



IRAS Annual Report FY2018/19

#TaxandYou

Begin



IRAS at a Glance



Revenue Collection

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About Us

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Our Mission

- Act as an agent of the Government and provide service in the administration of taxes
- Advise the Government, and represent Singapore internationally, on matters relating to taxation

Our Vision

- The leading revenue authority in the world
- A partner of the community in nation-building and inclusive growth
- A dynamic team of competent and committed people

Our Corporate Goals

- Foster a competitive tax environment that supports inclusive growth
- Provide excellent service
- Maximise voluntary compliance
- Enhance organisational and staff productivity
- Achieve a high level of staff competence and satisfaction

Our Core Values

Fairness: Treat everyone in the same circumstances equally

Integrity: Do what is right without fear or favour in all circumstances

Professionalism: Serve our nation responsively, with competence, pride, commitment and empathy

Teamwork: Work with one another with mutual trust and respect to achieve Whole-of-IRAS and Whole-of-Government outcomes

Innovation: Continuously seek new ways to do our work better



Chairman's Statement

Typing...



Singapore's economy expanded by 3.2% in 2018 and unemployment rate remained low at 2.1%. The favourable economic performance contributed to higher tax collections in FY2018/19, which will support the Government's programmes to keep Singapore safe and secure, build a vibrant and innovative economy, and promote a caring and inclusive society.

Fostering an Internationally Competitive Environment

Singapore is fully committed to international standards on tax cooperation, and IRAS plays a key role in implementing Singapore's international commitments. The Global Forum on Transparency and Exchange of Information for Tax Purposes rated Singapore's regime for exchange of information on request as compliant with international tax transparency standards in October 2018. IRAS also fulfilled Singapore's international commitment to implement Automatic Exchange of Information based on the Common Reporting Standard ("CRS"). It successfully completed by end of September 2018 the first exchange of CRS reports with all 51 reciprocal partner jurisdictions. In line with Singapore's obligations to implement Country-by-Country (CbC) reporting, IRAS transmitted the FY2016 voluntarily-filed CbC reports of 33 Singapore Multinational Enterprise Groups to 31 partner jurisdictions, and the FY2017 CbC reports of 49 Singapore Multinational Enterprise Groups to 43 partner jurisdictions by the end of FY2018.

IRAS continues to strengthen Singapore's network of Avoidance of Double Taxation Agreements (DTAs) to enhance cross-border investment and trade. In FY2018/19, Singapore signed new comprehensive DTAs with Brazil, Kenya and Gabon. As at 31 March 2019, 85 out of Singapore's 90 comprehensive DTAs are in force. In December 2018, Singapore ratified the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting (BEPS). The ratification will enable Singapore as a member of the Inclusive Framework on BEPS to implement the BEPS Minimum Standards in our DTAs.



Chairman's Statement

Typing...



Supporting Inclusive Growth

IRAS administers the disbursement of the Wage Credit Scheme (WCS) in support of the government's efforts to promote inclusive growth. The WCS, introduced in 2013 and extended till 2020, supports businesses that embark on transformation efforts and encourages sharing of productivity gains with workers. In March 2019, 88,000 employers received about S\$635 million in WCS payouts on the wage increases given to eligible employees in 2018. In line with the Government's push to promote e-payment, IRAS implemented PayNow as a new payout mode this year. Together with GIRO, 60% of the disbursements were credited directly into the bank accounts of employers, up from 50% in the previous year. IRAS will continue its effort to increase the share of e-payment modes for future disbursements.

Building a Future-Ready Organisation

Rapidly evolving technology has presented new challenges and opportunities. To be future-ready, IRAS has re-designed and streamlined business processes and embarked on the redevelopment of its core IT system. Leveraging micro-services architecture and commercial cloud, the new system will be implemented in phases over the next few years and will enable greater system agility and scalability. IRAS is also undergoing workforce transformation to equip staff for the future, helping them develop new skills and deepen capabilities so that they can leverage technology to serve taxpayers better. IRAS' transformation efforts have been recognised in the Public Sector Transformation Awards 2019, winning the Transformative Agency of the Year Award and the Workforce Transformation Award. I am confident that this will spur IRAS on as it continues its journey of transformation and excellence.

"The dedication and support of its people are essential to the success of an organisation. On behalf of the Board, I express my appreciation to the management and staff of IRAS for their steadfast commitment and contributions."



Members of the Board

Online



MRS TAN CHING YEE
CHAIRMAN
Permanent Secretary
(Finance), Ministry of
Finance



MR NG WAI CHOONG
BOARD MEMBER
Commissioner of
Inland Revenue/
Chief Executive Officer,
IRAS



MR NIAM CHIANG MENG
BOARD MEMBER
Chairman, Maritime and
Port Authority of Singapore



MR BOB TAN
BOARD MEMBER
Chairman, Jurong
Engineering Ltd



MRS CHNG SOK HUI
BOARD MEMBER
Chief Financial Officer,
DBS Group



DR PHILIP PILLAI
BOARD MEMBER



**MR ADAM
ABDUR RAHMAN**
BOARD MEMBER
Managing Director and
Head of Corporate Affairs,
Citi Singapore
and ASEAN



**PROFESSOR
SUM YEE LOONG**
BOARD MEMBER
Professor of Accounting
(Practice), School of
Accountancy, Singapore
Management University



MR TAN BOON GIN
BOARD MEMBER
Chief Executive Officer,
Singapore Exchange
Regulation

The Board met 3 times last year to review major corporate policies, approve financial statements, annual budget and major expenditure projects. The Board has two committees, the Audit and Risk Committee and the Staff Committee A, to assist in carrying out its duties.



Commissioner's Message

Typing...



In FY2018/19, IRAS collected S\$52.4 billion in tax revenue, 4.4% higher than the previous year. Our cost of tax collection remained low at 0.80 cents for every dollar collected. We also kept tax arrears low at 0.87% of net tax assessed through our continued efforts to maximise voluntary compliance.

Redefining Taxpayers' Experience

We actively harnessed technologies and digital communication channels to make interactions with taxpayers more convenient and personalised. IRAS was the first government agency to enable our Virtual Assistant "Ask Jamie" to provide SingPass-authenticated, case-specific assistance to taxpayers. The service garnered 4,700 logins since its inception in August 2018, and we have plans to expand the scope of the service. For the 2019 individual income tax filing season, more than 97% of taxpayers filed their tax returns electronically. About 27% of taxpayers used their mobile devices to access myTax Portal to file or view their tax returns on-the-go.

Our efforts to simplify tax filing experience for taxpayers through digitalisation enabled 42,000 parents with children born in 2018 to enjoy the convenience of having their child relief automatically pre-filled (on a 50:50 basis between the parents) in their electronic returns this year. Close to 70% of taxi and private-hire car drivers benefited from a default tax deduction based on a deemed expense ratio of 60% of their gross driving income for Year of Assessment 2019. The remaining 30% opted to continue claiming tax deductions based on the actual expenses incurred.

To provide an integrated Whole-of-Government service experience for businesses, we revamped our Taxpayer Service Centre into the new Taxpayer and Business Service Centre. Launched in September 2018, the new centre co-locates IRAS' services with those of the Accounting and Corporate Regulatory Authority (ACRA) and Enterprise Singapore (ESG). Businesses can access various services including business registration, tax matters, application for CorpPass and business advisory assistance for SMEs at the centre. Self-help kiosks are also available for customers to access the e-services of ACRA and IRAS.

We have refreshed our electronic Tourist Refund Scheme (eTRS) system. The new system will allow tourists to use their passports as tokens to make GST refund claims in easy steps at the self-help kiosks in the airports, doing away with the need for them to carry multiple eTRS tickets. This new system enables tourists to enjoy greater convenience from a fully paperless experience and a shorter claim processing time.



Commissioner's Message

Typing...



Maximising Voluntary Compliance

We kept up efforts to drive voluntary compliance. Together with the ACRA and ESG, IRAS collaborated with the Association of Small and Medium Enterprises to develop SMECEN, a cloud-based accounting and tax software. The software was launched in July 2018 and allows companies to generate financial statements, corporate tax computations, as well as GST and corporate tax returns directly from existing accounting data. This eliminates the need to extract the accounting data manually to prepare such documents separately.

Following the success of our pilot, we extended our New Company Start-up Kit to all newly incorporated companies in October 2018. The Start-up Kit contains IRAS, ACRA and ESG-related information that would support new companies in meeting their tax obligations. More than 30,000 companies are expected to benefit from this implementation. Our efforts in developing the kit was recognised with the Public Sector Pro-Enterprise Initiatives Award 2018 (Bronze).

As part of our education and community engagement efforts, we set up a Youth Network in September 2018 to raise awareness on the importance of tax and taxpaying in nation building. The network, which comprises students from local tertiary institutions, young adults from the Singapore Institute of Accredited Tax Professionals, and volunteers from IRAS, engaged close to 300 students at the National University of Singapore's Financial Literacy Carnival in March 2019. We also introduced a new educational campaign, #Tax2030, to educate young adults and new taxpayers on the basics of tax filing and tax reliefs via social media, videos and digital advertising platforms.

We continued to take a firm line on non-compliance. We audited and investigated 10,301 taxpayers and recovered approximately S\$389 million in taxes and penalties in FY2018/19.

Fostering a Competitive Tax Environment

IRAS proactively reviews its tax policies to promote enterprise and ease businesses' compliance costs. In FY2018/19, we reviewed 41 tax policies. This included providing greater clarity on the application of GST zero-rating rules for supplies of exhibition or convention services to an overseas person, so that our Meetings, Incentive Travel, Conventions and Exhibition industry remains competitive. We will also be publishing a summary of advance rulings to enhance taxpayers' understanding of IRAS' interpretation and application of tax laws for greater certainty for companies.

We continue to uphold international tax principles and support international efforts to establish a consistent set of international tax standards through our representations as a member of the Steering Group of the BEPS Inclusive Framework, and the Chair of the Global Forum on Transparency and Exchange of Information for Tax Purposes Peer Review Group.



Commissioner's Message

Typing...



Enhancing Organisational Productivity and Capabilities

We implemented the first phase of our Omni-Channel Contact Centre initiative by upgrading our helpline functionalities with automated work assignment and monitoring of service level agreement in December 2018. The initiative aims to support the transition of contacts seamlessly across various communications channels, and enables us to serve taxpayers in a more complete and consistent manner. It was recognised with the Digital Innovation Award 2018 by CISCO Customer Solutions, Asia Pacific in January 2019. The next phase of the initiative will involve integrating the helpline functionalities with emails and outbound SMS capabilities.

We leveraged Application Programming Interface (API) to enable seamless submission of GST returns and transaction listings directly from taxpayers' accounting software to IRAS. Piloted in July 2018, the API service streamlines taxpayers' GST filing process. We have also embedded analytics into our GST refund process since August 2018 to help us detect and better manage compliance risks. This resulted in productivity gains as we focus on fewer but higher risk cases. We will be extending the deployment of analytics to other processes to support the early identification of tax compliance risks.

Beyond systems and processes, we also focused on building staff capabilities to ensure they are future-ready. We enhanced our foundational competency rubric for all staff and invested in flexible learning solutions to provide staff with access to anywhere and anytime learning. Through a new mobile learning platform "ULeap", staff can acquire knowledge on-the-go through bite-size modules. We set up communities of practices in areas such as analytics, behavioural insights, design and robotic process automation. These allow staff to learn about the latest developments and apply their skills in projects on these areas.

Looking Ahead

IRAS will continue to leverage data-driven insights, customer-centric service design and partnership with the community to deliver enhanced and innovative services to taxpayers, facilitate compliance and enhance the competitiveness of our tax regime.

"I would like to thank the Board for its support and all IRAS staff for their unwavering dedication and contributions to IRAS."



Organisation Structure

Online



IRAS BOARD

COMMISSIONER OF INLAND REVENUE/
CHIEF EXECUTIVE OFFICER

INTERNAL
AUDIT
BRANCH

INDIVIDUAL GROUP



INDIVIDUAL INCOME
TAX DIVISION

TAXPAYER SERVICES DIVISION

BUSINESS GROUP



CORPORATE TAX DIVISION

TAX POLICY AND TRANSFER
PRICING DIVISION

COMPLIANCE STRATEGY AND
INSIGHTS DIVISION

INTERNATIONAL, INVESTIGATION AND INDIRECT TAXES GROUP



INTERNATIONAL TAX &
RELATIONS DIVISION

INVESTIGATION &
FORENSICS DIVISION

GOODS & SERVICES
TAX DIVISION

PROPERTY TAX DIVISION

CORPORATE AND SERVICES GROUP



REVENUE & CORPORATE
SERVICES DIVISION

ENFORCEMENT DIVISION

CORPORATE DEVELOPMENT
DIVISION

LAW DIVISION

INFOCOMM DIVISION



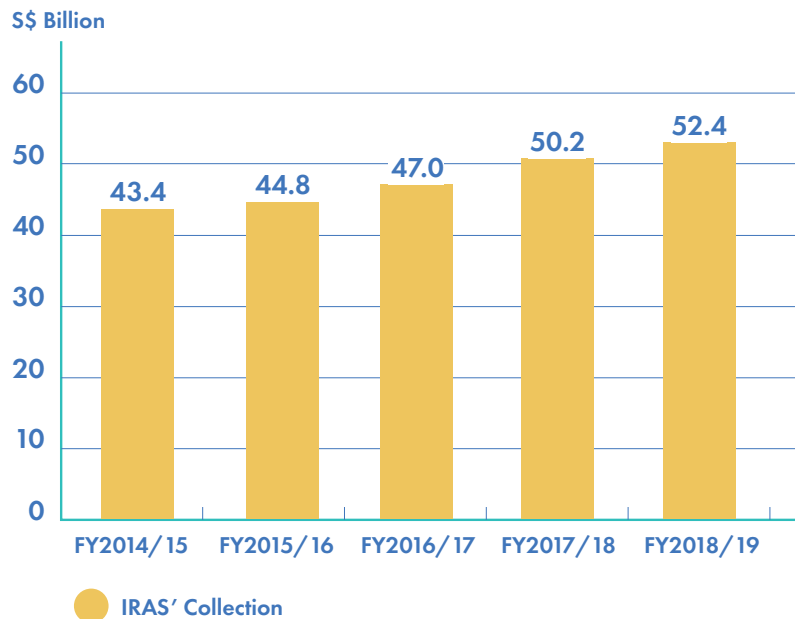
Our Revenue Collection

Online



IRAS plays a key role in the collection of revenue for the Singapore Government. Taxes collected are used to support government expenditure to promote economic and social goals, and to maintain strong security and external relations for Singapore. IRAS is responsible for the collection of Income Tax, Goods and Services Tax (GST), Property Tax, Stamp Duty and Betting Taxes.

IRAS' TAX COLLECTION



In FY2018/19, we have collected a total revenue of **S\$52.4 billion**. This represents **71.1%** of the Singapore Government's Operating Revenue and **10.6%** of Singapore's Gross Domestic Product.



Our Revenue Collection

Online



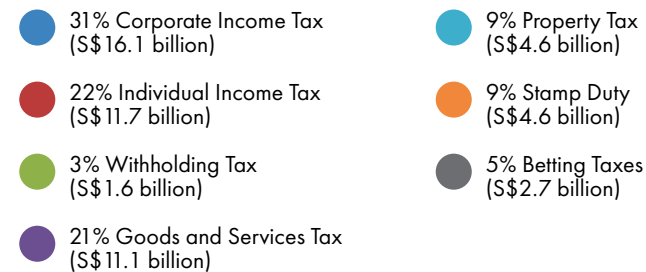
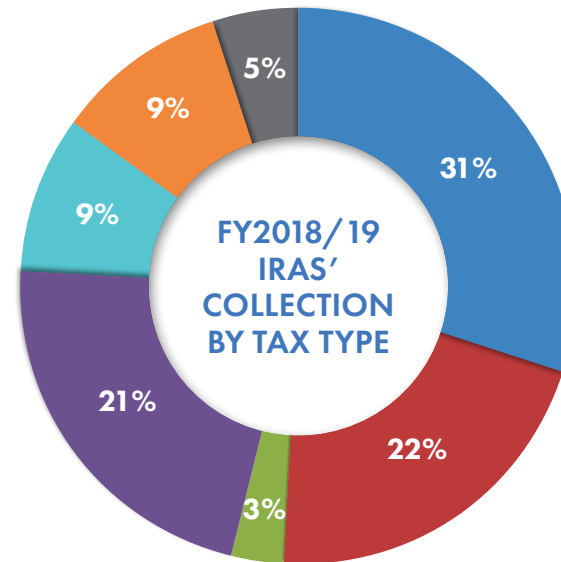
Total Income Taxes (Corporate Income Tax, Individual Income Tax and Withholding Tax) made up 56% of IRAS' collection in FY2018/19. Income Taxes collected in FY2018/19 were S\$29.4 billion, 7.9% higher than the S\$27.2 billion collected in FY2017/18. Corporate Income Tax collection rose on account of better corporate earnings. Individual Income Tax collection was higher due to the introduction of an overall relief cap of S\$80,000 per Year of Assessment (YA) in YA 2018, and the cessation of the one-off personal tax rebate given in YA 2017.

In line with the growth in private consumption expenditure in 2018, GST collection for FY2018/19 increased marginally by 1.6% to S\$11.1 billion.

Property Tax collection for FY2018/19 was S\$4.6 billion, up 4.7% higher from FY2017/18.

Stamp Duty collection for FY2018/19 fell by 6.1% to S\$4.6 billion due to lower number of private property transactions.

Betting Taxes - comprising Betting Duty, Casino Tax and Private Lotteries Duty - totalled S\$2.7 billion in FY2018/19, 0.9% lower than FY2017/18.



Note: Betting Taxes include Betting Duty, Casino Tax and Private Lotteries Duty.



IRAS at a Glance: Our Performance



We collected 
S\$52.4 billion
in tax revenue

We spent 
0.80 cents
to collect every dollar of tax

FY2018/19
tax arrears stood at 
0.87%


We assessed **100%** of YA2018
Individual Income Tax returns
received in 2018 by March 2019

We assessed **98.2%** of
Corporate Income Tax returns
received in 2017 by December 2018

 **9 out of 10**
individuals |  **9 out of 10**
GST-registered
businesses |  **8 out of 10**
companies
filed their tax returns on time

We assessed the annual
value of **99.9%** of 
new properties within
12 months from the date of
completion. We reviewed
the annual value of **99.9%**
of existing properties by
December 2018

 We concluded **20** unilateral
and bi-lateral Advance
Pricing Arrangements (APAs).
We resolved **19** Mutual
Agreement Procedure
(MAP) cases


We have signed **90**
comprehensive Avoidance
of Double Taxation
Agreements (DTAs),
85 of which are in force
as at 31 March 2019


We reviewed
41 tax policies
to ensure our
tax system stays
competitive and
progressive

 We audited
and investigated
10,301 cases
and recovered about
S\$389 million
in taxes and penalties

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Our Services at a Glance

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We served more than
4.8 million
taxpayers comprising
individuals, property
owners and businesses





Our Services at a Glance

Online



We handled more than
18.6 million
payment transactions

98% were made via digital channels



98% of respondents to
our biennial Taxpayer Survey
were satisfied with IRAS'
service



The No-Filing Service benefited
1.5 million
taxpayers for the 2019
tax filing season



100% of taxpayers
with appointments
attended to within
15 minutes



76% of
emails replied
to within 5
working days



72% of telephone
calls answered
within 1 minute even
during peak hours



More than
97%
of taxpayers
e-Filed



Responded to **69%**
of mail correspondences
within **15 working days**

99.7% of refund
cases processed
within **14 days**

100% of refunds
processed within
30 days



22.5% of
taxpayers
accessed
myTax Portal
via **smartphones**

*Service performance indicators are rounded-off figures.

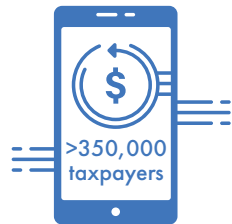


Taxpayer-Centred Experiences

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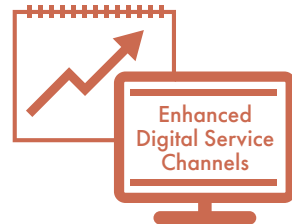


In FY2018/19, taxpayers benefited from initiatives rolled out to meet their changing needs.



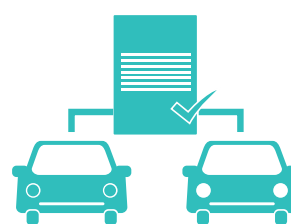
DIGITAL TAX BILL

More than 350,000 taxpayers have chosen to go green by opting in to receive electronic tax bills instead of paper bills this year. This digital initiative aims to deliver greater convenience, security and timeliness to taxpayers.



ENHANCED DIGITAL SERVICE CHANNELS

IRAS is the first agency to implement SingPass login with AskJamie@IRAS, which enables taxpayers to easily obtain quick answers or check on their tax filing and payment status anytime, anywhere. To complement our digital service experience, taxpayers may also digitally connect to an officer via IRAS' live chat.



SIMPLER FILING FOR TAXI AND PRIVATE HIRE CAR DRIVERS

Taxi and private hire car drivers enjoyed the convenience of having their income and commission fees pre-filled by IRAS in their tax returns. The pre-filing service initiative for self-employed individual taxpayers is already enjoyed by property and insurance agents.



NEW TAXPAYER AND BUSINESS SERVICE CENTRE

Business taxpayers can enjoy a Whole-of-Government service experience at the Taxpayer and Business Service Centre with the addition of ACRA, Enterprise Singapore and CorpPass service counters at Revenue House.



SIMPLIFIED GST REGISTRATION RULES

To ease GST compliance, businesses can review their GST registration liability on a calendar year basis instead of on a quarterly basis with effect from 1 Jan 2019.



A Socially Responsible Taxpaying Community

Online



IRAS is committed to fostering a culture of responsible taxpaying by making it easier for taxpayers to file and pay their taxes.

ON-TIME FILING RESULTS FOR FY2018/19

97.0%



Individual Income Tax

90.2%

95.8%



Goods and Services Tax

89.7%

84.3%



Corporate Income Tax

84.4%

NA



Property Tax

94.9%

ON-TIME PAYMENT RESULTS FOR FY2018/19



Our current year arrears for Income Tax, Goods & Services Tax and Property Tax

amounted to **S\$373 million**.

The proportion of these tax arrears as at the end of FY2018/19 stood at **0.87%**.



Engaging the Community

Online



We keep our ears close to the ground and engage taxpayers, stakeholders and industries to understand their needs.

YOUTH NETWORK

We engaged youths to familiarise them with taxes and imbue positive taxpaying attitudes. The network comprises 91 students from local tertiary institutions and young adults from the Singapore Institute of Accredited Tax Professionals.



EDUCATIONAL OUTREACH

We partnered various associations such as the Singapore Medical Association, Singapore Dental Association, Singapore Vehicle Traders Association, as well as real estate agencies, to improve tax compliance through targeted educational seminars and outreach.



TECH COMMUNITY

The digital partnerships team promotes the co-creation of digital solutions using Application Programming Interfaces (APIs). With the IRAS API Roadmap in place, we reached out to software providers, banks and payment platforms. Direct submission of employees' income information, GST returns and transaction listings can be done through payroll and accounting software. E-services are enhanced for Property Tax, Stamp Duty, GIRO application and payment updates.

INDUSTRY PARTNERS

We collaborated with the Association of Small and Medium Enterprises in developing SMECEN, a cloud-based accounting and tax software that enables companies to easily generate financial statements and tax computations and returns based on existing accounting data.



TAXPAYER FEEDBACK PANEL

The Taxpayer Feedback Panel (TFP) comprises representatives from a wide spectrum of local businesses, industries and trade associations. Through TFP, we keep our industry partners updated on new initiatives and major tax developments, while garnering their feedback. Topics shared at the TFP sessions held in FY2018/19 included:

- GST and the Digital Economy
- Virtual Assistant and Live Chat
- Electronic Income Tax Bills

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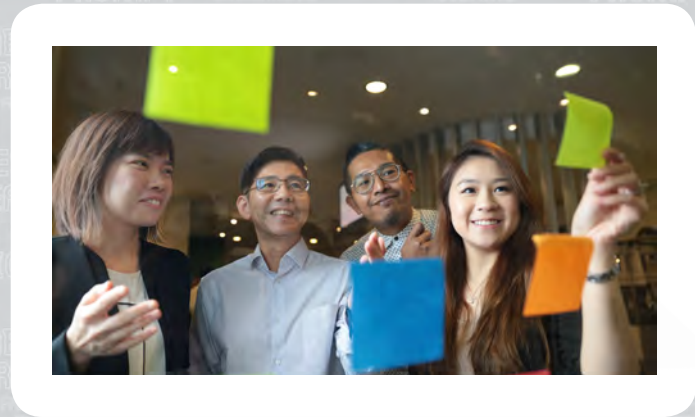
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A Future-Ready People Online





A Future-Ready People

Online



Each of us achieved an average of **13.76 days** in learning and development



196 IRAS officers are **Accredited Tax Specialists** who have attained a high level of **technical competency**



We implemented **435 innovation projects** and **3,152 suggestions** to enhance IRAS' systems and processes



Our staff strength was at **1,898** as at 31 March 2019



Turnover rate was **4.27%** in FY2018/19



We invested **S\$5.24 million** or about **2.02%** of the total payroll in staff training

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Five-Year Financial Summary

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STATEMENT OF COMPREHENSIVE INCOME (S\$' MILLION)	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Operating Income	425.9	429.8	459.8	474.3	492.2
Operating Expenditure (includes depreciation and amortisation)	360.8	374.3	397.0	424.3	421.9
Manpower Costs	218.1	231.2	249.5	257.4	258.7
Depreciation and Amortisation	21.2	22.1	21.6	22.9	22.6
Other Operating Expenditure	121.5	121.0	125.9	144.0	140.6
Operating Surplus	65.1	55.5	62.8	50.0	70.3
Net Investment Income	19.8	1.6	14.6	13.5	8.3
Other Comprehensive Income - Actuarial Loss	(1.2)	(1.6)	-	(0.3)	(0.7)
Surplus before Contribution to Government Consolidated Fund	83.7	55.5	77.4	63.2	77.9
Capital Expenditure (S\$' million)	21.9	8.0	13.5	16.6	16.2
Tax Revenue (S\$' million)	43,388	44,771	47,028	50,226	52,428
Cost per Dollar of Tax Collected (cent)*	0.82	0.83	0.84	0.84	0.80
Number of taxpayers per employee	2,122	2,203	2,315	2,464	2,555

* Cost figures do not include the cost of administering Medishield Life Scheme on behalf of MOH and Wage Credit Scheme on behalf of MOF and are before Contribution to Government Consolidated Fund.



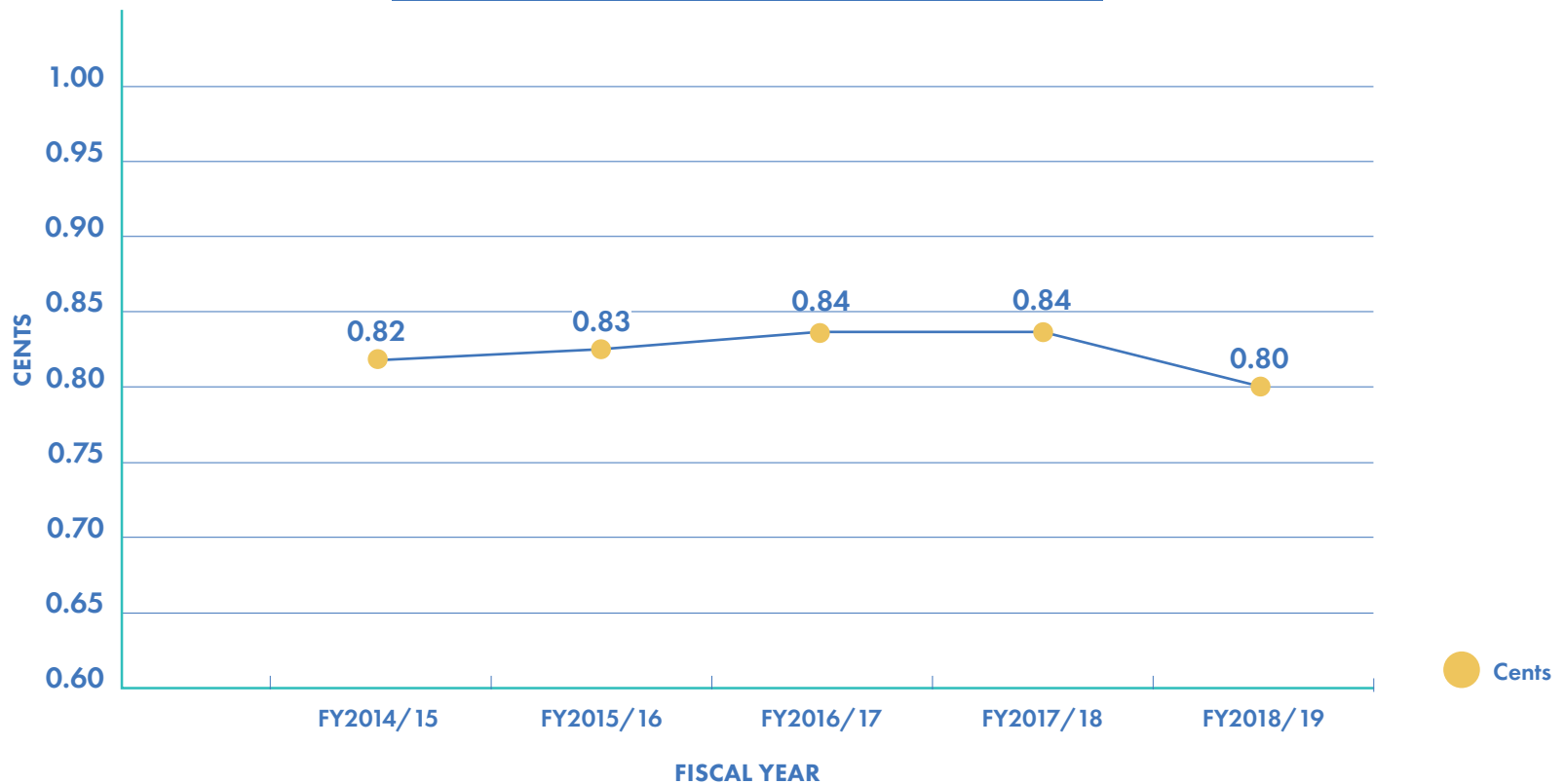
Cost Per Dollar of Tax Collected

Online



IRAS aims to keep the cost of tax collection low. The average cost per dollar of tax collected in the last 5 financial years has been kept at below 1 cent. For FY2018/19, the cost per dollar of tax collected is 0.80 cents. This is 5% lower than last fiscal year. The decrease is mainly due to a 1.5% decrease in service and lease expenses.

COST PER DOLLAR OF TAX COLLECTED





Financial Review

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Financial Results

INCOME

Our operating surplus for FY2018/19 is S\$70.3 million or S\$20.3 million higher than that for FY2017/18. This is mainly due to an increase in operating income.

The net investment gain of S\$8.3 million (FY2017/18: S\$13.5 million) is due to higher valuation of our unit trust holdings.

OPERATING EXPENDITURE

Operating expenditure for FY2018/19 is S\$421.9 million. This is S\$2.4 million less than FY2017/18.

Operating expenditure is made up of 3 main components: (i) Staff Cost, (ii) Infocomm Technology (ICT) and (iii) Maintenance and Facilities. Staff Cost accounts for 63% of total operating expenditure (FY2017/18: 63%), followed by ICT at 26% (FY2017/18: 27%) and Maintenance and Facilities at 6% (FY2017/18: 6%).

Staff Cost consists of manpower costs, staff welfare and training costs. It has increased by 1% to S\$266.9 million. The increase is mainly due to higher annual variable component and salary increment.

ICT, comprising IT resources, depreciation of computer hardware and amortisation of computer software, is the second highest cost component of IRAS' operating costs. Compared to previous year, there is a decrease of 2% in the expenditure on ICT to S\$111.2 million. The decrease is mainly due to the one-off transition cost of moving to a new data centre incurred in FY2017/18.

The third main cost component is Maintenance and Facilities. It has decreased by 7% to S\$23.5 million. The decrease is due to the one-off office maintenance cost incurred in FY2017/18.

CAPITAL EXPENDITURE

Capital expenditure incurred for the year was S\$16.2 million (FY2017/18: S\$16.6 million). S\$3.3 million was spent on purchasing computer hardware and software and upgrading building systems, while the balance S\$12.9 million was spent on development projects.

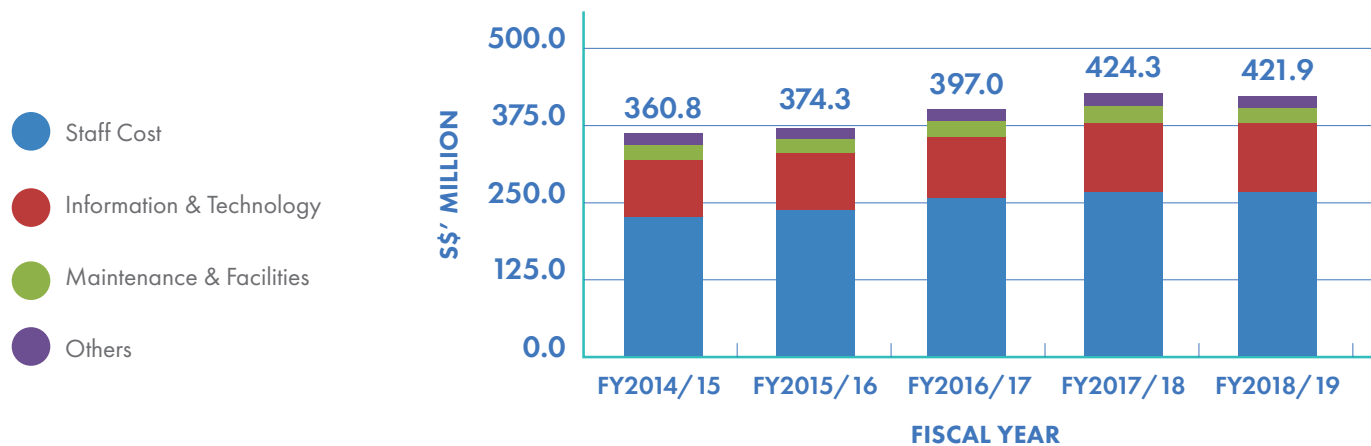


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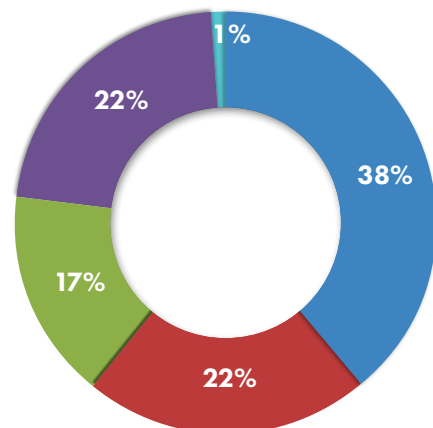
Online



OPERATING EXPENDITURE OVER 5 YEARS



EXPENDITURE BREAKDOWN BY FUNCTION FY2018/2019



Corporate & Services Group

- S\$159.7 million (38%)
- Infocomm Division (13%)
- Revenue And Corporate Services Division (8%)
- Enforcement Division (8%)
- Corporate Development Division (7%)
- Law Division (2%)

International, Investigation & Indirect Taxes

- S\$91.2 million (22%)
- Goods And Services Tax Division (11%)
- Property Tax Division (7%)
- Investigation And Forensics Division (3%)
- International Tax And Relations (1%)

Business Group

- S\$71.3 million (17%)
- Corporate Tax Division (12%)
- Tax Policy And Transfer Pricing Division (2%)
- Compliance Strategy And Insights Division (3%)

Individual Group

- S\$95.4 million (22%)
- Individual Income Tax Division (15%)
- Taxpayer Services Division (7%)

Wage Credit Scheme And MediShield Life Scheme

- S\$4.3 million (1%)



Financial Review

Online



Financial Position

As at 31 March 2019, our total assets increased by S\$57.1 million or 7% to S\$853.6 million, and our total liabilities decreased by S\$6.6 million or 5% to S\$127.0 million. Our equity is made up of accumulated surplus amounting to S\$718.7 million (FY2017/18: S\$655.0 million) and share capital of S\$7.8 million (FY2017/18: S\$7.8 million). The increase in accumulated surplus of S\$63.7 million is due to lower dividend payment to the Government and an increase in our net surplus during the financial year.

Of the S\$718.7 million in accumulated surplus, S\$271.3 million (38%) had already been utilised and committed for capital expenditure. S\$239.6 million had been utilised for the purchase of property, plant and equipment, intangible assets, development projects-in-progress and other non-current asset while S\$31.7 million was committed for capital expenditure. The balance surplus fund of S\$447.4 million is retained to meet future capital replacement as well as for operational needs.

The investment position as at 31 March 2019 was S\$569.2 million. S\$167.5 million is managed by Accountant-General's Department (AGD) via the Centralised Liquidity Management initiative and it is held on a short-term basis to meet our operating needs. S\$401.7 million is held in unit trusts under AGD's Demand Aggregation Schemes for Fund Management Services.

Our long-term liabilities comprise deferred income and pension provision that is set aside for future payments to pensionable staff upon their retirement and pensioners who opted for monthly pensions. As at 31 March 2019, the pension provision stood at S\$18.8 million, compared with S\$19.2 million as at 31 March 2018.

Our cash position remains healthy with S\$167.5 million in cash and cash equivalents as at 31 March 2019 with a net cash inflow of S\$62.0 million during the financial year. The net cash inflow is mainly from our operating activities.



INLAND REVENUE
AUTHORITY
OF SINGAPORE

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