



財團法人
會計研究發展基金會
ACCOUNTING RESEARCH AND DEVELOPMENT FOUNDATION



2017 Integrated Report



Accounting Research and Development Foundation
2017 Integrated Report

If you have any questions or opinions about our integrated report, please contact us at
accounting@ardf.org.tw



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會計研究發展基金會

ACCOUNTING RESEARCH AND DEVELOPMENT FOUNDATION

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2018 Our Highlights

■ Media Exposure

2,559,951 Views

In response to the digital era, the Foundation produced videos to promote our speciality and training courses via social media successfully.

■ Advocacy Results

16,667 participants

With the leadership of the Board of Directors and the supports from the public, we have cultivated educating accounting professionals. We expect that the promotion of accounting knowledge would urge accounting-related people to equip with essential knowledge and the ability to apply them.



About Us and the Report

■ About Us

The Foundation was founded in 1984. We develop, issue and promote standards applicable in the areas of financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL), as a way to achieve an overall improvement in the quality and transparency of financial information and to promote the development of the capital market. We take professionalism, advocacy, leadership, capacity and sustainable value as our strategic goals, in order to respond to the dynamic business environment.

■ About the Report

To enhance the stakeholders' trust in us, we started preparing an integrated report in 2016 under the principle of transparency and accountability. We became the first non-profit organization in Taiwan to prepare an integrated report based on the International <IR> Framework. This report aims to provide our stakeholders with the key information of our future prospects, our governance, our strategy and our performance. With the publication of this report, we expect that our strategic thinking could be well understood.



If you wish to know more about the Foundation, please contact us.

<http://www.ardf.org.tw>



Oversight and Assurance

■ Oversight on the preparation of the report

The preparation of this report is under the supervision of the Integrated Report Review Team, which is composed of the chairperson, three standing directors and one board member. The final report is also approved by the Board.

■ Assurance of the financial statements

Our financial statements have been approved by the Board and audited by BDO Taiwan. According to the accountant's opinion, the Foundation's financial statements fairly present the financial position of the Foundation, the results of its operation and its cash flows.

Our Value Creation Model



- The demand for financial accounting standards, auditing standards, valuation standards, and taxonomy of XBRL.
- The continuing education and continuous growth of professionals.
- The continuous demand for service and promotion of accounting profession, driven by stable economic growth.

Social and relationship capital

Intellectual capital

Human capital

- Directors
- Members and consultants of Committees
- Employees

Financial capital

Research on standard settings and professional developments

Human capital

- Members and consultants of Committees
- Lecturers
- Employees

Conduct education courses

Social and relationship capital

Intellectual capital

Human capital

- Directors
- Employees

Publish publications

Social and relationship capital

Intellectual capital

Provide services to members and the public

Social and relationship capital

Intellectual capital

Human capital

- Directors
- Members and consultants of Committees
- Employees

Host seminars and events

Financial capital

- Donations

Key outputs

Professional standards, related Q&As, interpretations and professional research reports

Cultivate professional talents

Promotion of professional knowledge

Smooth communication channels

Expand reputation and credibility

Major capital outputs

Intellectual capital

**Intellectual capital
Financial capital**

**Social and relationship capital
Intellectual capital
Financial capital**

Social and relationship capital

**Social and relationship capital
Intellectual capital**

Key outcomes

External outcome:

Facilitate convergence of our professional standards to international standards
Improve the proficiency of practitioners.

Internal outcome:

Enhance our staff's capacity research and development.

External outcome:

Enable professionals to meet the needs of the era.

Internal outcome:

Create healthy financial performance to support the Foundation's sustainable development.
Become the authoritative organization for the accounting profession in Taiwan

External outcome:

Promoting accounting knowledge to the general public.

Improve the level of proficiency in Taiwan.

Internal outcome:

Become the communication platform for the accounting profession in Taiwan.

Public benefit

- Strengthen the professionals' capacity, promote stable economic growth, and protect public interest.
- Become a sustainable organization with key focuses on professionalism, advocacy, leadership, and capacity.

Chairperson's Message



As technology advanced, traditional economic model became unable to satisfy the demand of consumers. Payment can be made by methods other than currency, bank transfer or credit card. With the arrival of the digital era, physical channel is being partially replaced by virtual channel and new business models are continuously being introduced. The Accounting Research and Development Foundation (the Foundation) strives to bring together representatives from the industry, government and academia to conduct research and discussion on emerging issues and subsequently share relevant information to the public. By doing so, the importance of accounting proficiency is also emphasized. To achieve this, we organized and held "Financial Services Education Charity Fund - Financial Education Courses" to introduce financial technology to high school students, the elderly, women, children, new immigrants, fishermen and militaries; we further held a short-film competition on finance, to promote financial knowledge to the general public.

As the leader of the accounting profession in Taiwan, we must take part in international activities.

Therefore, we seized the opportunity to host the "2017 International Forum of Accounting Standard Setters", aiming at providing a platform for Taiwanese and international experts to share their professional insights. I also participated in the "2017 World Standard Setter Meeting (September 2017, London, UK)" and the "Data Amplified Meeting 2017" (November 2017, Paris, France) to make the Foundation visible to the international arena. In addition to that, we promoted the exchange of ideas and communication between accounting professional groups from China and Taiwan. For instance, members of the Foundation together with college students visited Xiamen for the "2017 Strait Accounting Culture Study Winter Camp."

To enhance our stakeholders' understanding on our strategies, operation and financial performance, the Board of Directors has supported and supervised the preparation of the integrated report since 2016 when we published the first integrated report as a non-profit organization in Taiwan. This report discloses the Foundation's financial statements, goals and strategies, risk management and performance, manifesting our value and contribution.

Every year, we host "Accounting Elite Cup Debate Competition" for university and college students. The coming year (2018) will be the 30th Accounting Elite Cup Debate Competition, and we will expand the scale of this event. Given the globalization wave, the Foundation will continue its goals of being professional, universal and international, and embrace its future challenges positively.

Dawn Yi Hsin Wang

Secretary General's Overview



In 2017, we continued to pursue our goals and implement our strategies with the support and guidance of the newly elected board members. The 2017 IFASS meeting, which is an important international meeting for the accounting standard setters from all over the world, took place in March in Taipei. This meeting attracted 78 attendants from 25 countries and 3 international organizations. The success of the meeting exemplifies our pursuit of the five goals, i.e., Leadership, Professionalism, Advocacy, Capacity and Sustainable Value.

In addition to that, we improved our competence and capability in professional research. Firstly, we published the third version of "IFRSs Illustrative Examples" at the beginning of this year, and then "Illustrative Examples and Q&A of the Enterprise Accounting Standards" in March. Furthermore, we finished the research on "Illustrations of Agreed-upon Procedures and Reports on Inspection of Banks by Certified Public Accountants", the "Illustrations of Procedures and Assurance Reports on Special Audits of Banks' Internal Control on Personal Information Protection by Certified Public Accountants" and "Illustrations of Procedures and Assurance Reports on Special Audits of

Banks' Internal Control on Anti-Money Laundry and Countering Terrorism Financing by Certified Public Accountants" by the end of June, and the development of "Elementary Educational Material for Industry Professional Assessment of Intangible Asset Valuation" by the end of this year.

During 2017, the 2017 version of the International Financial Reporting Standards and Part A of IFRS 17 "Insurance Contracts"(issued in May 2017) were translated into Traditional Chinese by the Foundation's Taiwan Financial Reporting Standards Committee; the Auditing Standards Committee issued SAS No. 63 "INITIAL AUDIT ENGAGEMENTS —OPENING BALANCES", SAS No.64 "AGREEING THE TERMS OF AUDIT ENGAGEMENTS", SAS No.65 "REVIEW OF INTERIM FINANCIAL INFORMATION PERFORMED BY THE INDEPENDENT AUDITOR OF THE ENTITY" and SAS No.66 "WRITTEN REPRESENTATIONS"; the Valuation Standards Committee issued the Guidance of Valuation Practice No.1 "Discounted Cash Flow". Besides, the Enterprise Accounting Standards Committee also issued amendments to EAS No. 5 "Inventories", EAS No. 8 "Property, Plant and Equipment", EAS No. 10 "Revenue", and EAS No.17 "Biological Assets", and completed a number of illustrative examples and Q&A on Enterprise Accounting Standards.

Furthermore, the website of Accounting Research Journal was revamped this year in order to be more user-friendly. We also launched new courses in response to the ever-changing legal regulations and business environment. Besides, many promotional activities in line with the authorities' policies were in full swing and positive feedback were received.

The Foundation has been keeping public interest in mind when setting up standards and providing other services. We welcome any feedback or comments and are willing to make changes. The Foundation will keep contributing to the sound development of capital market based on our value creation model, and consequently foster social trust and economic growth.

Louise Juyun Wu

Structure and Governance

Our Value

- **Influence on Areas of Accounting Standards**

In order to develop the accounting profession, we have set up Taiwan Financial Reporting Standard Committee, Auditing Standard Committee, Valuation Standard Committee and eXtensible Business Reporting Language (XBRL) Committee. We devoted our efforts to improving the quality of professional services, including financial accounting, auditing, valuation and XBRL.

- **The Only Accounting Standard Setter in Taiwan**

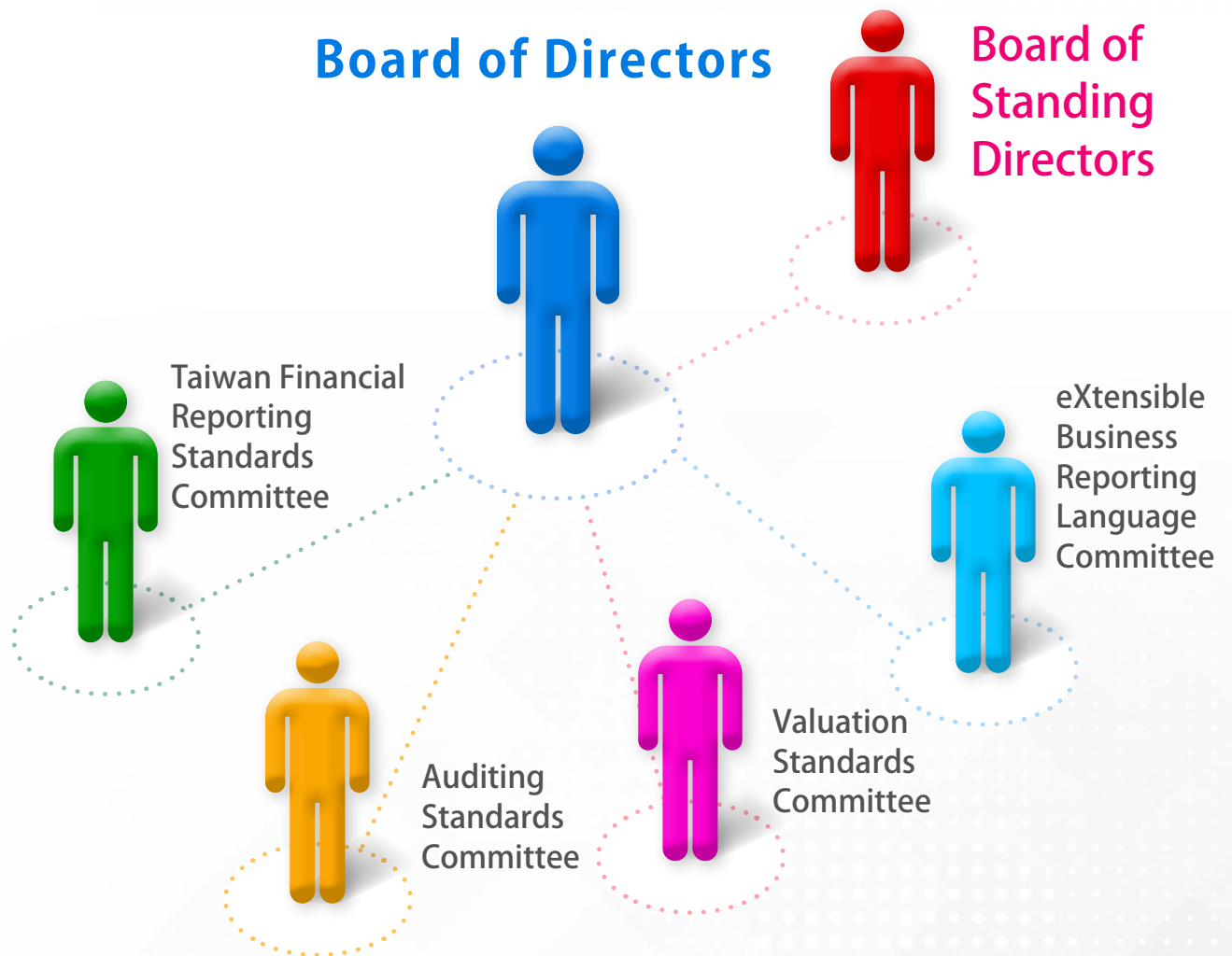
We are an independent and objective standard setter organization. Approved and recognized by government agencies, we follow the standard setting procedures strictly and release credible standards for the public. The standard setting processes involve the discussion between industry representatives and academic experts.

- **Governance Structure**

Our Board of Directors is the ultimate decision-making authority. Board meetings are held at least once a quarter. Affiliate to the Board the Board of Standing Directors manage material issues promptly to respond to the changing economic environment.

Organization Chart

The Accounting Research and Development Foundation



Our operation

• Structure of Our Board

Our Board of Directors is responsible for planning and supervising the executive team, overseeing financial management and reporting, and ensuring that all operations are in compliance with relevant laws and regulations. There are 27 directors on the Board, comprising 13 standing directors. The chairperson is the representative of the Board.

The Board of Directors consists of representatives from academics, regulatory agencies and practitioners. Academic representatives include accounting professors from reputable colleges and universities; regulatory representatives from the Financial Supervisory Commission, Securities and Futures Bureau of Financial Supervisory Commission, Taxation Administration of Ministry of Finance, Department of Commerce of Ministry of Economic Affairs, Directorate-General of Budget, Accounting and Statistics of Executive Yuan, National Audit Office, Taiwan Stock Exchange, and Taipei Exchange (GreTai Securities Markets) ; and practitioners including representatives from Certified Public Accountants Association, the Bankers Association of the Republic of China, Taiwan Securities Association, and Chinese National Association of Industry and Commerce.

• Responsibilities of the Board of Directors and the Board of Standing Directors

1. The Board of Standing Directors reviews each division's performance, and discuss material issues promptly.
2. The Board of Directors meets at least quarterly to review the operation of each division, to ensure revenues and expenditures meet the budget, and provide guidance on the Foundation's goals and strategies. At year-end, the Board of Directors approve work plans and budgets for the following year; at the beginning of the year, the Board of Directors approve the financial statements of the previous fiscal year.

• Directors





• Annual achievements of the Board of Directors and the Board of Standing Directors

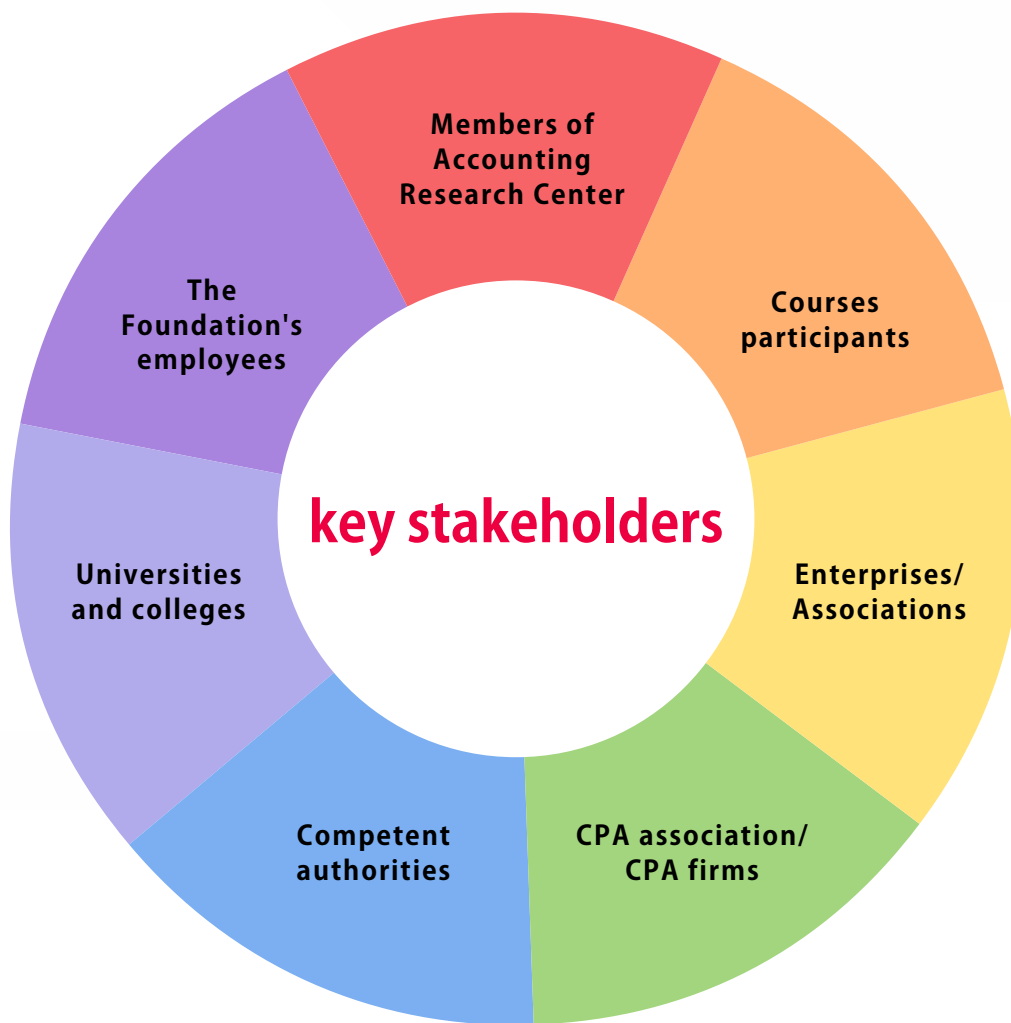
1. Elect the 12th standing directors and members of the Board of the Foundation.
2. Appoint the chairman, board members and consultants of the 3rd "Taiwan Financial Reporting Standards Committee", "the Auditing Standards Committee", "the Valuation Standards Committee", " Enterprise Accounting Standards Committee" and "the eXtensible Business Reporting Language Committee".
3. Approve the "Regulations for the Prevention, Correction, Complaint and Punishment of Sexual Harassment at Workplace" and set up the "Committee for Handling Sexual Harassment Complaint at the Workplace".
4. Set up an "Integrated Report Review Team" to oversee the preparation of 2017 integrated report.
5. Plan and execute the "Cross-strait Accounting Culture Workshop and Winter Camp".
6. Plan and execute the "2017 IFASS Meeting".
7. Plan and execute the "29th Accounting Elite Cup Debate Competition and Cross-strait University Accounting Debate Invitational Competition".
8. Conduct the project of "Illustrations of Procedures and Assurance Reports on Special Audits of Banks' Internal Control on Anti-Money Laundry and Countering Terrorism Financing by Certified Public Accountants".
9. Conduct the project of "Illustrations of Procedures and Assurance Reports on Special Audits of Banks' Internal Control on Personal Information Protection by Certified Public Accountants".
10. Conduct the project of "Illustrations of Agreed-upon Procedures and Reports on Inspection of Banks by Certified Public Accountants".
11. Conduct the project of "Promoting Quality of the Accounting Information".
12. Conduct the project of "Maintenance of IFRSs Taxonomy of Taiwan Public Entities".
13. Conduct the project of "Research and Development of 2017 TIFRS Taxonomy Upgrade".
14. Conduct the project of "Financial Education Courses of Financial Service Education Public Fund".
15. Conduct the project of "Development of Elementary Educational Material for Industry Professional Assessment of Intangible Asset Valuation".

Performance Summary

Goals	Key Performance Indicators	2015	2016	2017
Leadership	1. The number of professional dialogues and commentaries held on issues related to financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL)	• 78	• 68	• 79
	2. The number of reporting and discussion held on current and emerging issues	• 23	• 12	• 12
	3. The number of members from the Board of Directors and professional committees who participated in domestic and international events	• 51	• 71	• 60
Professionalism	1. The number of standards issued	• 71	• 68	• 88
	2. The completion percentages of the standards	• 100%	• 100%	• 100%
	3. The number of Q&As issued	• 25	• 103	• 12
	4. The number of seminars or forums on emerging issues held and the number of new courses held	• 322	• 304	• 189
Advocacy	1. The number of external feedbacks on proposed standards received and the number of feedbacks sent to the international standard-setting organizations	• 239	• 266	• 475
	2. The number of participants attending the Foundation's professional conferences, courses and events.	• 16,667	• 15,991	• 12,983
	3. The number of continuing education courses held for directors and supervisors	• 292	• 224	• 254
	4. The number of seminars in financial accounting, auditing, valuation and the eXtensible Business Reporting Language (XBRL) held in collaboration with relevant professional organizations	• 15	• 19	• 15
	5. The amount of revenue generated from promotional contracts signed (NT\$ thousands)	• 4,656	• 5,532	• 4,080
	6. The number of viewers on digital video courses	• 26,639	• 15,217	• 445
Capacity	1. The amount of revenue generated from research projects (NT\$ thousands)	• 18,936	• 17,200	• 15,127
	2. Course satisfaction rate	• 4.486	• 4.405	• 4.408
	3. Event satisfaction rate	• 4.87	• 4.6	• 4.5
Sustainable Value	1. The number of visitors to the Foundation's website	• 1,860,743	• 1,825,551	• 1,834,520
	2. The number of visitors to the Foundation's social media sites	• 699,208	• 235,798	• 5,737
	3. Fund balance (NT\$ thousands)	• 100,779	• 100,579	• 100,279
	4. Total revenue (NT\$ thousands)	• 99,025	• 102,763	• 94,166
	5. Employee education and training hours	• 992	• 593	• 42

Stakeholders Engagement

In order to prepare the Integrated Report, the Foundation sent out questionnaires to key stakeholders to identify the material issues from their perspective.



We listed 20 issues on the questionnaire and asked stakeholders to rank the issues in the order of the importance to the Foundation. A statistical analysis was performed to identify the material issues from their perspective.

The Foundation's key stakeholders

Members of Accounting Research Center

The Accounting Research Center integrates resources of the Foundation to provide a comprehensive array of professional service for its members. These service include advertisement on the Accounting Research Monthly, consultation on professional standards, publication in physical forms as well as the on-line database, Accounting Research Monthly and on-line library, e-newsletter, free lectures, and etc. It is very important for the Foundation to understand the members' needs in order to provide services of high quality.

Courses participants

The Foundation promotes continuous learning by providing an array of courses in accounting and other areas to fulfill the participants needs of pursuing further education

Enterprises/ Associations

Financial statements are required to be prepared applying standards consistently across different enterprises in order for these statements to be of high quality. Therefore, the accounting standards issued by the Foundation are very important to enterprises. In this regard, the Foundation shall understand the dynamics of enterprises and associations and take their comments into consideration.

CPA association/ CPA firms

Auditor's reports are required to be issued applying standards consistently across different CPA firms in order for these reports to be of high quality. Therefore, the standards issued by the Foundation are very important to accountants. Given this, the Foundation shall understand the views of the accountants and take the comments received from them into consideration.

Competent authorities

The competent authorities (including the Financial Supervisory Commission, Ministry of Finance, and Ministry of Economic Affairs) are highly relevant to the operation and business of the Foundation. The competent authorities' opinion is very important to the Foundation.

Universities and colleges

Professors and students of accounting-related departments are the Foundation's key target audiences for the promotion of professional standards

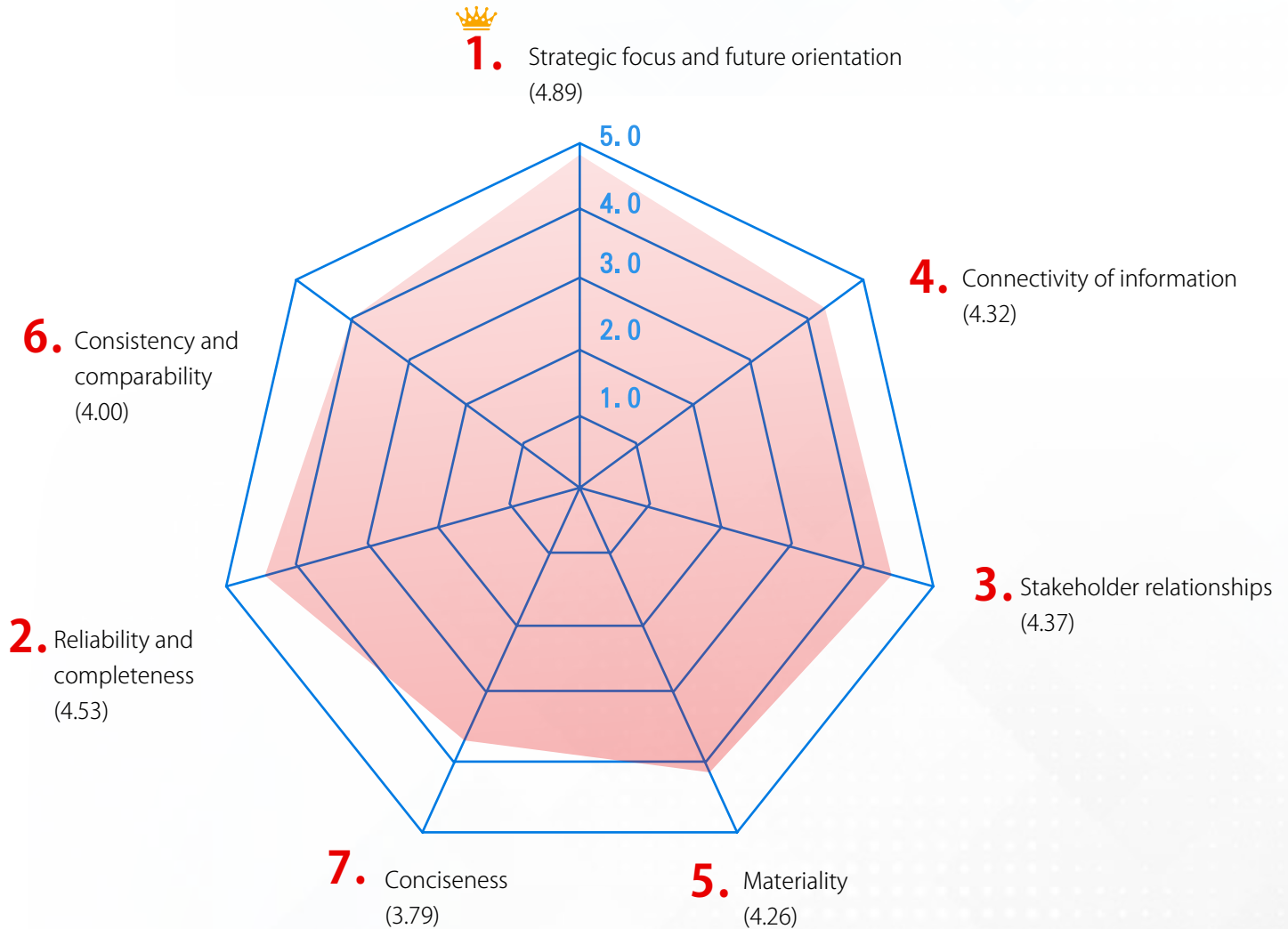
The Foundation's employees

Our employees play important roles in achieving the missions, targets and strategies of the Foundation.

External Feedback Received on the Foundation’s Integrated Report

In order to better understand external feedback on the Foundation’s Integrated Report in terms of its content and presentation, and prepare an integrated report that fits the needs for our stakeholders, a survey was conducted this year (2017).

By reference to the seven guiding principles required by the International Integrated Reporting Framework, the Foundation conducted external survey which asked our stakeholders to rank the importance of these principles.



Please see “The Foundation’s goals and strategies to 2020” section of this report for details of the five main strategic goals. In addition, in response to the feedback received the “Key Strategies for 2018” section is added to present the outlook for the Foundation.

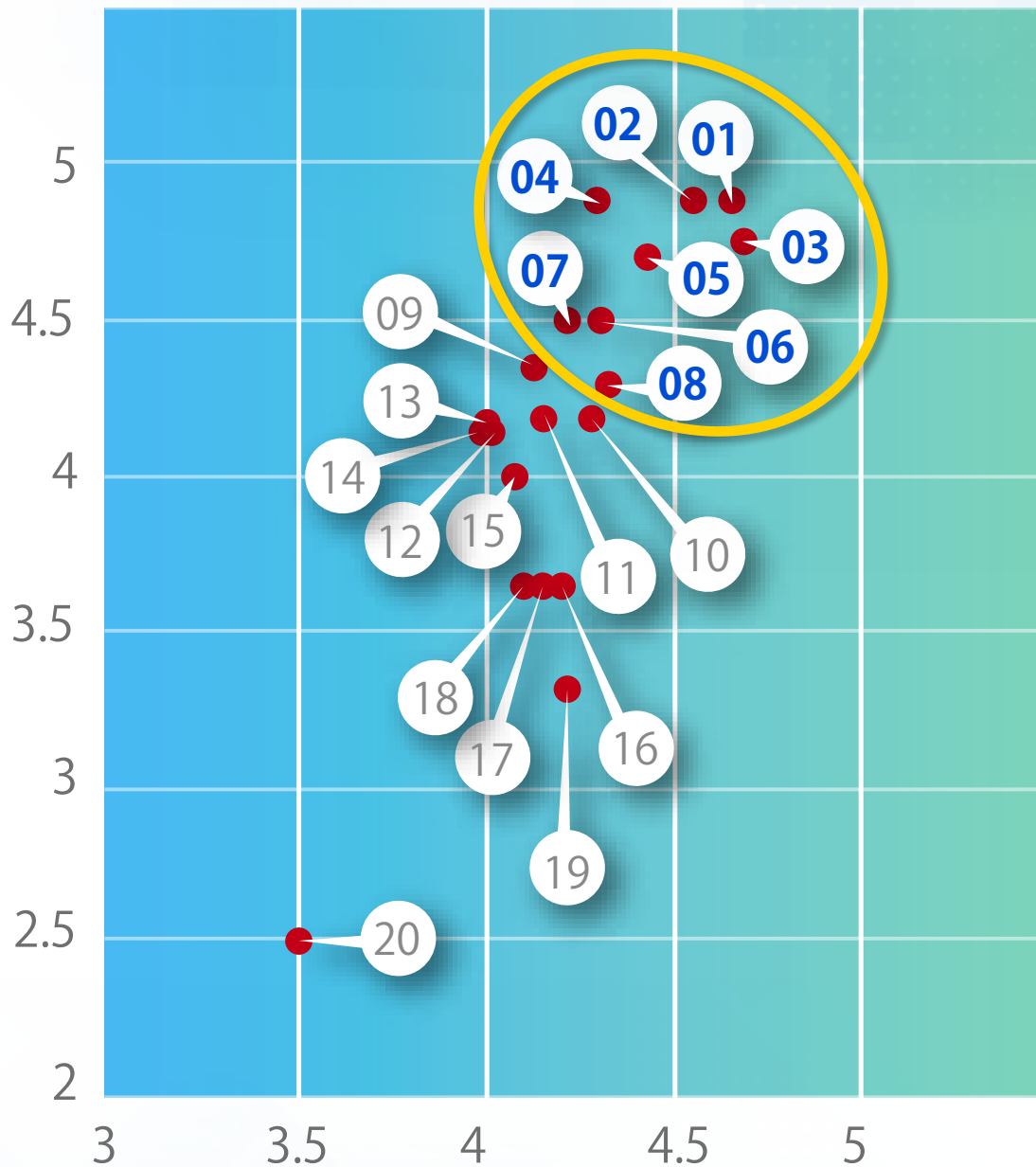
The material issues

According to “the Foundation's goals and strategies to 2020”, the Foundation identified 20 issues for stakeholders to rank them in the order of importance.

Result of the survey

Potential material topics	2017 Ranking	2016 Ranking	Variance
1 Creditability and usefulness of the Foundation's course certificates issued	1	7	6
2 Quality of service	2	1	-1
3 Promotion of professional accounting standards and ethics	3	3	0
4 Value for money of the service and products	4	2	-2
5 Efficiency and effectiveness of governance and compliance	5	5	0
6 External recognition	6	6	0
7 Financial health	7	4	-3
8 Accessibility	8	9	1
9 The statutory recognition and license to operate	9	10	1
10 Stakeholder engagement and responsiveness	10	8	-2
11 Public influence & thought leadership	11	16	5
12 Growth and retention of people trained	12	18	6
13 Employee engagement	13	19	6
14 Creation of public value	14	12	-2
15 The Foundation's global presence	15	17	2
16 Strength of relationships with external profession bodies	16	13	-3
17 Flexible and robust IT systems	17	15	-2
18 Professional and career development of members/individuals served	18	14	-4
19 The strength of relationship with enterprises and CPA firms	19	11	-8
20 Community involvement	20	20	0

This report will focus on the material topics which were highly or moderately concerned by the stakeholders. The result of survey conducted in 2017 is similar to that of survey conducted in 2016. The “Accessibility” becomes the new material topic.



Horizontal X-axis:

the material topics ranked by external stakeholders. (on a scale of 5 points)

Vertical Y-axis:

the material topics ranked by internal stakeholders (the Foundation's management). (on a scale of 5 points)

Environment and Strategy

• The migration of global trends

In 2017, innovational financial application and internet's technological development continued to flourish. High tech applications such as mobile payment, blockchain and artificial intelligence were widely noticed. In response to the technological development and flourishing international trade, relevant legal regulations have been imposed.

In terms of financial accounting, the International Accounting Standard Board (IASB) issued IFRS 9 Financial Instruments, IFRS 15 Revenue from Contracts with Customers, IFRS 16 Leases and IFRS 17 Insurance Contracts, in order to quickly adapt to the global trends and improve the transparency of financial information. In terms of auditing, the International Auditing and Assurance Standards Board issued standards in "New Audit Report". In terms of business valuation, guidance on the techniques of valuation was also published. In terms of XBRL, an international professional organization has developed the technology of Inline XBRL (iXBRL).

The environment in which the Foundation's stakeholders face is changing rapidly as well. The speed and the extent of global changes bring new uncertainties and opportunities, and also significantly increase the demand for the accounting profession.

• The newly introduced policies of Financial Supervisory Commission

In response to the global trend on innovational financial application and internet's technological development, Financial Supervisory Commission(the FSC) actively promoted FinTech innovational service. The FSC published "the White Paper on FinTech Development Strategy", and proposed "the FinTech Development Improvement Plan" . Also, the Legislature Yuan completed the process of three readings of "Regulation on FinTech Innovational Experiment".

In addition, international regulations on anti-money laundering are getting stricter. Aiming at enhancing the reputation of the capital market in Taiwan, the Executive Yuan organized the “Anti-Money Laundering Office”, gathering various competent authorities to make the biggest revision over the years to the regulations on anti-money laundering and countering the financing of terrorism as well as establishing the relevant control mechanism.

In terms of professional standards, the FSC announced the policies on “IFRS Adoption by Standards” and “the New Auditing Report Adoption” to keep converging to the latest international standards.

• **Actions taken by the Foundation**

The Foundation operates in coordination with the competent authorities’ latest policies. With regards to FinTech, the Foundation held many activities and courses. As for Anti-Money Laundering, the Foundation published the “Illustrations of Procedures and Assurance Reports on Special Audits of Banks’ Internal Control on Anti-Money Laundry and Countering Terrorism Financing by Certified Public Accountants” as well as held related courses for CPAs.

Moreover, the Foundation was responsible for translating the latest IFRS standards, issued the related auditing standards in “New Auditing Report”, and valuation practice guidance, updated the XBRL taxonomy to the latest version, using the latest technologies such as Formula and iXBRL, etc to strengthen data verification and increased the readability of financial information.

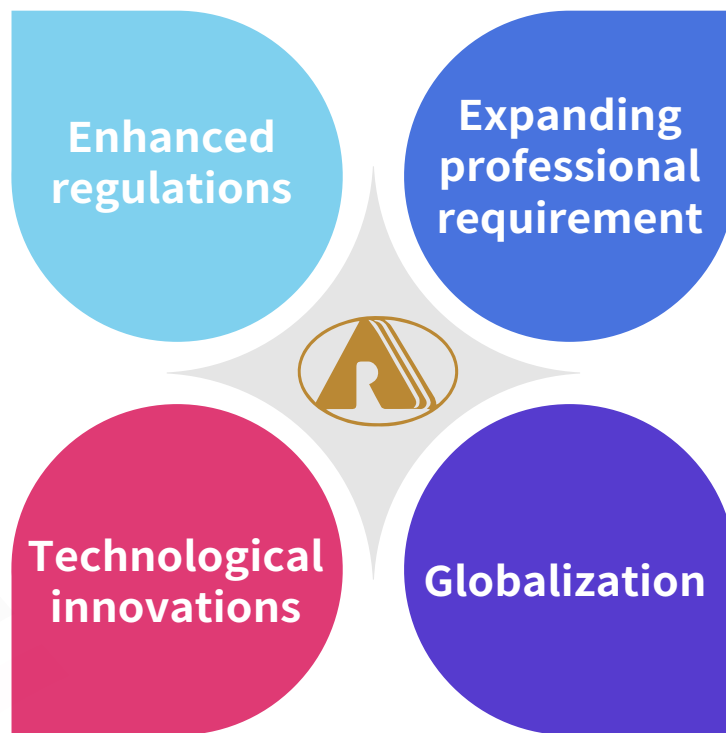
• **The Foundation’s goals**

The external environment described above have provided a great opportunity for the Foundation’s stakeholders to enhance their values. With the strategic goals of Leadership, Professionalism, Advocacy, Capacity and Sustainable Value, we will continue to help the Foundation’s stakeholders to become professionals with value-adding expertise.

Global Trends to 2020

In order to issue professional standards which meet the demands of today's environment and hold quality promotional activities and educational courses, the Foundation keeps observing the latest international professional dynamics. This also provides insights to the Foundation to better understand the Global Trend to 2020.

From our observation, the Foundation foresees the changing roles for the accounting and auditing professionals in the future. The Foundation identifies four main drivers of global change. We believe these drivers will influence the development of accounting standards and this in turn will impact the planning of promotional activities and educational courses in the future.



- **Enhanced regulations**

Increased legal regulation and active governance for greater information transparency will bring bigger impact on the profession in the future. We expect that the accounting and auditing professionals and related industries will be directly or indirectly affected in various degrees.

- **Expanding professional requirements**

Because of the diversity of information demand, accounting and auditing professionals will be required to have a greater range of professional knowledge and vision in order to provide holistic and forward-looking information.

- **Technological innovations**

The development of digital technologies will continue to impact the application of financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL), Financial and non-financial information processed with apps and automatic system, will be generated and delivered more efficiently.

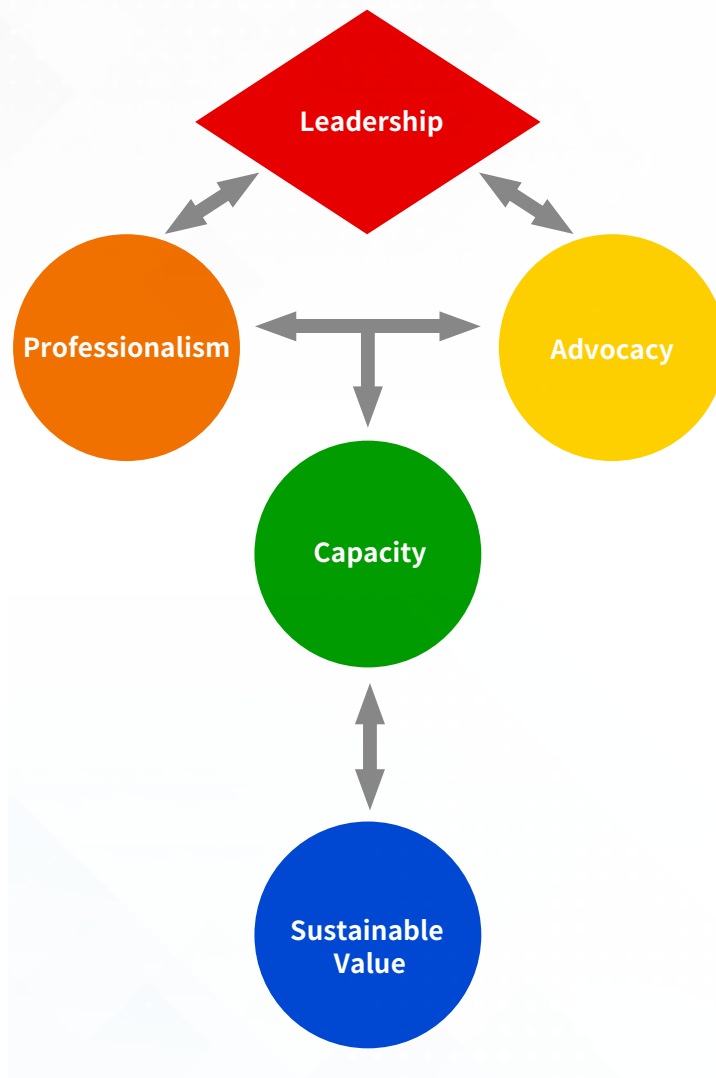
- **Globalization**

With the trend of globalization and the consistency among professional standards internationally, the accounting and auditing professionals need to understand the latest updates on professional standards and emerging knowledge on transnational business management in order to enhance enterprises' competitiveness.

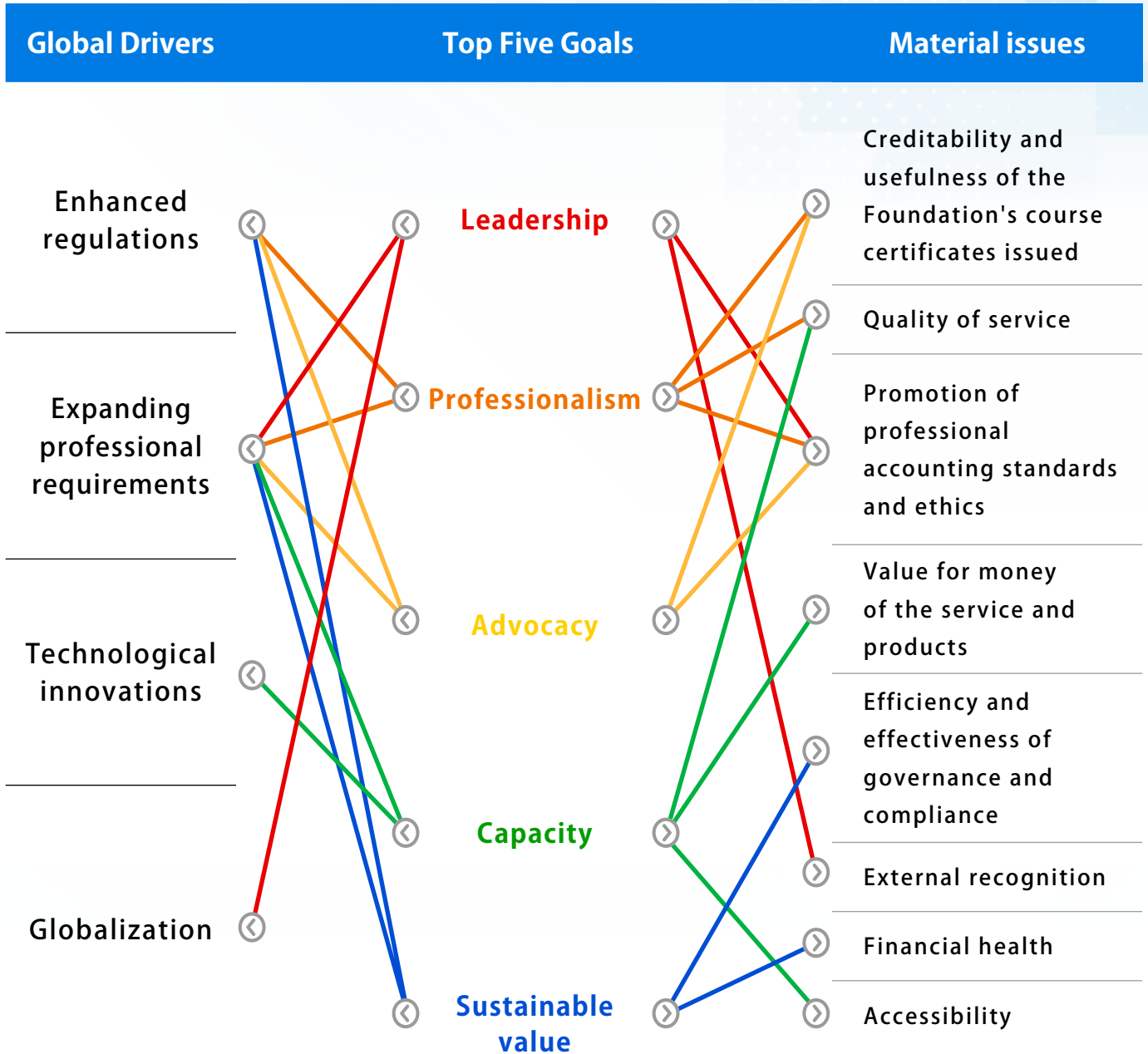
We believe the changes mentioned above is a great opportunity for accounting and auditing professionals to improve themselves and enhance their value.

The Goals and Strategies to 2020

The Foundation is second to none domestically in its **Leadership**, committing itself with **Professionalism** by formulating, announcing and promoting financial accounting standards, auditing standards, valuation standards and eXtensible Business Reporting Language (XBRL). The Foundation plays an advocacy role in, urging enterprises to adopt professional standards, and organizes many events and courses. The Foundation has abundant **Capacity** for research development and service. With effective operation and healthy finance, the Foundation maintains its **Sustainable Value**.



Relationships chart



The Foundation's five strategic goals are "Leadership", "Professionalism", "Advocacy", "Capacity" and "Sustainable Value", to respond to the trends and global drivers of "Enhanced Regulations", "Expanding Professional Requirement", "Technological Innovations" and "Globalization", addressing the main topics that stakeholders concern, including "Creditability and usefulness of the Foundation's course certificates issued", "Quality of service", "Promotion of professional accounting standards and ethics", "Value for money of the service and products", "Efficiency and effectiveness of governance and compliance", "External recognition", "Financial health" and "Accessibility". Moreover, the Foundation developed relevant strategies and key performance indicators based on the five strategic goals.

The Foundation's goals, strategies, and key performance indicators

Goals	Strategies	Key performance indicators
Leadership	1. Urge professional dialogue and commentary on issues related to financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL).	1. The number of professional dialogues and commentaries held on issues related to financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL)
	2. Contribute to reporting and discussion on current and emerging issues.	2. The number of reporting and discussion held on current and emerging issues
	3. Develop a communication strategy and network that enable the Foundation to collaborate with various other parties.	3. The number of member counts from the Board of Directors and committees who participated in domestic and international events
Professionalism	1. Align with industries, authorities and academics to develop professional standards that meet the public's demands.	1. The number of standards issued 2. The completion percentage of standards
	2. Issue standard-related Q&As and Interpretations as practical guides.	3. The number of Q&As issued
	3. Learn about emerging issues in financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL), etc on a timely basis, and provide interactive recommendations and guidance.	4. The number of seminars or forums on emerging issues held and new courses held
	4. Evaluate future trends of professional development and develop diversified learning channels to improve accounting and auditing professionals' capability at workplace.	

Goals	Strategies	Key performance indicators
Advocacy	1. Seek comments and hold outreach (if necessary) for financial accounting standards, auditing standards, valuation standards and eXtensible Business Reporting Language (XBRL), and take comments from primary stakeholders into consideration.	1. The number of external feedbacks on proposed standards received and the number of feedbacks sent to the international standard-setting organizations
	2. Continue to be the authoritative organization for financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL).	2. The number of participants attending the Foundation's professional conferences, courses and events
	3. Develop strategies that influence and serve governing bodies, competent authorities and other stakeholders effectively.	3. The number of professional courses held
	4. Collaborate with other relevant professional organizations and groups to elevate the professional image of financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL), etc.	4. The number of seminars held in financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL) in collaboration with relevant professional organizations 5. The monetary amount of revenue generated from promotional contracts signed. (in NT\$ thousands) 6. The number of viewers on digital video courses
Capacity	1. Cooperate with relevant professional parties to expand its influence.	1. The amount of revenue generated from research projects (NT\$ thousands)
	2. Enhance the Foundation's professional capacity to provide service of high quality.	2. Course satisfaction rate 3. Event satisfaction rate
Sustainable Value	1. Maintain the Foundation's reputation	1. The number of visitors to the Foundation's website 2. The number of visitors to the Foundation's social media sites
	2. Ensure a healthy financial structure by applying budget management and internal control.	3. Fund balance (NT\$ thousands) 4. Total revenue (NT\$ thousands)
	3. Improve the employees' professional capability.	5. Employee education and training hours

Key Strategies for 2018

In the past year, we were dedicated in developing professional standards, pioneering accounting courses and advocating new ideas. In 2018, we will move forward from what we have achieved, adjusting to the new surroundings, and maintain our leadership and further extend our influence.

Our key strategies in 2018 are as follow:

Professionalism

To address the trend of globalization, we will closely follow the latest international standards. On emerging issues, we will hold courses with diversified channels and a variety of topics including FinTech and amendments to the Company Act. We expect professionals to improve their levels of proficiency by enrolling in our courses.

Advocacy

To enhance the Foundation's professional image, we frequently hold professional knowledge activities including IFRS forums, Enterprise Accounting Standards Advocacies and Elite Seminars. Further, for students and teenagers, we integrate accounting and finance topics in a creative manner to attract the needs of the younger generation by holding the Accounting Elite Cup Debate competition, and the Youth Finance Lecture.

Capacity

We will collaborate with other organizations to conduct research on emerging issues. To expand our influence, we issued "Illustrations of Procedures and Assurance Reports on Special Audits of Banks' Internal Control on Personal Information Protection by Certified Public Accountants", "Illustrations of Procedures and Assurance Reports on Special Audits of Banks' Internal Control on Anti-Money Laundry and Countering Terrorism Financing by Certified Public Accountants", "Illustrations of Agreed-upon Procedures and Reports on Inspection of Banks by Certified Public Accountants" and "Intermediate Educational Material for Industry Professional Assessment of Intangible Asset Valuation".

In 2018, to further promote the Foundation's professional image, we will continue to develop our professionalism and advocate the standards to be applied in practice. By doing so, we believe we will maintain our leading role in fields of financial accounting standards, auditing standards, valuation standards and eXtensible Business Reporting Language (XBRL), and in turn achieve the Foundation's goal of creating sustainable value.

Strategic Risks and Management

We actively manage risks to achieve our goals

We regularly consider changes in economics, regulations and market environment as a mean to identify the potential risks which need to be timely reported to the Board of Directors. We continuously monitor the risks that we face and review the effectiveness, of our risk management strategies, in order to better achieve our goals.

Our risk management

Based on the global drivers and strategic objectives , we have identified the risks that we may encounter and our tolerance towards those risks (risk appetite). We regularly evaluate the appropriateness of our responses to these risks according to the risk appetite. To achieve our goals, we proactively develop courses, events, and publications that meet the professionals' demands and improve participants' learning experiences. By doing so, we actively respond to risks for which we have higher risk appetite (for example, the risk that our courses, events and publications do not meet the needs of the expanding professional requirements).

We are dedicated to reduce the threat which could affect our reputation and our leadership in accounting. We have lower risk appetite in some aspects (for example, the standards developed cannot keep up with the changes in the latest international professional standards; the methods of promoting professional standards and ethics cannot keep up with the innovational and changing landscape for learning, and consequently casts doubts on the quality and value of our services and our reputation.)

Definition of Risk Appetite



Our Strategic Risks

Possible risks

Related goals

Risk appetite

The standards developed cannot keep up with the changes in the latest international professional standards

Professionalism
Leadership



Not being able to timely comply with enhanced regulations

Sustainable value



Our courses, events and publications do not meet the needs of expanding professional requirements, leading others to doubt the quality and value of our services and products.

Leadership
Professionalism
Advocacy



Risk

1. Keep ourselves updated on international professional standards development and recommend the latest topics for relevant discussion in Taiwan.
2. Attend international conferences to keep up with the latest changes in international professional standards.
3. Report the progress of each Committee in the Board meeting.

Strengthen organizational management and conduct employee education and training to share the latest regulations

Understand professionals' learning needs and design courses, events and publications accordingly.

Corresponding key performance indicators

1. The number of professional dialogues and commentaries held on issues related to financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL)
2. The number of member counts from the Board of Directors and committees who participated in domestic and international events
3. The number of standards issued
4. The completion percentages of the standards

Employee education and training hours

1. The number of reporting and discussion held on current and emerging issues
2. The number of seminars or forums on emerging issues and new courses held
3. The number of participants attending the Foundation's professional conferences, courses and events.

Our Strategic Risks

Possible risks

Related goals

Risk appetite

The Foundation's promotion of professional accounting standards and ethics may fall behind, due to the new learning channels introduced by technological innovation causing doubts on our service quality, value of service and product, and external recognition

Advocacy

Sustainable value



Information security

Sustainable value



Lack of capacity for research development and services , causing our brand recognition being affected

Capacity



Introducing creative and flexible learning programs leading to financial deficit.

Sustainable value



Risk

Corresponding key performance indicators

Adopt creative and flexible learning methods to improve the quality and value of our services and products, and to enhance external recognition

1. The number of viewers on digital video courses
2. The number of visitors on the Foundation's website

Establish internal policies and procedures on information security and inform our employees about issues related to information security

Employee education and training hours

Expand the Foundation's capacity for research development and services to enhance the value of the Foundation.

1. The amount of revenue generated from research projects
2. Course satisfaction rate
3. Event satisfaction rate

Conduct proper cost-benefit analysis before developing new businesses.

1. Fund balance
2. Total revenue



Analysis of 2017 Performance

Leadership

The Foundation is considered as the leader in financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL) professions.

Performance indicators

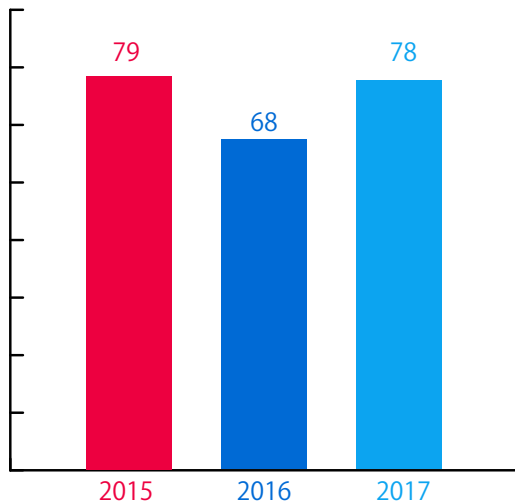
1. The number of professional dialogues and commentaries held on issues related to financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL);
2. The number of reporting and discussions held on current and emerging issues;
3. The number of members from the Board of Directors and committees who participated in domestic and international events.

Reasons for selecting these indicators

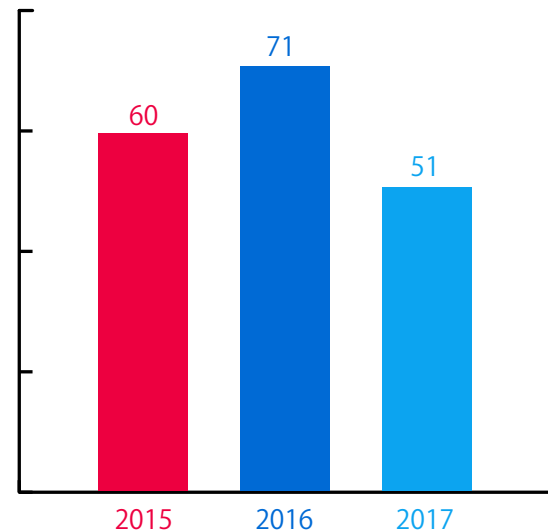
To achieve the goal of “**Leadership**”, we must initiate professional dialogues and commentary on financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL), and we need to report on and discuss current and emerging issues. Members from our Board of Directors and all the committees should also participate in domestic and international events actively to take the lead. Therefore, we chose the three indicators mentioned above to demonstrate how the Foundation achieved the goal.

Performance in 2015-2017

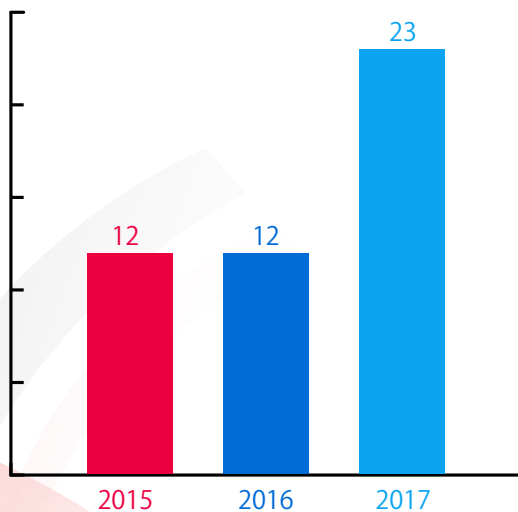
The number of professional dialogues and commentaries held on issues related to financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL)



The number of members from the Board of Directors and committees who participated in domestic and international events



The number of reporting and discussions held on current and emerging issues



Commentary

As a professional institute for the research and development of financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL), our professionalism has already been recognized by the public. We hold professional dialogues and commentaries, stay close with international standard-setting organizations, and participate in international conventions to express our opinions. We also hosted the International Forum of Accounting Standard Setters (IFASS) in 2017 and exchanged views and opinions with representatives from many countries.

In order to expand the capacity of the Foundation and ensure synchronized development with international organizations, members of the Board of Directors and all the committees actively participate in domestic and international events. Accounting Research Monthly issued by the Foundation also has in-depth coverage for current and emerging issues. In 2017, in addition to the Cover Stories, we also made Special Reports on current issues and trends, so the number of reporting and discussions held on current and emerging issues has increased to 23. By doing so, we provide the latest international professional trends to our readers.

Professionalism

Being a professional organization for financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL), the Foundation leads professional development.

Performance indicators

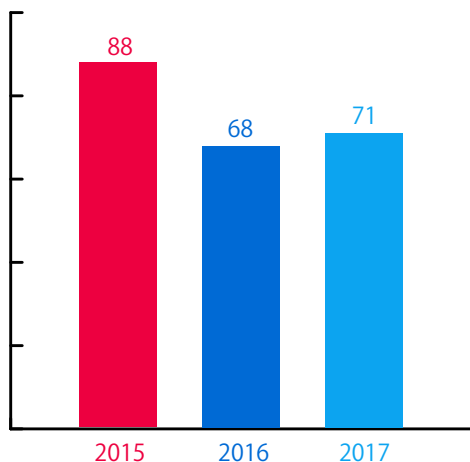
1. The number of standards issued
2. The completion percentages of the standards
3. The number of Q&As issued
4. The number of seminars or forums on emerging issues and new courses held and the number of new courses held

Reasons for selecting these indicators

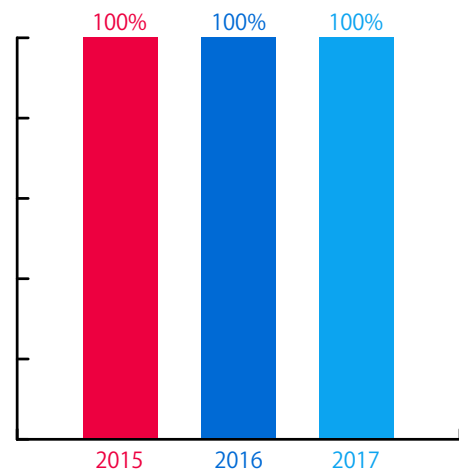
To achieve the goal of “**Professionalism**”, we need to pay close attention to the latest changes in international professional standards, ensuring that the financial accounting standards, auditing standards, valuation standards and taxonomy of XBRL are consistent with global trends, and enabling the Foundation to provide explanations on application of professional standards for professionals in the related fields to follow. In addition, we hold seminars or forums and provide an array of courses on emerging issues, enabling an extensive number of professionals to learn about the latest trend and develop their capability. Thus, we selected the previous four indicators to evaluate our performance.

Performance in 2015-2017

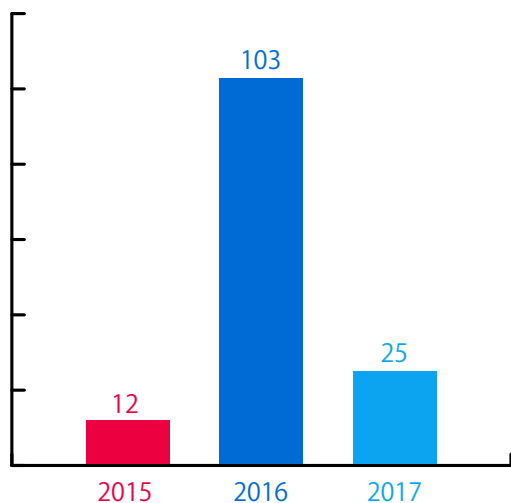
The number of standards issued



The completion percentages of the standards



The number of Q&As issued

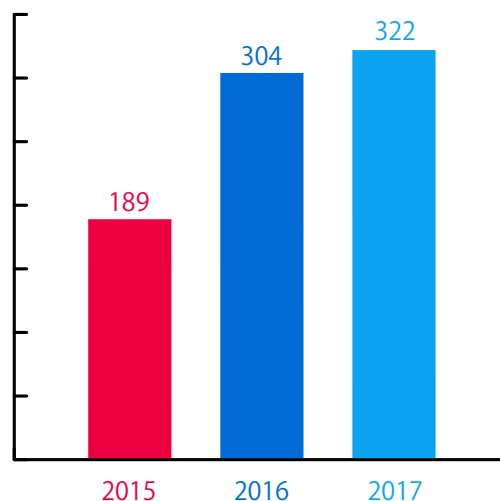


Commentary

In 2017, apart from updating and amending the Traditional Chinese version of the International Financial Reporting Standards (IFRSs), Statement of Auditing Standards and Statement of Valuation Standards, the Foundation also amended the Enterprise Accounting Standards so that there would not be a significant gap between the Enterprise Accounting Standards and the International Financial Reporting Standards (IFRSs) authorized by the Financial Supervisory Commission, Republic of China (Taiwan).

The number of Q&As (2017) issued is fewer than that of 2016, mainly because entities had many questions on the initial adoption of the newly issued Enterprise Accounting Standards in 2015. Therefore, we provided 100 Q&As in 2016 to assist entities' transition to the Enterprise Accounting Standards. As entities become more familiar with the Enterprise Accounting Standards through Q&As and promotional events in 2016, fewer questions were raised in 2017, thus the number of Q&As issued was fewer in 2017.

The number of seminars or forums on emerging issues and new courses held



Commentary

According to the global drivers identified, the Foundation held seminars or forums on the application of professional standards, helping professionals understand the impact on business operations created by new technological development and the effect of enhanced regulations. In addition, as the role of today's professionals has changed, the Foundation conducts activities and courses on such as "anti-money laundry and countering terrorism financing", "newly-issued International Financial Reporting Standards (IFRSs)" and "Seminar on financial technology and the trend in globalized operation" which focus on the latest regulations, the development of professional standards, the trends in technological innovations and the trend of globalization to help professionals become more familiar with the latest knowledge and skills in 2017. Therefore, the number of seminars/forums and courses held by the Foundation increased year-by-year.

Advocacy

The Foundation provides various information on professional standards, and holds professional seminars, courses and events to ensure that it becomes indispensable resources to professional fields in financial accounting, auditing, valuation and eXtensible Business Reporting Language (XBRL).

Performance indicators

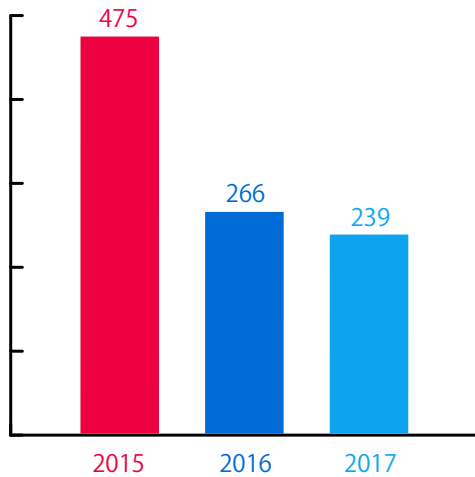
1. The number of external feedbacks on proposed standards received and the number of feedbacks sent to the international standard-setting organizations;
2. The number of participants attending the Foundation's professional seminars, courses and events;
3. The number of continuing education courses held for directors and supervisors;
4. The number of seminars in financial accounting, auditing, valuation and the eXtensible Business Reporting Language (XBRL) held in collaboration with relevant professional organizations;
5. The amount of revenue generated from promotional contracts signed;
6. The number of viewers on digital video courses.

Reasons for selecting these indicators

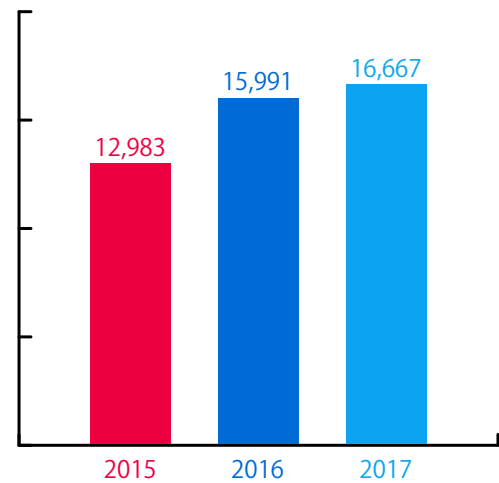
In order to achieve the goal of "Advocacy", we must seek comments and hold outreach (if necessary) for financial accounting standards, auditing standards, valuation standards and the eXtensible Business Reporting Language (XBRL) and take comments from primary stakeholders into consideration. We also need to continuously advocate that we are the authoritative organization for financial accounting, auditing, valuation and the eXtensible Business Reporting Language (XBRL). We develop strategies that can effectively influence and serve the governing bodies, competent regulators and other stakeholder, and collaborate with relevant professional organizations to enhance the professional image of financial accounting, auditing, valuation and the eXtensible Business Reporting Language (XBRL). In addition, we develop online courses and use social media to further achieve our goal. Therefore, we selected the six indicators mentioned above to measure our performance.

Performance in 2015-2017

The number of external feedbacks on proposed standards received and the number of feedbacks sent to the international standard-setting organizations



The number of participants attending the Foundation's professional seminars, courses and events

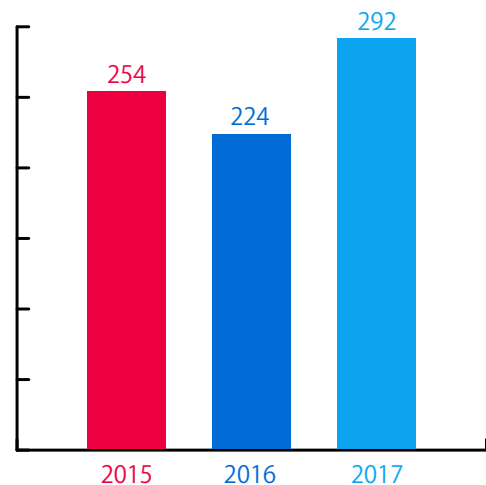


Commentary

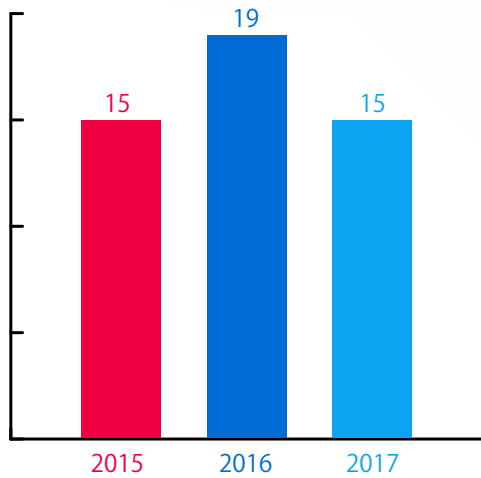
As a professional standard setter in financial accounting, auditing, valuation and the eXtensible Business Reporting Language (XBRL) standards, we set up a transparent standard-setting process, and we seek external comments before issuing new standards. Furthermore, in order to enhance the influence of the Foundation on international standards, we sent feedbacks to international standard-setting organizations actively.

As shown in the movement for the total amount of external feedbacks, the number in 2015 was much higher due to the revision of the Business Entity Accounting Act, which resulted in 22 Enterprise Accounting Standards being issued in 2015. The number of feedbacks received is therefore more than this year.

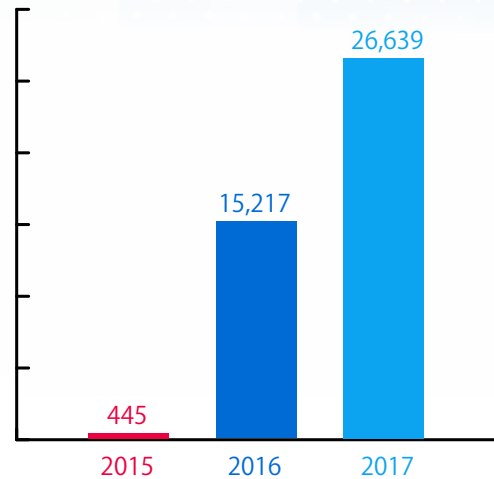
The number of continuing education courses held for directors and supervisors



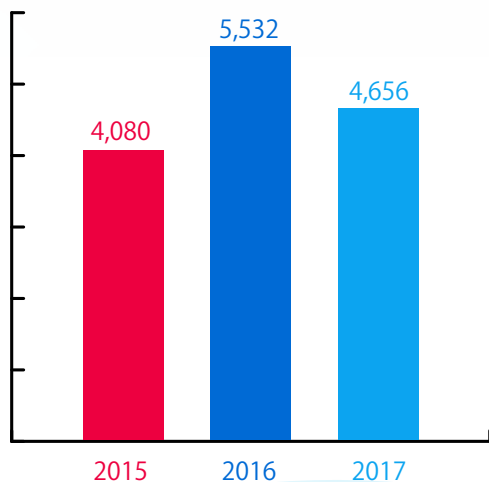
The number of seminars in financial accounting, auditing, valuation and the eXtensible Business Reporting Language (XBRL) held in collaboration with relevant professional organizations



The number of viewers on digital video courses



The amount revenue generated from promotional contracts signed (NT\$ thousands)



Commentary

In order to promote financial accounting, auditing, valuation and the eXtensible Business Reporting Language (XBRL), we continue to hold educational courses and professional seminars; besides, in order to deepen the roots of accounting profession, we put significant effort in campus and hope to raise young students to become pillars of the industry in the future. In 2017, we held “the 29th Accounting Elite Cup Debate Competition”, “Youth Finance Lecture”, “Fintech and Anti-fraud Short Video Competition”, etc. As evident from 2017 result, we actively involved in events, courses and seminars, and achieved a record high in the number of participants. This proves that the Foundation is successful in promoting professional information via various channels.

In response to the digital era, we started to make online videos in 2015 to expand our reach via social media. The number of views on videos and courses have significantly increased from 445 times in 2015, 15,217 times in 2016, to 26,639 times in 2017.

Capacity

The Foundation will expand its influence with its capacity.

Performance indicators

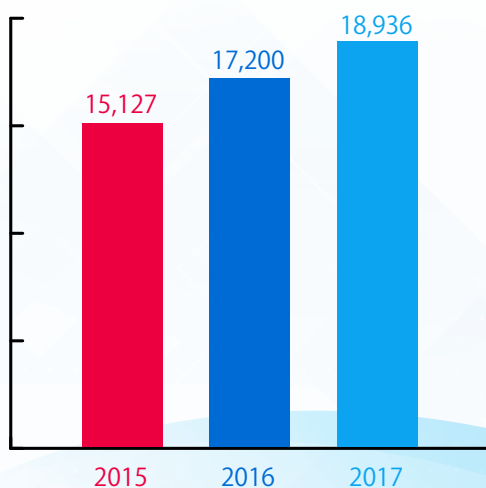
1. The amount of revenue generated from research projects (NT\$ thousands);
2. Course satisfaction rate;
3. Event satisfaction rate.

Reasons for selecting these indicators

In order to achieve the goal of "Capacity", the Foundation cooperates with professional organizations in research projects to expand its influence; the Foundation also provides high-quality services to strengthen its professional capacity. Thus, we selected the previous three indicators to evaluate the benefits.

Performance in 2015-2017

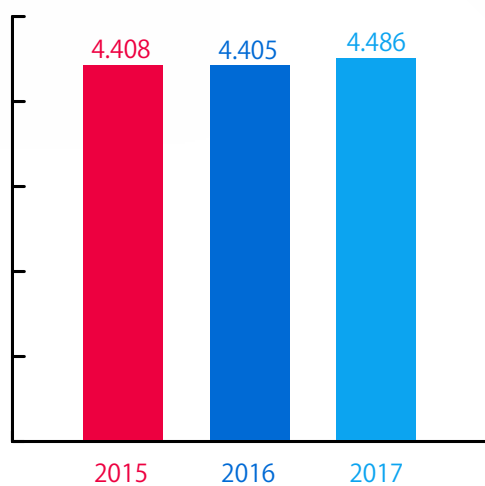
The amount of revenue generated from research projects (NT\$ thousands)



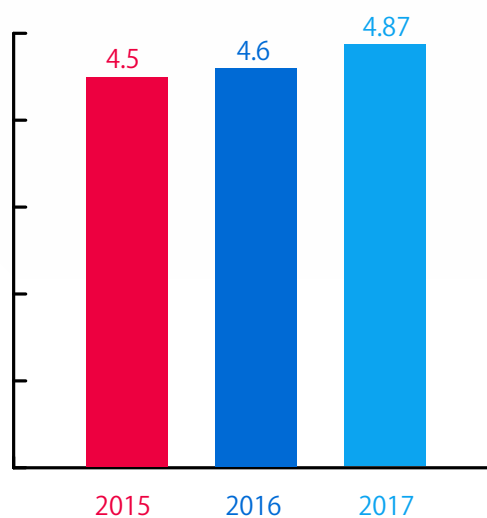
Commentary

In 2017, the Foundation continues its collaboration with professional organizations in research projects. The amount of revenue generated from research projects continues to increase compared to that of prior years, and further leads to the expansion of the Foundation's influence.

Course satisfaction rate (on a scale of 5 points)



Event satisfaction rate (on a scale of 5 points)



Commentary

Detailed market survey, combined with flexible and diligent course delivery have ensured that participants to fully apply what they have learned and to enhance their professional ability after attending the Foundation's courses and events. As a result, the Foundation has continuously maintained high scores of over 4.0 points (on a scale of 5 points). in the course and event satisfaction survey.



Sustainable value

We generate sustainable value through effective operation and solid financial position.

Performance indicators

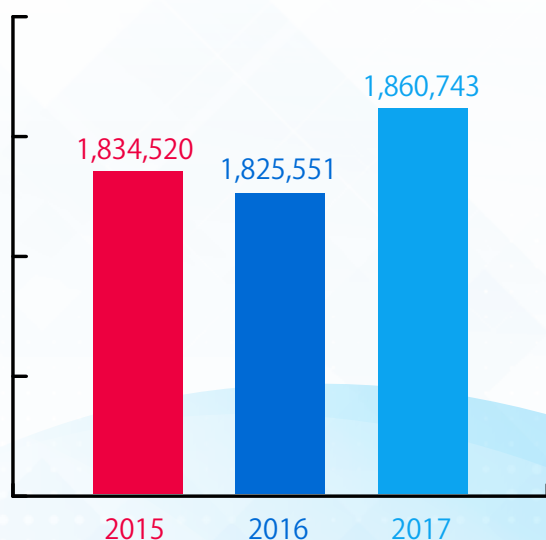
1. The number of visitors to the Foundation's websites;
2. The number of visitors to the Foundation's social media sites;
3. Fund balance (NT\$ thousands);
4. Total of revenue (NT\$ thousands);
5. Employee education and training hours.

Reasons for selecting these indicators

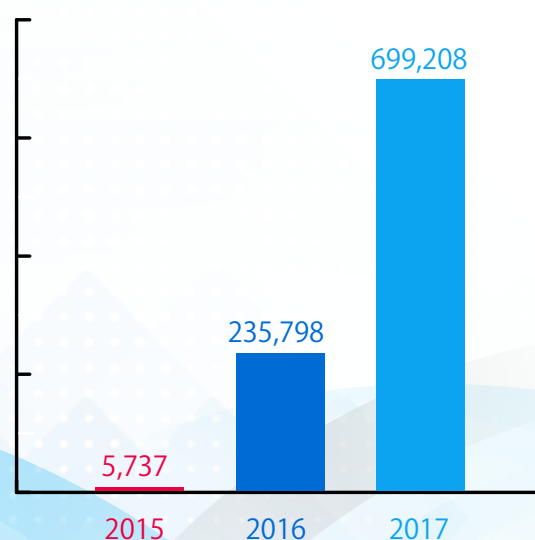
To achieve the goal of "Sustainable Value", and to sustainably become authorized pioneering institute of financial accounting, auditing, valuation, XBRL professions, the key element is how society recognizes our value. The number of visitors on the Foundation's website and social media sites are vital indicators for the public's view of our value. We utilize budget management and internal control to ensure a healthy financial structure. We also take employee training seriously to create more value and better service that lead to sustainable development. Therefore, we selected the five indicators above to measure our performance.

Performance in 2015-2017

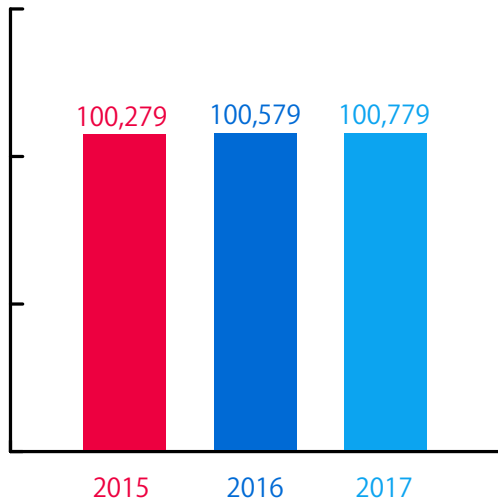
The number of visitors to the Foundation's website



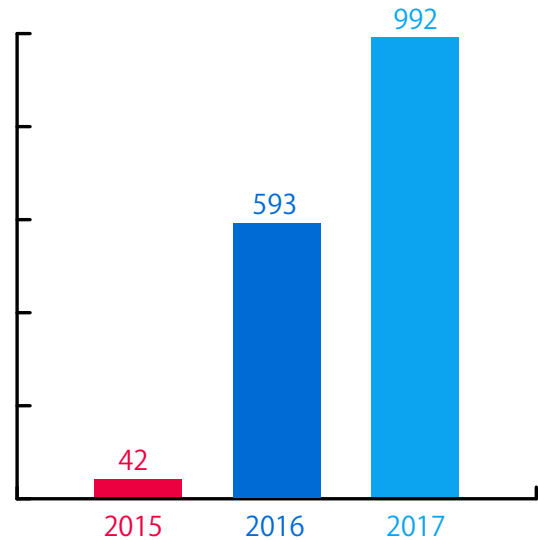
The number of visitors to the Foundation's social media sites



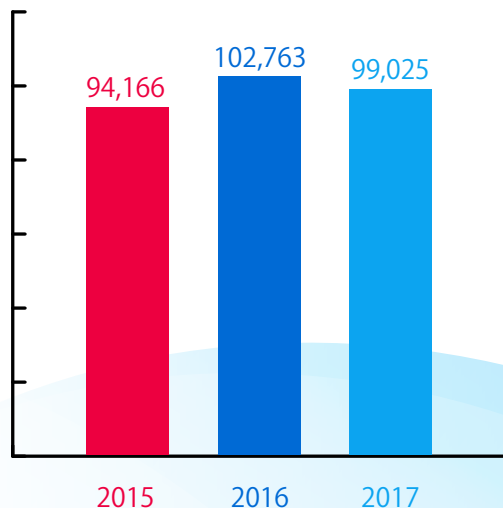
Fund balance (NT\$ thousands)



Total revenue (NT\$ thousands)



Employee education and training hours



Commentary

We introduced new courses and events in 2017, resulting in the increased media exposure and website browsing statistics. In addition, we launched courses that met our participants' needs based on feedbacks received, making the Foundation grow stably. To enhance our service quality and produce excellent outcomes, we carried out our employee training programs by inviting professional speakers to share valuable knowledge as well as by sending our employees to attend external training programs.

Our Influence and Resource

We are dedicated to facilitating communications and exchanges of views in accounting issues in Taiwan. By collaborating with experts from the academics, regulatory agencies and practitioners, conducting research on emerging issues with professionals, and holding seminars or forums, we issue professional standards which meet the needs of today's changing environment. We believe that the Foundation has become an indispensable resource in the fields of accounting, auditing, valuation and XBRL professions in Taiwan. The Foundation aims to become the most powerful professional organization in those areas. Our influence and resources are summarized in the following indications:

- The number of standards issued : **235**
- The number of interpretations and Q&As issued : **1,083**

- The number of courses held : **6,500**
- The number of participants : more than **210,000**

- Online members : **51,110**
- E-newsletter subscription : **48,057**

- The number of views to our Youtube Channel : **920,747**
- The number of visitors to our website : **5,890,647**



Independent Auditor's Report and Financial Statements



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台北市南京東路二段 72 號 10 樓

Independent Auditor's Report

The Board of Directors

Accounting Research and Development Foundation

We have audited the accompanying financial statements of the Accounting Research and Development Foundation of the Republic of China (the Foundation), which comprise the balance sheets as of December 31, 2017 and 2016, the statements of comprehensive income and the statements of cash flows for the years ended 2017 and 2016. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants and auditing standards generally accepted in the Republic of China. Those regulations and standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial positions of the Foundation as of December 31, 2017 and 2016, and the results of its operations and its cash flows for the years then ended in conformity with the Enterprise Accounting Standards and related Interpretations in the Republic of China.

BDO Taiwan

BDO TAIWAN

March 14, 2018

Accounting Research and Development Foundation
Statement of Comprehensive Income
For the Years Ended December 31, 2017 and 2016

(Expressed in New Taiwan Dollars)

	2017		2016	
	Amount	%	Amount	%
Revenues				
Operating Revenues	\$74,161,128	74.89	\$71,681,952	69.75
Research Revenues	13,087,492	13.22	14,342,100	13.96
Membership Fees	4,830,407	4.88	4,645,418	4.52
Contributions	5,431,240	5.48	10,496,639	10.22
Other Revenues	<u>1,514,425</u>	<u>1.53</u>	<u>1,597,169</u>	<u>1.55</u>
Total Revenues	<u>99,024,692</u>	<u>100.00</u>	<u>102,763,278</u>	<u>100.00</u>
Expenses				
Operating Expenses	50,893,795	51.40	54,097,856	52.64
Research Expenses	16,884,738	17.05	18,462,076	17.97
Depreciation	1,738,342	1.76	1,775,886	1.73
Other Expenses	<u>6,091,606</u>	<u>6.15</u>	<u>8,634,120</u>	<u>8.40</u>
Total Expenses	<u>75,608,481</u>	<u>76.36</u>	<u>82,969,938</u>	<u>80.74</u>
Current Surplus Before Tax	23,416,211	23.64	19,793,340	19.26
Income Tax Expense	<u>(2,090,322)</u>	<u>(2.11)</u>	<u>(663,289)</u>	<u>(0.65)</u>
Current Net Surplus	<u>\$21,325,889</u>	<u>21.53</u>	<u>\$19,130,051</u>	<u>18.61</u>
Other Comprehensive Income				
Remeasurement of Defined Benefit Plans	<u>-</u>	<u>-</u>	<u>(1,278,098)</u>	<u>(1.24)</u>
Total Comprehensive Income	<u>\$21,325,889</u>	<u>21.53</u>	<u>\$17,851,953</u>	<u>17.37</u>

Accounting Research and Development Foundation
Balance Sheets
December 31, 2017 and 2016

Assets	December 31, 2017		December 31, 2016	
	Amount	%	Amount	%
Current Assets				
Cash and Cash Equivalents	\$145,859,240	49.05	\$121,373,760	43.71
Accounts Receivable	8,039,110	2.70	9,389,525	3.38
Prepayments	658,114	0.22	1,684,039	0.61
Prepayments-XBRL Account	-	-	21,030	0.01
Restricted Cash-XBRL Account	<u>300,000</u>	<u>0.10</u>	<u>300,000</u>	<u>0.11</u>
Total Current Assets	<u>154,856,464</u>	<u>52.07</u>	<u>132,768,354</u>	<u>47.82</u>
Noncurrent Assets				
Property, Plant and Equipment	77,982,895	26.23	79,211,101	28.52
Restricted Cash-XBRL Account	14,515,064	4.88	15,683,998	5.65
Other Noncurrent Assets	<u>50,001,500</u>	<u>16.82</u>	<u>50,001,500</u>	<u>18.01</u>
Total Noncurrent Assets	<u>142,499,459</u>	<u>47.93</u>	<u>144,896,599</u>	<u>52.18</u>
Total Assets	<u><u>\$297,355,923</u></u>	<u><u>100.00</u></u>	<u><u>\$277,664,953</u></u>	<u><u>100.00</u></u>

(Expressed in New Taiwan Dollars)

Liabilities and Net Assets	December 31, 2017		December 31, 2016	
	Amount	%	Amount	%
Current Liabilities				
Accounts Payable	\$11,391,045	3.83	\$12,035,140	4.33
Other Payable-XBRL Account	110,867	0.04	176,625	0.06
Deferred Credit-XBRL Account	4,100,000	1.38	4,100,000	1.48
Income Tax Payable	2,090,322	0.70	663,289	0.24
Other Current Liabilities	<u>10,042,890</u>	<u>3.38</u>	<u>11,531,157</u>	<u>4.15</u>
Total Current Liabilities	<u>27,735,124</u>	<u>9.33</u>	<u>28,506,211</u>	<u>10.26</u>
Noncurrent Liabilities				
Deferred Credit-XBRL Account	10,604,197	3.56	11,728,403	4.23
Other Noncurrent Liabilities	<u>231,809</u>	<u>0.08</u>	<u>171,435</u>	<u>0.06</u>
Total Noncurrent Liabilities	<u>10,836,006</u>	<u>3.64</u>	<u>11,899,838</u>	<u>4.29</u>
Total Liabilities	<u>38,571,130</u>	<u>12.97</u>	<u>40,406,049</u>	<u>14.55</u>
Net Assets				
Funds				
Statutory Fund	80,000,000	26.90	80,000,000	28.81
Other Fund	<u>20,778,572</u>	<u>6.99</u>	<u>20,578,572</u>	<u>7.41</u>
Total Statutory and Other Fund	<u>100,778,572</u>	<u>33.89</u>	<u>100,578,572</u>	<u>36.22</u>
Surplus				
Accumulated Surplus	136,680,332	45.97	117,550,281	42.34
Current Net Surplus	<u>21,325,889</u>	<u>7.17</u>	<u>19,130,051</u>	<u>6.89</u>
Total Net Surplus	<u>158,006,221</u>	<u>53.14</u>	<u>136,680,332</u>	<u>49.23</u>
Total Net Assets	<u>258,784,793</u>	<u>87.03</u>	<u>237,258,904</u>	<u>85.45</u>
Total Liabilities and Net Assets	<u>\$297,355,923</u>	<u>100.00</u>	<u>\$277,664,953</u>	<u>100.00</u>

Key Members

Our Board of Director

The board of standing directors is set under the board of directors. The following is a list of directors and consultants:

Position	Name	Current Job Title
Chairman	Doris Yi Hsin Wang	Professor, Department of Accountancy, National Taipei University
Standing Director	Li-Chuan Wang	Director-General, Financial Examination Bureau, Financial Supervisory Commission
Standing Director	Louise Ju-Yu Wu	Secretary General, Accounting Research and Development Foundation
Standing Director	Ching-Hua Lee	Director-General, Taxation Administration, Ministry of Finance, R.O.C
Standing Director	Joseph Hung	Professor, Institute of Technology Management, National Chiao Tung University
Standing Director	Sam C. S. Chang	Deputy Director-General, Securities and Futures Bureau, Financial Supervisory Commission
Standing Director	Michael Chang	Senior Certified Public Accountant
Standing Director	Denny Kuo	Partner, Deloitte & Touche
Standing Director	Charles Chen	Chairman of Board, National Federation of CPA Association of the R.O.C.
Standing Director	Sheng-Chang Liu	Partner, C.H chang & co. CPA
Standing Director	Chi-Chun Liu	Professor, Department of Accounting, National Taiwan University
Standing Director	Lih-Chung Chien	President, Taiwan Stock Exchange
Standing Director	Hung-Wen Chien	Chairman, Taiwan Securities Association
Board Member	Winston Yu	Partner, KPMG
Board Member	Tang-Chieh Wu	Chairman, Hua Nan Financial Holdings Co., Ltd/ Secretary General, Taiwan Financial Services Roundtable
Board Member	Han Wu	Chairperson, Taipei Certified Public Accountants Association
Board Member	Chung-Pei Lee	Director, Bankers Association of the Republic of China
Board Member	Chien-Hung Chou	Partner, PricewaterhouseCoopers

Position	Name	Current Job Title
Board Member	Rong-Guo Lin	Auditor General & director, The Fourth Bureau National Audit Office
Board Member	Chan-Jane Lin	Professor, Department of Accounting, National Taiwan University
Board Member	Shyueh-Chih Chang	Chairperson of the Board, Kaohsiung Certified Public Accountants Association
Board Member	Wen-Lin Chuang	Senior Executive Officer, Department of Commerce, Ministry of Economic Affairs
Board Member	Bi-Lan Hsu	Commissioner and Director, Department of Accounting and Financial Reporting, DGBAS, Executive Yuan
Board Member	Wen-Fang Fu	Partner, Ernst & Young
Board Member	Yih-Ray Huang	Chairperson of the Board of Directors, Taiwan Certified Public Accountants Association
Board Member	Thomas M. F. Yeh	Advisor, Chinese National Association of Industry and Commerce
Board Member	Yu-Ching Su	CEO, Taipei Exchange (GreTai Securities Market)
Consultant	Pao-Kuei Chu	Senior Certified Public Accountant
Consultant	Rebecca Chung-fern Wu	Professor, Department of Accounting, National Taiwan University
Consultant	Shi-Ming Lin	Professor, Department of Accounting, National Taiwan University
Consultant	Chow-Fang Chen	Senior Certified Public Accountant
Consultant	Yann-Ching Tsai	Professor, Department of Accounting, National Taiwan University
Consultant	Yang-Tzong Tsai	Professor, Department of Accounting, National Taiwan University
Consultant	Ting-Wong Cheng	Professor, Department of Accounting, National Chengchi University
Consultant	Robert K. Su	Professor, Department of Intellectual Property Management, National Chengchi University

Our Committees

There are four professional committees under the Board of Director, including the Taiwan Financial Reporting Standards Committee, the Auditing Standards Committee, the Valuation Standards Committee and the eXtensible Business Reporting Language Committee. The following is a list of members and consultants.

Taiwan Financial Reporting Standards Committee

Position	Name	Current Job Title
Chairman	Chi-Chun Liu	Professor, Department of Accounting, National Taiwan University
Committee Member	Chuan-San Wang	Associate Professor, Department of Accounting, National Taiwan University
Committee Member	Yi-Mei Chou	Section Chief, Banking Bureau, Financial Supervisory Commission.
Committee Member	Ching-Ping Kao	Director, Accounting and Auditing Supervision Division, Securities and Futures Bureau, Financial Supervisory Commission
Committee Member	Wen-Lin Chuang	Senior Executive Officer, Department of Commerce, Ministry of Economic Affairs
Committee Member	Wen-hsin Hsu	Professor, Department of Accounting, National Taiwan University
Committee Member	Keng-Wei Hsu	Director, Insurance Bureau, Financial Supervisory Commission.
Committee Member	Chung-Yuan Hsu	Professor, Department of Accounting, National Chengchi University
Committee Member	Hua-Wei Huang	Professor, Department of Accounting, National Cheng Kung University
Committee Member	Meng-Ping, Yang	Associate Professor, Department of Accounting, Soochow University
Committee Member	Hui-Chuan Yeh	Senior Executive Officer, Taxation Administration, Ministry of Finance
Committee Member	Lien-Sheng Lu	Partner, Earnest
Consultant	Fan-hua Kung	Assistant Professor, Department of Accounting, Tamkang University
Consultant	Mei-Yan Jiang	Chairperson, Accounting & Auditing Committee, Taipei Certified Public Accountants Association
Consultant	Mengta Wu	Chairperson, Accounting & Auditing Committee, Taiwan Certified Public Accountants Association

Position	Name	Current Job Title
Consultant	Yen-Jung Lee	Professor, Department of Accounting, National Taiwan University
Consultant	Wei-Heng Lin	Professor, Department of Accounting Information, National Taipei University of Business
Consultant	Benjamin Shih	Partner, Deloitte
Consultant	Conrad C. Chang	Professor, Department of Accounting, National Taipei University
Consultant	Wu-chun Chi	Professor, Department of Accounting, National Chengchi University
Consultant	Kun-Chih Chen	Associate Professor, Department of Accounting, National Taiwan University
Consultant	Ming-Chin Chen	Professor, Department of Accounting, National Chengchi University
Consultant	Ya-Lin Chen	Partner, KPMG
Consultant	Wei-tzu Chen	Associate Professor, Department of Accounting, National Taipei University
Consultant	Wen-Fang Fu	Partner, Ernst & Young
Consultant	Ke-Yi Liu	Chairperson, Auditing & Accounting Committee, National Federation of Certified Public Accountant Associations of the R.O.C
Consultant	Jian-Min Pan	Assistant Professor, Department of Accounting, National Chengchi University
Consultant	Jen-yao Hsieh	Chairperson, Financial Accounting Regulations Committee, Kaohsiung Certified Public Accountants Association
Consultant	Yann-Ching Tsai	Professor, Department of Accounting, National Taiwan University
Consultant	Chih-Cheng Hsieh	Partner, PricewaterhouseCoopers

Auditing Standards Committee

Position	Name	Current Job Title
Chairman	Michael Chang	Senior Certified Public Accountant
Vice Chairman	Hung-Chao Yu	Professor, Department of Accounting, National Chengchi University
Committee Member	Li-Jen Wang	Deputy Auditor-General, National Audit Office
Committee Member	Mengta Wu	Chairperson, Accounting & Auditing Committee, Taiwan Certified Public Accountants Association
Committee Member	Jan-Zan Lee	Professor, Department of Accounting, National Taipei University
Committee Member	Chan-Jane Lin	Professor, Department of Accounting, National Taiwan University
Committee Member	Atlan Hsu	Partner, PricewaterhouseCoopers
Committee Member	Jia-Ling Tu	CPA , Ernst & Young
Committee Member	Chia-Ying Ma	Professor, Department of Accounting, Soochow University
Committee Member	Ching-Ping Kao	Director, Accounting and Auditing Supervision Division, Securities and Futures Bureau, Financial Supervisory Commission
Committee Member	Wen-Lin Chuang	Senior Executive Officer, Department of Commerce, Ministry of Economic Affairs
Committee Member	Grace Chen	CPA, KPMG
Committee Member	Ke-Yi Liu	Chairperson, Accounting & Auditing Committee, National Federation of Certified Public Accountant Associations of the R.O.C
Committee Member	Chien-Hsin Hsieh	Partner, Deloitte
Consultant	Joanne Kuo	Member, Accounting & Auditing Committee, Taipei Certified Public Accountants Association
Consultant	James Tsai	Senior Certified Public Accountant
Consultant	Fong-Lin Tsai	Senior Certified Public Accountant
Consultant	Jen-yao Hsieh	Chairperson, Accounting Auditing Committee, Kaohsiung Certified Public Accountants

Valuation Standards Committee

Position	Name	Current Job Title
Chairman	Joseph Hung	Professor, Institute of Technology Management, National Chiao Tung University
Committee Member	Chia-mei Pai	Senior Auditor, Securities and Futures Bureau, Financial Supervisory Commission
Committee Member	Chiming Wu	Associate Professor, Department of Finance, National Chengchi University
Committee Member	Da-Bai Shen	Professor, Department of Accounting, Soochow University
Committee Member	Alpha H. H. Cho	Chairman, Honda Appraisers Joint Firm
Committee Member	Tsoyu Calvin Lin	Professor, Department of Land Economics, National Chengchi University.
Committee Member	Szu-Wei Lin	Manager, Research and Development Department, Joint Credit Information Center
Committee Member	Bei-Wei Chen	Vice-chairman, Business and Intangible Assets Valuation Committee, National Federation of Certified Public Accountant Associations of the R.O.C.
Committee Member	Gwo-Shiuan Chen	Chief, Knowledge Services Division, Industrial Development Bureau, Ministry of Economic Affairs
Committee Member	Su-Chen Chen	Vice President, Wau Yuan Property Appraisal Co., Ltd
Committee Member	Hsiao-Fen Huang	Partner, PricewaterhouseCoopers Taiwan
Committee Member	Huo-Shu Peng	Professor, Department of Accounting, National Taipei University
Committee Member	Ling-Ching Chan	Associate Professor, Department of Accounting, National Chengchi University
Committee Member	Che-Yen Chao	Supervisor, National Federation of Certified Public Accountant Associations of the R.O.C
Committee Member	Jia-Song Liu	Chairman, Business and Intangible Assets Valuation Committee, National Federation of Certified Public Accountant Associations of the R.O.C.

XBRL Committee

Position	Name	Current Job Title
Chairman	Lih Chung, Chien	President, Taiwan Stock Exchange.
Committee Member	Sherry Wang	Manager, Credit Information Department, Joint Credit Information Center
Committee Member	Julie Wang	Manager, Issuer Services Department, Taiwan Depository & Clearing Corporation
Committee Member	Jing-Yi Lin	Chief, Accounting and Auditing Supervision Division, Securities and Futures Bureau, Financial Supervisory Commission
Committee Member	Kuo-Hua Chou	Associate Professor, Department of Accounting, National Pingtung University
Committee Member	Yvonne Chiu	Chairman, Information Service Industry Association
Committee Member	Arvin Hsu	Partner, Deloitte
Committee Member	Samuel Au Y.K.	Partner, KPMG
Committee Member	Tony Chang	Executive Vice President, Ernst & Young
Committee Member	Gary Hsu	Partner, PricewaterhouseCoopers
Committee Member	Chuan-Hsi Chen	Director-General, Financial Data Center, Ministry of Finance
Committee Member	Thomas Tang	General Manager, Listing Supervision Department, Taipei Exchange (GreTai Securities Market)
Committee Member	Ke-Yi Liu	Chairperson, Accounting & Auditing Committee, National Federation of Certified Public Accountant Associations of the R.O.C
Committee Member	Pei-Wen Liu	Executive Vice President, First Bank
Executive Director	Shih-Hao Chou	Vice President, Corporate Communication, Taiwan Stock Exchange



財團法人
會計研究發展基金會
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