Report of the ISCA Council

(Year Ended 31 December 2023)

It is our pleasure to present our 2023/2024 Annual Report and Financial Statements for the year ended 31 December 2023.

The following Council members were elected as office bearers during the first Council meeting held in April 2022:

PRESIDENT
Teo Ser Luck

VICE PRESIDENT
Mohammad Shariq Sayeed Barmaky

VICE PRESIDENT
Yiong Yim Ming

TREASURER
Jocelyn Goh Chern Ni

SECRETARY
Judy Ng

Council Meeting Attendance

(Year Ended 31 December 2023)

The 2023 Council held 7 ordinary meetings. “Column A” indicates the number of Council meetings members attended, and “Column B” indicates the number of committees he/she sits on.

	A	B
Mohammad Shariq Sayeed Barmaky	5	2
Choo Eng Beng	6	1
Jocelyn Goh Chern Ni	5	2
Koh Wee Kwang	6	1
Lai Chin Yee	7	3
Lim Him Chuan	1*	2
Lim Yeong Seng	6	3
Lo Mun Wai	7	1
Judy Ng	4	3
Ow Fook Chuen	3**	1
Cyndi Pei Siang Teng	6	1
Song Yeow Chung	6	1
Tan Kuang Hui	7	1
Belinda Teo Hui	5	1
Teo Ser Luck	7	3
Maria Teo Yen Shan	7	2
Don Wee Boon Hong	6	2
Christopher Wong Mun Yick	5	2
Yiong Yim Ming	7	2

* Appointed to Council in January 2024
** Appointed to Council in July 2023

ISCA Committees 2023/24

EXECUTIVE COMMITTEE

1. Teo Ser Luck *(President)*
2. Shariq Barmaky *(Vice President)*
3. Yiong Yim Ming *(Vice President)*
4. Jocelyn Goh Chern Ni *(Treasurer)*
5. Judy Ng *(Secretary)*

NOMINATIONS COMMITTEE

1. Lee Shi Ruh *(Chairperson)*
2. Teo Ser Luck
3. G. Arull
4. Lo Mun Wai
5. Ow Fook Chuen
6. Kelvin Tan Wee Peng
7. Christopher Wong

AUDITING AND ASSURANCE STANDARDS COMMITTEE

1. Adj Assoc Prof Tan Wee Cheng
2. Adj Assoc Prof Joanne Tay Siok Wan
3. Alice Wong *(Observer)*
4. Ang Hao Yao
5. Assoc Prof El'fred Boo
6. Basil Chan
7. Chan Ruiqi
8. Chen Ningxin Narissa
9. Damien Tai Chee Chiaw
10. Ho Teik Tiong Gregory
11. Irene Tok Ling Ling
12. James Xu Jun *(Deputy Chairperson)*
13. Khoo Gaik Suan, Irene
14. Lau Soo Ching Alternate: Chen Sze Leng
15. Lee Tze Shiong
16. Lim Sio Hoon
17. Ng Meow Ling *(Observer)*
18. Sanjay Gordhan Panjabi
19. Susan Foong Chooi Chin
20. Tan Bee Nah
21. Wee Ling Na @ Yvonne Au
22. Woo E-Sah
23. Yeow Hui Cheng *(Chairperson)*
24. Yvonne Chiu Sok Hua

AUDIT COMMITTEE

1. Christopher Wong *(Chairperson)*
2. Cyndi Pei
3. Tan Kuang Hui
4. Don Wee Boon Hong

BANKING AND FINANCE COMMITTEE

1. Christine Lee Siew Ling *(Chairperson)*
2. Ang Suat Ching *(Deputy Chairperson)*
3. Ho Hean Chan *(Deputy Chairperson)*
4. Aik Meijun Lucretia
5. Chew Han Jin, Mark
6. Chiong Huiling, Cheryl
7. Hong Cho Hor Ian
8. Hong Teck Khiam
9. Vincent Loh
10. Low Hwee Ming
11. Ong Ai Boon
12. Quek Kian Leong
13. See Kim Siong Peter
14. Seow Chong Howe, Gabriel
15. Gerard Toh Wen-Wei
16. Herman Wijaya
17. Serena Yong

CHARITY ACCOUNTING COMMITTEE

1. Prof Ang Hak Seng *(Chairperson)*
2. Alan Chang Chi Hsung
3. Susan Foong Chooi Chin
4. Goh Puay Cheh
5. Adeline Kee Yi Jean
6. Woo E-Sah

CHARTERED ACCOUNTANT LAB CONTENT ADVISORY COMMITTEE

1. Shariq Barmaky *(Chairperson)*
2. Prof Chng Chee Kiong
3. Benny Chwee Bo Chong
4. Prof Goh Shihao, Clarence
5. Prof Kevin Ow Yong Keng
6. Tashna Rajah
7. Philip Shin An
8. Prof Patricia Tan Mui Siang
9. Vincent Toong

ISCA Committees 2023/24

CFO COMMITTEE

1. Lai Chin Yee *(Chairperson)*
2. Chan Ying Jian
3. Choo Joo Kwang, Vincent
4. Chua Siew Hwi
5. Ho Mang Chan
6. Vincent Lim Boon Seng
7. Song Yeow Chung
8. Tan Yuan Ching, Darrell
9. Tham Wei Hsing, Paul
10. Esther Wee Yu
11. Wong Kar Ling
12. Alan Wong Tuan Keng
13. Yap Siok Leng

CORPORATE FINANCE COMMITTEE

1. Rebekah Khan *(Chairperson)*
2. Leonard Ching Tchi Pang
3. Goh Chyan Pit
4. Barry Lee Chin Siang
5. Jimmy Lim Tin Boon
6. Sharon Peh
7. Doreen Quek
8. Tay Hwee Ling
9. Toh Kim Teck
10. Yeo Siok Yong

CORPORATE GOVERNANCE AND RISK MANAGEMENT COMMITTEE

1. Seah Gek Choo *(Chairperson)*
2. Ang Fui Siong
3. Punjabi Rajesh Hiranand
4. Victor Lai Kuan Loong
5. Dennis Lee Hock Leong
6. Willy Leow Chee Hwee
7. Prof Lawrence Loh
8. Ooi Hsia Ling, Lisa
9. John Teo Woon Keng
10. David Toh
11. David Yeong

ETHICS COMMITTEE

1. Eng Chin Chin *(Chairperson)*
2. Abdul Jabbar Bin Karam Din
3. Assoc Prof El'fred Boo
4. Lorraine Chay Yeow Mei
5. Ho Teik Tiong Gregory
6. Khong Yew Cheong
7. Lee Bee Leng
8. Michelle Liew
9. Lim Tze Yuen
10. Ng Chiau Meng Amos
11. Ooi Hsia Ling, Lisa
12. Woo Shea Leen
13. Caroline Lee (Observer)
14. Karen Lim *(Observer)*
15. Ng Meow Ling *(Observer from 24 Nov 2023)*
16. Jake Yeo *(Observer)*

FINANCIAL FORENSIC ACCOUNTING OVERSIGHT COMMITTEE

1. Lem Chin Kok *(Chairperson)*
2. Tan How Choon *(Deputy Chairman)*
3. Chan Kheng Tek
4. Aaron Lee TC
5. Dylan Lee
6. Lee King See
7. Lim Kok Meng
8. Ramesh Moosa
9. Seow Hwee Koon
10. Belinda Tan SW
11. Mabel Watt
12. Loretta Yuen

FINANCIAL REPORTING COMMITTEE

1. Reinhard Klemmer *(Chairperson)*
2. Soh Lin Leng *(Deputy Chairperson)*
3. Chin Chee Choon
4. Philip Fong Yeng Fatt
5. Aylwin How Chin Hong
6. Assoc Prof Jian Ming
7. Joseph Lam Wei Pin
8. Lie Kok Keong
9. Sue Lightfoot
10. Lim Sio Hoon
11. Ng Choon Kiat
12. Ng Kian Hui
13. Uthaya Chandrikaa D/O Ponnusamy
14. Senthilnathan Sampath
15. Tan Jingwei Benjamin
16. Tan Yong Choo
17. Teo Soo Chuen
18. Toh Sze Peng, Valerie
19. Gajendran Vyapuri
20. Assoc Prof Wang Jiwei
21. Wong Yew Chung

ISCA Committees 2023/24

INFRASTRUCTURE & PROJECT FINANCE OVERSIGHT COMMITTEE

1. Lynn Tho *(Co-Chairperson)*
2. Audra Low *(Co-Chairperson)*
3. David T Boyland
4. Kok Chee Wai
5. Lavan Thiru
6. Kelvin Wong Wai Hung
7. Lawrence Wu

INSURANCE COMMITTEE

1. Kevin Ohng Kok Yeong *(Chairperson)*
2. G. Arull
3. Jacky Chew Tuck Hua
4. Adrian Chua Teng Aik
5. Jaslin Du Xiaolin
6. Celina Goh
7. Steven Goh
8. Low Hwee Ming
9. Ng Ai Ming
10. Philip Shin
11. Tay Siang Leng

INVESTMENT COMMITTEE

1. Judy Ng *(Chairperson)*
2. Choo Eng Beng
3. Anthony Chuah Khoon Yew
4. Yiong Yim Ming

MEMBERSHIP COMMITTEE

1. Frankie Chia Soo Hien *(Chairperson)*
2. Lelaina Lim Siew Li *(Deputy Chairperson)*
3. Lai Chin Yee
4. Belinda Teo Hui

PUBLIC ACCOUNTING PRACTICE COMMITTEE

1. Khoo Gaik Suan, Irene *(Chairperson)*
2. Lee Eng Kian *(Deputy Chairperson)*
3. Aw Vern Chun, Philip
4. Chan Hock Leong, Rick
5. Alan Chang Chi Hsung
6. Cheong Keng Chuan, Alfred
7. Cheong Kum Foong
8. Chiang Kok Ying, Vivienne
9. Heng Yeow Meng, Michael
10. Michael Kee Cheng Kong
11. Lim Yeong Seng
12. Lynn Phang
13. Helmi Bin Ali Bin Talib
14. Tan Lye Heng, Paul
15. Teo Li Ling

RESEARCH FUND EVALUATION COMMITTEE

1. Judy Ng *(Chairperson)*
2. Lee Dah Khang
3. Dennis Lee
4. Lim Jin Huei, Eric
5. Lawrence Wu

SINGAPORE CHARTERED ACCOUNTANT QUALIFICATION ADVISORY PANEL

1. Lai Chin Yee *(Chairperson)*
2. Prof Yeo Hian Heng, Gillian *(Deputy Chairperson)*
3. Kuldip Gill
4. Assoc Prof Koh Sze Kee
5. Evan Law
6. Prof Mak Yuen Teen
7. Assoc Prof Ng Kai Teck
8. Prof Gary Pan
9. Tan Seng Choon
10. Esther Wee

Learning Contents Subgroup

1. Prof Yeo Hian Heng, Gillian *(Chairperson)*
2. Kuldip Gill
3. Assoc Prof Koh Sze Kee
4. Prof Mak Yuen Teen
5. Assoc Prof Ng Kai Teck
6. Prof Gary Pan

Practical Experience and Outreach Subgroup

1. Lai Chin Yee *(Chairperson)*
2. Chay Yiowmin
3. Echo Chen
4. Tan Khai Boon
5. Tan Seng Choon
6. Esther Wee

Regionalisation Subgroup

1. Jocelyn Goh Chern Ni *(Chairperson)*
2. Evan Law
3. Aaron Lee Kong Tzung
4. Lim Yeong Seng
5. Yang Chi Chih

ISCA Committees 2023/24

SINGAPORE CHARTERED ACCOUNTANT QUALIFICATION LEARNING AND ASSESSMENT COMMITTEES

Learning and Assessment Committee – Foundation Programme

1. Prof Low Kin Yew *(Chairperson)*
2. Prof Annette Foo
3. Goh Bun Hiong
4. Timothy Ling
5. Assoc Prof Premilia Gowri Shankar
6. Yeap Lay Huay
7. Yeo Leng Tiong
8. Yeo Lick Koon
9. Evan Law *(Observer)*

Learning and Assessment Committee – Professional Programme

1. Prof Ho Yew Kee *(Chairperson)*
2. Prof Cheng Nam Sang
3. Prof Chng Chee Kiong
4. David Lee
5. Low Eng Kiat
6. Prof Low Kin Yew
7. Punjabi Rajesh Hiranand
8. Damien Tai
9. Esther Wee
10. Wong Yew Chung
11. Evan Law *(Observer)*

SINGAPORE MONITORING COMMITTEE

1. Teo Ser Luck *(Chairperson)*
2. Fann Kor *(Deputy Chairperson)*
3. Frankie Chia Soo Hien
4. Lim Yeong Seng

SUSTAINABILITY AND CLIMATE CHANGE COMMITTEE

1. Fang Eu-Lin *(Chairperson)*
2. Beh Siew Kim
3. Yvonne Chan
4. Chua Hwee Song
5. Fan Yuanling, Pamela
6. Giam Ei Leen
7. Goh Bee Kheng, Grace
8. Goh Yin Shian
9. Koh Wee Kwang
10. Lee Dah Khang
11. Lim Jin Huei, Eric
12. Tan Boon Gin
13. Tan Boon Siong
14. Maria Teo
15. Simon Yeo

YOUNG PROFESSIONALS ADVISORY COMMITTEE

1. Maria Teo *(Chairperson)*
2. Katherine Ang Li Nah
3. Ang Zan Yu
4. Cheng Kiang Yung Terence
5. Chong Shu Hui Jean
6. Joanna Chung Pei Shan
7. Lau Jun Ngee Emersius
8. Lee Xian Yao Sam
9. Low Yuan Yi
10. Mo Hongrui
11. Nithin Nagarajan
12. Ng Si Jia
13. Ng Wei Han
14. Jeannie Ong Wei Jin
15. See Wei Ren, Malcolm
16. Tan Cihui
17. Samuel Tan Weicheng
18. Teo Eng Siong
19. Teo Wan Lin Angelique
20. Tong Jia Hui Audrey
21. Don Wee Boon Hong *(Advisor)*

Statement by Council

On behalf of the Council of the Institute of Singapore Chartered Accountants (the "Institute"), we, Teo Ser Luck and Kor Wan Hoon, being the President and Chief Executive Officer respectively, do hereby state that in our opinion and to the best of our knowledge, the consolidated financial statements of the Institute and its subsidiaries (the "Group") and financial statements of the Institute set out on pages 74 to 116 are properly drawn up in accordance with the Societies Act 1966 and Financial Reporting Standards in Singapore so as to present fairly, in all material respects, the financial position of the Group and the Institute as at 31 December 2023 and of the financial performance, changes in funds and cash flows of the Group and the Institute for the financial year ended on that date.

Teo Ser Luck
President

Kor Wan Hoon
Chief Executive Officer

13 March 2024

Independent Auditor's Report

To Members of the Institute of Singapore Chartered Accountants

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of Institute of Singapore Chartered Accountants (the "Institute") and its subsidiaries (the "Group") as set out on pages 74 to 116, which comprise the statements of financial position of the Group and the Institute as at 31 December 2023, the statements of profit or loss and other comprehensive income, statements of changes in funds and statements of cash flows of the Group and the Institute for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the financial statements of the Institute are properly drawn up in accordance with the Societies Act 1966 (the "Societies Act") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the financial position of the Group and the Institute as at 31 December 2023 and the financial performance, changes in funds and cash flows of the Group and the Institute 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 Group 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

The Council is responsible for the other information. The other information comprises the Statement by Council as set out on page 1 and the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

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 being the Statement by Council and the "Message from the Commander" section included in the Annual Report 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.

Responsibilities of the Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of these financial statements in accordance with the Societies Act and FRSs, and for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council is responsible for assessing the Group'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 the Council either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Council's responsibilities include overseeing the Group's financial reporting process.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Council.

- Conclude on the appropriateness of the Council'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 Group'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 Group 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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

Other matter

The financial statements for the year ended 31 December 2022 were audited by another firm of auditors whose report dated 15 March 2023 expressed an unmodified opinion on those financial statements.

Independent Auditor's Report

To Members of the Institute of Singapore Chartered Accountants

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required to be kept (i) by the Institute have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act; and (ii) by the subsidiaries incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Companies Act 1967.

Foo Kon Tan LLP
Public Accountants and
Chartered Accountants
Singapore,

Ho Teik Tiong
Engagement Partner

13 March 2024

Statements of Profit or Loss and Other Comprehensive Income

For the financial year ended 31 December 2023

		Group		Institute	
		2023	2022	**2023**	2022
	Note	**$'000**	$'000	**$'000**	$'000
Income					
Membership fees		**12,254**	11,961	**12,254**	11,961
Income from courses, programs and events		**7,684**	6,780	**7,684**	6,780
Practice Monitoring review income		**405**	427	**405**	427
Singapore Chartered Accountant (CA) Qualification fee		**789**	741	**789**	741
Revenue under FRS 115	4(a)	**21,132**	19,909	**21,132**	19,909
Rental income from investment property		**962**	962	**962**	962
Interest income from financial institutions		**422**	69	**422**	69
Other income	4(d)	**825**	628	**825**	628
Total income		**23,341**	21,568	**23,341**	21,568
Less expenditure					
Expenses		**(21,775)**	(20,605)	**(21,775)**	(20,602)
Surplus from operations	5	**1,566**	963	**1,566**	966
Net fair value gain/(loss) on financial assets at fair value through profit or loss	14	**3,023**	(6,449)	**3,023**	(6,449)
Surplus/(deficit) before results of associate		**4,589**	(5,486)	**4,589**	(5,483)
Share of results of associate (net of tax)	12	**64**	48	**–**	–
Surplus/(deficit) before tax		**4,653**	(5,438)	**4,589**	(5,483)
Income tax expense	7	**(323)**	(193)	**(323)**	(193)
Surplus/(deficit) for the financial year		**4,330**	(5,631)	**4,266**	(5,676)
Surplus/(deficit) from specific fund:					
ISCA Support Fund	23(a)	**–**	(195)	**–**	(195)
ISCA Cares Fund	24	**363**	142	**–**	–
Net surplus/(deficit) and total comprehensive income/(loss) for the financial year		**4,693**	(5,684)	**4,266**	(5,871)

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

Statements of Financial Position

At 31 December 2023

	Note	Group 2023 $'000	Group 2022 $'000	Institute 2023 $'000	Institute 2022 $'000
Non-current assets					
Property, plant and equipment	8	**2,232**	1,972	**2,232**	1,972
Right-of-use assets	9	**9,277**	11,171	**9,277**	11,171
Investment property	10	**9,880**	10,184	**9,880**	10,184
Subsidiaries	11	**–**	–	**–**	–
Associate	12	**197**	133	**–**	–
Intangible assets	13	**585**	573	**585**	570
Financial assets at fair value through profit or loss	14	**56,914**	53,943	**56,914**	53,943
		79,085	77,976	**78,888**	77,840
Current assets					
Inventories		**–**	1	**–**	–
Contract assets	15	**533**	415	**533**	415
Trade and other receivables	17	**4,161**	3,252	**4,135**	3,213
Cash and bank balances	18	**23,073**	21,123	**21,122**	19,502
		27,767	24,791	**25,790**	23,130
Total assets		**106,852**	102,767	**104,678**	100,970
Non-current liabilities					
Deferred tax liabilities	19	**180**	64	**180**	64
Lease liabilities	20	**7,577**	9,381	**7,577**	9,381
Provisions	21	**350**	350	**350**	350
Other payables	22	**–**	240	**–**	240
		8,107	10,035	**8,107**	10,035
Current liabilities					
Trade and other payables	22	**4,928**	4,916	**4,938**	4,876
Contract liabilities	16	**8,456**	7,129	**8,456**	7,129
Lease liabilities	20	**1,867**	1,828	**1,867**	1,828
Current tax payable		**448**	506	**448**	506
		15,699	14,379	**15,709**	14,339
Total liabilities		**23,806**	24,414	**23,816**	24,374
Net assets		**83,046**	78,353	**80,862**	76,596
Represented by					
Accumulated Fund		**81,059**	74,990	**80,862**	74,857
ISCA Support Fund	23(a)	**–**	1,739	**–**	1,739
ISCA Cares Fund	24	**1,987**	1,624	**–**	–
		83,046	78,353	**80,862**	76,596

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

Statements of Changes In Funds

For The Financial Year Ended 31 December 2023

	Accumulated Fund $'000	ISCA Support Fund $'000 (Note 23(a))	ISCA Cares Fund $'000 (Note 24)	Total $'000
Group				
Balance at 1 January 2022	80,621	1,934	1,482	84,037
Net (deficit)/surplus and total comprehensive (loss)/income for the financial year	(5,631)	(195)	142	(5,684)
Balance at 31 December 2022	74,990	1,739	1,624	78,353
Transfer to accumulated funds	1,739	(1,739)	–	–
Net surplus and total comprehensive income for the financial year	4,330	–	363	4,693
Balance at 31 December 2023	**81,059**	**–**	**1,987**	**83,046**
Institute				
Balance at 1 January 2022	80,533	1,934	–	82,467
Net deficit and total comprehensive loss for the financial year	(5,676)	(195)	–	(5,871)
Balance at 31 December 2022	74,857	1,739	–	76,596
Transfer to accumulated funds	1,739	(1,739)	–	–
Net surplus and total comprehensive income for the financial year	4,266	–	–	4,266
Balance at 31 December 2023	**80,862**	**–**	**–**	**80,862**

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

Statements of Cash Flows

For The Financial Year Ended 31 December 2023

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
		(Restated)		(Restated)
Cash flows from operating activities				
Surplus/(deficit) before tax	**4,653**	(5,438)	**4,589**	(5,483)
Adjustments for:				
Bad debts (recovered)/written off (Note 5)	**(10)**	22	**(10)**	25
Depreciation of property, plant and equipment, investment property, right-of-use assets and amortisation of intangible assets	**3,170**	3,139	**3,170**	3,139
Finance cost – unwinding of discount (Note 5)	**–**	4	**–**	4
Interest income	**(422)**	(69)	**(422)**	(69)
Accretion of interest on lease liabilities (Note 20)	**315**	111	**315**	111
Net fair value (gain)/loss on financial assets at fair value through profit or loss	**(3,023)**	6,449	**(3,023)**	6,449
Property, plant and equipment written off (Note 5)	**–**	55	**–**	55
Intangible assets written off (Note 5)	**3**	–	**3**	–
Gain on disposal of right-of-use assets (Note 5)	**(3)**	–	**(3)**	–
Share of results of associate (net of tax)	**(64)**	(48)	**–**	–
Operating surplus before working capital changes	**4,619**	4,225	**4,619**	4,231
Contract assets	**(118)**	(95)	**(118)**	(95)
Inventories	**1**	4	**–**	4
Receivables	**(719)**	140	**(736)**	159
Payables	**2,043**	123	**2,093**	61
Contract liabilities	**1,327**	5,226	**1,327**	5,226
Cash generated from operations	**7,153**	9,623	**7,185**	9,586
Income tax paid	**(265)**	–	**(265)**	–
ISCA Cares Fund	**366**	146	**–**	–
ISCA Support Fund	**870**	(195)	**870**	(195)
Net cash generated from operating activities	**8,124**	9,574	**7,790**	9,391
Cash flows from investing activities				
Interest received	**242**	50	**246**	55
Additions to property, plant and equipment (Note 8)	**(1,341)**	(1,346)	**(1,341)**	(1,346)
Additions to intangible assets (Note 13)	**(338)**	(132)	**(338)**	(132)
Net cash used in investing activities	**(1,437)**	(1,428)	**(1,433)**	(1,423)
Cash flows from financing activities				
Fixed deposits released from pledges (Note A)	**56**	–	**56**	–
Repayment of lease liabilities (Note 20)	**(1,814)**	(2,031)	**(1,814)**	(2,031)
Interest paid on lease liabilities (Note 20)	**(315)**	(111)	**(315)**	(111)
Net cash used in financing activities	**(2,073)**	(2,142)	**(2,073)**	(2,142)
Net increase in cash and cash equivalents	**4,614**	6,004	**4,284**	5,826
Cash and cash equivalents at beginning of the financial year	**18,448**	12,444	**16,827**	11,001
Cash and cash equivalents at end of the financial year (Note 18)	**23,062**	18,448	**21,111**	16,827

Note A: Reconciliation of financing activities, excluding equity items

		Group and Institute	
		2023	2022
	Note	**$'000**	$'000
Fixed deposits			
Balance at 1 January		**(67)**	(67)
Fixed deposits released from pledges		**56**	–
Balance at 31 December	18	**(11)**	(67)

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

Notes to the Financial Statements

For The Financial Year Ended 31 December 2023

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

1 CORPORATE INFORMATION

The Institute (UEN No. T04SS0109E) is the national body for the accountancy profession in Singapore. It was established in June 1963 as the Singapore Society of Accountants ("SSA") under the SSA Ordinance 1963, then reconstituted and renamed the Institute of Certified Public Accountants of Singapore ("ICPAS") on 11 February 1989 under the Accountants Act 1987. As of 31 March 2004, ICPAS was reconstituted as a society under the Societies Act. The restructuring is primarily a change of form for the Institute as ICPAS continued to be the national body for the accountancy profession in Singapore and its functions remain unchanged. In 2013, ICPAS was renamed as the Institute of Singapore Chartered Accountants ("ISCA"). The registered office and principal place of business of the Institute is located at 60 Cecil Street, ISCA House, Singapore 049709.

The principal activities of the Institute are those of administering the Institute's membership, and catering for the training and professional development of its members. The principal activities of the subsidiaries are disclosed in Note 11.

The consolidated financial statements relate to the Institute and its subsidiaries (collectively, the "Group") and the Group's interest in associate.

2 MATERIAL ACCOUNTING POLICIES INFORMATION

a) Basis of preparation

The financial statements of the Group have been prepared in accordance with the Societies Act 1966 and Financial Reporting Standards in Singapore ("FRSs").

The financial statements, which are presented in Singapore Dollar ("$") (rounded to the nearest thousand ($'000) except when otherwise stated), have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on Council's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The areas involving a higher degree of judgement or complexity or areas where assumptions significant to the financial statements are disclosed in Note 3.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

a) Basis of preparation (Cont'd)

New and revised standards that are adopted

In the current financial year, the Group has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of these new/revised FRSs and INT FRSs did not have any material effect on the financial results or position of the Group and the Institute.

New and revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the statements of financial position date which may be early adopted but are not yet effective for the financial year ended 31 December 2023 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Group and the Institute.

b) Basis of consolidation

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The consolidated financial statements comprise the financial statements of the Institute and its subsidiaries as at the statements of financial position date. The financial statements of the subsidiaries are prepared for the same reporting date as the parent entity. Consistent accounting policies are applied for like transactions and events in similar circumstances.

Intragroup balances and transactions, including income, expenditure and dividends, are eliminated in full. Profits and losses resulting from intragroup transactions that are recognised in assets, such as inventory and property, plant and equipment, are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Business combinations are accounted for using the acquisition method. The consideration transferred for the acquisition comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes the fair value of any contingent consideration arrangement and the fair value of any pre-existing equity interest in the subsidiary. Acquisition-related costs are recognised as expenditure as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

When a change in the Institute's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill, non-controlling interest and other components of equity related to the subsidiary are derecognised. Amounts recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to accumulated fund if required by a specific FRS.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

b) Basis of consolidation (Cont'd)

Associate

Associate is an entity in which the Group has significant influence, but not control, over their financial and operating policies. The Group's investment in associate is accounted for using the equity method of accounting, less impairment losses, if any. The consolidated financial statements include the Group's share of the profit or loss of the associate from the date that significant influence commences until the date that significant influence ceases. When the Group's share of losses exceeds its interest in the associate, the carrying amount of that interest (including any long-term investments) is reduced to zero and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the associate.

Accounting for subsidiaries and associate by the Institute

In the Institute's separate financial statements, investments in subsidiaries and associate are stated at cost less impairment losses. On disposal of the investment, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

c) Functional and foreign currencies

Functional currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which that entity operates (the "functional currency"). The financial statements of the Group and the Institute are presented in Singapore Dollar, which is the Institute's functional currency.

d) Inventories

Inventories, comprising notebooks, merchandise for E-store and pouches, are stated at the lower of cost and net realisable value. Cost is calculated using the first-in, first-out method.

e) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset and costs of bringing the asset to working condition for its intended use. Dismantlement, removal or restoration costs are included as part of the cost of asset if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset. Expenditure for additions, improvements and renewals are capitalised and expenditure for maintenance and repairs are charged to expenditure. The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

e) Property, plant and equipment (Cont'd)

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 the asset is included in profit or loss in the year the asset is derecognised.

Depreciation of property, plant and equipment is calculated on the straight-line basis to write off the cost less residual value of the assets over their estimated useful lives as follows:

	Years
Furniture and office equipment	4 to 10
Computers	3 to 4
Renovation	remainder of lease term

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each financial year-end. The effects of any revision are recognised in profit or loss when the changes arise.

Renovation-in-progress are not depreciated.

f) Investment property

Investment property, comprises freehold building of the Group and the Institute, that is leased out to earn rental. Investment property is initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation of the building is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful life of 50 years.

On disposal of investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

g) Intangible assets

Computer software is stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of the computer software over their estimated useful lives of 3 to 5 years.

Acquired intellectual property and website development includes development costs which relate to the design and testing of new or improved learning materials which are recognised as an asset to the extent that it is expected that such assets will generate future economic benefits.

Deferred development costs are amortised from the date that the new or improved learning materials are put into use. Such costs are subsequently amortised on a straight-line basis over their useful lives of 3 years.

No amortisation is provided on system work-in-progress. Amortisation of the system, on the same basis as other intangible assets, commences when the asset is ready for its intended use.

The amortisation period and amortisation method of intangible assets are reviewed at least at each statements of financial position date. The effects of any revision are recognised in profit or loss when the changes arise.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

h) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable group of assets that generates cash inflows that are largely independent from other assets or groups of assets.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs of disposal and its value in use. In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

i) Financial assets

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss) are added to the fair value of the financial assets on initial recognition. Transaction costs directly attributable to acquisition of financial assets at fair value through profit or loss are recognised immediately in profit or loss. Trade receivables without a significant financing component is initially measured at transaction prices.

Classification and measurement

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

The Group classifies its financial assets in the following measurement categories:

- Amortised cost; and
- Fair value through profit or loss ("FVTPL").

The classification is based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets.

The Group reclassifies financial assets when and only when its business model for managing those assets changes.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

i) Financial assets (Cont'd)

Subsequent measurement

i) *Debt instruments*

Debt instruments include trade and other receivables (excluding prepayments) and cash and bank balances. The subsequent measurement category is depending on the Group's business model for managing the asset and cash flow characteristics of the asset:

Amortised cost

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

Fair value through profit or loss ("FVTPL")

Debts instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or Fair value through other comprehensive income ("FVOCI") are classified as FVTPL. Movements in fair values and interest income are recognised in profit or loss in the period in which it arises.

ii) *Equity instruments*

The Group subsequently measures all its equity investments at their fair values. Equity investments are classified as FVTPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in "Other income or Expenses". On disposal of an equity investment classified as FVTPL, the difference between the carrying amount and sales proceed amount would be recognised in profit or loss. Dividends from equity investments are recognised in profit or loss and presented in "Other income".

iii) *Funds placed with fund managers*

The Group and the Institute classify a portfolio of financial assets that is managed and whose performance is evaluated on a fair value basis as financial assets at fair value through profit or loss. Such portfolio of financial assets is neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets. The collection of contractual cash flows is only incidental to achieving the business model's objective. The Group's and the Institute's primary focus on a portfolio of financial assets is on the fair value information and uses that information to assess the assets' performance and to make decisions.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

i) Financial assets (Cont'd)

Impairment

The Group recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. 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 required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a "lifetime ECL").

For trade receivables that do not have a significant financing component, the Group applies a simplified approach to recognise a loss allowance based on lifetime ECLs at statements of financial position date. The Group based on its historical credit loss experience, adjusts as appropriate for current conditions and forward-looking factors specific to the debtors and the economic environment.

If the Group has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.The Group recognises an impairment gain or loss in profit or loss for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

j) Financial liabilities

Financial liabilities include trade and other payables (excluding Goods and Services Tax payable, accrual for unutilised annual leave, advance billings for rental and other income and grants received). Financial liabilities are recognised on the statements of financial position when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value net of directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process. The liabilities are derecognised when the obligation under the liability is discharged or cancelled or expired.

k) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) where, as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each statements of financial position date and adjusted to reflect the current best estimate. Where the effect of time value of money is material, the amount of the provision is the present value of the expenditure expected to be required to settle the obligation.

The Group recognises the estimated costs of dismantlement, removal or restoration of items of assets arising from the acquisition or use of assets (Note 2(e) and Note 2(l)). This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration time value of money. Changes in the estimated timing or amount of the expenditure or discount rate is adjusted against the cost of the related assets unless the decrease in the liability exceeds the carrying amount of the asset or the asset has reached the end of useful life. In such cases, the excess of the decrease over the carrying amount of the assets or the change in the liability is recognised in profit or loss immediately.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

l) Leases

The Group 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.

When a Group entity is the lessee

The Group applies a single recognition and measurement approach for all contracts that are, or contain, a lease, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets (e.g. leases of tablet and personal computers, small items of office equipment and telephones). For these exempted leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise fixed lease 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 Group and payments of penalties for terminating the lease, if the lease term reflects the Group 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.

The lease liability is presented as a separate line in the statements of financial position. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability using the effective interest method, and reducing the carrying amount to reflect the lease payments made. The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever 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.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received. Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37 *Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the cost relates to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

l) Leases (Cont'd)

When a Group entity is the lessee (Cont'd)

Right-of-use assets (Cont'd)

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset, as follows:

	Years
Lease property	6
Office equipment	5

If ownership of the leased asset transfers to the Group 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 depreciation starts at the commencement date of the lease.

The right-of-use assets (except for those which meets the definition of an investment property) are presented as a separate line in the statements of financial position. The Group applies FRS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2(h).

When a Group entity is the lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct cost incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

m) Cash and cash equivalents in the statements of cash flows

For the purpose of presentation on the statements of cash flows, cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value and forms part of the Group's short-term cash management policy and excludes pledge deposits.

n) Revenue recognition

Revenue is measured based on the consideration to which the Group and the Institute expect to be entitled in exchange for transferring promised goods or services to the customer. Revenue is recognised when the Group 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.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

n) Revenue recognition (Cont'd)

(i) Members' annual fees and members' admission fees

The Institute is the national body for the accountancy professional in Singapore and provides membership services to its members. Such members' annual fees are recognised as a performance obligation satisfied over time. Member's annual fee is recognised as income in the period to which the annual fees relates. Unearned income relating to future period is included in contract liabilities. The members' annual fee is non-refundable and payable upon membership renewal. Members fees are stated net of all fee waivers granted during the year and goods and services tax.

The Group provides members administrative services in the application of membership status. The admission fees are due upon submission of membership application and are non-refundable. The admission fees are recognised as income in the year during which membership commences, or upon an event that the application is unsuccessful. Such members administrative services are recognised as a performance obligation satisfied at a point in time.

(ii) Services

– Course fees (from continuing professional education, seminars and events) and subscription fees.

The Group provides training courses relating to the continuing professional education for its members. Income from workshops, seminars and events are recognised as a performance obligation satisfied at a point in time when the performance is completed within the day.

Subscription fees from e-learning courses and platforms are recognised as a performance obligation satisfied over time, over the period whereby participant is granted access to the e-learning courses or platform. The fees are due upon registration, and non-refundable.

Course fees are stated net of course credits or discounts and excludes the value of complimentary courses.

Unearned income relating to service to be rendered in future periods is included in contract liabilities.

– Singapore Chartered Accountant (CA) Qualification fee

Administrative fee income from the Singapore CA Qualification is recognised as a performance obligation satisfied over time. Revenue is recognised over the duration of the service period provided, having regards to the stage of completion determined based on man hours incurred to date over the budgeted man hours. A contract asset is recognised when the Group has performed under the contract but has not yet billed the client. The Group will bill client in accordance to the billing terms in the service agreement and payment within 30 days from the invoice date is required. No element of financing is deemed present. Direct expenses incurred by the Group is reimbursed at cost.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

n) Revenue recognition (Cont'd)

(ii) Services (Cont'd)

– Practice monitoring review income

Practice monitoring review income from inspection services on audits performed by public accountants are recognised as a performance obligation satisfied over time. The services performed has no alternative use due to the contractual restriction and the Group has enforceable rights to payment arising from the contractual terms. Revenue is recognised over the duration of the service period provided, having regards to the stage of completion determined based on man hours incurred to date over the budgeted man hours. A contract asset is recognised when the Group has performed under the contract but has not yet billed the client. The Group will bill client in accordance to the billing terms in the service agreement and payment within 30 days from the invoice date is required. No element of financing is deemed present.

(iii) Interest income

Interest income is recognised as the interest accrues based on effective interest method.

(iv) Rental income

Rental income from operating leases are recognised on a straight-line basis over the lease term. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(v) Donations

Donations are recognised as and when they are received. Income from fund-raising events is recognised at the later of (a) occurrence of the event or (b) upon receipt of the donations.

o) Employee benefits

Defined contribution plans

As required by law, the Group makes contributions to the state pension scheme, the Central Provident Fund ("CPF") Scheme which is a defined contribution pension scheme. Contributions to CPF are recognised as expenditure in the period in which the related service is performed.

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. The estimated liability for leave is recognised for services rendered by employees up to the statements of financial position date.

2 MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

p) Income tax

Income tax on the profit or loss for the year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that they relate to items recognised outside profit or loss, either in other comprehensive income or directly in equity in which the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity respectively).

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the statements of financial position date, and any adjustment to tax payable in respect of previous years. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred tax is recognised, using the liability method, providing for all temporary differences at the statements of financial position date between the tax bases of assets and liabilities and their carrying amounts in the financial statements except where the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither the accounting nor taxable profit or loss.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on currently enacted or substantively enacted tax rates at the statements of financial position date.

q) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statements of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

When the grant relates to an expenditure item, it is recognised in profit or loss over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

3 CRITICAL JUDGEMENTS IN APPLYING THE GROUP'S ACCOUNTING POLICIES

In the process of applying the Group's accounting policies, which are described in Note 2, management has made the following judgements that have the most significant effect on the amounts recognised in the financial statements (apart from those involving estimations, which are dealt in the preceding paragraphs).

Business model assessment

Classification and measurement of financial assets depends on the cashflows that are solely payments of principal and interest ("SPPI") and the results of the business model test (refer to Note 2(i)). The Group and the Institute determine the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated.

The Group and the Institute classify a portfolio of financial assets that is managed and whose performance is evaluated on a fair value basis as financial assets at fair value through profit or loss. Such portfolio of financial assets is neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets. The collection of contractual cash flows is only incidental to achieving the business model's objective. The Group's and the Institute's primary focus on a portfolio of financial assets is on the fair value information and uses that information to assess the assets' performance and to make decisions.

The Group and the Institute monitor financial assets measured at amortised cost that are derecognised prior to their maturity to understand the reasons for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Financial assets are not reclassified subsequent to their initial recognition unless the Group and the Institute change its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

For leases of office space and equipment, the following factors are considered to be most relevant:

- If any leasehold improvements are expected to have a significant remaining value, the Group includes the extension option in lease liabilities; and

- The Group considers other factors including its historical lease periods and the costs and business disruption required to replace the leased asset.

The assessment of reasonable certainty to exercise extension option is only revised if a significant change in circumstances occurs which affects this assessment, and that is within the control of the lessee.

4 INCOME

a) Disaggregation of revenue

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Timing of transfer of goods or services				
At a point in time	**2,256**	1,824	**2,256**	1,824
Over time	**18,876**	18,085	**18,876**	18,085
Revenue under FRS 115	**21,132**	19,909	**21,132**	19,909

b) Revenue recognised during the financial year from:

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Amounts included in contract liabilities at beginning of the financial year	**7,129**	1,903	**7,129**	1,903

c) Transaction price allocated to remaining performance obligations

The aggregate amount of transaction price allocated to the unsatisfied (or partially unsatisfied) performance obligations as at 31 December 2023 is $208,000 (2022: $657,000). The Group and Institute expect to recognise $208,000 (2022: $657,000) as revenue relating to the transaction price allocated to the unsatisfied (or partially unsatisfied) performance obligations as at 31 December 2023 in the financial year ending 31 December 2024.

d) Others

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Other income				
Government grants	**184**	296	**184**	296
Advertising income	**36**	35	**36**	35
Rental of ISCA House facilities	**246**	2	**246**	2
Membership reinstatement and late fee	**70**	74	**70**	74
Quality Assurance Review Programme and content fee	**85**	46	**85**	46
Sundry income	**204**	175	**204**	175
	825	628	**825**	628

5 SURPLUS FROM OPERATIONS

The following items have been included in arriving the surplus from operations:

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Expenses				
Advertisement and promotion expenses	**235**	189	**235**	189
Bad debts (recovered)/written off				
– Third parties	**(10)**	22	**(10)**	22
– Amounts due from subsidiaries	**–**	–	**–**	3
Amortisation of intangible assets	**289**	316	**289**	316
Depreciation of property, plant and equipment (Note 8)	**631**	499	**631**	499
Depreciation of right-of-use assets (Note 9)	**1,946**	2,022	**1,946**	2,022
Depreciation of investment property (Note 10)	**304**	302	**304**	302
	3,170	3,139	**3,170**	3,139
Direct costs of providing training and other courses	**1,659**	1,896	**1,659**	1,896
Finance cost	**–**	4	**–**	4
Interest expense on lease liabilities (Note 20)	**315**	111	**315**	111
Property, plant and equipment written off	**–**	55	**–**	55
Intangible assets written off	**3**	–	**3**	–
Gain on disposal of right-of-use assets	**(3)**	–	**(3)**	–
Repair and maintenance	**286**	262	**286**	262
Publications	**348**	337	**348**	337
Seminar and talk expenses	**926**	493	**926**	493
Staff costs (Note 6)	**11,810**	11,164	**11,810**	11,164
Website and cybersecurity expenses	**1,203**	1,150	**1,203**	1,150

6 STAFF COSTS

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Salaries and bonuses	**10,323**	9,859	**10,323**	9,859
Contributions to CPF	**1,296**	1,172	**1,296**	1,172
Other employee benefit expenses	**191**	133	**191**	133
	11,810	11,164	**11,810**	11,164

7 INCOME TAX EXPENSE

Income tax expense attributable to results is made up of:

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Current income tax provision	**207**	241	**207**	241
Deferred tax – current year	**116**	(32)	**116**	(32)
Over provision in respect of previous financial years:				
– Current income tax	**–**	(16)	**–**	(16)
	323	193	**323**	193

The income tax expense on the results of the financial year varies from the amount of income tax determined by applying the Singapore statutory rate of income tax to surplus/(deficit) before tax due to the following factors:

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Surplus/(deficit) before tax	**4,649**	(5,438)	**4,589**	(5,483)
Tax calculated at a tax rate of 17% (2022 - 17%)	**790**	(924)	**780**	(932)
Singapore statutory stepped income exemption	**(17)**	(17)	**(17)**	(17)
Income not subject to tax (a)	**(558)**	(1)	**(558)**	(1)
Expenses not deductible for tax purposes (b)	**89**	1,177	**89**	1,177
Over provision in respect of previous financial years	**–**	(16)	**–**	(16)
Others	**19**	(26)	**29**	(18)
	323	193	**323**	193

(a) Income not subject to tax relate mainly to net fair value gain with respect to the other financial assets at fair value through profit or loss and website development grant.

(b) Expenses not deductible for tax purposes relate mainly to depreciation of non-qualifying assets and other disallowed expenses incurred in the ordinary course of business.

8 PROPERTY, PLANT AND EQUIPMENT

	Furniture and office equipment $'000	Computers $'000	Renovation $'000	Renovation in-progress $'000	Total $'000
Group and Institute					
Cost					
Balance at 1 January 2022	971	1,848	388	–	3,207
Additions	4	454	–	1,439	1,897
Written off	(624)	(170)	(388)	–	(1,182)
Balance at 31 December 2022	351	2,132	–	1,439	3,922
Additions	681	210	–	–	891
Reclassifications	361	–	1,078	(1,439)	–
Written off	(101)	(403)	–	–	(504)
Balance at 31 December 2023	**1,292**	**1,939**	**1,078**	**–**	**4,309**
Accumulated depreciation and impairment					
Balance at 1 January 2022	803	1,472	303	–	2,578
Depreciation charge (Note 5)	100	314	85	–	499
Written off	(569)	(170)	(388)	–	(1,127)
Balance at 31 December 2022	334	1,616	–	–	1,950
Depreciation charge (Note 5)	172	293	166	–	631
Written off	(101)	(403)	–	–	(504)
Balance at 31 December 2023	**405**	**1,506**	**166**	**–**	**2,077**
Carrying amount					
Balance at 31 December 2023	**887**	**433**	**912**	**–**	**2,232**
Balance at 31 December 2022	17	516	–	1,439	1,972

<u>Reconciliation of additions to property, plant and equipment in the statement of cash flows</u>

Included in trade and other payables are outstanding balances of $101,000 (2022: $551,000) for property, plant and equipment acquired during the financial year. The cash outflow on additions to property, plant and equipment of the Group and Institute was $1,341,000 (2022: $1,346,000).

9 RIGHT-OF-USE ASSETS

	Lease property $'000	Office equipment $'000	Total $'000
Group and Institute			
Cost			
Balance at 1 January 2022	7,842	182	8,024
Lease modification (Note 20)	11,523	–	11,523
Balance at 31 December 2022	19,365	182	19,547
Additions (Note 20)	–	76	76
Disposals	–	(145)	(145)
Balance at 31 December 2023	**19,365**	**113**	**19,478**
Accumulated depreciation			
Balance at 1 January 2022	6,256	98	6,354
Depreciation charge (Note 5)	1,985	37	2,022
Balance at 31 December 2022	8,241	135	8,376
Depreciation charge (Note 5)	1,922	24	1,946
Disposals	–	(121)	(121)
Balance at 31 December 2023	**10,163**	**38**	**10,201**
Carrying amount			
Balance at 31 December 2023	**9,202**	**75**	**9,277**
Balance at 31 December 2022	11,124	47	11,171

During the financial year, there are non-cash additions to the Group's and Institute's right-of-use assets of $76,000 (2022: Nil) through entering into new leases.

10 INVESTMENT PROPERTY

	Group and Institute	
	2023 $'000	2022 $'000
Cost		
Balance at 1 January and 31 December	**15,122**	15,122
Accumulated depreciation		
Balance at 1 January	**4,938**	4,636
Depreciation charge (Note 5)	**304**	302
Balance at 31 December	**5,242**	4,938
Carrying amount		
Balance at 31 December	**9,880**	10,184

10 INVESTMENT PROPERTY (CONT'D)

a) The following amounts are recognised in profit or loss:

	Group and Institute	
	2023	2022
	$'000	$'000
Rental income from investment property	**962**	962
Direct operating expenses arising from investment property that generated rental income	**(162)**	(154)
Depreciation charge	**(304)**	(302)

b) In accordance with the Constitution of the Institute, the freehold building is held by Institute of Singapore Chartered Accountants Pte. Ltd. in trust for the Institute.

Location	**Floor area (Square metres)**	**Tenure**
6 Raffles Quay #23-00 Singapore 048580	941	Freehold

The fair value of investment property is disclosed in Note 29(d).

11 SUBSIDIARIES AND INTRA-GROUP TRANSACTIONS

a) Investments in subsidiaries

	Institute	
	2023	2022
	$'000	$'000
Unquoted equity shares, at cost	**–***	–*

* Amount of $3 for unquoted equity shares, at cost, held in Institute of Singapore Chartered Accountants Pte. Ltd.

11 SUBSIDIARIES AND INTRA-GROUP TRANSACTIONS (CONT'D)

b) Details of subsidiaries are as follows:

Name of subsidiaries	Country of incorporation	Principal activities	Effective interest held by the Group 2023 %	2022 %
Institute of Singapore Chartered Accountants Pte. Ltd.[1]	Singapore	To undertake and perform the office and duties of trustee of and for the Institute in accordance with the Constitution of the Institute	**100**	100
Held by Institute of Singapore Chartered Accountants Pte. Ltd.				
ISCA Cares Limited[2][3]	Singapore	To provide needy Singapore youths access to quality accountancy education through pecuniary and non-pecuniary assistance	**100**	100

(1) This subsidiary is considered to be a wholly-owned subsidiary of the Institute as the members of the subsidiary are trustees of the Institute.

(2) There is no cost of investment for this subsidiary as it is a company limited by guarantee. Under such structure, each member of this subsidiary agrees to contribute towards the subsidiary's debts and liabilities in the event of liquidation, up $1 per member.

(3) ISCA Cares Limited is an approved Institution of a Public Character and its fund balance is disclosed separately on statements of financial position of the Group (Note 24).

c) Intra-group transactions

During the financial year, the Institute has the following significant transactions with its subsidiaries on terms agreed between the parties:

	Institute 2023 $'000	2022 $'000
Expenditure		
Disbursement of expenses	**8**	6

The Institute, as part of supporting ISCA Cares Limited (the "Charity") contributed 1,589 hours (2022: 1,883 hours) to support the administration of the Charity for the financial year ended 31 December 2023.

12 ASSOCIATE

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Investment in associate	**197**	133	**–**	–

Details of associate are as follows:

Name of associate	Country of incorporation	Principal activities	Effective interest held by the Group	
			2023	2022
			%	%
Insolvency Practitioners Association of Singapore Limited*	Singapore	Professional body for insolvency practitioners	**50**	50

* There is no cost of investment as the associate is a company limited by guarantee whereby every member of the company undertakes to contribute to meet the debts and liabilities of the company in the event of its liquidation to an amount not exceeding $10 for each member.

The summarised financial information of the associate based on its management account and reconciliation to the carrying amount of the investments in the consolidated financial statements is as follows:

	2023	2022
	$'000	$'000
Revenue	**625**	546
Profit after tax	**128**	96
Non-current assets	**2**	4
Current assets	**567**	399
Current liabilities	**(176)**	(138)
Net assets	**393**	265
Group's share of net assets based on proportion of ownership interest, representing net carrying amount of investment	**197**	133

13 INTANGIBLE ASSETS

	Computer software $'000	Others $'000	Total $'000
Group			
Cost			
At 1 January 2022	2,000	663	2,663
Additions	86	34	120
At 31 December 2022	2,086	697	2,783
Additions	192	115	307
Written off	–	(81)	(81)
At 31 December 2023	**2,278**	**731**	**3,009**
Accumulated amortisation			
At 1 January 2022	1,467	423	1,890
Amortisation charge	169	151	320
At 31 December 2022	1,636	574	2,210
Amortisation charge	188	104	292
Written off	–	(78)	(78)
At 31 December 2023	**1,824**	**600**	**2,424**
Carrying amount			
At 31 December 2023	**454**	**131**	**585**
At 31 December 2022	450	123	573
Institute			
Cost			
At 1 January 2022	1,977	663	2,640
Additions	86	34	120
At 31 December 2022	2,063	697	2,760
Additions	192	115	307
Written off	–	(81)	(81)
At 31 December 2023	**2,255**	**731**	**2,986**
Accumulated amortisation			
At 1 January 2022	1,451	423	1,874
Amortisation charge	165	151	316
At 31 December 2022	1,616	574	2,190
Amortisation charge (Note 5)	185	104	289
Written off	–	(78)	(78)
At 31 December 2023	**1,801**	**600**	**2,401**
Carrying amount			
At 31 December 2023	**454**	**131**	**585**
At 31 December 2022	447	123	570

13 INTANGIBLE ASSETS (CONT'D)

Amortisation charge is taken up as follows:

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Statement of Profit or Loss and Other Comprehensive Income:				
– Operating expenses (Note 5)	**289**	316	**289**	316
– ISCA Cares Fund	**3**	4	**–**	–
	292	320	**289**	316

Computer software comprises membership, financial management and administrative systems.

Others comprise intellectual property, website development and development costs of e-learning platform, including development costs of the educational system and curriculum contents.

Reconciliation of additions to intangible assets in the statement of cash flows

Included in trade and other payables are outstanding balances of $14,000 (2022: $45,000) for intangible assets acquired during the financial year. The cash outflow on additions to intangible assets of the Group and Institute was $338,000 (2022: $132,000).

14 FINANCIAL ASSETS AT "FAIR VALUE THROUGH PROFIT OR LOSS" (FVTPL)

	Group and Institute	
	2023	2022
	$'000	$'000
Financial assets measured at FVTPL		
– Funds placed with fund managers	**56,914**	53,943
Accumulated fair value gains since initial investment		
At 1 January	**1,873**	8,322
Fair value gains/(losses) during the year	**3,023**	(6,449)
At 31 December	**4,896**	1,873

15 CONTRACT ASSETS

Contract assets relate to the Group's and the Institute's rights to consideration for work completed but not billed at the reporting date.

Judgements are used to estimate the man hours to complete. In making these estimates, management has relied on past experience of completed projects. The estimated total contract costs is reviewed every reporting period and adjusted where necessary, with the corresponding effect of change being recognised prospectively from the date of change.

	Group and Institute	
	2023	2022
	$'000	$'000
Trade receivables from contracts with customers (Note 17)	**1,113**	713
Contract assets	**533**	415

Significant changes in the contract assets balances during the financial year are as follows:

	Group and Institute	
	2023	2022
	$'000	$'000
Unbilled amounts for practice monitoring review services and fee income from Singapore CA Qualification	**1,023**	977
Contract assets reclassified to trade receivables	**(905)**	(882)

16 CONTRACT LIABILITIES

Contract liabilities comprise course fees and subscription fees received in advance from participants and/or members for courses or events organised by the Group or the Institute and members annual fee, respectively. Contract liabilities are recognised as revenue as (or when) the Group and the Institute satisfy the performance obligations under its contracts.

	Group and Institute	
	2023	2022
	$'000	$'000
Contract liabilities	**8,456**	7,129

Contract liabilities have increased mainly due to an increase in the advances received from subscription fees of $690,000 (2022: $4,934,000) and an increase in advances received from course fees of $728,000 (2022: $251,000) in the financial year ended 31 December 2023.

17 TRADE AND OTHER RECEIVABLES

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Trade receivables (Note 15)	**1,113**	713	**1,113**	713
Rental deposits	**533**	532	**533**	532
Interest receivables	**215**	35	**205**	29
Others	**79**	156	**63**	133
At amortised cost	**1,940**	1,436	**1,914**	1,407
Prepayments	**685**	630	**685**	620
Grant receivable from projects	**1,536**	1,186	**1,536**	1,186
	4,161	3,252	**4,135**	3,213

Trade receivables are non-interest bearing and are generally on 30 days' terms.

18 CASH AND BANK BALANCES

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Interest bearing accounts	**17,361**	13,077	**15,410**	11,456
Non-interest bearing accounts	**5,712**	8,046	**5,712**	8,046
	23,073	21,123	**21,122**	19,502
Less:				
Fixed deposits pledged	**(11)**	(67)	**(11)**	(67)
Undisbursed balance of ISCA Support Fund	**–**	(2,608)	**–**	(2,608)
Cash and cash equivalents per Statements of Cash Flows	**23,062**	18,448	**21,111**	16,827

Included in interest bearing accounts of the Group and Institute are fixed deposits amounting to $15,215,000 (2022: $10,439,000) and $14,077,000 (2022: $9,214,000) respectively which are placed for varying periods between 3 to 12 months (2022: 3 to 12 months) depending on the immediate cash requirements of the Group and the Institute, and earn interest of 0.10% to 3.90% (2022: 0.10% to 3.50%) per annum. Fixed deposits of the Group and Institute amounting to $11,000 (2022: $67,000) are pledged to bank for banking facilities.

Included in interest bearing accounts of the Group is the bank balance of ISCA Cares Fund amounting to $1,969,000 (2022: $1,665,000), of which $18,000 (2022: $44,000) is held by the Institute.

Included in the interest bearing accounts of the Group at the end of 2022 was a balance of $2,608,000 that was set up in a designated bank account by the Institute for the Enterprise Singapore ("Enterprise SG") – SG Together Enhancing Enterprise Resilience ("STEER") programme under the ISCA Support Fund as disclosed in Note 23(a). In March 2023, the undisbursed portion of the fund contributed by Enterprise SG amounting to $869,000 was returned.

19 DEFERRED TAX LIABILITIES

Movements in deferred tax liabilities during the financial year were as follows:

	At 1 January 2022 $'000	Recognised in profit or loss $'000	At 31 December 2022 $'000	Recognised in profit or loss $'000	**At 31 December 2023 $'000**
Group and Institute					
Deferred tax liabilities:					
Difference in depreciation for tax purposes	(215)	34	(181)	(114)	**(295)**
Provisions and accruals	119	(2)	117	(2)	**115**
	(96)	32	(64)	(116)	**(180)**

20 LEASE LIABILITIES

	Group and Institute	
	2023 $'000	2022 $'000
Non-current		
Lease liabilities	**7,577**	9,381
Current		
Lease liabilities	**1,867**	1,828
	9,444	11,209

<u>Reconciliation of movements of liabilities to cash flows arising from financing activities</u>

	Lease liabilities	
	2023 $'000	2022 $'000
Balance at 1 January	**11,209**	1,717
Lease modification	**–**	11,523
Additions	**76**	–
Disposals	**(27)**	–
Changes from financing cash flows:		
– Repayments	**(1,814)**	(2,031)
– Interest paid	**(315)**	(111)
Non-cash changes:		
– Accretion of interest	**315**	111
Balance at 31 December	**9,444**	11,209

21 PROVISIONS

Provisions for dismantlement, removal and restoration costs have been recognised as a consequence of lease arrangement entered into for its office and training premises. The provisions represent the present value of management's best estimate of the future outflow of economic benefits that will be required to reinstate the leased property to its original state. The estimates have been made on the basis of quotes obtained from external contractors. The unexpired term of the lease is 4.8 years (2022: 5.8 years).

22 TRADE AND OTHER PAYABLES

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Non-current				
Rental deposits received	**–**	240	**–**	240
Current				
Trade payables	**931**	840	**931**	840
Amount due to subsidiaries	**–**	–	**24**	46
Accrued operating expenses	**2,496**	2,118	**2,482**	2,106
Other payables	**–**	74	**–**	–
Rental deposits received	**256**	–	**256**	–
At amortised cost	**3,683**	3,032	**3,693**	2,992
Goods and Services Tax payable	**692**	458	**692**	458
Accrual for unutilised annual leave	**324**	337	**324**	337
Advance billings for rental and other income	**210**	201	**210**	201
Deferred grants	**19**	888	**19**	888
	4,928	4,916	**4,938**	4,876

Trade payables are non-interest bearing and are normally settled on 30 days' terms.

Amount due to subsidiaries is non-trade in nature, unsecured, interest-free and repayable on demand.

23 ISCA SUPPORT FUND

a) Support for Small and Medium Enterprises

	Group and Institute	
	2023	2022
	$'000	$'000
At beginning of financial year	**1,739**	1,934
Transfer to Accumulated Fund	**(1,739)**	–
Disbursement to recipients	**–**	(292)
Disbursement funded by Enterprise Singapore ("Enterprise SG")	**–**	97
Deficit for the financial year	**–**	(195)
At the end of financial year	**–**	1,739

In 2021, with the support of Enterprise SG's STEER programme, a $3 million funding was set up that goes towards accelerating the digital transformation and upskilling efforts of small and medium practices ("SMPs"), as well as provide working capital to SMPs affected by the COVID-19 pandemic. Through the STEER programme, Enterprise SG matched $1 for every $2 contributed by ISCA and eligible SMPs could apply for funding in the areas of working capital, business growth and upgrading of capabilities. The Institute received a $1 million advance from Enterprise SG and transferred its share of $2 million to the ISCA Support Fund.

A total of $392,000 was disbursed to eligible recipients during the qualifying period in 2021 and 2022. As the qualifying period for funding support ended in 2022, the undisbursed portion of the advance from Enterprise Singapore of $869,000 was returned in March 2023. The undisbursed funding set aside by the Institute, amounting to $1,739,000 was transferred back to the accumulated fund upon the cessation of the ISCA Support Fund.

23 ISCA SUPPORT FUND (CONT'D)

b) Support for Members

In 2021, $5 million of support was allocated towards supporting ISCA members to help members who are experiencing financial difficulties due to the economic impact of COVID-19. $100/- CPE course credit vouchers totaling $3 million in value were issued to all members for upskilling and reskilling for the post COVID-19 environment. To further assist specific members who experienced financial difficulties due to the economic impact of COVID-19, membership fees were waived for these members, who also received complimentary training packages to enable them to acquire new skills that enhance employability.

From the course credit vouchers issued in the financial year ended 31 December 2021, a total of $1,050,000 were utilised, of which $321,000 was for training courses delivered in the financial year ended 31 December 2022.

In the financial year ended 31 December 2022, 319 members received membership fee waivers amounting to $130,000 and complimentary training courses packages valued at $32,000.

The CPE course credit vouchers, membership fee waivers and complimentary course packages ceased in the financial year ended 31 December 2023.

Members' annual fees and income from courses as presented in Note 2 are stated net of all CPE course credits, membership fees waivers and fees waived under the complimentary course packages. The value of these fees waivers and course credits were:

	Group and Institute	
	2023	2022
	$'000	$'000
$100/– CPE course credit vouchers	–	321
Complimentary course fees	–	32
Waived membership fees	–	130
	–	483

24 ISCA CARES FUND

	Group	
	2023	2022
	$'000	$'000
At beginning of financial year	**1,624**	1,482
Donations received:		
– Tax deductible receipts	**105**	254
– Non-tax deductible receipts	**3**	9
Donations-in-kind	**33**	–
Other income:		
– Fund raising activity	**280**	–
– Government grant	**250**	–
– Interest income	**37**	9
Bursary awards	**(221)**	(110)
Fund raising expenses	**(65)**	–
Donations-in-kind expenses	**(33)**	–
Amortisation of intangible assets	**(3)**	(4)
Administrative and other operating expenses	**(23)**	(16)
	363	142
At end of financial year	**1,987**	1,624
Represented by:		
Non-current assets		
Intangible assets	**–**	2
Current assets		
Cash and bank balances	**1,969**	1,665
Receivables	**26**	39
Inventories	**–**	1
	1,995	1,705
Total assets	**1,995**	1,707
Current liabilities		
Payables, representing total liabilities	**(8)**	(83)
Net assets	**1,987**	1,624

The purpose of the ISCA Cares Fund is to provide needy Singapore youths with academic potential, access to quality accountancy education through financial and non-financial assistance. Pursuant to the Constitution of ISCA Cares Limited, if upon the winding up or dissolution of the company or in the event the company ceases to be a registered charity, the fund balance shall be donated to charitable organisations or Institutions of a Public Character with similar objectives in Singapore.

25 SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the information disclosed elsewhere in the financial statements, the Group/Institute have the following significant transactions between the Group/Institute and related parties during the financial year on terms agreed by the parties concerned.

Key management personnel compensation comprises:

	Group and Institute	
	2023	2022
	$'000	$'000
Short-term employee benefits	**1,432**	1,404
Contribution to CPF	**118**	104
	1,550	1,508

26 CAPITAL COMMITMENT

Capital commitment not provided for in the financial statements:

	Group and Institute	
	2023	2022
	$'000	$'000
Capital commitment in respect of property, plant and equipment	**88**	626

27 LEASES

a) The Group and the Institute as a lessee

Nature of the Group's and the Institute's leasing activities

The Group and the Institute lease property and office equipment from non-related parties under non-cancellable operating lease agreements. These leases have an average tenure of between one to six years, varying terms and renewal options.

The maturity analysis of the lease liabilities is disclosed in Note 28(b).

Information about leases for which the Group is a lessee is presented below:

Carrying amount of right-of-use assets

The carrying amount and additions of right-of-use assets are disclosed in Note 9.

27 LEASES (CONT'D)

a) The Group and the Institute as a lessee (Cont'd)

Amounts recognised in profit or loss

	2023 **$'000**	2022 $'000
Depreciation charge for the financial year		
Leased property	**1,922**	1,985
Office equipment	**24**	37
Total	**1,946**	2,022
Interest expense on lease liabilities (Note 20)	**315**	111

Total cash outflow for leases amounted to $2,129,000 (2022: $2,142,000) and $2,129,000 (2022: $2,142,000) for the Group and the Institute respectively.

b) The Group and the Institute as a lessor

The Group and the Institute leased out its investment property to a third party for monthly lease payments. The lease is classified as an operating lease because the risks and rewards incidental to ownership of the assets are not substantially transferred.

Rental income from investment property is disclosed in Note 10.

The following table shows the maturity analysis of the undiscounted lease payments to be received:

	Group and Institute	
	2023 **$'000**	2022 $'000
Within one year	**177**	959
1 to 2 years	**–**	177

The lease for the Group's investment property was extended in March 2024 for another 6 years, until March 2030.

28 FINANCIAL INSTRUMENTS

a) Categories of financial instruments

Financial instruments at their carrying amounts as of the statements of financial position date are as follows:

	Group		Institute	
	2023	2022	**2023**	2022
	$'000	$'000	**$'000**	$'000
Financial assets				
Financial assets at fair value through profit or loss	**56,914**	53,943	**56,914**	53,943
Financial assets at amortised cost				
– Trade and other receivables	**1,940**	1,436	**1,914**	1,407
– Cash and bank balances	**23,073**	21,123	**21,122**	19,502
	81,927	76,502	**79,950**	74,852
Financial liabilities				
At amortised cost				
– Trade and other payables	**3,683**	3,272	**3,693**	3,232
– Lease liabilities	**9,444**	11,209	**9,444**	11,209
	13,127	14,481	**13,137**	14,441

b) Financial risk management

The main risks arising from the Group's financial management are interest rate risk, credit risk, liquidity risk, price risk and foreign currency risk. The Group reviews and agrees policies for managing each of these risks and they are summarised below:

Credit risk

The Group's and the Institute's exposure to credit risk arises from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Group, as and when they fall due. The Group manages this risk by monitoring credit periods and limiting the aggregate financial exposure to any individual counterparty.

As the Group and the Institute do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments, is the carrying amount of that financial instruments presented in the respective statements of financial position.

The Group and the Institute place cash and fixed deposits with the established banks and financial institutions in Singapore. Credit risk from balances with banks and financial institutions is managed by the management in accordance with the Group's policy. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments. As at 31 December 2023, the banks and financial institutions that the Group had deposits with were rated by Moody's at Aa1 to A3 (Investment Grade).

28 FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (Cont'd)

Credit risk (Cont'd)

The following sets out the Group's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts.	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
Contractual payments are more than 1 year past due or there is evidence of credit impairment.	Lifetime ECL – credit-impaired
There is evidence indicating that the Group has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, cannot be located or are not recoverable despite legal recourse made to recover the debt, and reminders and warning letters issued for debts due for more than 12 months.	Write-off

Significant increase in credit risk

In assessing whether the credit risk on a financial asset has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial asset as at the reporting date with the risk of a default occurring on the financial asset as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information, such as future economic and industry outlook that is available without undue cost or effort.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

The Group also assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial asset is determined to have low credit risk at the reporting date.

Definition of default

The Group considers an event of default for internal credit risk management purpose. Management considers that default has occurred when a financial asset is more than 1 year past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

28 FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (Cont'd)

Credit risk (Cont'd)

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred such as evidence that the borrower is in significant financial difficulty, there is a breach of contract such as default or past due event; there is information that it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; the disappearance of an active market for that financial asset because of financial difficulties; or the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

Estimation techniques and significant assumptions

There has been no change in the estimation techniques or significant assumptions made during the current financial year for recognition and measurement of credit loss allowances.

Trade receivables and contract assets

The Group has applied the simplified approach to measure the lifetime expected credit loss allowance for trade receivables and contract assets.

The contract assets relate to unbilled work-in-progress, which have substantially the same risk characteristics as the trade receivables for the same type of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets. Trade receivables and contract assets that shared the same credit risk characteristics and days past due are grouped together in measuring the expected credit losses.

The Group estimates the expected credit loss rates for each category of past due status of the debtors based on historical credit loss experience adjusted as appropriate to reflect current conditions and forecasts of future economic conditions.

There has been no change in the estimation techniques or significant assumptions made during the current financial year.

A trade receivable is written off when there is information indicating that there is no realistic prospect of recovery from the debtor such as when the debtor has been placed under liquidation, has entered into bankruptcy proceedings, cannot be located or are not recoverable despite legal recourse made to recover the debt, including reminders and warning letters issued for debts due for more than 12 months.

The Group and Institute have reviewed the profile of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Group and Institute measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

Other financial assets at amortised cost

Other financial assets at amortised cost include other receivables and cash and bank balances.

Credit risk exposure in relation to other financial assets at amortised cost as at 31 December 2023 and 31 December 2022 is insignificant, and accordingly no credit loss allowance is recognised as at 31 December 2023 and 31 December 2022. During the year, the bad debts recovered by the Group and the Institute was $10,000 (2022: bad debts written-off $22,000) and $10,000 (2022: bad debts written-off $25,000) respectively.

28 FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (Cont'd)

Liquidity risk

In the management of liquidity risk, the Group and the Institute monitor and maintain a level of cash and bank balances deemed adequate by the Management to finance the Group's and the Institute's operations and mitigate the effects of fluctuations in cash flows.

The table below summarises the maturity profile of the Group's and the Institute's non-derivative financial liabilities at the statements of financial position date based on contractual undiscounted repayment obligations.

	2023 $'000				2022 $'000			
	1 year or less	**1 to 5 years**	**Over 5 years**	**Total**	1 year or less	1 to 5 years	Over 5 years	Total
Group								
Trade and other payables*	**3,683**	**–**	**–**	**3,683**	3,032	240	–	3,272
Lease liabilities	**2,143**	**8,419**	**1,663**	**12,225**	2,140	8,419	1,663	12,222
Institute								
Trade and other payables*	**3,693**	**–**	**–**	**3,693**	2,992	240	–	3,232
Lease liabilities	**2,143**	**8,419**	**1,663**	**12,225**	2,140	8,419	1,663	12,222

* excluding Goods and Services Tax payable, accrual for unutilised annual leave, advance billing for rental and other income and grants received

Interest rate risk

The Group and the Institute are exposed to interest rate risk through the impact of rate changes on interest bearing fixed deposits. The sensitivity analysis for changes in interest rate is not disclosed as the effect on profit or loss is considered not significant.

Price risk

Market price risk is the risk that the fair value or future cash flows of the Group's and the Institute's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates). The Group and the Institute are exposed to equity price risk arising from its investment in quoted equity instruments. These instruments were classified as financial assets at fair value through profit or loss. To manage price risk arising from investment in quoted equity instruments, the Group and the Institute diversify its portfolio in accordance with the limits set by the Group. The Institute's investment policy, investment approach and asset allocation are under the oversight of the Investment Committee. The Committee also oversees the selection and appointment of external investment/fund managers and evaluates/monitors the performance of the fund managers and the risks associated with the investment's decisions.

<u>Sensitivity analysis</u>

Funds placed with fund managers comprise a portfolio of equity instruments, bonds, derivatives and cash and cash equivalents. The Group and the Institute are exposed to changes in market prices, interest rate risk and foreign exchange risk with respect to its funds placed with fund managers. Fair values of debt instruments at fixed rates may fluctuate due to changes in market interest rates. A 3% (2022: 3%) increase/(decrease) in the fair value of the portfolio at the statements of financial position date would increase/(decrease) the Group's and the Institute's profit or loss by $1,707,000 (2022: $1,618,000).

28 FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (Cont'd)

Foreign currency risk

The Group's and the Institute's foreign currency risk results mainly from cash flows and transactions denominated in foreign currencies. It is the Group's and the Institute's policy not to enter into derivative forward foreign exchange contracts for speculative purposes except for the use as hedging instruments where appropriate and cost-efficient. The Group does not apply hedge accounting.

The Group and the Institute do not have significant financial assets and liabilities held in foreign currency.

29 FAIR VALUE OF ASSETS AND LIABILITIES

a) Definition of fair value

FRS 113 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

b) Fair value hierarchy

The tables below analyse the fair value measurements by the levels in the fair value hierarchy based on the inputs to the valuation techniques. The different levels are defined as follows:

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

b) Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (i.e. derived from prices); and

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

c) Fair value measurement of assets that are measured at fair value

The following table presents the assets measured at fair value at 31 December 2023.

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Recurring fair value measurement				
2023				
Group and Institute				
Financial assets at fair value through profit or loss				
– Funds placed with fund managers	**31,274**	**25,640**	**–**	**56,914**
2022				
Group and Institute				
Financial assets at fair value through profit or loss				
– Funds placed with fund managers	29,280	24,663	–	53,943

29 FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

d) Assets and liabilities not carried at fair value but which fair values are disclosed

		Fair value measurements at statement of financial position date		
	Carrying amount $'000	**Level 1 $'000**	**Level 2 $'000**	**Level 3 $'000**
2023				
Group and Institute				
Investment property	**9,880**	–	–	**28,500**
2022				
Group and Institute				
Investment property	10,184	–	–	28,200

The above does not include financial assets and financial liabilities whose carrying amounts are measured on the amortised cost basis. The carrying amounts of these financial assets and financial liabilities approximate their fair values due to their short-term nature.

e) Determination of fair values

Fair values have been determined for measurement and/or disclosure purpose based on the following methods:

Funds placed with fund managers

The fair values of funds placed with fund managers are determined based on market prices of the financial instruments provided by financial institutions at the statements of financial position date. These instruments are included in Level 1 or 2.

Investment property

The fair value is determined based on the property's highest and best use by an external and independent professional valuer who specialises in valuing these types of investment properties. A Direct Comparison Approach is used, under which the property is assessed having regards to the recent transactions within the development and around the vicinity. Appropriate adjustments have been made between comparables and the subject property to reflect the differences in size, tenure, location, condition, prevailing marketing, and all other factors affecting their value. The most significant input into the valuation model is the price per square foot of the property. The fair value measurement is categorised under Level 3 of the fair value hierarchy. The Group has determined that the highest and best use of the property used for office space is its current use.

30 FUND MANAGEMENT

The Group's and the Institute's objectives when managing the accumulated fund and ISCA Cares Fund are to safeguard the Group's and the Institute's ability to maintain adequate working capital, to promote its objective to lead, develop and support accountancy professionals in Singapore and uphold the public interest and these objectives remain unchanged from previous year.

31 COMPARATIVE FIGURES

a) The financial statements for the year ended 31 December 2022 were audited by another firm of auditors whose report dated 15 March 2023 expressed an unmodified opinion on those financial statements.

b) Restatement to comparative figures

The following items have been reclassified to conform with the current year's presentation:

	Reported 2022 $'000	**Adjustment $'000**	**Restated 2022 $'000**
Extract of statements of cash flows			
Group			
Depreciation of property, plant and equipment, investment property, right-of-use assets and amortisation of intangible assets	3,143	(4)	3,139
Operating surplus before working capital changes	*4,229*	*(4)*	*4,225*
Payables	(72)	195	123
Cash generated from operations	*9,432*	*191*	*9,623*
ISCA Cares Fund	142	4	146
ISCA Support Fund	–	(195)	(195)
Institute			
Payables	(134)	195	61
Cash generated from operations	*9,391*	*195*	*9,586*
ISCA Support Fund	–	(195)	(195)

The reclassification did not have any effects on the Group's and Institute's statements of profit or loss and other comprehensive income and statements of changes in funds for the financial year ended 31 December 2022, and statements of financial position as at 31 December 2022 and 1 January 2022.

32 AUTHORISATION OF FINANCIAL STATEMENTS

The consolidated financial statements of the Group and the financial statements of the Institute for the financial year ended 31 December 2023 were authorised for issue by the Council on 13 March 2024.

Notice of Annual General Meeting 2024

NOTICE is hereby given that, in accordance with Article 78 of the Constitution of the Institute, the Annual General Meeting 2023/2024 (the "**AGM**") of the Institute of Singapore Chartered Accountants will be held at both ISCA House and live-streamed virtually on **Saturday, 27 April 2024 at 10:00 am (Singapore time)**.

AGENDA

1. Update by the CEO and Treasurer.
2. President's address.
3. To confirm the minutes of the Annual General Meeting 2022/2023 held on 29 April 2023.
4. To receive the Report of the Council for the year 2023/2024 and Financial Statements of the Institute for the year ended 31 December 2023.
5. To elect eight members to the Council in accordance with Article 32.1 of the Constitution comprising:
   (a) At least 3 CAs (Singapore) who are Public Accountants to hold office for a term of two years;
   (b) At least 3 CAs (Singapore) who are not Public Accountants to hold office for a term of two years.

The following members of the Council retire in accordance with the provisions of Articles 49 to 51 of the Constitution:

Chartered Accountants of Singapore who are Public Accountants	Chartered Accountants of Singapore who are not Public Accountants
Mohammad Shariq Sayeed Barmaky Choo Eng Beng Goh Chern Ni Jocelyn Koh Wee Kwang Lim Yeong Seng	Lai Chin Yee Teo Ser Luck Yiong Yim Ming

Nominations have been received for the following:

Chartered Accountants of Singapore who are Public Accountants	Nominated by	
Choo Eng Beng	Yeow Chee Keong Tham Tuck Seng Hans Koopmans	Lee Chian Yorn Yong Zen Yun
Goh Chern Ni Jocelyn	Chia Soo Hien Khor Boon Hong Tay Hui Jun Sabrina	Leong Hon Mun Peter Ng Kian Hui
Koh Wee Kwang	Lew Weng Hong Liew Seh Siong Chandra Mohan S/O Subramaniam	Tang Choon Foo Victor Chang Fook Kay
Lee Boon Teck	Tey Jack Kie Lim Bee Hui Michael Ng Wee Kiat	Ng Peck Hoon Yang Chi Chih
Lew Weng Hong Jason	Balasubramaniam Janamanchi Tan Lye Heng Paul Lim Fang Sung	Chua Soo Rui Tan Hui Yien
Lim Yeong Seng	See Zhen Ni Jenny Lua Guat Bee Sharon Tan Lye Heng Paul	Heng Yeow Meng Charles Parulian
Helmi Bin Ali Bin Talib	Sharifah Nabihah Binte Syed Mahmood See John Kuan Mari Jane Tiburcio	Suriyati Binti Mohamed Yusof Jaypee Lolong Bautista

Notice of Annual General Meeting 2024

Chartered Accountants of Singapore who are not Public Accountants	Nominated by	
Choo Kok Wei Eric	Ong Li Qin Tan Choon Wah Kenny Kon Yin Tong	Fang Lee Wei Ong Li Chuin
Ho Mang Chan	Terry Wee Hiang Bing Lim Tze Yuen Ang Hui Shan	Ronald Wong Kin Wai Tan Jie Shi
Lim Wei Kiat William	Abdul Jabar Bin Mustaffa Ho Yew Kee See Ling Ling Helen	Tok Seok Ling Too Siew Hong Anna
Ong Kok Yeong David	Marcus Lam Hock Choon Young Hsien Lin Belinda Tham Chee Soon	Goh Siow Hui Wee Liang Chyan
Teo Ser Luck	Lee Chun Fun Chay Yiowmin Koh Jia Mian	Ng Chiau Meng Leong Kum Hoe Joel

6. To re-appoint Messrs Foo Kon Tan LLP as Auditors of the Institute for the financial year ending 31 December 2024 and to authorise the Council to fix their remuneration.

7. To consider, and if thought fit, approve and adopt (by way of special resolution and with or without modification) each of the amendments proposed to be made to the provisions of the Constitution of the Institute as set out in the Appendix, a copy of which is accessible at https://isca.org.sg/docs/default-source/annual-general-meeting/appendix-to-agenda-item-7_amendments-to-isca-constitution.pdf (each, an "**Amendment**" and collectively, the "**Amendments**"), and each Amendment that is tabled for consideration, approved and adopted as aforesaid to take effect from such date as the Council shall determine.

By order of the Council

Judy Ng
Secretary
4 April 2024

FORM OF PROXY

THE SCHEDULE
Rule 34

THE INSTITUTE (GENERAL MEETINGS) RULES

I, ____, ____
(Full Name in Block) NRIC /Passport Number (last 3 digits and alphabet only)

of ____
(Full Address)

being a member of the Institute, do hereby appoint:

Name	Address	NRIC /Passport Number (last 3 digits and alphabet only)

or failing him/her

Name	Address	NRIC /Passport Number (last 3 digits and alphabet only)

each of whom is a CA (Singapore) of ISCA as my proxy to vote for me at the Annual General Meeting of the Institute to be held on 27 April 2024 and any adjournment of such meeting.

Signature of member: ____

Dated this ______________________ day of ______________________ 2024

NOTES:

A Member entitled to vote may appoint as his proxy any other Member who is entitled to vote except that no member shall be entitled to vote by proxy in the election of a member or members of the Council.
[Rule 33, Institute (General Meetings) Rules]

The proxy shall not be entitled to vote at a meeting unless the instrument of proxy has been deposited with the Chief Executive Officer not less than 48 hours before the date and time fixed for the meeting.
[Rule 37, Institute (General Meetings) Rules]

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