

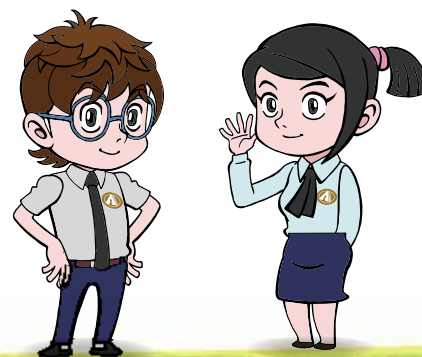
2020 Sustainability Report





Accounting Research and Development Foundation
2020 Sustainability Report

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





Contents

2020 Sustainability Report

Our Highlights of 2020 5

1 About Us 6

2 About the Report 13

3 Chairperson's Message 14

4 CEO's Overview 15

5 Value Creation Model 16

6 Structure and Governance 18

7 Annual Achievements 24

8 Performance Summary and Criteria 26

9 Stakeholder Engagement 28

10	External Environment and Strategy	34
11	External Communication	36
12	Global Trends to 2023	38
13	The Goals and Strategies to 2023	40
14	Key Strategies for 2021	43
15	Our Risk Management	44
16	Highlights for the Year	48
17	Independent Auditor's Report and Financial Statements	56
18	Appendix	62





**Innovative application of blockchain-
Digitization of financial confirmation**



2020 IFRS Conference in Taiwan



2020 Financial Service Charity Carnival



2020 Accounting Elite Cup Debate Competition



Work Together for IFRS17

Our Highlights of 2020

Media Exposure

Digital technology continues to innovate. In response to the digital era, the Foundation successfully produced videos and training courses to promote our professionalism via social media.



Media Exposure

1,899,696

Views

Advocacy Results

Under the guidance of the Board of Directors and the support from all areas, the Foundation actively organized relevant accounting education and promotional activities with remarkable results. Through a full range of professional accounting promotion and digital learning, we hope professionals in accounting-related fields will be able to enhance their professional knowledge and application capabilities.



Advocacy Results

21,767

Participants



2020 Conference on Insurance



1 About Us

The Foundation was founded in 1984, with the aim of enhancing Taiwan's academic level of accounting, promoting the development of accounting standards and assisting entities to improve their accounting system. We develop, issue, and promote standards applicable in the areas of financial accounting, auditing, valuation, and eXtensible Business Reporting Language (XBRL) to achieve an overall improvement in the quality and transparency of financial information.

■ 1-1 Organization

The Foundation is located in Taipei City and has four committees, namely the Taiwan Financial Reporting Standards Committee, the Auditing Standards Committee, the Valuation Standards Committee and the eXtensible Business Reporting Language Committee; each committee has one chairperson and several committee members and consultants.

All professional committees should operate independently, free from the influence of any individual or group, and maintain absolute independence.

Each committee has its charter, as well as procedures of member selection and appointment. The appointment of members of each committee shall be based on the principle of maximum three reappointments, and the principle of not exceeding 50% of the appointment of new members, and the independence and impartiality of the committee shall be considered.

Representatives from relevant government units, accountants or practical experts, and academia are proportionally balanced, and there shall be no conflict of interest.

The tasks of the four committees are as follows:

Committee	Mission
Taiwan Financial Reporting Standards Committee	Responsible for the translation review of international financial reporting standards, the formulation of financial accounting standards and related research and development.
Valuation Standards Committee	Responsible for the formulation of audit standards and assurance standards and related research and development.
Auditing Standards Committee	Responsible for the formulation of evaluation criteria and related research and development.
eXtensible Business Reporting Language Committee	Responsible for the formulation and revision of XBRL classification standards and application promotion.

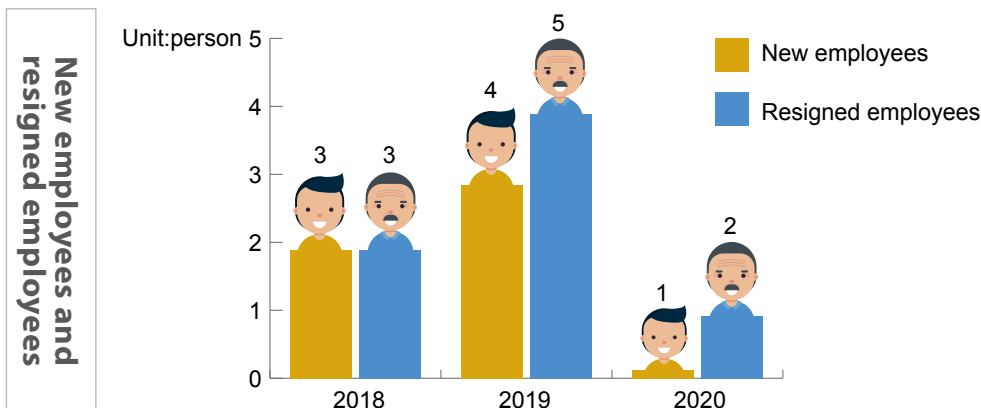
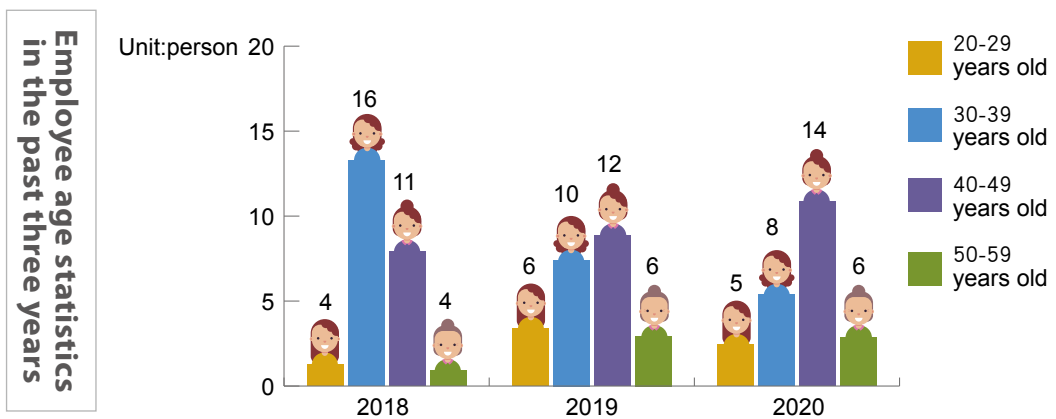
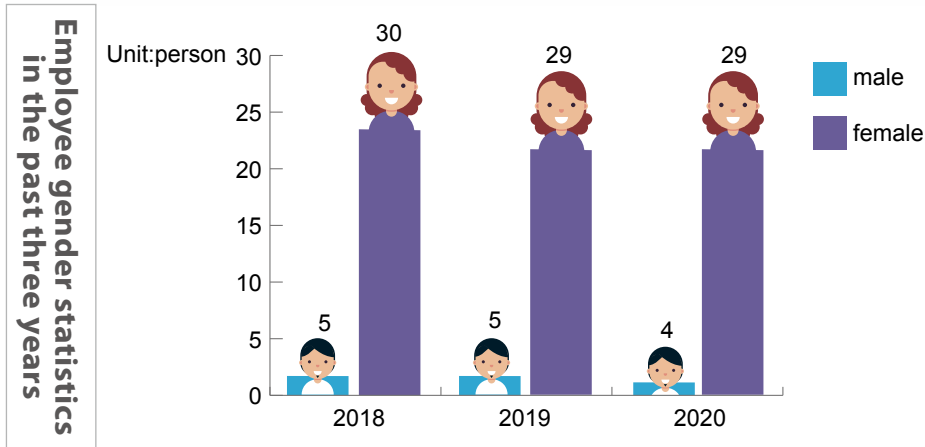
To promote the various businesses of the Foundation, there are four units, namely the Research Division, the Education Division, the Business Division, and the Management Division. Their tasks are described as follows:

Unit	Mission
Research Division	Responsible for the various professional research and development business, and the administrative affairs of each committee.
Education Division	Responsible for the education and training business.
Business Division	Responsible for the accounting research monthly magazine, accounting research center, publication promotion and project-based business.
Management Division	Responsible for the documents, accounting, personnel, cashier, finance, and general affairs.

1-2 Human resources overview:

(calculated based on the actual number of employees at the end of the year)

Human structure





Employee salary and job security

Employee welfare system

To increase employees' recognition of the Foundation and improve work efficiency, the Foundation provides the necessary basic labor conditions based on government labor laws and regulations, including two-day weekly rest, flexible working hours mechanism, adequate leave system, labor and health insurance, and pension funds. The Foundation also organizes birthday party activities, domestic company tours, tour subsidies and other benefits.

The pension plans offered by the Foundation for employees include the defined benefit plan stipulated in accordance with the "Labor Standards Act" and the defined contribution plan stipulated in accordance with the "Labor Pension Act". Retirement reserves are drawn in accordance with laws and regulations to protect the rights and interests of employees in applying for retirement pensions in the future and ensure that funds are fully allocated.

In addition, in accordance with Article 16 Paragraph 5 of the Act of Gender Equality in Employment, after six months of employment, employees can apply for childcare leave without pay in accordance with the "Regulations for Implementing Unpaid Parental Leave for Raising Children". The total number of applications for childcare leave without pay in 2020 was one person, who subsequently returned to work at the completion of the childcare leave.

For the appointment of department heads and above, their resumes shall be submitted to the executive board of directors. More than half of the executive directors needs to be presented and more than half of the attendees needs to approve the appointment; other personnel shall be appointed after approval by the chairperson of the board and reported to the executive board of directors. Salary is based on the Foundation's "Class and Salary Point Table". Representatives in the highest governance unit of the Foundation are all unpaid, and the salary of the senior management is approved by the chairperson of the board.

The salary of the basic-level employees of the Foundation is higher than the basic salary stipulated by the Labor Standards Act. The standard starting salary of male basic-level employees is 140% of the basic salary, and the standard starting salary of female basic-level employees is also 140% of the basic salary. The Foundation attaches great importance to equal opportunities for employees. The average salary ratio of women to men is 96%.

If the Foundation encounters unfit employees and wants to terminate the labor contract, it will be dispatched in accordance with the provisions of the Labor Standards Act to protect the rights and interests of both employers and employees.

In accordance with the provisions of the Occupational Safety and Health Management Measures, the Foundation sends personnel to participate in the safety and health education and training on occupational safety and health business supervisors, and obtains relevant licenses, and pays attention to preventing possible occupational disasters of the Foundation at any time to ensure the safety and health of employees.

When major operational changes affect the rights of employees and various labor conditions, and the labor contract needs to be terminated, the organization will, in accordance with the provisions of the Labor Standards Act, make advance notice before terminating the labor contract.

Education Training

To assist colleagues in learning and growing to improve work performance and achieve organizational goals, the Foundation regularly or irregularly organizes education and training or employee refresher training according to business needs to enhance employees' work efficiency.

This year, the average number of training hours that all employees have participated in, including relevant professional courses organized by the Foundation or other units, is 21 hours.

In addition, to enhance the research and development capabilities of our researchers in accounting, auditing, and valuation, the "Researchers' Training Method for Overseas Training" has been formulated to promote the achievement of our mission.

Performance appraisal

To motivate employees' morale, increase work efficiency, and successfully achieve the work plan goals, the Foundation has established "work rules".

According to the rules, based on the performance appraisal performed in January on the annual target achieved for all employees of the previous year's work, performance bonuses will be issued in accordance with the relevant appraisal mechanism; in addition, in accordance with the rules, the promotion of employees will be based on the annual and project performance appraisal. This year, the promotion ratio is 42%.

Communication channel

Although the Foundation does not have a labor union, it has labor representatives, and holds quarterly labor and management meetings to communicate opinions between labor and management to coordinate labor relations, promote labor cooperation, and improve work efficiency. The Foundation also has "prevention measures for sexual harassment in the workplace, Complaints and disciplinary measures" to protect employees from sexual harassment in the work environment.

The Foundation has a complaint channel to protect the rights and interests of employees, provide employees with information on the protection of human rights, and make necessary announcements to employees.

Code of Conduct

To improve the governance of the Foundation and the efficiency of committee deliberations, after the end of the year, the Foundation invites committee members, and consultants to conduct self-evaluation on their knowledge of their positions and their participation in the committee. In addition, all employees of the Foundation have signed the information security agreement, confidential agreement and confirmation letter to ensure that our employees abide by all laws and regulations in their work and behavior, and must not infringe the copyright of the Foundation, and must not use their authority to accept, request or agree on any unwarranted reward or gift.

1-3 Business procurement and supply chain management

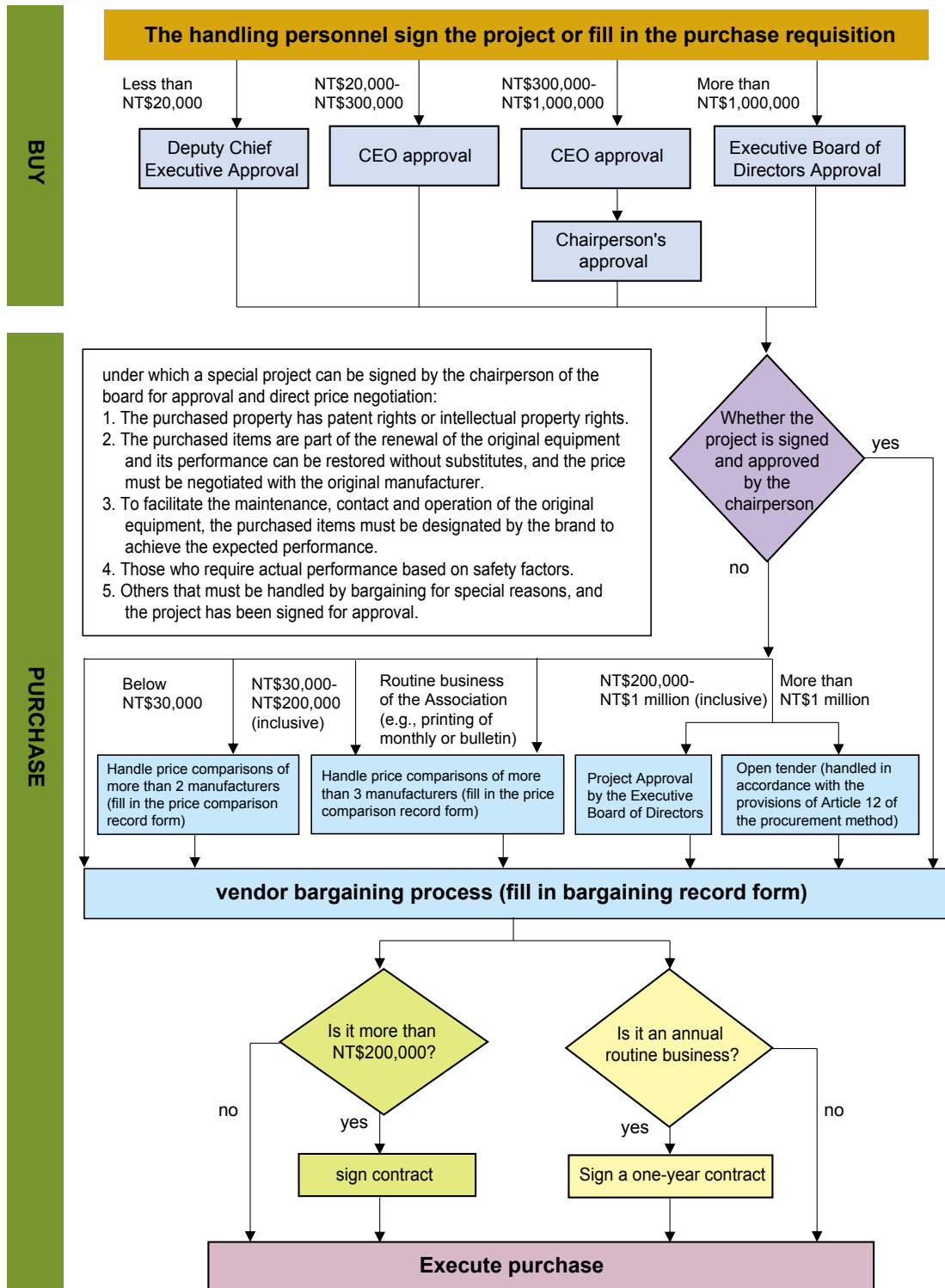
To meet the business needs of the Foundation and the effective management of procurement operations, the procurement methods are formulated to appropriately select and manage the supply chain vendors of the Foundation.

This year, there were 3 purchases which fell between NT\$200,000 and NT\$1 million, and 1 purchase over NT\$1 million, which was the cost of Work Together for IFRS17 audio-visual production.

One hundred percent of all purchases made by the Foundation are purchased from domestic manufacturers.



■ Purchasing flow chart (based on the procurement procedures of the Foundation)



■ 1-4 Responding to the United Nations' Sustainable Development Goals ("SDGs")

The Foundation provides knowledge and innovative perspectives on key topics, collaborates with relevant professional bodies, organizes high-quality professional courses and seminars, and advocates lifelong learning to stakeholders, which echoes SDG 4 "Education". This goal seeks to ensure inclusive and equitable quality education and promotes lifelong learning opportunities for all.

The proportion of women hired by the Foundation is remarkably high, which shows that the Foundation attaches significant importance to the right of women to fully enjoy fair opportunities to participate in decision-making and leadership at all levels, so that the women of the Foundation can give full play to their professionalism and fulfill the tasks of the Foundation.

The mission is to achieve the goals and strategies of the Foundation, which echoes SDG 5 "Gender equality and women's empowerment".

As the only accounting professional standard setter in Taiwan, the Foundation is committed to publishing professional standards and leading the development of practice with the aim to assist stakeholders in enhancing their value in the workplace. This is in line with SDG 8 "Economic Growth".

The Foundation maintains an effective management mechanism and operational model, supports project development and public welfare activities through undertaking projects, organizing courses and fundraising activities, and actively participating in domestic and international activities, international standard-setting body meetings and providing feedback to international standard-setting bodies to enhance the professional image and value of the Foundation and provide better services to achieve sustainable development. This is in line with SDG 17 "Partnerships".

■ Sustainable Development Goals



4. Quality Education

8. Decent Work and Economic Growth

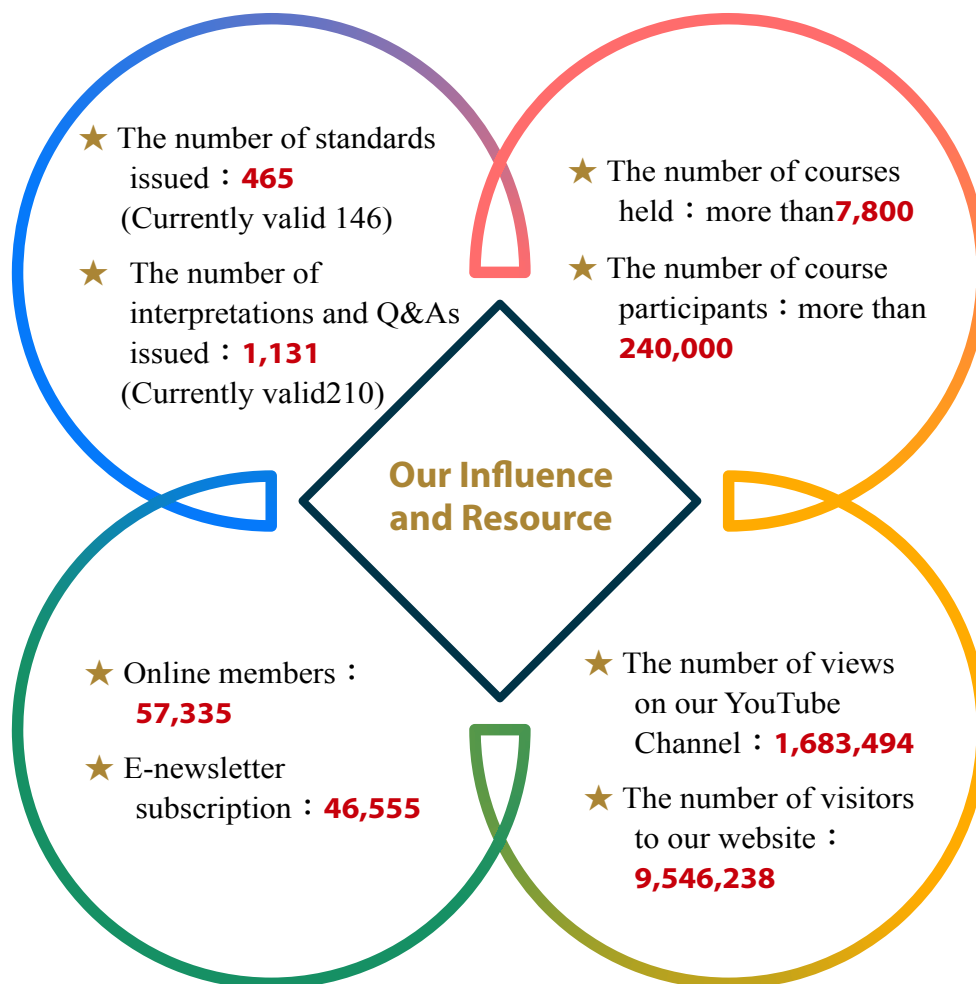
5. Achieve gender equality and empower women.

17. Partnerships for the Goals



■ 1-5 Our Influence and Resource

We are dedicated to facilitating communications and exchanges of views on accounting issues in Taiwan. By collaborating with experts from the academics, regulatory agencies, and practitioners, conducting researches 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 indicators:



2 About the Report

Under the principles of information transparency and accountability, to enhance stakeholders' trust in us, we compiled the 2020 Sustainability Report in accordance with the core option of the GRI Standards.

The purpose of this report is to allow the outside world to have an in-depth understanding of the Foundation's essential information such as the value of the Foundation, organizational governance, and strategic goals.

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

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



■ Oversight and Assurance

■ Oversight of the preparation of the report

This report is prepared under the supervision of the Sustainability Report Review Committee, which includes the chairperson, three standing directors and one board member. The final report is approved by the Board. The report is published once a year.

■ Assurance of the financial statements

Our financial statements have been approved by the Board and audited by BDO Taiwan. According to the auditor's opinion, the Foundation's financial statements fairly present the Foundation's financial position, financial performance, and cash flow.



3 Chairperson's Message



With Covid-19 pandemic, 2020 is a year of challenges, testing the Foundation's ability to respond to risks and understand opportunities. The Foundation is supported by all walks of life, as well as the guidance of directors and consultants. With the important responsibility of professional standard formulation, education and promotion, we continue to break through adversity to enhance our competence and stabilize our position in the accounting profession.

More and more listed companies voluntarily publish corporate sustainability reports to disclose their environmental, social, and governance (ESG) performance. Corporate sustainability report is one important channel for communication between company and its stakeholders and assists the outside world to understand the progress of company's strategy implementation and internal management effectiveness in ESG aspects. We

started to compile its Sustainability Report (SR) to stay close to the evolving trends from 2020.

The world's top five sustainability leaders also issued a joint statement on December 22, 2020. ESG Investor released a prototype of climate-related financial disclosure; its content is mainly based on the Global Reporting Initiative (GRI), Task Force on Climate-Related Financial Disclosure (TCFD) and Sustainability Accounting Standards as the basis and supports non-financial reporting consulting for International Financial Reporting Standards (IFRS). The five major organizations combined their existing standards and frameworks to establish a common system to report on the impact of sustainability factors on corporate value, and reiterated their support for the consultation proposed by the IFRS Foundation. Being a member of IFRS Foundation and SASB, we receive the latest standards and information related to IFRSs and Sustainability Accounting Standards, which enhances the research and development strength of the Foundation.

In using technology to improve operational efficiency, the Foundation and the Financial Information Co., Ltd. jointly launched the financial blockchain confirmation. Through the expertise of both parties, the audit standard bulletin, blockchain technology and XBRL application are combined to enhance the national bank certification procedure. We won the best paper of Innovation Award in 2020. This is the world's first financial blockchain confirmation, and it has been recognized by all walks of life for our efforts and achievements.

In terms of social welfare, the Foundation produced the "Work Together for IFRS17" video in March. More than 1,000 people sang and danced, demonstrating the confidence, vitality and perseverance of all walks of life in my country to promote IFRS 17. We held "Startup Camp" and "2020 Conference on Insurance". To demonstrate our dedication to community service, we also participated in activities such as "Financial Service Charity Carnival", "Xinyi 30 GO! GO! GO!" and "2020 Taipei Songshan 100 Restart".

We are fully prepared for the establishment and promotion of professional standards, professional research, knowledge promotion, public welfare activities, and education and training. Under the trend of globalization, we will be more active in communicating with the world and uphold the sustainable business model of stable finance and steady growth to meet the challenges of the business environment.

Dawn Yi Hsin Wang

4 CEO's Overview

From COVID-19 pandemic to climate crisis, the year 2020 has certainly experienced many life-threatening events. We must enhance our ability to deal with such an uncertain situation. Therefore, we improve the equipment and competence for distance education and online meeting to meet the demands of our stakeholders and conduct quality promotional activities and educational courses. We also became a member of the SASB (Sustainability Accounting Standards Board) in December 2020. We can get first-hand information regarding ESG and reach out to global platform by joining the SASB alliance, with the goal of Taiwan leading the way on sustainability issues.



Regarding the achievements of the professional committees under the Foundation, Taiwan Financial Reporting Standards Committee completed the translation of the 2020 version of the International Financial Reporting Standards including "Classification of Liabilities as Current or Non-current" (Amendments to IAS 1), "Covid-19-Related Rent Concessions" (Amendment to IFRS 16), "Onerous Contracts—Cost of Fulfilling a Contract" (Amendments to IAS 37), "Property, Plant and Equipment: Proceeds before Intended Use" (Amendments to IAS 16), "Extension of the Temporary Exemption from Applying IFRS 9" (Amendments to IFRS 4) and "Amendments to IFRS 17", and "Interest Rate Benchmark Reform — Phase 2" (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16). The Auditing Standards Committee issued SAS No. 73 "Using the Work of Internal Auditors" and SAS No.74 "The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements". The Valuation Standards Committee issued revised version of Valuation Standards No.1-12 and Guidance of Valuation Practice No.1-3. The Enterprise Accounting Standards Committee also pronounced amendments to EAS No. 1 "Conceptual Framework for Financial Reporting", EAS No. 2 "Presentation of Financial Statements" and EAS No. 7 "Business Combinations and Controlling Investments".

Furthermore, we finished the following research projects: "Question Database of Elementary Educational Material for Industry Professional Assessment of Intangible Asset Valuation", "The Research on the Template Regulation on Accounting Practices and Preparation of Financial Reports for the Government-endowed Foundations" and "Illustrations of Audit Procedures on Audits of Insurance Corporations' Internal Control by Certified Public Accountants". Besides, we hosted diverse kinds of activities to promote our achievements and connect with our stakeholders.

We appreciate the support and engagements from all our stakeholders in helping us continue making steady progress. I wish you all well during these challenging times.

Louise Ju Yu Wu



5 Our Value Creation Model

Public expectations and considerations	Capital inputs	Key value-added activities	Key outputs
<ul style="list-style-type: none"> ◆ Research and development of accounting standards, auditing standards, valuation standards, and taxonomy of XBRL. ◆ Sustained professional promotion service. ◆ The continuous growth of professionals. 	<p>Social and relationship capital</p> <ul style="list-style-type: none"> • The number of members • Total event costs <p>Intellectual capital</p> <ul style="list-style-type: none"> • The number of committee meetings • Annual research expenses <p>Human capital</p> <ul style="list-style-type: none"> • The number of Board of directors • The number of committee members and consultants • The number of lecturers • The Number of employees <p>Financial capital</p> <ul style="list-style-type: none"> • Donations 	<p>Research on standard settings and professional developments</p> <p>Educational courses</p> <p>Publications</p> <p>Providing services to members and the public</p> <p>Hosting seminars and events</p>	<p>Professional standards, related Q&As, interpretations and professional research reports</p> <p>Professional talents</p> <p>Promotion of professional knowledge</p> <p>Enhancing image</p>

Key capital outputs	Key outcomes	Public value
<p>Social and relationship capital</p> <ul style="list-style-type: none"> • The number of participants attending professional conferences, courses, and events • The number of viewers of digital video courses • The number of visitors to the Foundation's website • The number of visitors to the Foundation's social media sites • Course satisfaction rate • Event satisfaction rate • Number of updates on our various social media and websites <p>Intellectual capital</p> <ul style="list-style-type: none"> • The number of standards issued • The number of Q&As issued • The number of seminars or forums on emerging issues held and the number of new courses held • The number of times of providing new information <p>Financial Capital</p> <ul style="list-style-type: none"> • Fund and balance of income and expenditure 	<p>External outcome</p> <ul style="list-style-type: none"> • Facilitate convergence of our professional standards to international standards • Improve the proficiency of practitioners • Enable professionals to meet the needs of the era • Promote accounting knowledge to the general public • Improve the level of proficiency in Taiwan <p>Internal outcome</p> <ul style="list-style-type: none"> • Become the communication platform for accounting profession in Taiwan • Become the authoritative organization of accounting profession in Taiwan • Create healthy financial performance to support the Foundation's sustainable development • Enhance our staff's capacity of research and development 	<ul style="list-style-type: none"> ◆ Strengthen the professionals' capacity, promote stable economic growth, and protect public interest ◆ Becomes a robust and sustainable organization which leads the professional development of accounting, provides new knowledge and innovative perspectives



6 Organization Governance

■ 6-1 Value of the Foundation

■ The Only Accounting Professional 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 discussions among 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. Affiliated to the Board, the Board of Standing Directors manages material issues promptly to respond to the changing economic environment.

Our first Board of Directors were selected and appointed by donors. The Board of Directors after the second term were selected and appointed by the previous Board of Directors before the term of the previous Board of Directors expires. The term for Board of Directors is three years, and they can be re-appointed upon expiration. A chairperson is appointed to represent the Foundation externally, and a chief executive officer shall be appointed to conduct the resolutions of the Board of Directors and supervise all administrative affairs of the Foundation under the order of the chairperson.

The matters decided by the Board of Directors include fund raising, custody and utilization, annual work plan review, budget and final accounts review, formulation of important regulations, appointment and removal of important personnel, supervision and guidance of plan implementation, and other important matters.

■ Environment, Social and Governance

The chairperson leads the chief executive officer and the directors of all divisions on issues of environment, social and governance, and on the development of relevant international standards. If there are significant issues, they will be reported to the Board of Standing Directors, and will be reported to the ultimate decision-making authority of the Foundation.

The Board of Directors discusses issues related to environment, social and governance during meetings of Board of Directors and Board of Standing Directors. The chairperson guides related divisions for effective implementation according to the resolution of the Board of Directors, and monitors and controls the implementation to achieve sustainable management.

6-2 Organizational Chart





■ 6-3 Our Operation

■ Structure of Our Board of Directors

Our Board of Directors is responsible for planning and supervising the executive team, overseeing financial management and reporting, and ensuring that all operations follow relevant laws and regulations. There are 25 directors on the Board, including 13 standing directors. The chairperson represents the Foundation in 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, the Securities and Futures Bureau of Financial Supervisory Commission, the Taxation Administration of Ministry of Finance, the Department of Commerce of Ministry of Economic Affairs, the Directorate-General of Budget, the Accounting and Statistics (DGBAS) of Executive Yuan, the National Audit Office, the Taiwan Stock Exchange Corporation, and the Taipei Exchange (TPEX, or GreTai Securities Markets); and practitioners include representatives from the National Federation of Certified Public Accountant Association of the R.O.C., the Bankers Association of the Republic of China, the Taiwan Securities Association, and the Chinese National Foundation of Industry and Commerce.



Doris Yi-Hsin Wang	Louise Ju-Yu Wu	Txu-Mei Hsu	Sheng-Chang Liu	Ming Hong Ho	Wen-Fang Fu
Li-Chuan Wang	Atlan Hsu	Chia-Chun Kuo	Allan Yu	Yih-Ray Huang	Chi-Chun Liu
					Lih-Chung Chien





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

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

Winston Yu	Ai-Ling Lee	Chien-Hung Chou	Xie-Xing Huang	Wen-Lin Chuang	Yi-Shun Chang
Cong-Ming Wang	Jin-Chang Lee	Bi-Lan Hsu	Al Chang	Chan-Jane Lin	Casey Lai







7 Annual Achievements

- Completed the 13th Board of Directors re-election. Dr. Doris Yi-Hsin Wang is elected as the chairperson of the Board.
- Appointed the chairpersons, members, and consultants of the 4th "Taiwan Financial Reporting Standards Committee", the 13th "Auditing Standards Committee", the 6th "Valuation Standards Committee", the 5th "eXtensible Business Reporting Language Committee" and the "Enterprise Accounting Standards Committee".
- Taiwan Financial Reporting Standards Committee completed the translation for 2020 IFRS Standards, Traditional Chinese Version.
- Auditing Standards Committee published Statements of Auditing Standards No. 73 Using the Work of Internal Auditors and Statements of Auditing Standards No. 74 The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements.
- Valuation Standards Committee completed the revision of Statements of Valuation Standards No.1-No.12 and Guidance of Valuation Practice No.1-No.3.
- Enterprise Accounting Standards Committee also revised Enterprise Accounting Standards No.1 Conceptual Framework for Financial Reporting, No. 2 Presentation of Financial Statements, and No.7 Business Combinations and Controlling Investments.
- Established the "Sustainability Report Team" to oversee the preparation of our 2020 sustainability report.
- Hosted the 32nd "Accounting Elite Cup Debate Competition".
- Conducted the project on "Promoting Quality of the Accounting Information", including producing short videos and organizing accounting workshops for startup entrepreneurs.
- Conducted the project on "Maintenance of IFRS-based Financial Reporting Taxonomy for Public Companies in Taiwan".
- Conducted the project on "Question Database and Workshop for Industry Professional Assessment of Intangible Asset Valuation".
- Conducted the project on "The Research on the Template Regulation on Accounting Practices and Preparation of Financial Reports for the Government-endowed Foundations".
- Conducted the project on "Illustrations of Audit Procedures on Audits of Insurance Corporations' Internal Control by Certified Public Accountants".
- Produced and promoted the video of "Work Together for IFRS17".
- Produced and promoted the video of "Accounting Profession in response to the Epidemics".

- Conducted the project on "Lectures for Veterans Affairs Council Recommended Mid and High-Level Executives in Management and Veterans Affairs Council Appointed Directors and Supervisors".
- Conducted "Financial Services Education Charity Fund Financial Education Courses" to promote financial knowledge to high (vocational) school students, military personnel, women's group, and senior citizens.
- Delivered a presentation at the "International Forum of Accounting Standard Setters".
- Organized the seminar of "2020 IFRS Conference in Taiwan".
- Organized the publicity sessions of "Promote the Adoption of Inline XBRL for Financial Reporting".
- Organized the "Audit and Blockchain" seminar.
- Organized an online seminar with IASB Board member Jianqiao Lu.
- Organized the seminar of "2020 Conference on Insurance".
- Held a seminar on "Startup Camp: Creation*Taxation*Shares*Sharing".
- Held the "Public Sector Digital Technology Application and Benefit Analysis" seminar.
- Participated in the "Financial Service Charity Carnival" held by Taiwan Financial Services Roundtable.
- Co-organized the celebration activity of "Xinyi 30 Go! Go! Go!"
- Co-organized the celebration activity of "2020 Taipei Songshan 100 Restart".
- Joined Sustainability Accounting Standards Board (SASB) as a member.
- Participated in the selection of the 12th Best Securities and Futures Paper Award and won the best paper of Innovation Award.



8 Performance Summary and Criteria

Goals	Key Performance Indicators	Criteria	2019	2020
Leading the Professional Development of Accounting	1.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 publications of articles on accounting, auditing, valuation, and XBRL-related topics in the accounting research monthly magazine of the year, and the number of exchange activities held with various stakeholders on financial accounting, auditing, valuation, and XBRL-related topics	92	99
	2.The number of reporting and discussion held on current and emerging issues	The number of publications of articles on accounting, auditing, valuation and XBRL related topics in the accounting research monthly magazine of the current year	74	176
	3.The number of seminars or forums on emerging issues held and the number of new courses held	The number of symposiums or seminars organized by oneself in line with the trend in the current year and the total number of new courses opened	416	431
	4.The number of standards issued	Number of IFRS new standards or amendments issued, audits, evaluations, and corporate accounting standard bulletins provided to the Financial Supervision and Administration Commission during the current year's review	69	88
	5.The number of Q&As and interpretations issued	The number of IFRS and Accounting Standards for Business Bulletin Questions and Answers issued in the current year, as well as the number of interpretation letters for the audit and evaluation standards bulletin	24	9
	6.The number of external feedbacks received on proposed standards	The number of external feedbacks on drafts issued by the professional committees and project groups of the Foundation in the current year and the number of feedbacks issued by the international professional organizations of the Foundation	184	199
	7.The number of times that members from the Board of Directors and professional committees participated in domestic and international events	The number of times that our directors, committee members and consultants participate in domestic and foreign events organized by our Foundation	105	77
	8.Employee education and training hours	The number of hours for all employees to participate in relevant professional courses held by this Foundation or other units	1,273	702
	9. The number of times teaching videos released in the current year	The number of teaching videos released in the current year	18	18

Goals	Key Performance Indicators	Criteria	2019	2020
Providing New Knowledge and Innovative Perspectives	1. The number of times new information provided	The number of publications of articles on accounting, auditing, valuation and XBRL related topics in the accounting research monthly magazine of the current year	253	389
	2. The number of participants attending the Foundation's professional conferences, courses, and events	Total number of participants in seminars and activities and total number of participants in courses organized in the current year	21,109	21,318
	3. The number of updates to the Foundation's social media and websites	Number of updates on FB fan page, LINE@, YouTube channel, and monthly magazine page	733	494
	4. The number of visits to the Foundation's website	Number of visits to our official website and shopping cart	2,033,173	1,586,664
	5. The number of visits to the Foundation's social media sites	The number of visits on FB fan pages and LINE@ fan followers in the year plus the total number of views added to the videos on the YouTube channel	190,629	313,032
	6. The number of viewers on digital video courses	The total number of visits to our FB fan page and YouTube channel related digital video and audio promotion in the year and the total number of participants in our digital courses	32,341	4,433
	7. The number of seminars held in collaboration with relevant professional organizations	The number of seminars on financial accounting, auditing, valuation, and Extensible Corporate Reporting Language (XBRL) organized in collaboration with relevant professional organizations in the year	15	28
	8. The number of education courses held	Total number of courses conducted in the current year	430	449
Robust and Sustainable Operation	1. The completion percentage of standards within deadline	Percentage of completion according to the scheduled progress of the business plan	100%	100%
	2. Staff turnover	Number of employees leaving the current year/ Number of employees at the end of the year	11%	6%
	3. Employee education and training hours	The number of hours for all employees to participate in relevant professional courses held by this Foundation or other units	1,273	702
	4. The number of times teaching videos released in the current year	The number of teaching videos released in the current year	18	18
	5. Event satisfaction rate	Average satisfaction of activities held in the current year (full score of 5)	4.85	4.8
	6. Course satisfaction rate	Average satisfaction of courses held in the current year (full score of 5)	4.50	4.46
	7. Fund balance and income/loss balance (NT\$ thousands)	Data based on accounting information	302,213	323,190
	8. Revenue generated from research projects (NT\$ thousands)	Data based on accounting information	17,721	15,249
	9. Revenue generated from educational/promotional contracts signed (NT\$ thousands)	Data based on accounting information	10,024	9,568



9 Stakeholders Engagement

■ 9-1 The Foundation's key stakeholders

	key stakeholders	Communication channel/ Frequency
 Members of the Accounting Research Center	<p>The Accounting Research Center integrates resources of the Foundation to provide a comprehensive array of professional service for its members. These services include advertisement on the Accounting Research Monthly, consultation on professional standards, hard copy of standards issued as well as access to on-line database, Accounting Research Monthly and on-line library, e-newsletter, free lectures, and etc. It is particularly important for the Foundation to understand the members' needs to provide services of high quality.</p>	<p>Telephone consultation / real time Service mailbox/real time Newsletter/weekly Events or seminars / ad-hoc Social media official account/real time</p>
 Courses participants	<p>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.</p>	<p>Telephone consultation / real time Service mailbox/real time Newsletter/weekly Events or seminars / ad-hoc Social media official account/real time</p>
 Enterprises/ Foundations	<p>Entities are required to prepare financial statements with high quality and consistently applying the right standards. Therefore, the accounting standards issued by the Foundation are especially important to enterprises. In addition, the Foundation shall understand the dynamics of enterprises and Foundations and take their comments into consideration.</p>	<p>Telephone consultation / real time Service mailbox/real time Newsletter/weekly Events or seminars / ad-hoc Social media official account/real time</p>
 CPA Foundation/ CPA firms	<p>Accountants are required to issue auditor's reports with high quality and consistently applying the right standards. Therefore, the standards issued by the Foundation are especially important to accountants. Given this, the Foundation shall understand the views of the accountants and take their comments into consideration.</p>	<p>Telephone consultation / real time Service mailbox/real time Newsletter/weekly</p>
 Competent authorities	<p>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' opinions are particularly important to the Foundation.</p>	<p>Meeting / ad-hoc Correspondence / ad-hoc</p>
 Universities and colleges	<p>Professors and students of accounting-related departments are the Foundation's key target audiences for the promotion of professional standards.</p>	<p>Meeting / ad-hoc Correspondence / ad-hoc</p>
 The Foundation's employees	<p>Our employees play important roles in achieving the missions, targets, and strategies of the Foundation.</p>	<p>Events or seminars / ad-hoc Staff education and training / ad-hoc Service mailbox/real time</p>

■ 9-2 The material topics

In order to compile the Sustainability Report, the Foundation sent out questionnaires to key stakeholders to identify the material topics from their perspective.

Basedn "Global Trends to 2023" and "The Goals and Strategies to 2023", the Foundation identifies key topics. Considering the result from the survey last year, the original 15 topics are retained, and the new topic on "risk identification and contingency plan" is added. Therefore, there are 16 topics this year. After requesting the stakeholders to respond to the "level of importance" of each topic, statistical analysis was performed to evaluate the key topics that our stakeholders are mostly concerned.

■ Result of the survey

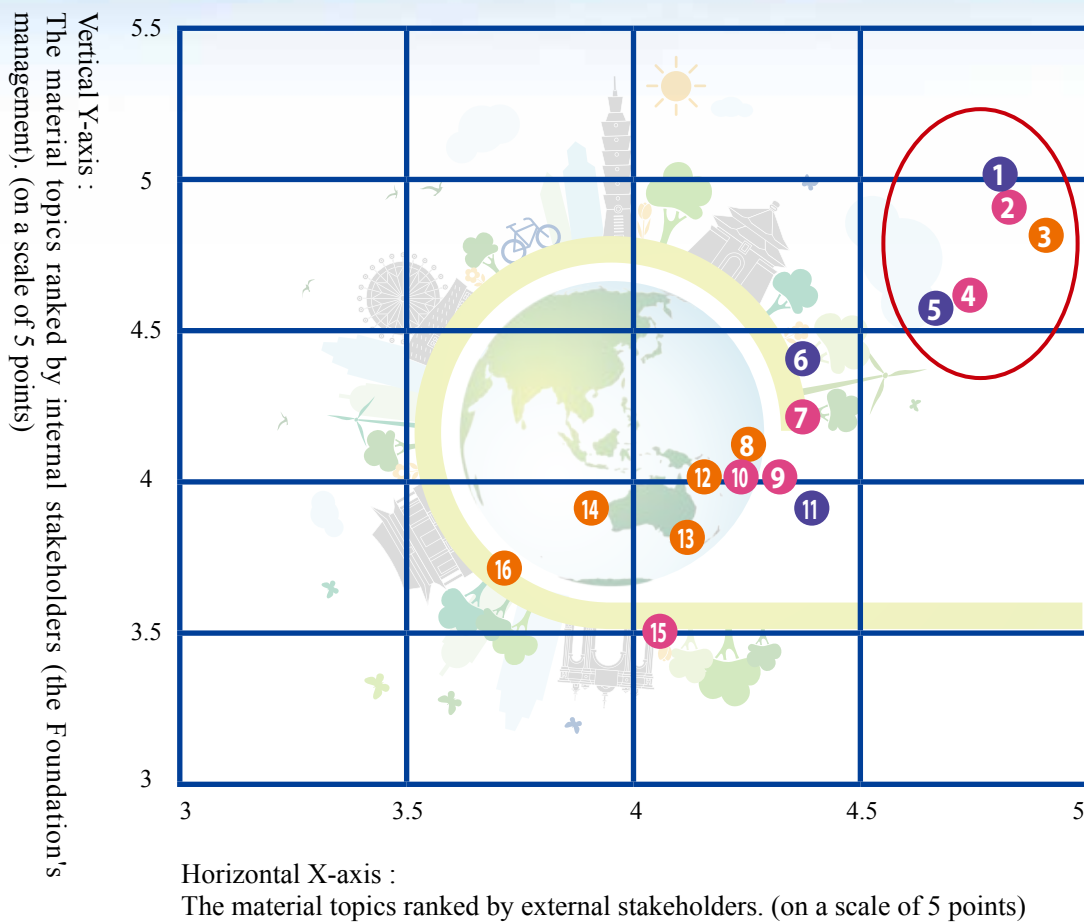
The material topics	2020Ranking	2019Ranking	Variance
1	Professional influence and leadership	1	—
2	Quality of products/services	2	—
3	Promotion of professional standards	3	—
4	Information security and personal data protection	5	↑
5	External recognition	4	↓
6	Employee engagement	6	—
7	Efficiency and effectiveness of governance and compliance	8	↓
8	Stakeholder engagement and responsiveness	7	↑
9	Financial health	9	—
10	Risk identification and contingency plan		Added This Year
11	The Foundation's global presence	13	↓
12	Accessibility via multiple platforms to products/services	11	↑
13	Strength of relationships with external strategic partners	12	↓
14	Growth in the number of people trained	10	↓
15	Participation in community services	15	—
16	Community Management	14	↓

Note:

Purple blue rows are related to "Goal 1: Leading the Professional Development of Accounting"

Orange rows are related to "Goal 2: Providing New Knowledge and Innovative Perspectives"

Pink rows are related to "Goal 3: Robust and Sustainable Operation"



This report will focus on the topics which were highly or moderately concerned by our stakeholders. In 2020, there are five material topics that both the external stakeholders and internal stakeholders of the Foundation deem important. Among them, the "professional influence and leadership" and "Quality of products/services" and "Promotion of professional standards" still in the top three; The "Information security and personal data protection" ranked fifth in 2019 will be promoted to the fourth place in 2020. Based on the government's active promotion of "Information security and personal data protection", the Association will also cooperate in handling it.

The Foundation is committed to maintaining high quality of services/products and pursuing the satisfaction of the stakeholders of the Foundation. The responsible supervisors include the director of the research department, the director of the education department, and the director of the business department. Their responsibilities are linked to the performance evaluation and reward mechanism of the Foundation.

In addition, the Foundation has an e-mail box, which is managed by the executive director. If the outside world has suggestions or comments on the services/products of the Foundation, you can send a letter to the Foundation to complain, and the Foundation will fully communicate with the complainant to understand customer needs to maintain the service/product quality of the Foundation and pursue external recognition.

Material topics boundary

Strategic goals for the next five years	The material topics	Within the organization	Outside the organization						Corresponding GRI Indicators	Corresponding chapter
		The Foundation's employees	Members of Accounting Research Center	Courses participants	Enterprises/ Foundations	Foundation/ CPA firms	Competent authorities	Universities and colleges		
Goal 1: Leading the Professional Development of Accounting	External recognition		V			V	V		GRI 203-2: Significant indirect economic impacts	16 Activity Sharing
	Professional influence and leadership	V	V		V			V	GRI 404-1: Average hours of training per year per employee GRI 404-2: Programs for upgrading employee skills and transition assistance programs GRI 404-3: Percentage of employees receiving regular performance	1-2 Human Resources Overview
Goal 2: Providing New Knowledge and Innovative Perspectives	Promotion of professional standards	V		V	V	V	V	V	GRI 201-4: Financial assistance received from government	8 Performance Summary and Criteria
Goal 3: Robust and Sustainable Operation	Quality of products/ services	V	V	V			V		GRI 202-1: Ratios of standard entry level wage by gender compared to local minimum wage	1-2 Human Resources Overview
	Information security and personal data protection		V	V	V				GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	No such incident



■ 9-3 The material topics for stakeholders

Stakeholders	Material Topics	The Foundation's Response
Members of Accounting Research Center	<ul style="list-style-type: none"> ① Professional influence and leadership ② Quality of products/ services ④ Information security and personal data protection ⑤ External recognition 	<p>The Foundation provides members of the Accounting Research Center with the latest and relevant professional and practical information and maintains effective management and operating models, including strengthening information security and personal data protection.</p> <p>Related indicators: The number of standards and related Q&As and interpretations issued; the number of participants attending the Foundation's professional conferences, courses, and events; event satisfaction rate; Course satisfaction rate; and staff turnover.</p>
Course participants	<ul style="list-style-type: none"> ④ Information security and personal data protection ② Quality of products/ services ③ Promotion of professional standards 	<p>Continuously conduct professional courses Including strengthening Information security and personal data protection to satisfy participants' demands.</p> <p>Related indicators: Number of emerging topic seminars and newly opened courses conducted, the number of educational courses held, relevant professional knowledge seminars, The number of seminars or forums on emerging issues held and the number of new courses held, the number of participants attending the Foundation's professional conferences, courses and events, and course satisfaction rate.</p>
Enterprises/ Foundations	<ul style="list-style-type: none"> ③ Promotion of professional standards ④ Information security and personal data protection ① Professional influence and leadership 	<p>Actively demonstrate the professional influence and leadership of the Foundation in enterprises/public Foundations through undertaking projects and courses.</p> <p>Related indicators: On current affairs and emerging issues, the number of reports and discussions, the number of collaborations with relevant professional institutions, the number of seminars held, the number of seminars on emerging issues and the number of newly opened courses.</p>
CPA Foundation/ CPA firms	<ul style="list-style-type: none"> ⑪ International visibility ⑤ External recognition ③ Promotion of professional standards 	<p>Actively communicate with CPA Foundation/ CPA firms to lead the development of accounting and auditing practice.</p> <p>Related indicators: The number of published standards, the number of reports and discussions on current affairs and emerging issues, and the number of new information provided.</p>

Stakeholders	Material Topics	The Foundation's Response
Competent authorities	<ul style="list-style-type: none"> 5 External recognition 3 Promotion of professional standards 2 Quality of products/ services 	<p>Issue standards and provide promotional and educational events according to policies of the competent authorities.</p> <p>Related indicators: For financial accounting, auditing, valuation, and Extensible Corporate Reporting Language (XBRL) related topics, the number of professional exchanges and comments, relevant professional knowledge seminars, the number of participants in courses and activities, and the extent to which the standards are completed in accordance with the predetermined schedule.</p>
Universities and colleges	<ul style="list-style-type: none"> 1 Professional influence and leadership 3 Promotion of professional standards 11 International visibility 	<p>Committed to cultivating talents in campus and deepening the roots of the accounting profession providing the latest professional knowledge and leading innovative insights.</p> <p>Related indicators: The number of seminars or forums on emerging issues held and the number of new courses held; the number of reporting and discussion held on current and emerging issues; the number of updates of our social media and websites; and the number of visits to the Foundation's social media sites.</p>
The Foundation's employees	<ul style="list-style-type: none"> 1 Professional influence and leadership 2 Quality of products/ services 3 Promotion of professional standards 	<p>Continuously provide educational training to improve the talent and service capability for our employees.</p> <p>Related indicators: The number of times that members from the Board of Directors and professional committees participated in domestic and international events; employee education and training hours; the number of visits to the Foundation's website; and the fund balance and income/ loss balance.</p>

Note:

Purple blue texts are related to "Goal 1: Leading the Professional Development of Accounting "

Orange texts are related to "Goal 2: Providing New Knowledge and Innovative Perspectives "

Pink texts are related to "Goal 3: Robust and Sustainable Operation "



10 Environment and Strategy

■ The Global Trends

In 2020, the COVID-19 pandemic broke out. By the end of 2020, more than 85 million people have been diagnosed and 1.8 million people have died. Countries around the world have adopted countermeasures to prevent the spread of the pandemic. Due to pandemic prevention measures, contact between people has been reduced. However, digital online activities have become more active, prompting the explosion of the continued use of Internet technology. In addition, climate change has also caused different impacts on various industries. The international community is paying more attention to sustainable development, expanding various legal systems and disclosure requirements to respond to environmental uncertainties.

In response to the COVID-19 pandemic, international professional standard-setters revised specific standards or issue relevant guidelines to assist financial statement preparers and auditors to perform their tasks. In addition, key plans of international professional standard-setters in 2020 include: the International Accounting Standards Board (IASB) was developing "General Presentation and Disclosures" and revising Practice Statement "Management Commentary" ; the International Auditing and Assurance Standards Board (IAASB) completed the revision of "Identifying and Assessing the Risks of Material Misstatement"; the XBRL International Inc. developed the simplified coding of XBRL to improve the efficiency of the program.

■ New Policies of the Competent Authorities

The competent authority issued the "Corporate Governance 3.0-Sustainable Development Roadmap" and strengthened the promotion of the policy of "Assisting companies to improve the abilities of preparing their own financial reporting" to improve information transparency and promote sustainable operations. In addition, the competent authority also issued the "Blueprint Framework for the Capital Market" , requiring accountants to improve the quality of auditing to strengthen the function of the capital market.

■ Actions taken by the Foundation

Facing the impact of the COVID-19 pandemic, the Foundation implemented various pandemic prevention measures. In addition, the Foundation used video software to develop various online meetings, events, and courses to reduce the chance of people-to-person contact. The Foundation also observed the increase in electricity consumption caused by global warming, so it adopted many energy-saving measures, such as installing new LED energy-saving lamps, and strengthening the promotion of the policy of turning off lights to save electricity.

In line with the policy direction of the competent authority, the Foundation organizes various continuing education courses and events related to corporate governance, and publishes relevant articles in the Accounting Research Monthly, and gathers relevant articles on corporate governance, digital technology, and information transparency in its e-books publication.

■ The Foundation's goals

The external environments described above have provided a great opportunity for the Foundation's stakeholders to enhance their values. With the strategic goals of "Leading the Professional Development of Accounting" , "Providing New Knowledge and Innovative Perspectives" and "Robust and Sustainable Operation" , we will help improve the international competitiveness of Taiwan.





11 External Communication

■ Communication with the international community

■ Link with the International Financial Reporting Standards Foundation (IFRS Foundation)

The IFRS Foundation was established in 2000. The International Financial Reporting Standards issued by the International Accounting Standards Board (IASB) has become the only accounting standard for the global capital market, and the adoption of the International Financial Reporting Standards has also become the trend in international capital market. In 2009, Financial Supervisory Commission announced that Taiwan's capital market will adopt the IFRS Standards and required listed companies in Taiwan to fully adopt IFRS Standards since 2013. Taiwan Financial Reporting Standards Committee of the Foundation is responsible for translating and reviewing the Traditional Chinese version of the International Financial Reporting Standards, which will be approved by the Financial Supervisory Commission and issued for companies to follow. The IFRS Foundation holds the World Standards Setters conference (WSS) every year and invites national accounting standard setters around the world to participate in the meeting. The IASB shares the latest developments of IFRS and interacts with representatives from various countries. We appoint representatives to attend the conference every year to learn about the new trends in IFRS and communicate with international professional organizations.

■ Link with the International Forum of Accounting Standards Setters (IFASS)

International Forum of Accounting Standard Setters (IFASS) is a forum at which International Accounting Standards Board (IASB), national accounting standard setters around the world, and other organizations that are actively involved in financial reporting can discuss major current issues and the latest development of IFRS Standards. There are two conferences held in different countries every year. The Foundation is one of the key members of the conference and has published research results at the conference many times.

■ Link with the eXtensible Business Reporting Language (XBRL) International

XBRL International is an international non-profit organization that manages the XBRL standard. It aims to enhance accountability and transparency of global corporate performance by providing public information standards for corporate reporting. To understand the development trend of XBRL and exchange application experience with other countries and regions, we have joined the XBRL international as a member, and often reports the application of XBRL in various fields in Taiwan at the XBRL annual meeting. By participating in the XBRL international, we have acquired a lot of new knowledge about the development of XBRL, which will greatly benefit the development and application of XBRL in Taiwan.

■ Communication in Taiwan

■ Link with the Taiwan Financial Services Roundtable

To enhance our visibility in the financial services industry and further expand our services, we have joined the Taiwan Financial Services Roundtable as a group member. The purpose of the Taiwan Financial Services Roundtable is to gather the consensus, strength, and resources of the financial service industry and to jointly seek the better development of the financial service industry in Taiwan.









12 Global Trends to 2023

To issue professional standards that meet the demands of our stakeholders and conduct quality promotional activities and educational courses, the Foundation keeps observing the latest international professional dynamics. This also provides insights for the Foundation to better understand the Global Trend to 2023.

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

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



Global Trends	The Foundation's Response	
<p>Enhanced regulations: Under the strict legal regulation and active governance, the accounting and auditing professionals and related industries will be directly or indirectly affected in various degrees.</p>	<ul style="list-style-type: none"> • Continue to pay close attention to the updates of laws and regulations. • Actively promote relevant professional topics in accordance with the policies. 	
<p>Expanding professional requirements: Because of diversified information demands, accounting and auditing professionals will be required to have a greater range of professional knowledge.</p>	<ul style="list-style-type: none"> • Cooperate with industries, authorities and academics and expand capacity. • Continue to produce high quality professional standards, illustrative examples, interpretations, Q&As, and professional literatures that are aligned with the public interest. 	
<p>Technological innovations: The development of digital technologies will continue to impact accounting. Financial and nonfinancial information will be more efficiently processed by applications software and system.</p>	<ul style="list-style-type: none"> • Expand service capacity through diversified channels such as the internet and social media. • Host technology-related conference and actively advocate for the benefit of digital technological application. 	
<p>Standards internationalization: With the globalization trend and the need for consistency in professional standards, the accounting and auditing professionals need to understand the latest updates on international professional standards.</p>	<ul style="list-style-type: none"> • Continue to pay attention to and collect information on the latest development in accounting in order to understand the potential issues. • promote the professional knowledge required for globalization. 	
<p>More complex operations and transactions: Due to continuous globalization and technological advancement, the business environment and transaction patterns of enterprises are becoming increasingly complex, and so do the complexity of financial reporting standards and accounting practices.</p>	<ul style="list-style-type: none"> • Research and develop accounting practical guidelines. • Hold seminars on emerging topics, and launch new courses. 	



13 Goals and Strategies to 2023

The Foundation commits itself to professionalism by developing, issuing, and promoting financial accounting standards, auditing standards, valuation standards and eXtensible Business Reporting Language (XBRL). It also hosts numerous events and courses, and actively advocates the use of professional standards to achieve desired benefits.

The Foundation considers the five global drivers: "Enhanced regulations", "Expanding professional requirements", "Standards internationalization", "Technological innovations", and "More complex operations and transactions", and sets the Foundation's three strategic goals as "Leading the Professional Development of Accounting", "Providing New Knowledge and Innovative Perspectives" and "Robust and Sustainable Operation", and also sets relevant strategies and key performance indicators.



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

Goal 1 Leading the Professional Development of Accounting

The Foundation continues to produce high-quality professional standards, illustrative examples, interpretations, and Q&As which aligned with the public interest for practical and consistent application to lead the professional development of accounting.

Strategies	1. Being sensitive to and collect information about the latest international professional development to understand the potential issues affecting the global profession, and integrate resources from the industry, government, and academia to evaluate the impact of the issues and actively participate in the setting of international standards.	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. Cooperate with industry, government, and academia to produce high-quality professional services and products that meet practical needs.		2. The number of reporting and discussion held on current and emerging issues
	3. Through practical research and forward-looking perspectives on key topics, the Foundation's professional capabilities are enhanced to meet the needs of the corporates, accountants, and competent authorities, and to lead the accounting development trend.		3. The number of seminars or forums on emerging issues held and the number of new courses held
			1. The number of standards issued
			2. The number of Q&As and interpretations issued
			3. The number of external feedbacks received on proposed standards
			1. The number of times that members from the Board of Directors and professional committees participated in domestic and international events
			2. Employee education and training hours
			3. The number of times teaching videos released in the current year

Goal 2 Providing New Knowledge and Innovative Perspectives

Provide the Foundation's stakeholders with the expertise to stay abreast of modern development and lead innovative thinking.

Strategies	1. Identify and invest in relevant professional research, align with policy direction, develop practical and innovative topics to meet the professional needs of stakeholders.	Key performance indicators	1. The number of times new information is provided
	2. Promote the Foundation's professional materials and knowledge to meet user needs through diversified channels and for different customer groups.		2. The number of participants attending the Foundation's professional conferences, courses, and events
	3. Cooperate with relevant professional institutions and groups to hold relevant professional courses and events to enhance the professional development of stakeholders.		1. The number of updates to the Foundation's social media and websites
			2. The number of visits to the Foundation's website
			3. The number of visits to the Foundation's social media sites
			4. The number of viewers on digital video courses
			1. The number of seminars held in collaboration with relevant professional organizations
			2. The number of education courses held



Goal 3 Robust and Sustainable Operation

Continue to improve financial and operating models to achieve sustainable operations.

Strategies		Key performance indicators	
	<ol style="list-style-type: none"> Maintain an effective management mechanism and operating model to support real-time leading practice, leadership in innovative thinking, and the development of services and products. 		<ol style="list-style-type: none"> The completion percentage of standards within deadline Staff turnover Employee education and training hours The number of times teaching videos released in the current year
	<ol style="list-style-type: none"> Provide high-quality services and products that meet the needs of stakeholders, there by improving financial results. 		<ol style="list-style-type: none"> Event satisfaction rate Course satisfaction rate
	<ol style="list-style-type: none"> Increase income by undertaking projects, holding courses, and raising funds to support R&D and public welfare activities. 		<ol style="list-style-type: none"> Fund balance and income/loss balance Revenue generated from research projects Revenue generated from educational/promotional contracts signed



14 Key Strategies for 2021

In 2021, the Foundation will cooperate with industries, authorities, and academics to produce high-quality and professional services and products that meet practical needs, promote our professional knowledge to meet user needs through diversified channels and for different customer groups, and maintain an effective management mechanism and operating model to lead professional development and enhance the value of the Foundation.

Our key strategies for 2021 for each goal :

■ Goal 1: Leading the Professional Development of Accounting

Strategies: Cooperate with industries, authorities, and academics to produce professional services and products

- We develop professional guidelines that meet the practical needs in Taiwan through cooperating with industries, authorities, and academics.
- Integrate resources from the industries, authorities, and academics to organize activities or courses on the latest professional topics.

■ Goal 2: Providing New Knowledge and Innovative Perspectives

Strategies: Promote our professional knowledge through diversified channels and for different customer groups

- Actively develop digital courses and publications to expand the target audiences of our professional services and products.
- According to the needs of different customers, report on practical and innovative issues and host relevant activities and courses.

■ Goal 3: Robust and Sustainable Operation

Strategies: Maintain an effective management mechanism and operating model

- Plan and review the research and development progress of various professional standards periodically, ensuring that the standards are completed on schedule.
- Strengthen employee training and increase employees' passion to support professional development and improve service quality.



15 Our Risk Management

In response to the global changes, with external experts' opinion, research reports, and the latest observation of market development, the Foundation identified the global trends to 2023: "Enhanced Regulations", "Expanding Professional Requirements", "Technological Innovations", "Internationalization of Standards", and "Increased Complexity in Operations and Transactions". The Foundation also assessed the opportunities that follow the trends: launching new courses to expand the market and meet the needs of accounting and auditing professionals and expanding the service capacity of the Foundation through diverse ways, such as the internet and social media.

Accordingly, the Board of Directors of the Foundation developed three goals for the Foundation: Leading the Professional Development of Accounting, Providing New Knowledge and Innovative Perspectives, and Robust and Sustainable Operation. The chairperson also set out related strategies for the goals. The Foundation identified risks that might prevent itself from achieving the goals, and evaluated the possibilities and impact were the risks occur to determines the responses and implement them. According to the analysis in the risk management table below, there were no risks that are both high in possibilities and level of impact. Risks with high possibilities and medium level of impact were: "Failure to promote new knowledge or innovative perspectives as a result of not being able to keep up with new technology and new media". Risks with medium possibilities and high level of impact included: "Failure of professional standards, courses, and promotion to keep up with the latest changes of international professional standards and meet market needs", and "Lack of capacity in internet and information security to provide stable operating environment". Risks with medium possibilities and medium level of impact included: "Failure to maintain good interaction with international professional standard setting organization", and "Failure to attract target audience as a result of not adapting innovative, flexible and agile teaching or promoting approaches". With regard to the risks above, the Foundation set out risk mitigation approaches according to each risk, including "Hosting employee education and training courses", "Paying attention to the development of international professional standards and introduce the latest issues to Taiwan for local discussions", "Encouraging employees to learn about the development of new technology and new media, and learn related knowledge proactively", "Developing diverse courses, such as digital courses, and promotion approaches", "Understanding the professionals' learning needs and design courses, events and publications accordingly." With the risk mitigation approaches, the Foundation seized opportunities in the risks resulted from changes in the environment.



Risk Matrix

Possibilities of Occurrence	High		<ul style="list-style-type: none"> ③ Failure to promote new knowledge or innovative perspectives as a result of not being able to keep up with new technology and new media. 		
	Medium		<ul style="list-style-type: none"> ① Failure to maintain good interaction with international professional standard setting organization. ④ Failure to attract target audience as a result of not adapting innovative, flexible, and agile teaching or promoting approaches 	<ul style="list-style-type: none"> ② Failure of professional standards, courses, and promotion to keep up with the latest changes of international professional standards and meet market needs. ⑦ Lack of capacity in internet and information security to provide stable operating environment 	
	Low				<ul style="list-style-type: none"> ⑤ Failure to meet the needs of target audiences for professional contents with our products and services ⑥ Risks of legal compliance (failure to abide by laws and regulations effectively and cause concern in the Foundation's operation).
		Low	Medium	High	
		Level of Impact			



■ Risk Management

Related Strategic Goals	Possible Risks	Possibilities of Occurrence	Level of Impact
Leading the Professional Development of Accounting	1. Failure to maintain good interaction with international professional standard setting organization.	medium	medium
	2. Failure of professional standards, courses, and promotion to keep up with the latest changes of international professional standards and meet market needs.	medium	high
Providing New Knowledge and Innovative Perspectives	3. Failure to promote new knowledge or innovative perspectives as a result of not being able to keep up with new technology and new media.	high	medium
	4. Failure to attract target audience as a result of not adapting innovative, flexible, and agile teaching or promoting approaches	medium	medium
	5. Failure to meet the needs of target audiences for professional contents with our products and services.	low	high
Robust and Sustainable Operation	6. Risks of legal compliance (failure to abide by laws and regulations effectively and cause concern in the Foundation's operation).	low	high
	7. Lack of capacity in internet and information security to provide stable operating environment	medium	high

Risk Mitigation	Corresponding Key Performance Indicators
Actively attend international meetings and professional activities	The number of times that members from the Board of Directors and professional committees participated in domestic and international events
<ol style="list-style-type: none"> 1. Organize employee education and training. 2. Pay attention to the development of international professional standards and introduce the latest issues to Taiwan for local discussions. 3. Actively monitor and supervise each committee's work from the Board. 	<ol style="list-style-type: none"> 1. Employee education and training hours 2. The number of times teaching videos released in the current year 3. The number of standards issued 4. The number of seminars or forums on emerging issues held and the number of new courses held 5. The number of reporting and discussion held on current and emerging issues
Encourage employees to learn about the development of new technology and new media and learn related knowledge proactively.	<ol style="list-style-type: none"> 1. The number of visits to the Foundation's social media sites 2. Employee education and training hours
Develop diverse courses, such as digital courses, and promotion approaches.	<ol style="list-style-type: none"> 1. The number of viewers on digital video courses 2. The number of updates to the Foundation's social media and websites 3. The number of visits to the Foundation's website
Understand the professionals' learning needs and design courses, events, and publications accordingly.	<ol style="list-style-type: none"> 1. Event satisfaction rate 2. Course satisfaction rate
Enhance organization management and host education training, promoting the latest legal requirement	<ol style="list-style-type: none"> 1. Employee education and training hours 2. The number of times teaching videos released in the current year
Establish internal policies and procedures on information security and inform our employees about issues related to information security.	Employee education and training hours



16 Highlights for the Year

Developing the Accounting Profession, Leading the Practical Trend and Elevating International Visibility

The Foundation has been committed to promoting the development of the accounting profession, collecting information on the latest development to understand the potential and emerging topics on the global profession and integrating the resource from the authorities, the industry and the academic to evaluate how the emerging issues affect practitioners. In addition, as the only accounting professional standard setter in Taiwan, the Foundation closely communicates with International Accounting Standards Board (IASB) and other international expert organization. We actively participate in developing international standard. The aim is to elevate the international visibility of the Foundation and our accounting profession.

◆ Delivering a Presentation at the IFASS Meeting

International Forum of Accounting Standard Setters (IFASS) is a forum at which IASB, national accounting standard setters around the world, and other organizations that have a close involvement in financial reporting, can discuss current matters of common interest and the latest development of IFRS Standards. The first meeting of IFASS in 2020 was held in London, England, from September 30 to October 1, 2020. Due to the impact of COVID-19, this meeting was conducted in the form of a video conference. There were about 120 participants in the meeting. The Foundation was invited to deliver a presentation on the "Fintech Application and Accounting Standards" at the meeting. The presentation was delivered by the chairperson of the Foundation, Doris Yi-Hsin Wang, and the executive director of the eXtensible Business Reporting Language Committee, Shih-Hao Chou. With live presentation and pre-recorded videos, the Foundation demonstrated to the world its effort of promoting the implementation of IFRS17 Insurance Contracts in Taiwan, the development and current application of financial blockchain confirmation in Taiwan, the development of Fintech in Taiwan's capital market as well as how government apply new technology in audit process. The Foundation demonstrated the application of the combination of technology and accounting in Taiwan.



The Foundation Delivered a presentation at IFASS Meeting



◆ Video Conference with the Board Member of the IASB

To keep pace with the current development of IFRS and promote the application of new standards, the Foundation held a video conference with the Board member of the IASB, Jianqiao Lu. During the video conference, he shared major ongoing projects and future work plan of IASB with the Board members of the Foundation, the members of Taiwan Financial Reporting Standards Committee, and representatives from competent authorities in Taiwan on 10 August 2020.

Jianqiao Lu introduced the exposure draft of General Presentation and Disclosures, which was issued by IASB in December 2019. The exposure draft developed disclosure and presentation requirements of general-purpose financial statements, and significantly amended the way in which entities provide the information for financial statement. In addition, Jianqiao Lu also introduced IASB's views on the accounting for a business combination under common control, and the progress of the Financial Instruments with Characteristics of Equity project.



Video Conference with the Board Member of the IASB

◆ Actively Participate in Sustainability Accounting Standards Board (SASB)

In response to the "Corporate Governance 3.0 - Sustainable Development Roadmap" project announced by the Financial Supervisory Commission this year (2020), the Foundation became an alliance member of SASB in December this year (2020), and actively participated in SASB's online seminars "SASB Workshop: Making ESG Reporting Financially Relevant", "IFRS Foundation Consultation: views on the SASB and expert organizations", "Automobiles Industry Deep Dive Call", and held a video conference with SASB to exchange views on the current situation of SASB and the future cooperation between the two sides in order to promote and develop sustainability reporting in Taiwan.



Actively Participate in SASB

Promoting the Development of Technology Applications, Enhancing competitiveness, and Leading New Thinking

◆ The Foundation won the best paper of Innovation Award in the 12th Best Securities and Futures Paper Award with "Innovative application of blockchain-Digitization of financial confirmation"

The Foundation cooperated with Financial Information Service Co., LTD. to participate in the 12th Best Securities and Futures Paper Award held by Securities and Futures Institute, and won the best paper of Innovation Award by combining auditing with technology and developing new-generation financial services. Using Statements of Auditing Standards No. 69 "External Confirmation", XBRL and financial blockchain confirmation, the application of this technology has gradually expanded and has also been applied to relevant units in the bill and securities industry, futures industry, and the National Audit Office. This technology reduces physical contact and completes financial confirmation services through the Internet, which is particularly suitable in the post pandemic era.



The Foundation won the best paper of Innovation Award in the 12th Best Securities and Futures Paper Award with "Innovative application of blockchain-Digitization of financial confirmation"

◆ 2020 Conference on Insurance

To meet the needs of the International Financial Reporting Standard No. 17 "Insurance Contracts" (IFRS 17), The Foundation, Taiwan Financial Services Roundtable and Taiwan Insurance Institute held the "2020 Conference on Insurance" together on October 23rd. Tien-Mu Huang, the chairperson of Financial Supervisory Commission and Jan-Yau Hsu, the chairperson of Taiwan Financial Services Roundtable were invited to give opening speeches. Chiung-Hwa Shih, the director general of Insurance Bureau, Hsien-Nung Kuei, the chairperson of the Taiwan Insurance Institute, Kuo-Bin Lin, the chairperson of Taiwan Insurance Guaranty Fund, as well as representatives of The Life Insurance Foundation of the Republic of China, The Non-Life Insurance Foundation of the Republic of China, and representatives from the Big Four were also invited to give speeches. Regarding new trends and prospects of insurance, and emerging issues of insurance, by sharing valuable experience and opinions from the industry, government, and academia, this will help the insurance industry adopt the new standard.



◆ Promotion of Intangible asset valuation with basic courses and practical workshop

Intangible asset valuation has become a hot topic in the knowledge era. To promote Intangible asset valuation, training professionals on intangible asset valuation and promoting the vigorous development of the evaluation market, the Foundation not only held online courses on Intellectual Property Law and basic valuation this year, but also held practical workshop on Intangible asset valuation on September 5th. The participants would have a better understanding of intangible asset valuation with experts' explanation, practical exercises, group discussions and lecturers' experience sharing.



Promotion of Intangible asset valuation with basic courses and practical workshop

◆ Face to face with startups, a startup camp

In addition to relying on novel products, services, or technologies, whether a startup can sustainably operate, the practitioner's proficiency in laws and regulations often plays a key role. The Foundation organized a startup camp on September 9th to help startups understand the company establishment, tax planning, and equity allocation that cannot be ignored when starting a business.



Face to face with startups, a startup camp

A Full Range of Social Services, Exerting Influence, Creating Sustainability

◆ Work Together for IFRS17

The Foundation invited government agencies, financial and insurance companies, and accounting-related organizations to participate in the filming of "Work Together for IFRS 17". Creative performances of singing and dancing show the confidence, vitality, and creativity to promote IFRS 17.

Under the guidance of the Financial Supervisory Commission, this film was initiated by the Foundation and invited 23 department unit heads and their team to sponsor and participate in the filming. The film includes 5 inspiring and popular songs to convey the message that the insurance industry is ready to face the new standard. The unity of industry, government and academia shows Taiwan's determination to introduce IFRS 17.

"Work Together for IFRS 17" was praised and promoted by the IASB. The film fully demonstrates the unity and adaptability of our country's financial and insurance industry in the application of the new standards, and it is worth watching.



英文版 QR Code



中文版 QR Code



Work Together for IFRS17



◆ Copying pop-up experience and assisting in local cultural promotion

The Foundation has produced "Accounting DoReMi-101 Flash Mob" and "Work Together for IFRS17" in 2016 and 2020 to promote accounting standards. Therefore, based on our experience in organizing pop-ups, we assisted in the planning and audio-visual production of "Xinyi 30 GO! GO! GO!" in Xinyi District, and "2020 Taipei Songshan 100 Restart", the 100th birthday celebration of Songshan District. Through the

experience of audio-visual production, the Foundation participates in community development, fulfills its social responsibilities, implements professional knowledge and ability, and exerts the influence of the accounting profession. The video has been published on YouTube, and you can search for keywords: "Xinyi 30 GO! GO! GO!", "2020 Taipei Songshan 100 Restart" and enjoy.



Xinyi 30 GO! GO! GO!



2020 Taipei Songshan 100 Restart

◆ Continuing to promote the popularization of financial knowledge

This year, the Foundation promoted basic financial knowledge for the elderly group, women, military personnel, high school, and vocational high school students. It is hoped that through basic financial knowledge courses, the public will have good financial planning skills, prevent financial fraud, know how to use FinTech and know what they should pay attention. Due to the impact of Coronavirus, the Foundation uses distance learning, so that the public is not restricted by space, and can also learn new financial knowledge.



Continuing to promote the popularization of financial knowledge

◆ 2020 Accounting Elite Cup Debate Competition

The Foundation held the 32nd Accounting Elite Cup Debate Competition, from 17th to 18th October this year. We live-streamed the competition on Facebook and Line@, so that everyone could know the latest game status. 15 schools participated in this event. After 20 fierce matches, National Taipei University of Business won the championship, Tunghai University won second place, Fu Jen Catholic University won third place, and National Chengchi University won fourth place. Besides, there were 11 group awards, 3 individual awards, and 6 eloquence awards.



2020 Accounting Elite Cup Debate Competition

◆ Financial Service Charity Carnival

The Foundation participated in the "2020 Financial Service and Public Welfare Carnival" held by Taiwan Financial Services Roundtable. With the theme of financial knowledge promotion and charity and public welfare, the public could understand the investment and efforts of the financial industry in promoting financial education and social welfare through the garden fairs. There are two events in total. The first event was held at Millennium Park in Pingtung City on October 24, and the second event was held at the Chiayi County Plaza on November 28. There were a large crowd at the scene, and the interaction with people was well received, as it was both educational and entertaining. It not only allowed people to gain better financial knowledge but also let the people from all occupations know the Foundation. The event was successfully completed.



2020 Financial Service Charity Carnival



17 Independent Auditor's Report and Financial Statements

Independent Auditor's Report

Independent Auditor's Report

The Board of Directors

Accounting Research and Development Foundation

Opinion

We have audited the accompanying financial statements of the Accounting Research and Development Foundation of the Republic of China, which comprise the balance sheets as of December 31, 2020 and 2019, and the related statements of comprehensive income, changes in net value, and cash flows for the years then ended 2020 and 2019, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial positions of the Accounting Research and Development Foundation as of December 31, 2020 and 2019, and the financial performance and its cash flows for the years then ended, in conformity with the related financial accounting standards of Enterprise Accounting Standards, and related Interpretations announced by the Accounting Research and Development Foundation of the Republic of China.

Basis for Opinion

We conducted our audits in accordance with the Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants and generally accepted auditing standards in the Republic of China ("ROC GAAS"). Our responsibilities under those standards are further described in the section of Auditor's Responsibilities for the Audit of the Financial Statements of our report. We are independent of the Accounting Research and Development Foundation in accordance with the Norm of Professional Ethics for Certified Public Accountants of the Republic of China, and we have fulfilled our other ethical responsibilities in accordance with these requirements. Based on our audits, we believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Enterprise Accounting Standards, and related Interpretations announced by the Accounting Research and Development Foundation of the Republic of China, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the Accounting Research and Development Foundation to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Accounting Research and Development Foundation or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibility for the Audit of the Financial Statements

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





As part of an audit in accordance with ROC GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

1. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
2. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Accounting Research and Development Foundation internal control.
3. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
4. Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Accounting Research and Development Foundation ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Accounting Research and Development Foundation to cease to continue as a going concern.
5. Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Taiwan

BDO Taiwan

March 31, 2021

Notice to Readers

The accompanying financial statements are intended only to present the financial position, results of operations and cash flows in accordance with accounting principles and practices generally accepted in the Republic of China and not those of any other jurisdictions. The standards, procedures and practices to audit such financial statements are those generally accepted and applied in the Republic of China.

Financial Information

Accounting Research and Development Foundation Statements of Comprehensive Income For the Years Ended December 31, 2020 and 2019

(Expressed in New Taiwan Dollars)

	2020		2019	
	Amount	%	Amount	%
Revenues				
Operating Revenues	\$71,205,184	74.29	\$75,202,525	73.31
Research Revenues	11,716,821	12.22	11,638,210	11.35
Membership Fees	5,185,838	5.41	5,181,672	5.05
Contributions	5,618,697	5.86	8,649,458	8.43
Other Revenues	2,120,343	2.22	1,906,529	1.86
Total Revenues	95,846,883	100.00	102,578,394	100.00
Expenses				
Operating Expenses	47,079,228	49.12	54,000,408	52.64
Research Expenses	17,650,251	18.42	18,213,175	17.76
Depreciation	1,739,111	1.81	1,595,125	1.56
Other Expenses	6,478,016	6.76	6,322,716	6.16
Total Expenses	72,946,606	76.11	80,131,424	78.12
Current Surplus Before Tax	22,900,277	23.89	22,446,970	21.88
Income Tax Expense	(2,142,715)	(2.23)	(1,465,557)	(1.43)
Current Net Surplus	\$20,757,562	21.66	\$20,981,413	20.45
Other Comprehensive Income	-	-	-	-
Total Comprehensive Income	\$20,757,562	21.66	\$20,981,413	20.45



Accounting Research and Development Foundation
Balance Sheets
December 31, 2020 and 2019

Assets	December 31, 2020		December 31, 2019	
	Amount	%	Amount	%
Current Assets				
Cash and Cash Equivalents	\$209,826,769	58.88	\$188,228,372	55.76
Accounts Receivable	8,038,510	2.26	9,511,807	2.82
Other Receivables	200,000	0.06	-	-
Prepayments	806,289	0.22	605,543	0.18
Restricted Cash-XBRL Account	-	-	300,000	0.09
Total Current Assets	<u>218,871,568</u>	<u>61.42</u>	<u>198,645,722</u>	<u>58.85</u>
Noncurrent Assets				
Property, Plant and Equipment	74,887,277	21.02	76,102,687	22.55
Restricted Cash-XBRL Account	12,589,841	3.53	12,805,066	3.79
Other Noncurrent Assets	50,001,500	14.03	50,001,500	14.81
Total Noncurrent Assets	<u>137,478,618</u>	<u>38.58</u>	<u>138,909,253</u>	<u>41.15</u>
Total Assets	<u><u>\$356,350,186</u></u>	<u><u>100.00</u></u>	<u><u>\$337,554,975</u></u>	<u><u>100.00</u></u>

(Expressed in New Taiwan Dollars)

Liabilities and Net Assets	December 31, 2020		December 31, 2019	
	Amount	%	Amount	%
Current Liabilities				
Accounts Payable	\$11,234,347	3.15	\$12,244,455	3.63
Other Payable-XBRL Account	-	-	76,344	0.02
Deferred Credit-XBRL Account	2,545,000	0.71	2,545,000	0.75
Income Tax Payable	2,142,715	0.60	1,465,557	0.43
Other Current Liabilities	6,691,204	1.89	8,087,552	2.40
Total Current Liabilities	22,613,266	6.35	24,418,908	7.23
Noncurrent Liabilities				
Deferred Credit-XBRL Account	10,044,841	2.82	10,483,722	3.11
Other Noncurrent Liabilities	502,004	0.13	439,832	0.13
Total Noncurrent Liabilities	10,546,845	2.95	10,923,554	3.24
Total Liabilities	33,160,111	9.30	35,342,462	10.47
Net Assets				
Funds				
Statutory Fund	80,000,000	22.45	80,000,000	23.70
Other Fund	21,478,572	6.03	21,258,572	6.30
Total Statutory and Other Fund	101,478,572	28.48	101,258,572	30.00
Surplus				
Accumulated Surplus	200,953,941	56.39	179,972,528	53.32
Current Net Surplus	20,757,562	5.83	20,981,413	6.21
Total Net Surplus	221,711,503	62.22	200,953,941	59.53
Total Net Assets	323,190,075	90.70	302,212,513	89.53
Total Liabilities and Net Assets	\$356,350,186	100.00	\$337,554,975	100.00



18 Appendix

■ Our Board of Director

■ The list of directors and consultants

Position	Name	Current Job Title
Chairperson	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	CEO, Accounting Research and Development Foundation
Standing Director	Atlan Hsu	Partner, PricewaterhouseCoopers
Standing Director	Txu-Mei Hsu	Director-General, Taxation Administration, Ministry of Finance, R.O.C
Standing Director	Chia-Chun Kuo	Deputy Director-General, Securities and Futures Bureau, Financial Supervisory Commission
Standing Director	Wen-Fang Fu	Partner, Ernst & Young
Standing Director	Allan Yu	Partner, KPMG
Standing Director	Ming Hong Ho	Chairperson, Taiwan Securities Association
Standing Director	Yih-Ray Huang	Chairperson of Board, National Federation of Certified Public Accountant 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 Corporation
Board Member	Winston Yu	Partner, KPMG
Board Member	Cong-Ming Wang	Secretary General, Bankers Association of the Republic of China
Board Member	Ai-Ling Lee	CEO, Taipei Exchange (TPEX)
Board Member	Jin-Chang Lee	Assistant Auditor General & Director, The Fourth Bureau National Audit Office
Board Member	Chien-Hung Chou	Partner, PricewaterhouseCoopers
Board Member	Chan-Jane Lin	Professor, Department of Accounting, National Taiwan University

Position	Name	Current Job Title
Board Member	Yi-Shun Chang	Chairperson of the Board, Kaohsiung Certified Public Accountants Association
Board Member	AI Chang	Chairperson, Taipei 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	Xie-Xing Huang	Chairperson of the Board of Directors, Taiwan Certified Public Accountants Association
Board Member	Casey Lai	Partner, Deloitte & Touche

※Gender of Board Members man:64% , women:36%

The list of consultants

Position	Name	Current Job Title
Consultant	Pao-Kuei Chu	Senior Certified Public Accountant
Consultant	Tang-Chieh Wu	Secretary General, Taiwan Financial Services Roundtable
Consultant	Chung-Pei Lee	General manager, Taiwan Cement Corporation
Consultant	Joseph Hung	Professor, Institute of Technology Management, National Chiao Tung University
Consultant	Thomas M. F. Yeh	Advisor, Chinese National Association of Industry and Commerce
Consultant	Michael Chang	Senior Certified Public Accountant
Consultant	Ting-Wong Cheng	Professor, Department of Accounting, 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.

■ Taiwan Financial Reporting Standards Committee

Position	Name	Current Job Title
Chairperson	Chi-Chun Liu	Professor, Department of Accounting, National Taiwan University
Committee Member	Shi-Yun Lin	Senior Executive Officer, Banking Bureau, Financial Supervisory Commission
Committee Member	Shi-Xian Hu	Senior Executive Officer, Taxation Administration, Ministry of Finance
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	Yu-Shen Chen	Professor, Department of Accounting, National Chengchi University
Committee Member	Kun-Chih Chen	Associate Professor, Department of Accounting, National Taiwan University
Committee Member	Ming-Chin Chen	Professor, Department of Accounting, National Chengchi University
Committee Member	Zhong-hao Huang	Director, Accounting and Auditing Supervision Division, Securities and Futures Bureau, Financial Supervisory Commission
Committee Member	Hua-Wei Huang	Professor, Department of Accounting, National Cheng Kung University
Committee Member	Meng-Ping, Yang	Professor, Department of Accounting, Soochow University
Committee Member	Chien-Yun Cheng	Section Chief, Department of Commerce, Ministry of Economic Affairs
Consultant	Fan-Hua Kung	Associate Professor, Department of Accounting, Tamkang University
Consultant	Lin-Hui Yu	Associate Professor, Department of Accounting, National Taiwan University
Consultant	Yen-Chun Wang	Chairperson, Accounting & Auditing Committee, Taipei Certified Public Accountants Association
Consultant	Wei-Heng Lin	Professor, Department of Accounting Information, National Taipei University of Business
Consultant	Guo-Tian Hung	Partner, Deloitte & Touche
Consultant	Sheng-Min Hung	Professor, Department of Accounting, Soochow University
Consultant	Conrad C. Chang	Professor, Department of Accountancy, National Taipei University

Position	Name	Current Job Title
Consultant	Yu-Tzu Chang	assistant professor, Department of Accounting, National Chengchi University
Consultant	Chung-Yuan Hsu	Professor, Department of Accounting, National Chengchi University
Consultant	Joanne Kuo	Chairperson, Accounting & Auditing Committee, Taiwan Certified Public Accountants Association
Consultant	Ying-Ru Chen	Partner, KPMG
Consultant	Han-Zhong Chen	Assistant Professor, Department of Accounting, National Taipei University
Consultant	Wen-Fang Fu	Partner, Ernst & Young
Consultant	Shiang-Yu Huang	Assistant Professor, Department of Accounting, National Taiwan University
Consultant	Ling-wen Huang	Chairperson, Financial Accounting Regulations Committee, Kaohsiung Certified Public Accountants Association
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	Yann-Ching Tsai	Professor, Department of Accounting, National Taiwan University

Auditing Standards Committee

Position	Name	Current Job Title
Chairperson	Atlan Hsu	Partner, PricewaterhouseCoopers
Committee Member	Jan-Zan Lee	Professor, Department of Accountancy, National Taipei University
Committee Member	Chan-Jane Lin	Professor, Department of Accounting, National Taiwan University
Committee Member	Hung-Chao Yu	Professor, Department of Accounting, National Chengchi University
Committee Member	Jia-Ling Tu	Partner, Ernst & Young
Committee Member	Joanne Kuo	Vice-Chairperson, Accounting & Auditing Committee, Taipei Certified Public Accountants Association
Committee Member	Grace Chen	Partner, KPMG
Committee Member	Shi-Ming Ceng	Deputy Auditor, National Audit Office
Committee Member	Zhong-Hao Huang	Director, Accounting and Auditing Supervision Division, Securities and Futures Bureau, Financial Supervisory Commission



Committee Member	Shao-Yan Huang	Professor, Department of Accounting and Information Technology, National Chung Cheng University
Committee Member	Ke-Yi Liu	Chairperson, Accounting & Auditing Committee, National Federation of Certified Public Accountant Associations of the R.O.C
Committee Member	Chien-Yun Cheng	Section Chief, Department of Commerce, Ministry of Economic Affairs
Committee Member	Chien-Hsin Hsieh	Partner, Deloitte & Touche
Consultant	Yan-Jun Wang	Vice-Chairperson, Accounting & Auditing Committee, Taipei Certified Public Accountants Association
Consultant	Michael Chang	Senior Certified Public Accountant
Consultant	Ling-Wen Huang	Chairperson, Accounting Auditing Committee, Kaohsiung Certified Public Accountant Association
Consultant	James Tsai	Senior Certified Public Accountant

Valuation Standards Committee

Position	Name	Current Job Title
Chairperson	Allan Yu	Partner, KPMG
Committee Member	Chia-Mei Pai	Senior Auditor, Securities and Futures Bureau, Financial Supervisory Commission
Committee Member	Chuan-San Wang	Professor, Department of Accounting, National Taiwan University
Committee Member	Chi-ming Wu	Associate Professor, Department of Finance, National Chengchi University
Committee Member	Heng-Pin Hsu	Senior Deputy General Manager, Deloitte & Touche
Committee Member	Li-Han Kao	Professor, Department of Accounting, Soochow University
Committee Member	Szu-Wei Lin	Manager, Research and Development Department, Joint Credit Information Center
Committee Member	Jenn-Shyong Kuo	Professor, Department of Accounting, National Taipei University
Committee Member	Bei-Wei Chen	Chairperson, Valuation and Forensic Accounting 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	Zhen-Yu Feng	Professor, Department of Law, National Taiwan University

Committee Member	Chih-Wei Feng	Executive Director, Ernst & Young
Committee Member	Hsiao-Fen Huang	Partner, PricewaterhouseCoopers Taiwan
Committee Member	Ming-Ren Hsieh	Chairperson, Business and Intangible Assets Valuation Committee, National Federation of Certified Public Accountant Associations of the R.O.C.

eXtensible Business Reporting Language Committee

Position	Name	Current Job Title
Chairperson	Rebecca Chen	Senior Executive Vice President, Taiwan Stock Exchange Corporation
Executive Director-Committee Member	Shih-Hao Chou	Vice President, Corporate Planning & Strategy, Taiwan Stock Exchange Corporation
Committee Member	Sherry Wang	Manager, Credit Information Department, Joint Credit Information Center
Committee Member	Chao-Jen Wu	Partner, KPMG
Committee Member	Julie Wang	Senior Vice President, Issuer Services Department, Taiwan Depository & Clearing Corporation
Committee Member	Kuo-Hua Chou	Chief, Department of Accounting, National Pingtung University
Committee Member	Linda Lin	General Manager, Listing Supervision Department, Taipei Exchange (TPEX)
Committee Member	Jing-Yi Lin	Chief, Accounting and Auditing Supervision Division, Securities and Futures Bureau, Financial Supervisory Commission
Committee Member	Chih-Hsien Ke	Partner, Deloitte & Touche
Committee Member	Wen-His Chang	Director-General, Fiscal Information Agency, Ministry of Finance
Committee Member	Tony Chang	Executive Vice President, Ernst & Young
Committee Member	Gary Hsu	Partner, PricewaterhouseCoopers
Committee Member	Ke-Yi Liu	Chairperson, Accounting & Auditing Committee, National Federation of Certified Public Accountant Associations of the R.O.C



GRI content index

GRI Standard	Disclosure	Page(s)	Corresponding chapter(s)/Notes
Universal Standards			
GRI 102 : General Disclosures 2016	102-1 Name of the organization	cover	
	102-2 Activities, brands, products, and services	6	1 About Us
	102-3 Location of headquarters	6	1-1 Organization
	102-4 Location of operations	6	1-1 Organization
	102-5 Ownership and legal form	6	1 About Us
	102-6 Markets served	6	1 About Us
	102-7 Scale of the organization	6	1-1 Organization
		7	1-2 Human resources overview
	102-8 Information on employees and other workers	6	1-1 Organization
		7	1-2 Human resources overview
	102-9 Supply chain	9-10	1-3 Business procurement and supply chain management
	102-10 Significant changes to the organization and its supply chain		No change
	102-11 Precautionary Principle or approach	44-47	15 Our Risk Management
	102-12 External initiatives	36-37	11 External Communication
	102-13 Membership of Foundations	37	11 External Communication
	102-14 Statement from senior decision-maker	14	3 Chairperson's Message
		15	4 CEO's Overview
	102-15 Key impacts, risks, and opportunities	34-35	10 Environment and Strategy
		38-39	12 Global Trends to 2023
		44-47	15 Our Risk Management
	102-16 Values, principles, standards, and norms of behavior	9	1-2 Human resources overview
	102-18 Governance structure	18-23	6 Structure and Governance
		62-63	Appendix - Our Board of Director
	102-19 Delegating authority	18	6-1 Our Value
102-20 Executive-level responsibility for economic, environmental, and social topics	18	6-1 Our Value	
102-22 Composition of the highest governance body and its committees	18	6 Structure and Governance	
	20 62-63	6-3 Our Operation Appendix - Our Board of Director	
102-23 Chair of the highest governance body	18	6-1 Our Value	
102-24 Nominating and selecting the highest governance body	18	6-1 Our Value	

GRI Standard	Disclosure	Page(s)	Corresponding chapter(s)/Notes
GRI 102 : General Disclosures 2016	102-25 Conflicts of interest	6	1-1 Organization
	102-26 Role of highest governance body in setting purpose, values, and strategy	11-12 18	1-4 Responding to the Sustainable Development Goals ("SDGs") 6-1 Our Value
	102-30 Effectiveness of risk management processes	18 44-47	6-1 Our Value 15 Our Risk Management
	102-32 Highest governance body's role in sustainability reporting	13	2 About the Report
	102-33 Communicating critical concerns	18	6-1 Our Value
	102-34 Nature and total number of critical concerns	20-23	6-3 Our Operation
	102-35 Remuneration policies	8	1-2 Human resources overview
	102-36 Process for determining remuneration	8	1-2 Human resources overview
	102-40 Stakeholders' involvement in remuneration	28	9-1 The Foundation's key stakeholders
	102-41 Collective bargaining agreements	9	1-2 Human resources overview
	102-42 Identifying and selecting stakeholders	28	9-1 The Foundation's key stakeholders
	102-43 Approach to stakeholder engagement	28	9-1 The Foundation's key stakeholders
	102-44 Key topics and concerns raised	29 32-33	9-2 The material issues 9-3 The material topics for stakeholders
	102-45 Key topics and concerns raised	6	1-1 Organization
	102-46 Defining report content and topic Boundaries	13 29-31	2 About the Report 9-2 The material issues
	102-47 List of material topics	31	9-2 The material issues
	102-48 Restatements of information		No restatement
	102-49 Changes in reporting		No significant change
	102-50 Reporting period	13	2 About the Report
	102-51 Date of most recent report	13	2 About the Report
	102-52 Reporting cycle	13	2 About the Report
	102-53 Contact point for questions regarding the report	1	Title page
	102-54 Claims of reporting in accordance with the GRI Standards	13	2 About the Report
102-55 GRI content index	68-72	Appendix	
102-56 External assurance		No external assurance	



GRI Standard	Disclosure	Page(s)	Corresponding chapter(s)/Notes
Material topics			
Professional influence and leadership			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29-31 32-33	9-2 The material issues 9-3 The material topics for stakeholders
	103-2 The management approach and its components	30 31-33 40-42 44-47	9-2 The material issues 9-3 The material topics for stakeholders 13 Goals and Strategies to 2023 15 Our Risk Management
	103-3 Evaluation of the management approach	26-27 32-33	8 Performance Summary and Criteria 9-3 The material topics for stakeholders
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	9	1-2 Human resources overview
	404-2 Programs for upgrading employee skills and transition assistance programs	9	1-2 Human resources overview
	404-3 Percentage of employees receiving regular performance and career development reviews	9	1-2 Human resources overview
Quality of products/services			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29-31 32-33	9-2 The material issues 9-3 The material topics for stakeholders
	103-2 The management approach and its components	30 32-33 40-42 44-47	9-2 The material issues 9-3 The material topics for stakeholders 13 Goals and Strategies to 2023 15 Our Risk Management
	103-3 Evaluation of the management approach	26-27 32-33	8 Performance Summary and Criteria 9-3 The material topics for stakeholders
GRI 202 : Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	8	1-2 Human resources overview
Promotion of professional standards			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29-31 32-33	9-2 The material issues 9-3 The material topics for stakeholders
	103-2 The management approach and its components	30 32-33 40-42 44-47	9-2 The material issues 9-3 The material topics for stakeholders 13 Goals and Strategies to 2023 15 Our Risk Management
	103-3 Evaluation of the management approach	26-27 32-33	8 Performance Summary and Criteria 9-3 The material topics for stakeholders

GRI Standard	Disclosure	Page(s)	Corresponding chapter(s)/Notes
GRI 201 : Economic Performance 2016	201-4 Financial assistance received from government	27	8 Performance Summary and Criteria
Information security and personal data protection			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29-31 32-33	9-2 The material issues 9-3 The material topics for stakeholders
	103-2 The management approach and its components	30 32-33 40-42 44-47	9-2 The material issues 9-3 The material topics for stakeholders 13 Goals and Strategies to 2023 15 Our Risk Management
	103-3 Evaluation of the management approach	26-27 32-33	8 Performance Summary and Criteria 9-3 The material topics for stakeholders
GRI 418 : Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		No related breach
External recognition			
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29-31 32-33	9-2 The material issues 9-3 The material topics for stakeholders
	103-2 The management approach and its components	30 32-33 40-42 44-47	9-2 The material issues 9-3 The material topics for stakeholders 13 Goals and Strategies to 2023 15 Our Risk Management
	103-3 Evaluation of the management approach	26-27 32-33	8 Performance Summary and Criteria 9-3 The material topics for stakeholders
GRI 203 : Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	48-55	16 Highlights for the Year
Other topics			
GRI 200 : Economic	201-1 Direct economic value generated and distributed	59-61	17 Independent Auditor's Report and Financial Statements
	201-2 Financial implications and other risks and opportunities due to climate change	34-35	10 Environment and Strategy
	201-3 Defined benefit plan obligations and other retirement plans	8	1-2 Human resources overview
	204-1 Proportion of spending on local suppliers	9	1-3 Business procurement and supply chain management
	205-3 Confirmed incidents of corruption and actions taken		No related incident



GRI Standard	Disclosure	Page(s)	Corresponding chapter(s)/Notes
GRI 400 : Social	401-1 New employee hires and employee turnover	7	1-2 Human resources overview
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	8	1-2 Human resources overview
	401-3 Parental leave	8	1-2 Human resources overview
	402-1 Minimum notice periods regarding operational changes	8	1-2 Human resources overview
	403-5 Worker training on occupational health and safety	8	1-2 Human resources overview
	405-1 Diversity of governance bodies and employees	7 62-63	1-2 Human resources overview Appendix
	405-2 Ratio of basic salary and remuneration of women to men	8	1-2 Human resources overview
	412-2 Employee training on human rights policies or procedures	9	1-2 Human resources overview
	413-1 Operations with local community engagement, impact assessments, and development programs	48-55	16 Highlights for the Year
	413-2 Operations with significant actual and potential negative impacts on local communities		No related impact
	419-1 Non-compliance with laws and regulations in the social and economic area		No related penalties

Ebook



2020 Sustainability Report

Internationalization
Professionalization
Universalization



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