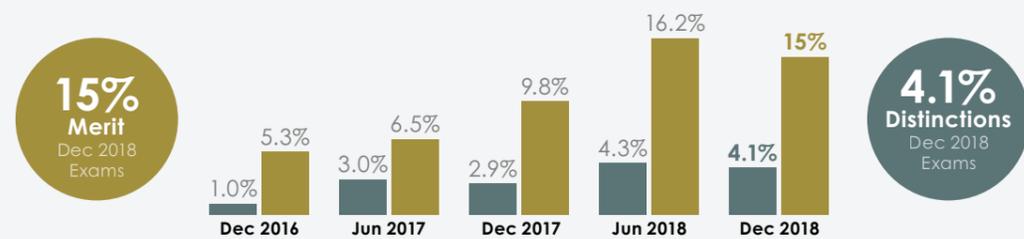
The quality of passes also improved. The number of distinctions surpassed 4% for

the first time in 2018. Although Passes with Merit saw a slight dip to 15% from 16.2% in the June 2018 exams, this was still higher than previous years.

Candidates performed better for the examinations as they were better prepared, with more putting in at least 120 hours of study and making use of the increasing number of learning aids launched by SAC.



Quality of Passes



Enhanced Support for Examination Preparation

Study Guides for Foundation Programme

Candidates received better guidance in preparing for the Foundation Programme with the launch of a Study Guide for each module. These Guides provide detailed cross-references to recommended text books which were particularly helpful to candidates taking the self-study route. The Study Guides were introduced from August to September 2018.



Mr Ong Woon Pheng, Director of Financial Advisory Services, PKF-CAP Advisory Partners Pte Ltd, a panellist at a post-examination dialogue session sharing insights and analysis with the Singapore CA Qualification candidates and Registered Learning Organisations. Right: Celine Ooi, SAA Global Education.

Post-Examination Dialogue Sessions

Post-examination dialogue sessions were launched in 2017 for the SAC examination team to provide candidates with an analysis of results, and suggested answers to recent examination questions. About 75% of attendees found the sessions useful for their exam preparation.

In FY 2018/19, SAC organised two dialogue sessions, held in April and May 2018. A total of 186 candidates attended both sessions, a 9% increase over FY 2017/18.

Full Launch of e-Examinations in the Digital Age

SAC introduced e-examinations, allowing candidates to use their own laptop to access materials for open book examinations. It was piloted with the Integrative Business Solutions module in December 2017. E-examinations yielded significant savings in time and resources required to mark and analyse results.

Following the success of the pilot run, SAC launched the e-examinations for all modules in the Professional Programme in June 2018 for 500 candidates, and the Foundation Programme in December 2018 for 547 candidates.

Preparing for the Digital Age

A new Candidate Portal will be launched in FY 2019/20, a one-stop facility with new services such as an online Record of Practical Experience and Competence and the availability of all learning materials.



PROFESSIONAL QUALIFICATION IN BUSINESS VALUATION

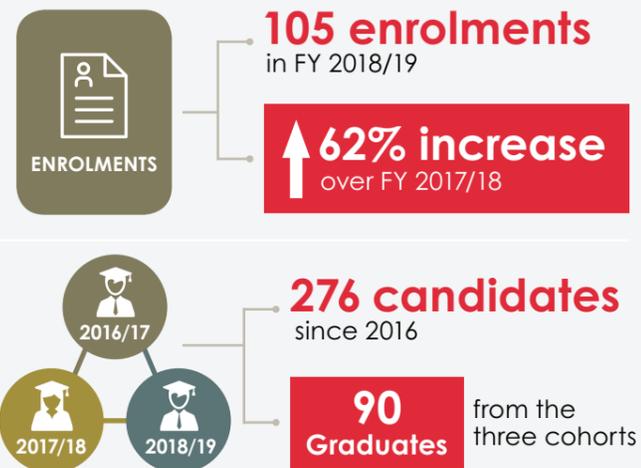
Chartered Valuer and Appraiser Programme

The demand for Business Valuation services has been rising over the years. The Chartered Valuer and Appraiser (CVA) programme was launched by the Institute of Valuers and Appraisers, Singapore (IVAS), an institute under SAC, to raise the standards of ethics and professionalism in business valuation, and to meet this demand. It is Asia's first professional Business Valuation programme, benchmarked against international standards advocated by the International Valuation Standards Council (IVSC).

Enrolment

FY 2018/19 saw 105 enrolments into the programme, an increase of 62% over FY 2017/18, bringing the total number of candidates to 276 since the programme was launched in 2016. A total of 90 have graduated from the first three cohorts of this 18-month programme, conducted by the Nanyang Technological University (NTU).

CVA Candidates and Graduates



The graduation ceremony for the second cohort of 33 graduates on 20 November 2018

The CVA Charter

Candidates are conferred the CVA Charter upon completion of the CVA programme and the accumulation of relevant experience. In addition, Business Valuation professionals who have demonstrated professional excellence and years of experience in their field of work were given the opportunity to apply for the CVA designation. In total, there were 164 CVA Charter holders across Asia-Pacific by the end of FY 2018/19. They work in a wide range of professions including business valuers in professional services firms, investment analysts in research houses, corporate financiers, investment bankers, and investment professionals in private equity and venture capital funds. They are recognised as Business Valuation professionals who comply with IVAS' standards for competencies, professionalism and ethics.



“Though an engineer by training, I have been leading valuation work in my company for the last seven years as the M&A leader. The CVA credential complements my engineering expertise, and provides breadth and depth to my career.”

Mr Shao Kwan Kiat
Senior Director
Strategic Development, Jabal



Developing Business Valuation knowledge

International Valuation Standards (IVS) course

IVAS conducted its first Continuing Professional Development (CPD) course on 25 July 2018. The course was on International Valuation Standards (IVS) and attended by 19 participants who learned about IVS Framework, General Standards, Asset Standards, and the difference between IVS 2013 and the new IVS 2017.

Master class on Valuation of FinTech Companies

IVAS held a Master class on valuation of Financial Technology (FinTech) companies, a market that is expected to grow significantly over the next four years. Mr Loh Yee Chuan, Director, Deal Advisory – Valuations, KPMG Singapore, spoke on the background to global and regional FinTech investment trends, and how FinTech business models are disrupting the banking, asset management and insurance sectors. The session was attended by over 100 participants on 23 May 2018.

PROFESSIONAL CONVERSION PROGRAMME

Financial Forensic Professionals

Financial Forensics has been earmarked as a high growth area in the accounting industry as white-collar crimes increase in complexity. With greater demand for qualified financial forensic professionals, the Professional Conversion Programme for Financial Forensic Professionals was developed to help mid-career PMETs to re-skill and embark on new careers in financial forensics.

SAC, the Institute of Singapore Chartered Accountants (ISCA) and Workforce Singapore (WSG) launched the programme on 1 June 2018. This 10-month place-and-train programme comprising on-the-job training and requiring the completion of the ISCA Financial Forensic Accounting (FFA) Qualification, will enable firms to build their financial forensic practices and take advantage of business opportunities in the region.



“I worked in internal audit, pre-IPO internal control reviews and enterprise risk management before I switched to a career in financial forensics. The PCP for Financial Forensic Professionals helped me make the switch over a short period of time through structured training by experienced professionals and mentorship within my organisation.”

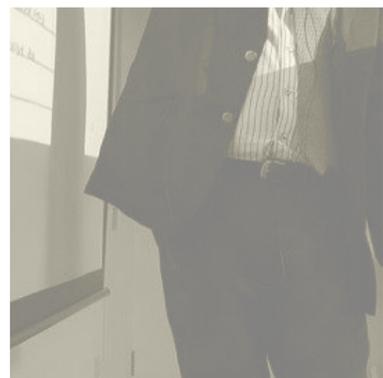
Mr Vson Pua
Manager, Risk & Forensics,
TRS Forensics Pte Ltd



SUPPORT FOR SKILLS DEVELOPMENT

SkillsFuture Study Awards

The SkillsFuture Study Awards for Accountancy supports mid-career professionals to develop skills required by the future economy. In FY2018/19, 72 professionals received the S\$5,000 award each to defray the cost of their courses, bringing the total number of awardees to 204 since the launch of the programme in 2016.



Skills Framework Human Resource Workshops

The Skills Framework for Accountancy was launched in 2017 to help individuals explore career advancement opportunities across six tracks in the sector, covering 25 job roles. In 2018, three Skills Framework Human Resource (HR) Workshops were held to help professionals understand the Skills

Framework to enhance talent attraction, development and retention. SAC and SkillsFuture Singapore (SSG) organised the sessions which were attended by 40 participants from accounting firms, finance departments of businesses and human resource practitioners.

Skills Framework at a glance

25 JOB ROLES ACROSS 6 TRACKS



84 current and emerging skills and competencies

3 Workshops on using the Framework

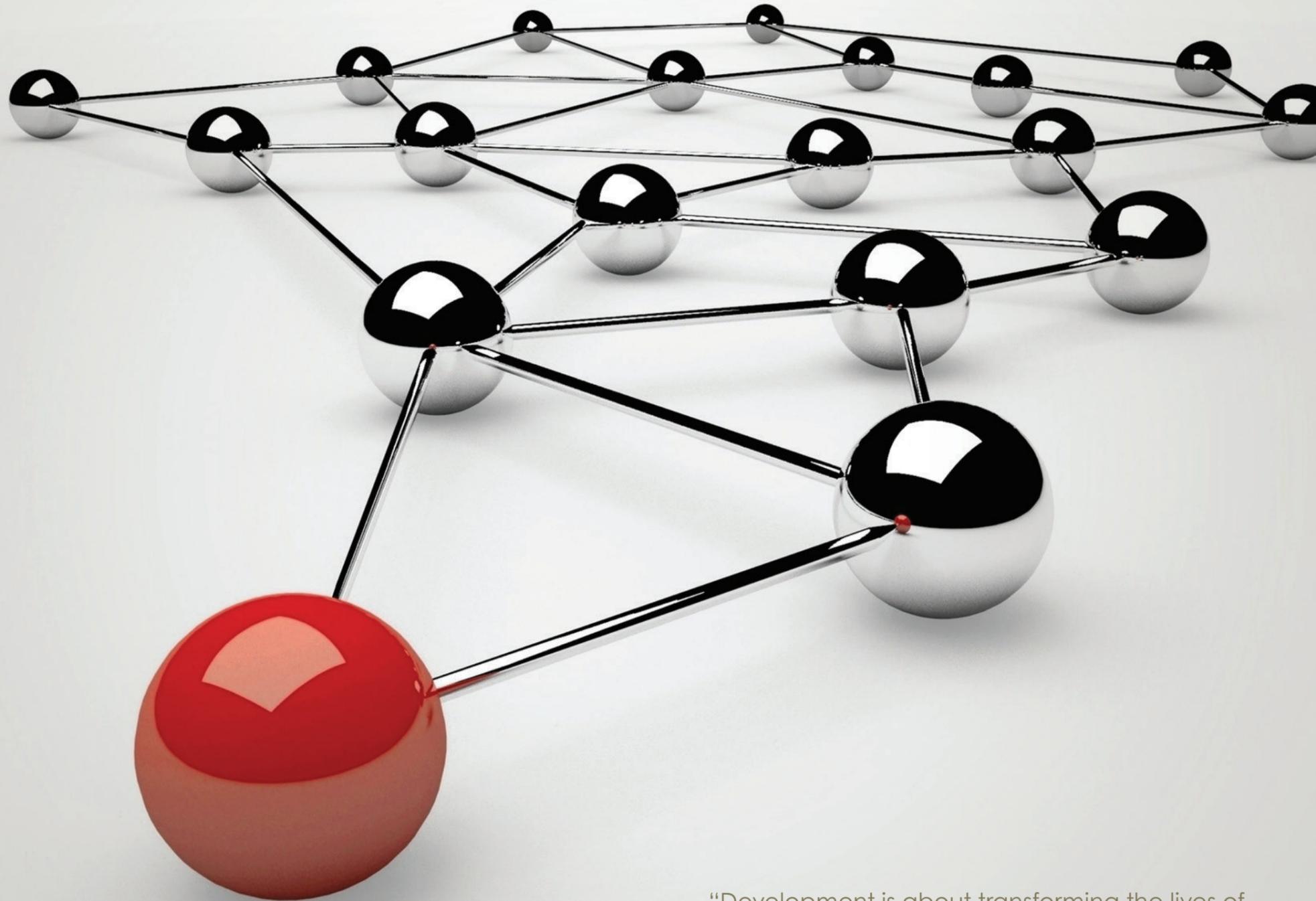
“The Skills Framework highlights the range of skills I need – both in terms of tax skills as well as soft skills – at each stage of my career. It helps me focus and plan my personal development by matching the skills and qualifications required with my personal background.”

Ms Rachel Yang
Senior Manager, Finance (Tax)
Changi Airports International Pte. Ltd.



DEVELOPING INDUSTRY

The development of the
accountancy sector enables our
accounting entities to thrive locally
and compete globally.



“Development is about transforming the lives of
people, not just transforming economies.”

Joseph E. Stiglitz

Winner of Nobel Memorial Prize (Economic Sciences)

Developing Industry

As the lead agency for the accountancy sector, SAC develops the industry to be a key provider of high value-adding services. To drive the growth of the sector, SAC launched the Accountancy Roadmap and developed the Industry Digital Plan with key government agencies – the blueprints for the transformation of Singapore into a leading global accountancy hub.

TRANSFORMING SINGAPORE INTO A LEADING GLOBAL ACCOUNTANCY HUB

The Accountancy Roadmap

On 1 June 2018, the Accountancy Roadmap was launched to develop Singapore into a leading global accountancy hub. The roadmap targets an annual growth of 5.6% to reach S\$2.03 billion in nominal value-add and the creation of 2,000 new jobs in Professional, Managerial, Executive and Technical (PMET) positions by 2020. It charts the direction for the sector over the next 5 to 10 years through four pillars: productivity; re-skilling and upskilling; innovation; and internationalisation. Together, they help accounting entities and individuals adopt new technologies, expand abroad and capture opportunities in the high-growth practice areas as cited by the Committee for the Future Economy's Working Group for Legal and Accounting Services. These are Business Valuation; Debt Restructuring and Insolvency; Risk Management and Corporate Governance; Finance; and Internal Audit.

SAC developed the Roadmap to support the goals of the Industry Transformation Map (ITM) for the Professional Services.



“Through the transformation roadmap for the accountancy sector, these are the things we hope to accomplish. First, grow your innovation capabilities in the high growth areas; second, equip you with the necessary skills to be future ready; and third, establish Singapore as a regional hub in which the best accounting expertise is localised and can be accessed.”

*Ms Indraneel Rajah S.C.
Minister in the Prime Minister's Office and Second Minister for Finance and Education,
at the launch of the Accountancy Roadmap on 1 June 2018.*

Photo credit: Institute of Singapore Chartered Accountants (ISCA)

THE ACCOUNTANCY SECTOR ROADMAP

A Key Sub-Sector of the Professional Services Industry Transformation Map (ITM)

VISION

TO DEVELOP SINGAPORE INTO A LEADING GLOBAL ACCOUNTANCY HUB

THE ROADMAP

INNOVATE

Diversify into high value accounting services through business model and technology innovation

BOOST PRODUCTIVITY

Streamline work processes and leverage on technology

RE-SKILL & UPSKILL

Develop a workforce with multi-disciplinary skills; re-train PMETs for new roles; and upskill workers in jobs affected by the digital disruption

INTERNATIONALISE

Develop in-roads into overseas markets to capture international demand in high growth practice areas and develop Singapore into a thought-leadership hub

TARGETS BY 2020

Annual growth of 5.6% to reach **S\$2.03 billion** in nominal value-add

2,000 new jobs in Professional, Managerial, Executive and Technical (PMET) positions

HIGH GROWTH PRACTICE AREAS

BUSINESS VALUATION



DEBT RESTRUCTURING & INSOLVENCY



FINANCE

(Eg. Acquisition Finance, Project Finance)



INTERNAL AUDIT



RISK MANAGEMENT & CORPORATE GOVERNANCE



ENABLER: Strengthen & promote LOCAL standards and frameworks GLOBALLY

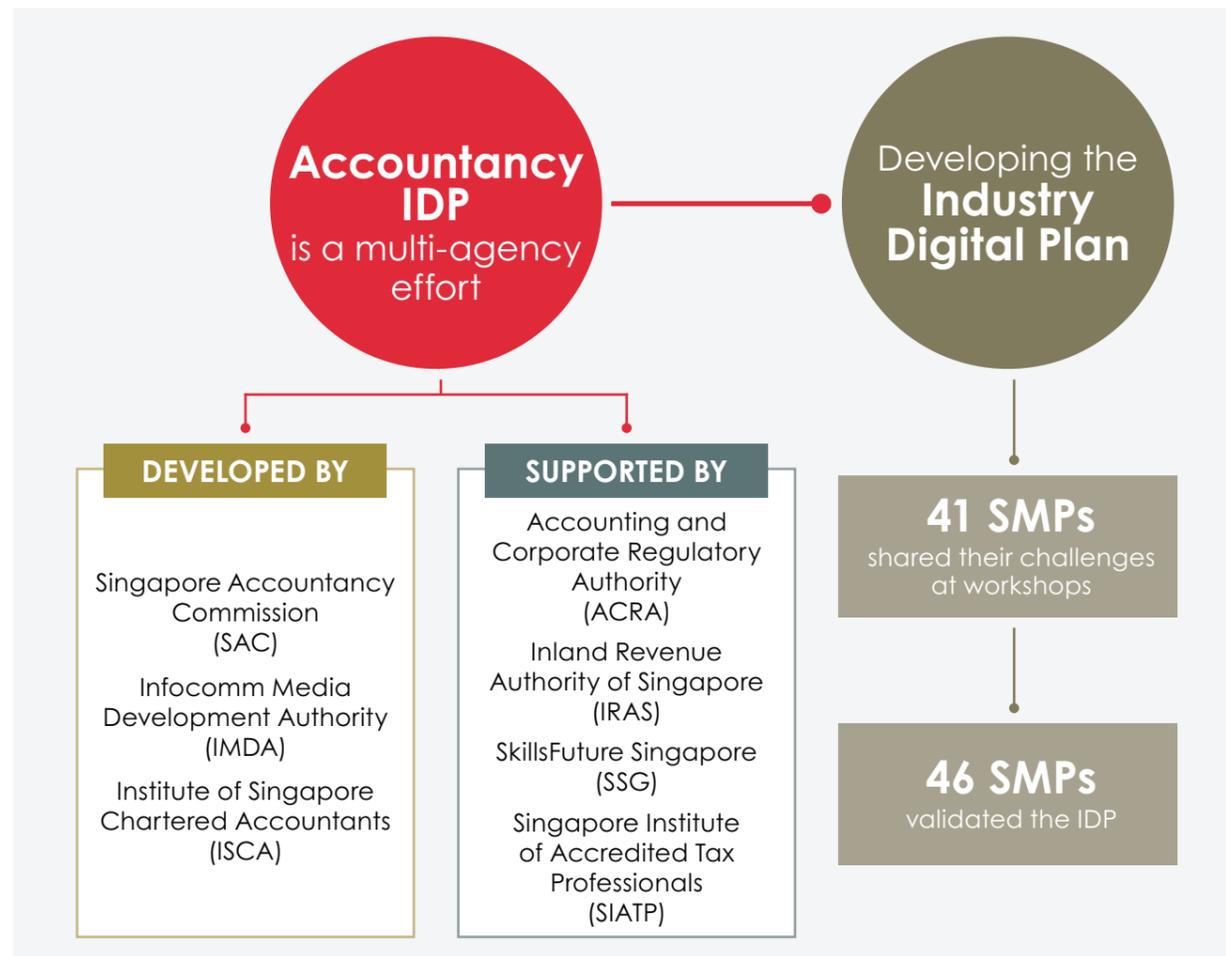
Accountancy Industry Digital Plan

To help Small and Medium-sized Practices (SMPs) transform their businesses using technology, SAC, together with the Infocomm Media Development Authority (IMDA) and Institute of Singapore Chartered Accountants (ISCA), embarked on developing the Accountancy Industry Digital Plan (IDP). The Accountancy IDP is part of IMDA's SMEs Go Digital Programme which helps SMEs build strong digital capabilities to participate in the Digital Economy.

Workshops were held for 41 SMPs to understand their challenges, uncover digital trends disrupting the accountancy sector, and how these challenges can be

overcome using technology. The workshops were held on 29 June and 17 August 2018 with the help of A*STAR. Initiatives to support the SMPs on their digitalisation journey were then proposed and validated by 46 SMPs. In February 2019, Finance Minister Heng Swee Keat announced during Budget 2019 that the SMEs Go Digital Programme will be expanded to include the accountancy sector.

The IDP will be launched in August 2019 with support from Accounting and Corporate Regulatory Authority (ACRA), Inland Revenue Authority of Singapore (IRAS), SkillsFuture Singapore (SSG) and Singapore Institute of Accredited Tax Professionals (SIATP).



Supporting Small and Medium-sized Practices

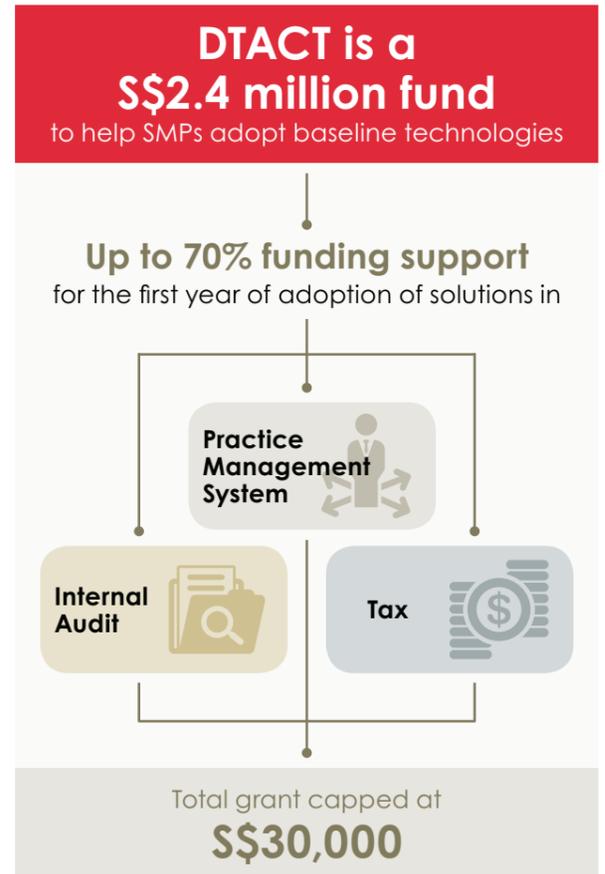
Digital Transformation for Accountancy Programme

Small and Medium-sized Practices (SMPs) were given financial assistance to adopt baseline technologies through the Digital Transformation for Accountancy (DTACT) Programme, launched in June 2018 as one of the new initiatives under the Accountancy Roadmap.

With this S\$2.4 million fund, SMPs can get funding support of up to 70% for the first year of adoption of solutions in each of the following: Practice Management System, Tax and Internal Audit. The total grant amount is capped at S\$30,000.

Applications opened in October 2018 and by the end of the financial year, 26 SMPs submitted 30 applications.

DTACT is funded by Enterprise Singapore (ESG), and administered by SAC, with assistance from IMDA to pre-approve and curate digital solutions.



Raising Business Valuation Standards

SAC and Singapore Exchange Regulation collaborate on valuation matters

When Singapore Exchange Regulation (SGX RegCo) has queries for listed companies or listing applicants on valuations or valuation reports in their disclosures, SGX RegCo can turn to SAC's Institute of Valuers and Appraisers, Singapore (IVAS) for advice, following a Memorandum of Understanding (MoU) signed between SGX RegCo and SAC on 11 January 2019.

IVAS will provide advice on whether valuation reports are in compliance with codes and standards; and work with SGX RegCo in setting standards relating to valuation and disclosures in the SGX Listing Rules.



Developing Digital Solutions

Accounting Innovation Challenge

SAC and CPA Australia organised Singapore's first hackathon for the accountancy sector, the Accounting Innovation Challenge (2 to 22 June 2018) which drew over 170 young talent, professionals and start-ups to solve key challenges faced by accounting firms.

The winning team, students from Nanyang Technological University, developed 'Vulture', a solution to automate manual vouching. It makes use of machine learning to digitally analyse business documents to support the audit process. They were rewarded with a month-long mentorship programme by Action Community for Entrepreneurship (ACE) and received the Startup SG Founder Grant as a first-time entrepreneur with an innovative business concept.



CREATING A HUB AND EXCHANGE

As global and regional players gather in Singapore to exchange knowledge and insights, the professional standards of accountancy will be raised collectively on an international level.



"If you have knowledge, let others light
their candles in it."

Margaret Fuller (1810 – 1850)
American women's rights advocate

Creating a Hub and Exchange

SAC engages industry professionals in an exchange of insights through conferences, symposia and research to advance the sector, strengthening Singapore as a thought leader in Asia.

CONFERENCES AND SYMPOSIA

IVAS-IVSC Business Valuation Conference

Themed 'Valuation in the Future Economy', the IVAS-IVSC Business Valuation Conference (11 October 2018) focused on the latest Business Valuation trends and developments, including the impact of emerging technologies on the valuation profession and how Business Valuation can meet the future demands of businesses. The conference brought together a strong line-up of 31 speakers and panelists, including Mr Harsha Basnayake, Chairman, Institute of Valuers and Appraisers, Singapore (IVAS), and EY Asia-Pacific Managing Partner

(Transaction Advisory Services); and Sir David Tweedie, Chairman, International Valuations Standards Council (IVSC). It drew 355 delegates from 11 countries to discuss a broad range of cutting-edge valuation topics relating to intellectual property, corporate finance, arbitration and litigation, and financial reporting.

IVAS was set up by SAC in 2013 to develop Singapore into a centre of excellence for business valuation, and it is a member of IVSC, a global standards setter.

"Technology collaborated innovation that is taking place in every aspect of business today, has fundamentally challenged the nuances of value and value creation in the minds of CEOs, Boards, Management and investors. Business Valuation Practitioners have significant opportunity to put their creative faculties to work when it comes to business valuation assessments – a true test of our discipline that is often characterized both as an art and a science. IVAS ensures that business valuers maintain high standards of conduct and a sense of public accountability as their work become increasingly important for businesses."

Mr Harsha Basnayake
Chairman, Institute of Valuers and Appraisers, Singapore and EY Asia-Pacific Managing Partner, Transaction Advisory Services,



"It is often estimated that intangible assets (which includes intellectual property) accounts for more than 80% of a company's value. As an asset class, IP has no limit in value and it can be leveraged in many different ways."

Mr Tan Shau En
Chief Financial Officer and Assistant Chief Executive (Commercialisation), Intellectual Property Office of Singapore
Executive Director, IP ValueLab Pte Ltd



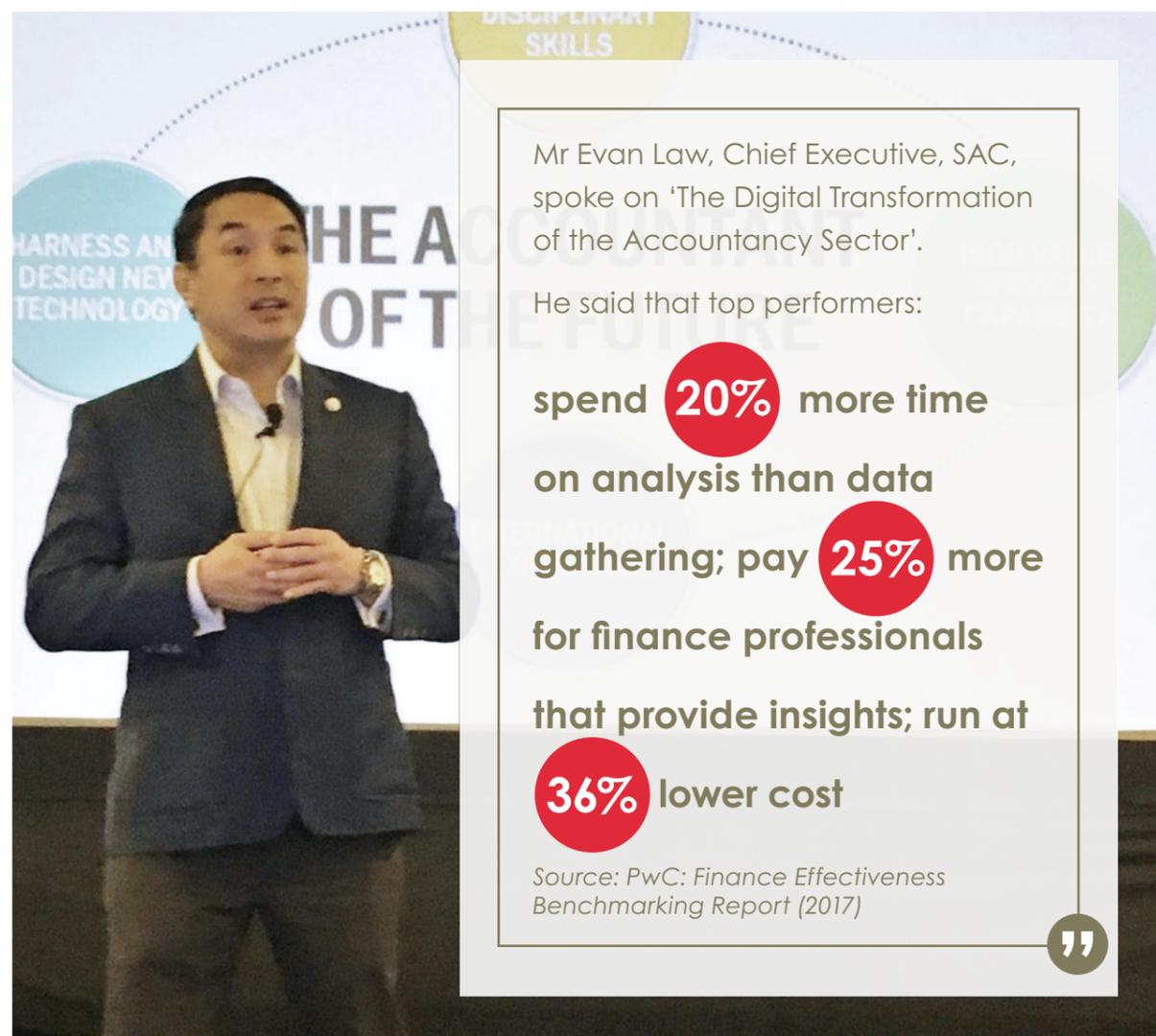
355 delegates from 11 countries came together to exchange insights on Business Valuation

Accounting and Finance Show Asia

The inaugural Accounting and Finance Show Asia (16-17 October 2018), organised by Terrapinn Pte Ltd, was supported by SAC, together with Infocomm Media Development Authority (IMDA), Workforce Singapore (WSG), and Singapore Tourism Board (STB).

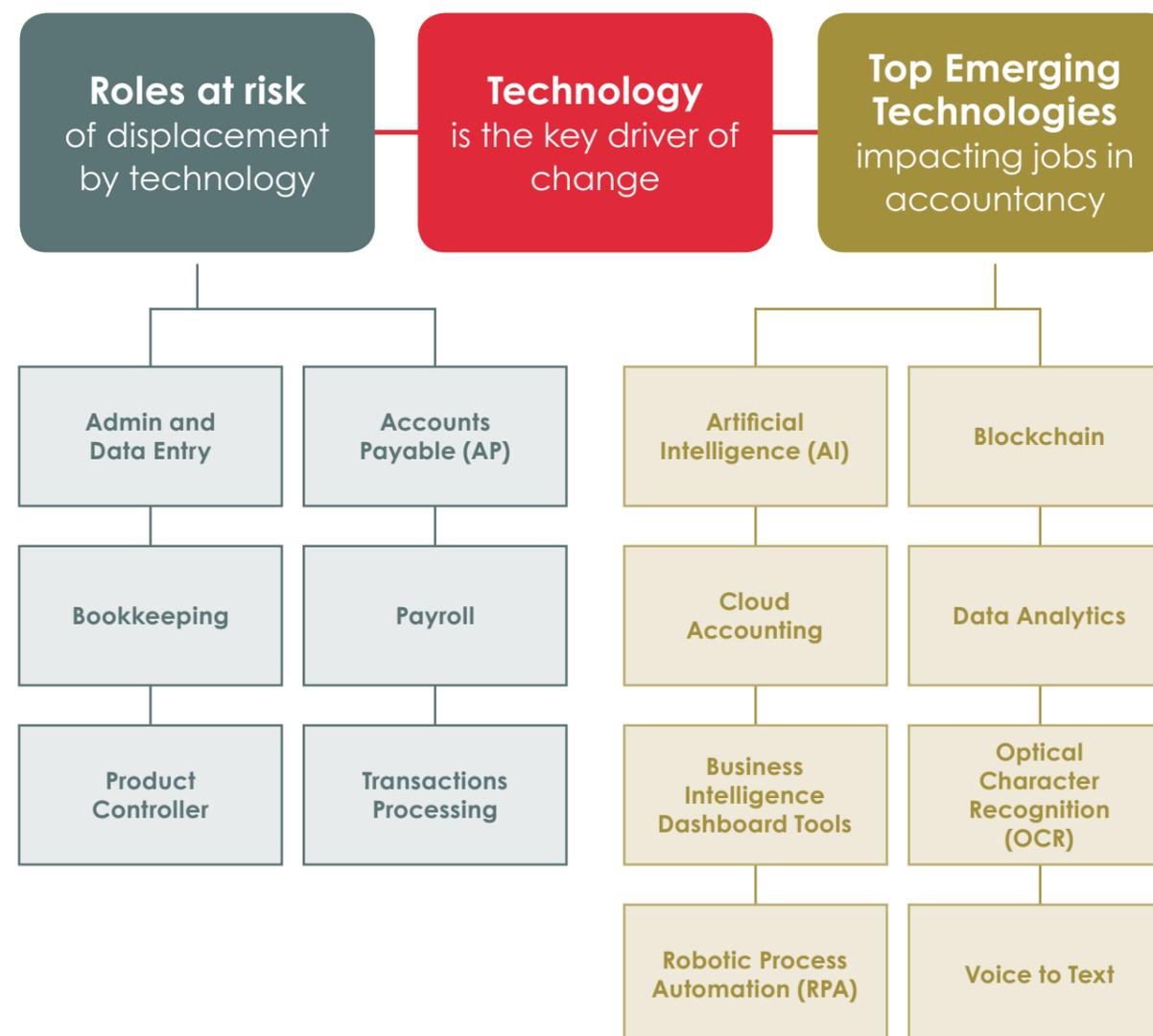
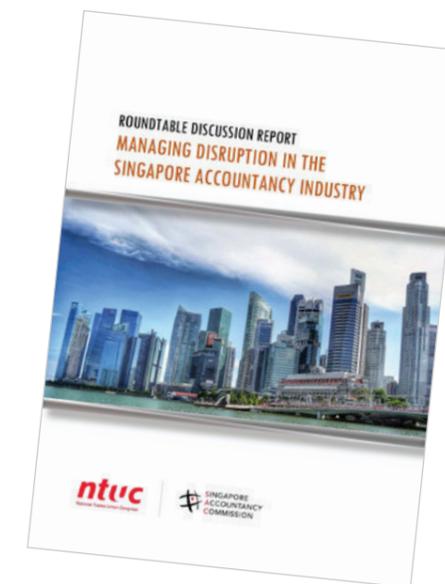
Themed, 'Digital Innovation in Accounting and Finance', it showcased solutions and strategies to help SMEs and accounting firms from across the region embrace low-cost and scalable digital technologies in their finance function to free up time to focus on value-adding activities.

Mr Evan Law, Chief Executive, SAC, was among the 120 speakers, and he spoke on 'The Digital Transformation of the Accountancy Sector'. The event attracted more than 2,800 attendees, with 53% from the accountancy sector.



CFO Roundtable: Managing Disruption in the Accountancy Sector

On 25 April 2018, SAC and the National Trades Union Congress (NTUC) held a roundtable for over 40 Chief Financial Officers, Chief Human Resource Officers and Managing Partners on dealing with disruption in the accountancy sector. The changing nature of jobs and skills, and the support required to develop the accounting workforce were discussed. It was concluded that upskilling is imperative to handle technological disruption and the key challenge is changing stakeholders' mindsets. The findings from the discussion will be used in policy and programme development by SAC and NTUC to prepare the sector for the future.

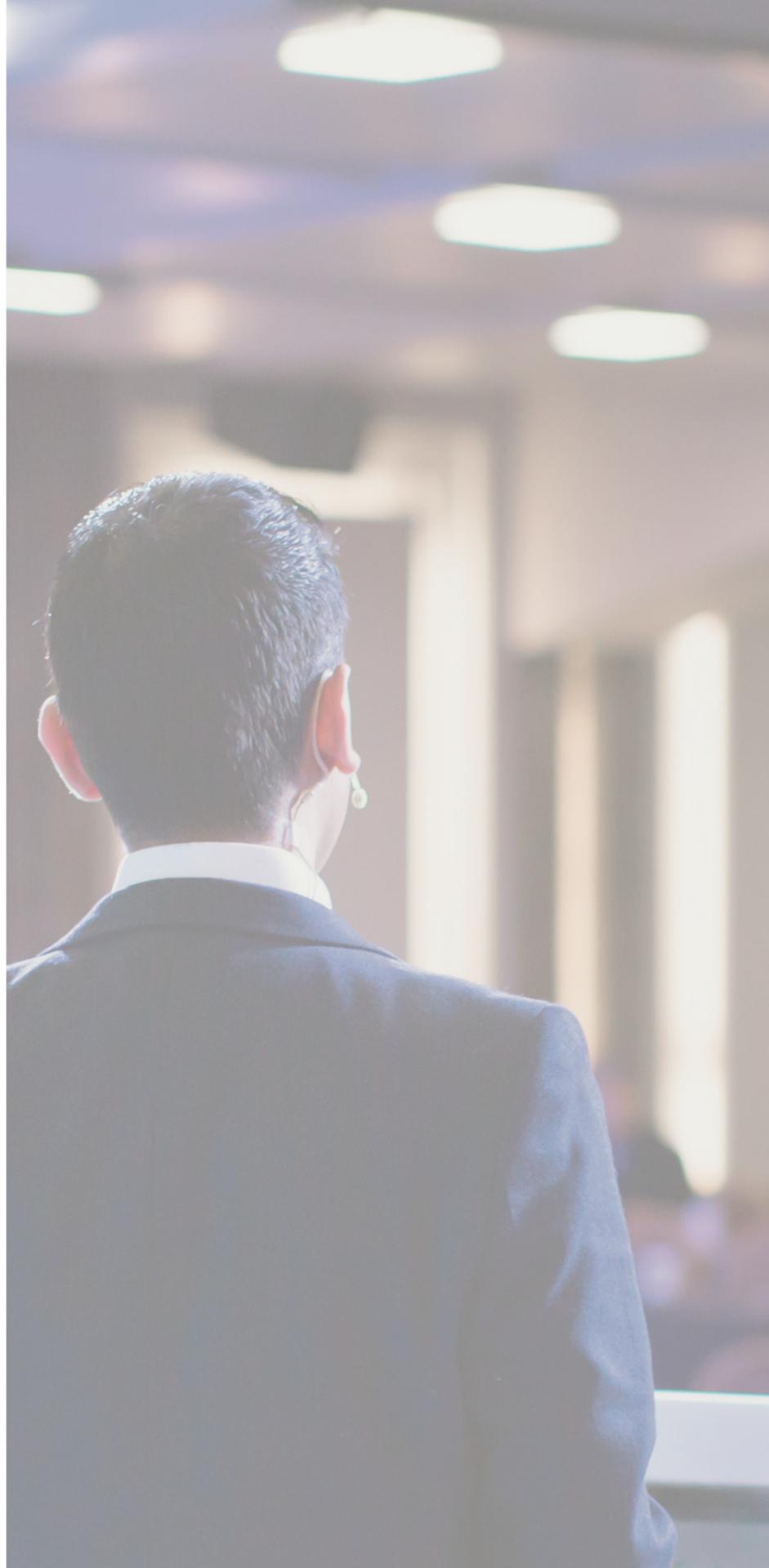


ISCA-SAC Finance Leaders Roundtable

The ISCA-SAC Finance Leaders Roundtable on 19 October 2018 gathered 15 finance leaders for a discussion on how well CFOs and finance functions are meeting current business needs. It was concluded that skills needed for the new economy include lateral and critical thinking; strong communication and empathy to be able to lead change; and that financials should be presented in a way that is condensed and easy to understand.

Singapore Institute of Directors (SID) Audit Committee Chapter Pit Stop

The Singapore Institute of Directors (SID) collaborates with the Institute of Valuers and Appraisers, Singapore (IVAS) on the Audit Committee (AC) Chapter Pit Stop series. Mr Harsha Basnayake, Chairman, IVAS, and EY Asia-Pacific Managing Partner (Transaction Advisory Services) spoke at the session on 27 November 2018, attended by over 40 directors from listed companies and conglomerates. They discussed AC issues such as assessing how reasonable assumptions in valuation calculations prepared by management or experts should be; the level of expertise of management and staff required in the area of valuation for impairment; and the appropriate use of service provided by external valuation experts.



Workshop on Joint Internationalisation of Accountants and Lawyers

The Professional Services Programme Office (PSPPO) conducted the Joint Internationalisation of Accountants and Lawyers Workshop on 20 August 2018 to identify markets and complementary services that Law and Accountancy (L&A) firms can collaborate on. SAC, Enterprise Singapore (ESG), the Law Society, the Institute of Singapore Chartered Accountants (ISCA), along with 11 L&A firms came together to determine areas of strengths that are exportable and in demand in the region, common markets of interest, and ways to promote collaboration.

Areas for Law and Accountancy firms to collaborate in



RESEARCH

AEcensus 2018

SAC conducted the national census on Singapore's accountancy sector, first launched in 2015, to gather insights that will help Accounting Entities (AEs) in their strategies for growth.

AEcensus 2018 showed that Singapore's accountancy sector saw a record of \$2.34 billion in total revenue in 2017, growing 7.7% over 2016 which saw a 5.1% growth in revenue at \$2.17 billion. The AE workforce saw a larger expansion, growing 3.6% to reach 18,924 which includes close to 700

new jobs, compared with 2016 which saw growth of 2.5% and about 450 new jobs created.

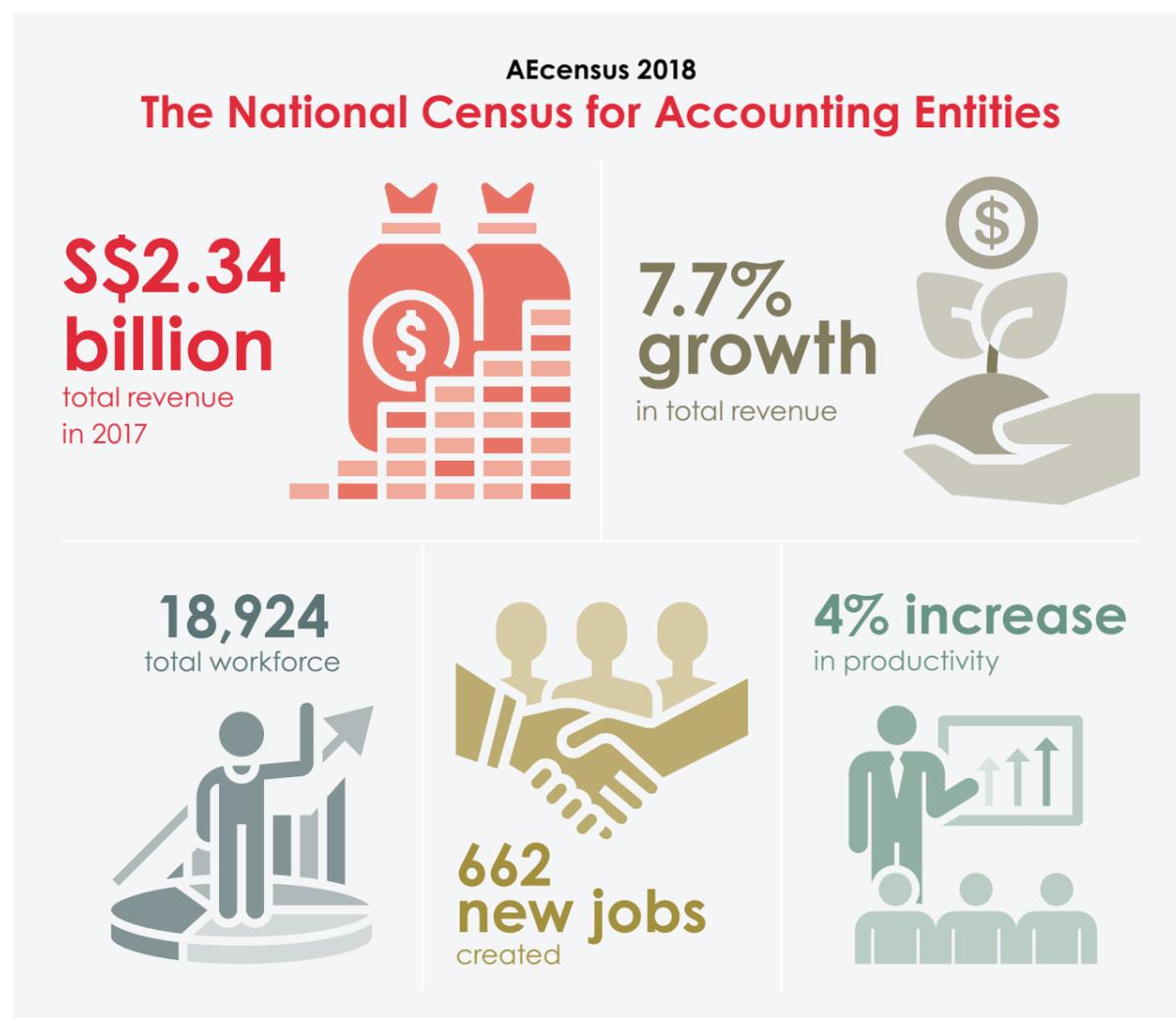
The AEcensus was conducted from 31 August to 1 October 2018 for the year 2017. A total of 167 Accounting Entities (AEs) and 21 Accounting Services Entities (ASEs) out of a total of 698 AEs responded to the survey. It is estimated that the 167 AE respondents generated about 87% of the total estimated revenue for all the 698 AEs.

Market Demand for Professional Business and Advisory Services in Singapore, ASEAN and China

SAC partnered the Association of Chartered Certified Accountants (ACCA) to study market demand for professional business and advisory services in Singapore, ASEAN and China for the next three years.

A total of 275 senior executives from the region responded to the survey.

The study was launched in May 2018 and revealed a rise in demand for non-regulated professional services, especially in areas related to technology, risk management and international tax advisory.



LOOKING AHEAD



In the year ahead, new initiatives will be launched to guide the sector's digital transformation, catalyse innovation in the industry and support career development for accountancy professionals. In partnership with the industry, SAC will also conduct studies to provide insights to develop strategies for a leading global accountancy hub.

INTERNATIONALISATION

- Plans are underway for the Singapore Chartered Accountant (CA) Qualification and the Chartered Valuer and Appraiser (CVA) Programme to be brought to the region and allow Candidates to sit for examinations in their own countries.

THOUGHT LEADERSHIP

Studies will be conducted together with the industry to develop insights for the formulation of new strategies. Some of the areas of study are:

- the impact of digitalisation on the job roles of Accounting and Bookkeeping clerks
- the perception of accountancy as a career
- talent related challenges faced by Accounting Entities

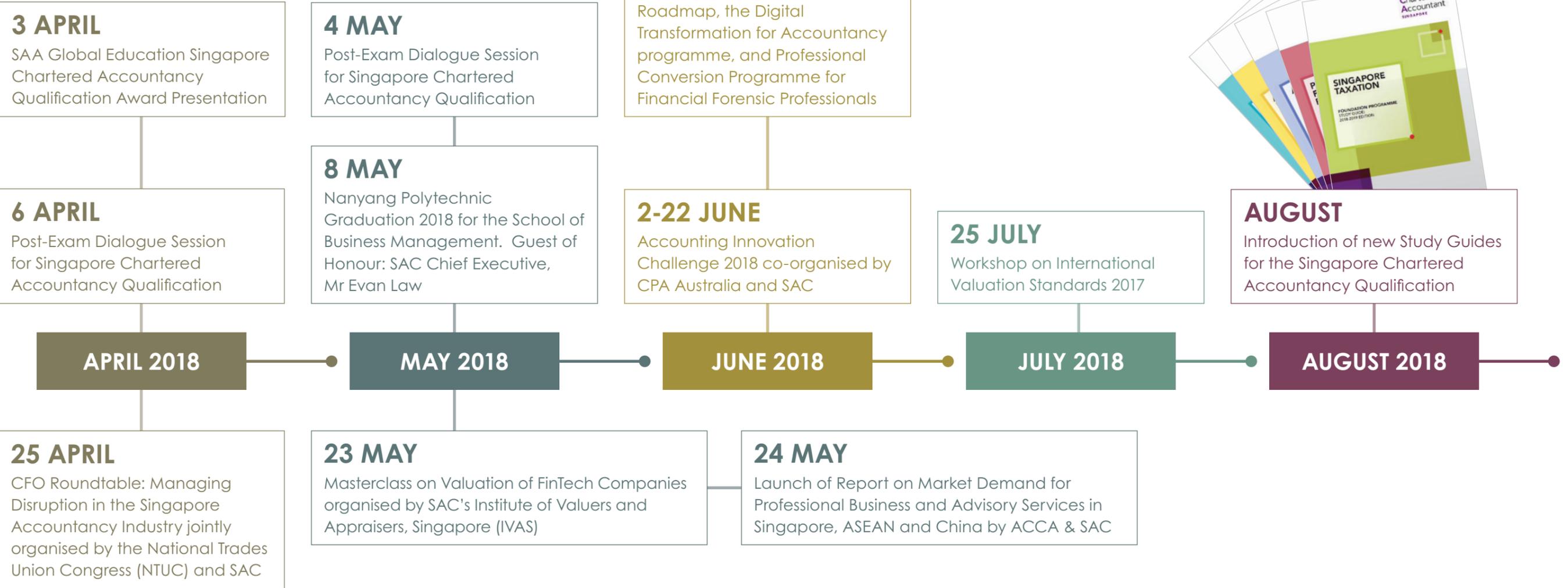
ENHANCING SKILLS

- Management Accountants are increasingly sought after for the strategic role they play in providing financial and other decision-making information to assist businesses in the formulation of organisational strategies. As such, a Professional Conversion Programme on Management Accounting (MA) will be launched to help mid-career professionals who need to be re-skilled for a new career in MA.
- The Skills Framework for Accountancy, launched in 2017 to help individuals explore career advancement opportunities, will be updated and extended to include more areas of accountancy work.

DIGITALISATION

- The Industry Digital Plan for the Accountancy sector will be launched and further developed to help Small and Medium-sized Practices (SMPs) transform their businesses using technology.
- The Singapore Chartered Accountant (CA) Qualification will have a new Candidate Portal, a one-stop facility with new services such as an online Record of Practical Experience and Competence (RPEC), a new Ethics and Professionalism Module, and the availability of all learning materials.
- To foster innovation, the second hackathon for the accountancy sector will be run to develop new ways to handle challenges by accounting firms.

CALENDAR OF EVENTS



3 APRIL 2018
SAA Global Education Singapore Chartered Accountancy Qualification Award Presentation



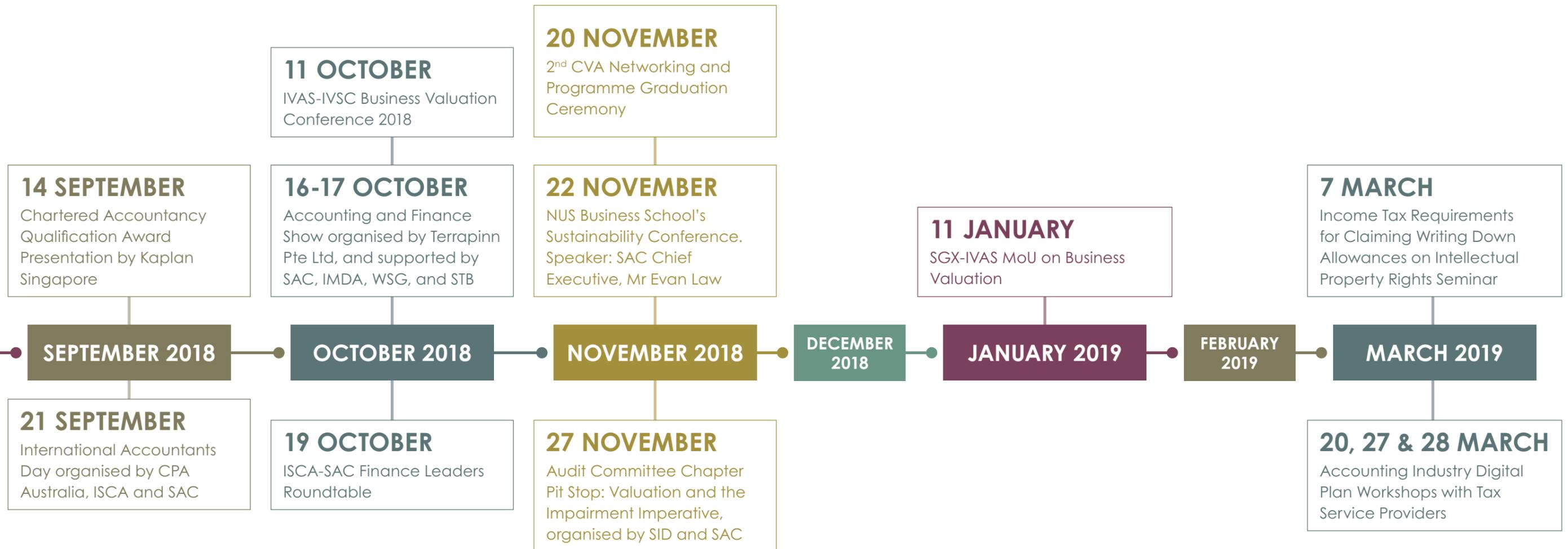
8 MAY 2018
Nanyang Polytechnic Graduation 2018



1 JUNE 2018
Launch of Accountancy Roadmap



CALENDAR OF EVENTS



21 SEPTEMBER 2018
International Accountants Day organised by CPA Australia, ISCA and SAC



11 OCTOBER 2018
IVAS-IVSC Business Valuation Conference 2018



22 NOVEMBER 2018
NUS Business School's Sustainability Conference. Speaker: SAC Chief Executive, Mr Evan Law



7 MARCH 2019
Intellectual Property Rights Seminar

SPECIAL THANKS TO OUR PARTNERS

Special thanks to all who have collaborated over the year to develop Singapore's accountancy sector.

Accounting Entities

All 698 Accounting Entities including:

Deloitte Singapore

Ernst & Young Singapore

KPMG Singapore

PwC Singapore

Government Agencies

Accounting and Corporate Regulatory Authority (ACRA)

Agency for Science, Technology and Research (A*STAR)

Economic Development Board (EDB)

Enterprise Singapore (ESG)

Infocomm Media Development Authority (IMDA)

Inland Revenue Authority of Singapore (IRAS)

Intellectual Property Office of Singapore (IPOS)

Ministry of Finance

Ministry of Law

Ministry of Manpower

Ministry of Trade & Industry

Professional Services Programme Office (PSPO)

SkillsFuture Singapore (SSG)

Workforce Singapore (WSG)

Institutes of Higher Learning

National University of Singapore (NUS)

Nanyang Technological University (NTU)

Singapore Management University (SMU)

Singapore University of Social Sciences (SUSS)

Singapore Institute of Technology (SIT)

Nanyang Polytechnic

Ngee Ann Polytechnic

Republic Polytechnic

Singapore Polytechnic

Temasek Polytechnic

Institute of Technical Education

Professional Bodies, Trade Associations and other Organisations

Institute of Singapore Chartered Accountants (ISCA)

Association of Chartered Certified Accountants (ACCA)

Association of Small and Medium Enterprises (ASME)

Chartered Accountants Australia and New Zealand (CA ANZ)

Chartered Accountants Ireland (CAI)

Chartered Institute of Management Accountants (CIMA)

CFA Institute

CPA Australia

Institute of Banking & Finance (IBF)

Institute of Chartered Accountants in England and Wales (ICAEW)

Institute of Chartered Accountants of Scotland (ICAS)

Institute of Internal Auditors Singapore (IIA Singapore)

International Valuation Standards Council (IVSC)

National Trades Union Congress (NTUC)

Securities Investors Association Singapore (SIAS)

Singapore Institute of Accredited Tax Professionals (SIATP)

Singapore Institute of Directors (SID)

Singapore Academy of Law (SAL)

Singapore Business Federation (SBF)

Singapore International Chamber of Commerce (SICC)

Singapore Exchange Regulation (SGX RegCo)

The Law Society of Singapore

Advisory Committees

Singapore Chartered Accountant Qualification - Professional Education Council

| | |
|--|---|
| Mr Ong Pang Thye (Chairman) | Mr Sim Hwee Cher (Retired on 1 July 2018) |
| Ms Dilys Boey | Mr Evan Law |
| Ms Koh Kah Sek | Appointed as at 1 April 2019: |
| Mr Kon Yin Tong (Retired on 31 March 2019) | Mr Mohammad Shariq Sayeed Barmaky |
| Professor Sum Yee Loong | Mr Ow Fook Chuen |
| Mr Kwok Wui San (Retired on 31 March 2019) | Mr Kelvin Tan Wee Peng |

Singapore Chartered Accountant Qualification - Learning and Assessment Committee (Professional Programme)

| | |
|---|---|
| Professor Pang Yang Hoong (Chairman) | Associate Professor Low Buen Sin (Retired on 31 March 2019) |
| Mr Daniel Ho | Associate Professor Low Kin Yew |
| Associate Professor Edmund Keung | Mr Sarjit Singh (Retired on 31 March 2019) |
| Ms Fann Kor | Mr Evan Law |
| Mr Titus Kuan (Retired on 31 March 2019) | Appointed as at 1 April 2019: |
| Associate Professor Andrew Lee | Ms Charlene Chai |
| Mr Maurice Loh | Professor Ho Yew Kee |
| Ms Loh Chay Hiah (Retired on 31 March 2019) | Mr Tan Seng Choon |
| | Mr Roger Tay Puay Cheng |

Singapore Chartered Accountant Qualification - Learning and Assessment Committee (Foundation Programme)

| | |
|--|--|
| Mr Sarjit Singh (Chairman) | Associate Professor Seow Poh Sun |
| Professor Ho Yew Kee | Mr Paul Tan (Retired on 31 March 2019) |
| Associate Professor Kevin Koh (Retired on 31 March 2019) | Mr Evan Law |
| Associate Professor Koh Wei Chern | Appointed as at 1 April 2019: |
| Mr Lee Boon Teck | Ms Anna Low Seok Joo |
| | Mr Balasubramaniam Janamanchi |

Internal Audit Advisory Council (Ceased as at 31 March 2019)

| | |
|----------------------------|----------------------------------|
| Mr Ng Siew Quan (Chairman) | Ms Lee Mei Chern |
| Mr Ang Hao Yao | Mr Willy Leow |
| Mr Ramlee Buang | Ms Dawn Liburd |
| Ms Celina Eng | Associate Professor Lawrence Loh |
| Mr Derrick Goh | Ms Tan Boon Yen |
| Mr Kuah Boon Wee | |

Institute of Valuers and Appraisers, Singapore (IVAS) Council

| | |
|---|--|
| Mr Harsha Basnayake (Chairman as at 1 April 2018) | Dr Stanley Lai, SC |
| Mr Eric Teo (Retired as Chairman as at 31 March 2018) | Ms Carmen Lee |
| Mr Sajjad Akhtar | Mr Lie Kok Keong |
| Ms Srividya Gopalakrishnan | Associate Professor Low Buen Sin |
| Mr Keoy Soo Earn (Retired as at 31 March 2018) | Mr Vishal Sharma |
| Mr Kon Yin Tong | Mr Tay Woon Teck |
| | Mr Andre Toh (Appointed as at 1 April 2018) |
| | Mr Andrew Ooi (Appointed as at 1 April 2018) |

IVAS Learning and Assessment Committee

| |
|------------------------------|
| Mr Vishal Sharman (Chairman) |
| Dr Andrew Lee |
| Mr Tay Woon Teck |

IVAS Continuing Professional Development Committee

| |
|--|
| Mr Sajjad Akhtar (Chairman) |
| Ms Srividya Gopalakrishnan |
| Mr Jamesy Laya |
| Mr Andrew Ooi (Retired on 31 March 2019) |
| Mr Leonard Woo (As at 1 April 2019) |

IVAS Certification and Disciplinary Committee

| |
|--|
| Mr Harsha Basnayake (Chairman till 31 December 2018) |
| Mr Tay Woon Teck (Chairman as at 1 January 2019) |
| Ms Carmen Lee |
| Mr Mah Kah Loon |

IVAS Advocacy and Engagement Committee

| |
|---|
| Ms Srividya Gopalakrishnan (Chairman) |
| Mr Jamesy Laya |
| Mr Eric Teo |
| Mr Nish Shetty (As at 1 November 2018) |
| Ms Yak Chan Wei (As at 18 January 2019) |

IVAS Standards and Technical Committee/ Financial Reporting Surveillance Committee

| |
|---------------------------------------|
| Mr Lie Kok Keong (Chairman) |
| Mr Andre Toh (Deputy Chairman) |
| Mr Andrew Ooi |
| Mr Chay Yiowmin |
| Mr Loh Yee Chuan |
| Mr Mun Siong Yoong |
| Mr Terence Ang |
| Ms Josephine Hong (As at 10 May 2019) |

Technology Advisory Panel

| |
|------------------------|
| Mr Evan Law (Chairman) |
| Mr Alex Campbell |
| Mr Sam Liew |
| Mr Lyon Poh |
| Mr Robert Tay |

Restructuring and Insolvency Task Force (Ceased as at 30 September 2018)

| | |
|---------------------------|--------------------|
| Mr Sushil Nair (Chairman) | Mr Chee Yoh Chuang |
| Mr Edwin Tong | Mr Bob Yap |
| Mr Manoj Sandrasegara | Ms Loretta Yuen |
| Mr Ashok Kumar | Mr Tam Chee Chong |
| Ms Angela Ee | |

INTEGRATED REPORTING

OUR APPROACH TO INTEGRATED REPORTING

SAC's first Integrated Report was published in FY 2014/15. This year's Integrated Report continues to focus on the development of Singapore into a leading global accountancy hub.

The Accountancy Roadmap was launched in 2018 to guide the sector's development over the next five to 10 years. It is in line with the national Industry Transformation Map (ITM) for Professional Services, of which accountancy is one of five key sub-sectors. The Roadmap comprises four strategies: reskill and upskill to develop a future-ready workforce; boost productivity by streamlining work processes and leveraging on technology; innovate and diversify into high value accounting services; and internationalise to capture demand in high growth practice areas.

This report focuses on SAC's three strategic thrusts which are aligned with the Accountancy Roadmap. The key thrusts are: enhancing skills and nurturing talent for a workforce with deeper and multidisciplinary skills; developing the industry through innovation and technology; and creating a hub and exchange for thought leadership and internationalisation efforts. It also shows how SAC partners the industry on programmes to build a vibrant accountancy sector.

With the use of key figures and infographics, the report illustrates the impact of the initiatives to create value for the sector over the short, medium and long term.

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| Strategy and Resource Allocation | Business Model and Strategy | 23 |
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| | Developing Industry | 36 - 43 |
| | Creating a Hub and Exchange | 44 - 53 |
| Outlook | Looking Ahead | 54 - 55 |

FINANCIAL HIGHLIGHTS

Statement of Comprehensive Income

| | FY18/19(S\$) | FY17/18(S\$) |
|-------------------------|----------------|----------------|
| Income | 2,853,500 | 2,050,171 |
| Expenditure | 7,547,114 | 7,593,834 |
| Deficit | 4,693,614 | 5,543,663 |
| Funding from Government | 4,922,382 | 6,297,876 |
| Net Surplus | 228,768 | 754,213 |

Statement of Financial Position

| | FY18/19(S\$) | FY17/18(S\$) |
|-------------------------|------------------|------------------|
| Current Assets | 4,214,827 | 3,979,428 |
| Non-Current Assets | 161,592 | 241,245 |
| Total Assets | 4,376,419 | 4,220,673 |
| Current Liabilities | 1,557,052 | 1,560,162 |
| Non-Current Liabilities | 104,911 | 174,823 |
| Reserves | 2,714,456 | 2,485,688 |
| Equity and Liabilities | 4,376,419 | 4,220,673 |

Operating Income

SAC's total income in FY18/19 was \$2,853,500 (\$2,050,171 in FY17/18).

The principal sources of income are Singapore Chartered Accountant Qualification and industry development fees, contributing to 93% of the total income in FY18/19 (94% in FY17/18).

Expenditure

| | FY18/19 (S\$) | FY17/18(S\$) |
|---|------------------|------------------|
| Employee Compensation | 3,436,473 | 3,542,722 |
| Singapore CA Qualification Administration Service Fee | 1,479,234 | 1,598,884 |
| Publication Expenses | 183,941 | 316,960 |
| Professional Fees | 673,279 | 589,561 |
| Rental Expense | 360,972 | 365,933 |
| IT Related Expense | 598,340 | 365,020 |
| Depreciation Expense | 79,653 | 82,776 |
| Events and Publicity Expense | 243,958 | 252,217 |
| Other Operating Expense | 444,408 | 318,996 |
| Contribution to Consolidated Fund | 46,856 | 160,765 |
| | 7,547,114 | 7,593,834 |

SAC incurred a total expenditure of \$7,547,114 in FY18/19 (\$7,593,834 in FY17/18).

These are mainly attributed to the Singapore CA Qualification Administration, publication, events related and staff costs, contributing to 71% of the total expenditure in FY18/19 (75% in FY17/18).



Singapore Accountancy Commission

10 Anson Road, #05-18 International Plaza,
Singapore 079903
Tel : +65 6325 0518
Fax : +65 6226 3386



VISIT OUR WEBSITE
www.sac.gov.sg



FOR ENQUIRIES, CONTACT US AT
enquiries@sac.gov.sg