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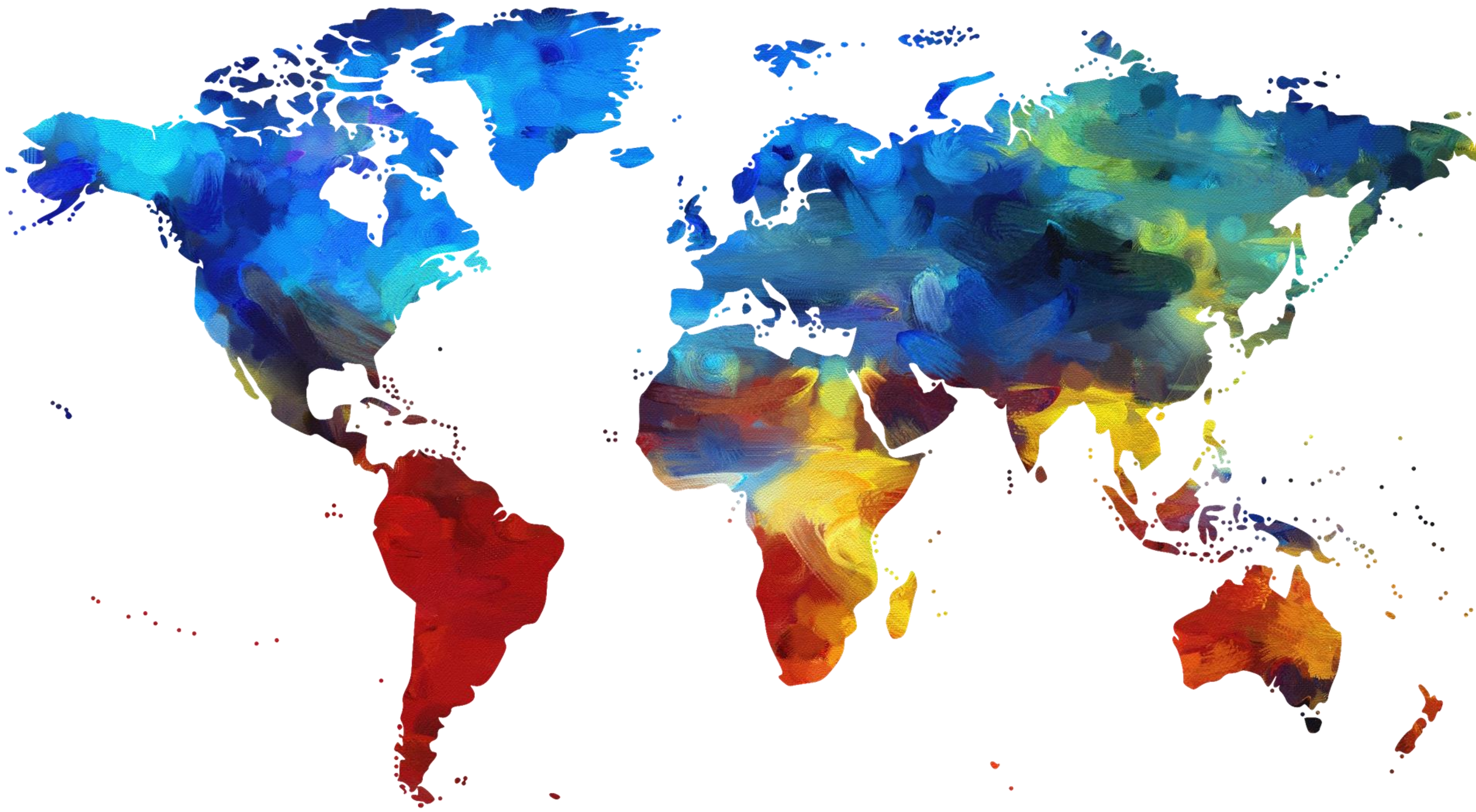
CEO Message: Reports Presented at AGM 2018



CMA AUSTRALIA
Certified Management Accountants

Certified Management Accountants

Contents

CEO Message: Reports Presented at AGM 2018

Prof Janek Ratnatunga

CEO, ICMA Australia

An Annual General Meeting of the Institute was held on 29 October 2018 at CMA House Clayton

President's Report at AGM 2018

The Global President of ICMA, *Prof Brendan O'Connell* reported that the Institute is now on its 22nd year, having been incorporated in 1996. Over the past year it had focused both on delivering membership services and on growth both in Australia and internationally in new Asian Markets.

The focus within Australia was the continuing professional development of our Australian members via symposiums; and the development and growth the new business venture which was authorised at last year's AGM – Syme Business School – which was subsequently incorporated and has made significant progress to get to launch stage during the year.

The focus overseas was the continuing professional development of our overseas members via symposiums and conferences; and venturing into new Asian Markets. The ICMA has made progress in the new markets of Bangladesh / Thailand / Laos / Myanmar / Japan / Nepal / Pakistan / and South Korea.

Lifting Institute's Profile in Australia

The President reported that whilst the Institute is well recognised in its overseas markets, it is still not as recognised as it should be in Australia. As such, a number of initiatives were undertaken by the Council, as per the recommendations of its Strategy Document, to lift its profile in Australia.

One of the key initiatives was the appointment of a *Business Development Manager* (Dr Chintan Bharwada) in December 2017.

Over the past year the Institute was again successful in canvassing for the role of 'Management Accountant' to be maintained for a ninth year in the Australian Government's *Skilled Occupation List (SOL)* for *General Skilled Migration* (GSM).

A formal application was lodged in April 2018 with the Minister of Education for the ICMA to be recognised as a *Migration Assessment Authority* for the area of Management Accountant. The ICMA is still awaiting a formal response to its application. The uncertainly with the movement of Prime Ministers and Education Ministers in the Federal Government has once again hampered ICMA activities in this area.

Establishing the Syme Business School (SBS)

The rationale for establishing SBS as a subsidiary of ICMA was to convert ICMA's four-subject graduate conversion professional program and its two-subject CMA professional program from non-award to award courses. This would enable recognition as a Higher Education provider by the *Tertiary Education Quality and Standards Agency* (TEQSA).

The proposed six-subject 'Graduate Diploma in Management Accounting' will be at postgraduate AQF8 level. The allocation for registration as a higher education provider was submitted to TEQSA in July2018.

SBS is owned 70% by ICMA and 30% by the ICMA Council members.

Hall of Fame Awards & Symposiums

In November 28, 2017, the *Frontiers of Accounting Symposium* was held at Macquarie University, Sydney and the *Accounting Hall of Fame*® and the *Management Accounting Hall of Fame*® awards were presented in Melbourne.

MERRY CHRISTMAS!

GREETINGS FROM THE ICMA FAMILY

In the period October 2017 – January 2018, the President, the CEO, and the CFO, travelled to Cambodia (Oct 19), Sri Lanka (Nov 2), Indonesia (Dec 6), Philippines (Dec 9), Hong Kong (Dec 11) and Malaysia (Jan 18, 2018) for the induction of outstanding individuals to the *Accounting Hall of Fame*® and the *Management Accounting Hall of Fame*® in those regions; and also giving talks at symposiums in those countries. The profiles of awards winners can be seen on the website: http://accountinghalloffame.org

Commonwealth of Nations - Activities

The ICMA was accredited to the Commonwealth of Nations under the category of Civic Organisations in 2017. Commonwealth of Nations, also known as simply the Commonwealth, is an intergovernmental organisation of 52 sovereign states, including Australia.

The Global Chairman of ICMA, Professor Michael Tse, attended the *Commonwealth Heads of Government Meeting (CHOGM)* 2018 at London in April 2018. As the delegate of ICMA, Michael joined the 47 Commonwealth heads of government at the official opening of CHOGM at the Ballroom of *Buckingham Palace* and the official reception hosted by Commonwealth Secretary General at St James's Palace. At the last day of the meeting, he represented ICMA at the *Foreign Ministers Roundtable* at Lancaster House.

Publications, Research and Library

Publications: The eNewsletter *On Target* continued to be published and the web-analytics indicates that it gets on average 2,000 visits and 3,000 page views per month.

The first issue of *Management Accounting Frontiers (MAF)* [the re-launched name for the *Journal of Applied Management Accounting Research (JAMAR)* was published in 2018.

Research: Research and professional development also continued in the two organizations set up by the ICMA: (1) *The Institute of Certified Carbon Analysts and Auditors (ICCAA)* and (2) *The Institute for the Advancement of Corporate Reporting and Assurance (IACRA).*

Library: The Library now has over 12,000 texts and professional and academic publications, and has now one of the best libraries in Australia in the professional areas of management accounting and risk management.

Committees & Boards

The ICMA has a number of Committees and Boards for its Governance. The Council thanks all who voluntarily served on these Committees and Boards for their time and dedication.

- Education Committee
- Education Advisory Board
- Professional Education Sub-Committee
- Continuing Education Sub-Committee
- Academic Education Sub-Committee
- Membership Committee
- Membership Advisory Board
- Membership Services Sub-Committee
- Industry and Government Engagement Sub-Committee
- Ethics Sub-Committee
- Finance Committee
- Finance, Audit & Risk Advisory Board

***Services Provided by the Secretariat**:*

- Providing Continuing Professional Education (CPE) to members via *Calwest University* in the USA and the *Academy of Finance and Management Australia* (AFMA).
- Re-designing the corporate website that was in keeping with the enhanced international profile of ICMA and Maintaining a *Member's Only* area on the website.
- Emailing monthly the Members Update, and Publishing in pdf format 6 copies of the *On Target eNewsletter.*
- Increasing the holdings of the Library by over 200 texts and professional and academic publications during the year.
- Having a World-Class Customer Relationship Management (CRM) system to handle the membership, invoicing, examinations and accounts.
- Conducting Examinations in all Branch locations and in over 20 countries where students undertake the CMA program online.
- Setting up an CEO Blog, with links to professional social media platforms

Membership Committee Chairman's Report

Mr John Donald, the Membership Committee Chairman reported that we had a +28% increase in CMAs (+30% increase previous year); a +30% increase in professional memberships (+28% in the previous year), and an overall membership growth of +14% (+25% last year). The new Membership Designation of CGBA now has 85 members (81 last year).

Although membership growth is not a KPI of ICMA, which instead aims for quality by positioning itself as the only specialist professional body for senior executives with education programs at the master's degree level, members represent the lifeblood of the Institute.

The overall membership of the ICMA now stands at approximately 7,710 members in 58 countries, and over 10,000 members inclusive of students.

Education Committee Chairman's Report

Prof Janek Ratnatunga, the Education Committee chairman provided an overview of the Education Program of CMA Australia:

The Program has Nine Levels:

- Certified Accounting Technician (CAT)
- Registered Cost Accountant (RCA)

- Registered Business Accountant (RBA)
- Graduate Program (For School Leavers) – GMA & AMA
- Graduate Conversion Program (For Non-Accounting Graduates/ Professionals) – GMA& AMA
- CMA Program (For Accounting Graduates/Professionals) – CMA
- CGBA – For Non-accounting Graduates
- MBA, CMA program for Global Leaders
- DBA, CMA program for Applied Research

The Program can be undertaken via:

- University Degree (Undergraduate/Masters)
- Recognised Provider Institution
- Corporate In-House

Prof Ratnatunga also reported that to facilitate its educational objectives in addition to its own nine-level CMA education program, the Institute has accredited a number of universities which have master's degree subjects that are equivalent to the CMA program. Some of these universities also provide in-house training and examinations of the CMA program. Accounting graduates can do CMA accredited units at these universities to qualify for CMA status. The details of these universities and the subjects accredited are listed on the CMA Website.

CMA Australia also has *Recognised providers* in Australia and in many different countries the details of which are listed on our website.

Certificates of Proficiency

The following *Certificates of Proficiency* Programs were designed and offered in 2018:

- International Financial Reporting Standards
- Risk Management
- Islamic Banking and Finance
- Family Business.
- Foreign Exchange Management
- Transport and Shipping
- Supply Chain Management
- Project Management
- Takaful (Islamic) Insurance
- International Business
- International Business Analysis
- Logistics Management
- Wealth Management
- Telecommunications Pricing
- Company Secretarial Practice
- Crisis Management
- Forensic Accounting and Auditing
- Human Resource Management
- Sustainable Procurement
- Cross-Cultural Negotiations
- Performance Budgeting
- VAT Law & Practice (UAE)
- Performance and Valuation
- Accounting Practice (Vietnam)
- Performance & Valuation

Membership Pathways

The Institute of Certified Management Accountant (ICMA) offers a number of *membership pathways* as follows:

- University Graduates in Accounting
- University Graduates in Finance
- MBA Degree Holders
- University Graduates with Non-Accounting Degrees
- Diploma and Advanced Diploma Holders in Accounting
- Members of Other Professional Accounting Bodies
- Members of Other Professional Non-Accounting Bodies
- Part Qualified Students of Other Professional Accounting Bodies
- School Leavers
- Academics
- Distance Education Scholarship Program
- Emerging Professional Scholarship Program

Treasurers Report

The Financial Statements of the Institute were distributed to all members present and discussed. The Treasurer, Chris D'Souza reported that in its 22nd year the Institute finds itself in a strong and stable financial position ready to support the growth of the association and in the process ensure that the financial position gets stronger and remains stable and steady as she grows.

During the Financial Year 2017-18 the Membership Income of the association grew by $114K - 22% over previous year and total Income grew by $122K - +21% over previous year. However, we managed to keep the growth in our operating expenditure down to $28K – only +5% over previous year. The result of this strong growth in income and controlled expenditure was an increase in surplus of $98K – +168% over previous year. For the first time the accumulated balance of members funds crossed one million dollars – a growth of $150K – +18% over the previous year.

Warm Regards,

Professor Janek Ratnatunga, CMA, CGBA

CEO, ICMA Australia

THE CERTIFIED MANAGEMENT ACCOUNTANT

Making sense of

the bottom line...

RMIT Develops A New Game That Earns You A Micro-Credential

RMIT'S School of Accounting has teamed up with industry and the accounting profession to build a "serious game" where users will earn a micro-credential upon completion. The game was developed in response to the revised and restructured International Code of Ethics for Professional Accountants, released by the International Ethics Standards Board for Accountants (IESBA) in April 2018.

The Code will be effective from 15 June 2019, with accountants globally required to comply with it after this date.

The innovative serious game is a uniquely designed digital simulation, intended for players at any stage of their professional career.

The School of Accounting has developed other award winning serious games, led by Senior Lecturer of Accounting and serious games expert Gillian Vesty.

Vesty worked alongside Acting Accounting Head of School, Steven Dellaportas and Associate Professor and Industry Fellow in the School of Accounting, Eva Tsahuridu to create the gamified accounting ethics learning resource.

The revised Code is brought to life as the player steps into the office of fictitious company Bogart, greeted by colleagues and inducted into their new role.

Throughout the transformative learning experience, players are motivated to progress through a series of stages to practice their skills and ethical decision making in context.

Tsahuridu says the game will offer a new scope for ethics training that may not be possible through other traditional methods.

"A lot of ethics training focuses on determining right and wrong actions," Tsahuridu said.

"While these approaches may be helpful, they do not address one of the key impediments of our ethics at work: we do not do what we know we should do because of pressures and influences."

Tsahuridu believes the new game will assist players in understanding the influences on our ethics, leading to better equipped accountants to identify ethical issues and comply with the Code.

It will be offered as an RMIT-Cred, a micro-credential that will be embedded in RMIT's undergraduate and postgraduate programs.

Beyond the scope of the University, accountants around the world will have the opportunity to complete the micro-credential to familiarise themselves with the continuous changes in ethical requirements.

Professional accountants will also be able to claim three hours of verifiable ethics specific Continuous Professional Development (CPD) upon completion of the game.

For the most up to date information and to watch the full trailer click **here**.

Major Financial Reporting Changes and Other Focuses

Announcing its focus areas for 31 December 2018 financial reports of listed entities and other entities of public interest with many stakeholders, ASIC has called on companies to focus on new requirements that can materially affect reported assets, liabilities and profits.

New accounting standards

Major new accounting standards will have the greatest impact on financial reporting for many companies since the adoption of International Financial Reporting Standards (IFRS) in 2005.

Both full-year and half-year reports at 31 December 2018 must comply with new accounting standards on revenue recognition and financial instrument values (including hedge accounting and loan loss provisioning).

The reports must also disclose the future impact of new lease accounting requirements. There are also new standards covering: accounting by insurers; and the definition and recognition criteria for assets, liabilities, income and expenses.

ASIC Commissioner John Price said, 'We are concerned that some companies may not have adequately prepared for the impact of new accounting standards that can significantly affect results reported to the market by companies, require changes to systems and processes, and affect businesses. We will monitor these areas closely and will take action where required.'

It is important that directors and management ensure that companies are prepared for these new standards and inform investors and other financial report users of the impact on reported results.

ASIC will be reviewing more than 85 full year financial reports at 31 December 2018 and selected half-year reports.

Other considerations

Directors are primarily responsible for the quality of the financial report. This includes ensuring that management produces quality financial information on a timely basis. Companies must have appropriate processes, records and analysis to support information in the financial report.

Companies should apply appropriate experience and expertise, particularly in more difficult and complex areas such as accounting estimates (including impairment of non-financial assets), accounting policies (such as revenue recognition) and taxation.

Further information can be found in ASIC Information Sheet 183 *Directors and financial reporting* (**INFO 183**) and ASIC Information Sheet 203 *Impairment of non-financial assets: Materials for directors* (**INFO 203**).

FOCUSES FOR 31 DECEMBER 2018 FINANCIAL REPORTS

New accounting standards

1. Impact of the new standards

New accounting standards that will significantly affect reported results of many companies include:

- AASB 9 *Financial Instruments* (applies from years commencing 1 January 2018);
- AASB 15 *Revenue from Contracts with Customers* (applies from years commencing 1 January 2018);
- AASB 16 *Leases* (applies from years commencing 1 January 2019);
- AASB 17 *Insurance Contracts* (applies from years commencing 1 January 2021); and
- Amendments to standards to apply the new definition and recognition criteria in the *Conceptual Framework for Financial Reporting* (applies from years commencing 1 January 2020).

[Note: Subject to consultation in 2019, the International Accounting Standards Board has proposed to change the application date for the standard on which AASB 17 is based to years commencing 1 January 2022.]

These new accounting standards may significantly affect how and when revenue can be recognised, the values of financial instruments (including loan provisioning and hedge accounting), reported assets and liabilities relating to leases, accounting by insurance companies, and the general identification and recognition of assets, liabilities, income and expenses. The standards also introduce new disclosure requirements.

Given the extent of the changes to financial reporting, companies that have not already done so should determine the extent of any impact. The new standards can have real business impacts (e.g, compliance with debt covenants or regulatory financial condition requirements, tax liabilities, dividend paying capacity, and remuneration schemes) as well as the need to implement new systems and processes.

Public disclosure on the impact of the standards and timely implementation is important for investors and market confidence. Information that there will be no material impact may also be important information for the market.

Directors and preparers should consider any continuous disclosure obligations and the need to keep the market informed, as well as the impact on any fundraising and other transaction documents.

Half year reports

The new revenue and financial instrument standards apply to years commencing 1 January 2018, directly impacting on reported results of companies with half-year financial reports at 30 June 2018. The half-year financial reports must disclose the nature and effect of changes in accounting policies from applying the new standards.

ASIC will review selected half-year reports, focusing on compliance with the new standards.

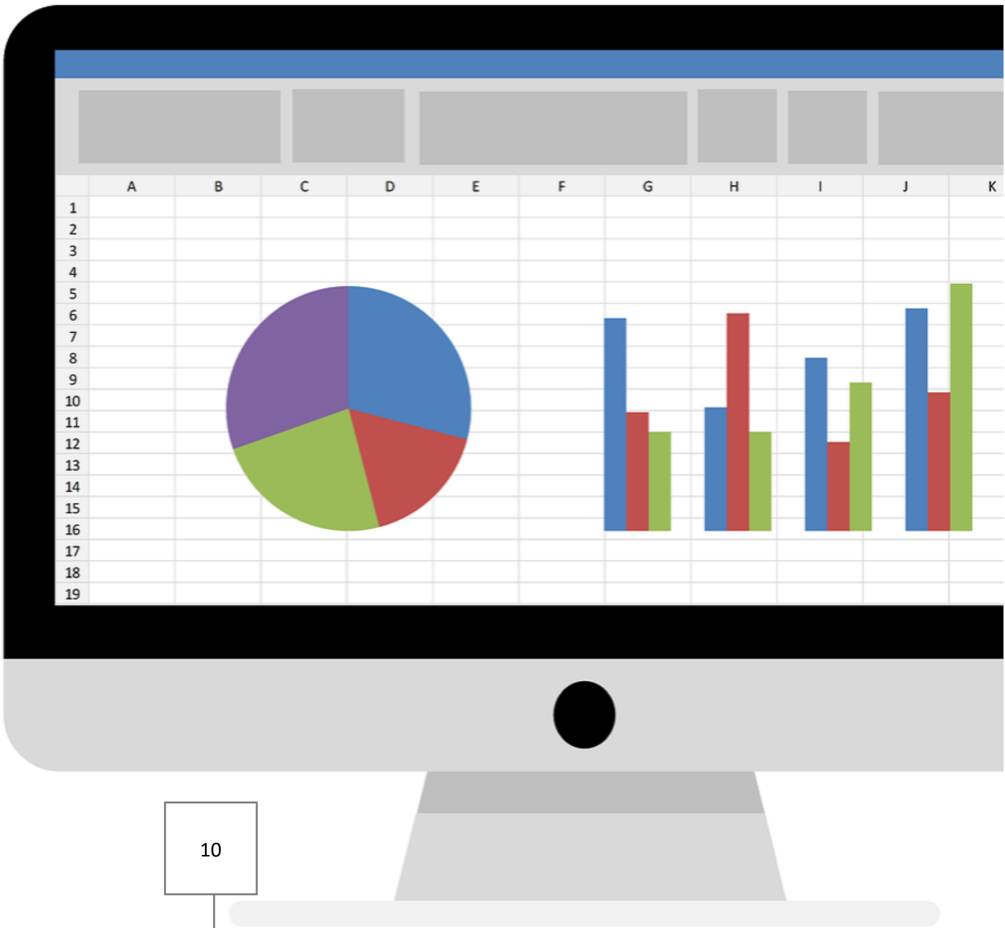
New lease accounting and other requirements

Directors and auditors should ensure that notes to 31 December 2018 financial statements disclose the impact on future financial position and results of new requirements for accounting for leases, accounting for insurance businesses, and new definition and recognition criteria for assets, liabilities, income and expenses.

It is reasonable for the market to expect that companies will be able to quantify the impact of the new standards, particularly for the lease standard.

Companies with 31 December 2018 year ends will be reporting to the market part way into the 2019/20 year for which the new lease standard will first apply. Any results forecast for the 2019/20 year disclosed to the market should be consistent with the accounting basis required by the new standards for that year.

The new leases standard will bring all leases onto the balance sheet and apply a new measurement basis. Where companies choose to apply the new requirements in comparative information in their 30 June 2020 financial report, new



lease balances will be needed as at 30 June 2018.

New conceptual framework

In March 2018, the International Accounting Standards Board released a new conceptual framework. Amendments were made to international standards to apply new definition and recognition criteria for assets, liabilities, income and expenses in the framework will apply for years commencing 1 January 2020 where the criteria are not inconsistent with a specific requirement of an accounting standard.

While the Australian equivalent standards have not yet been amended, companies that are required to make an explicit unreserved statement of compliance with IFRS will need to make note disclosure at 31 December 2018 of the future impact of the criteria in the new framework in order to make that statement.

Further information

Further information can be found in ASIC media release *Companies need to respond to major new accounting standards* (refer: **16-442MR**).

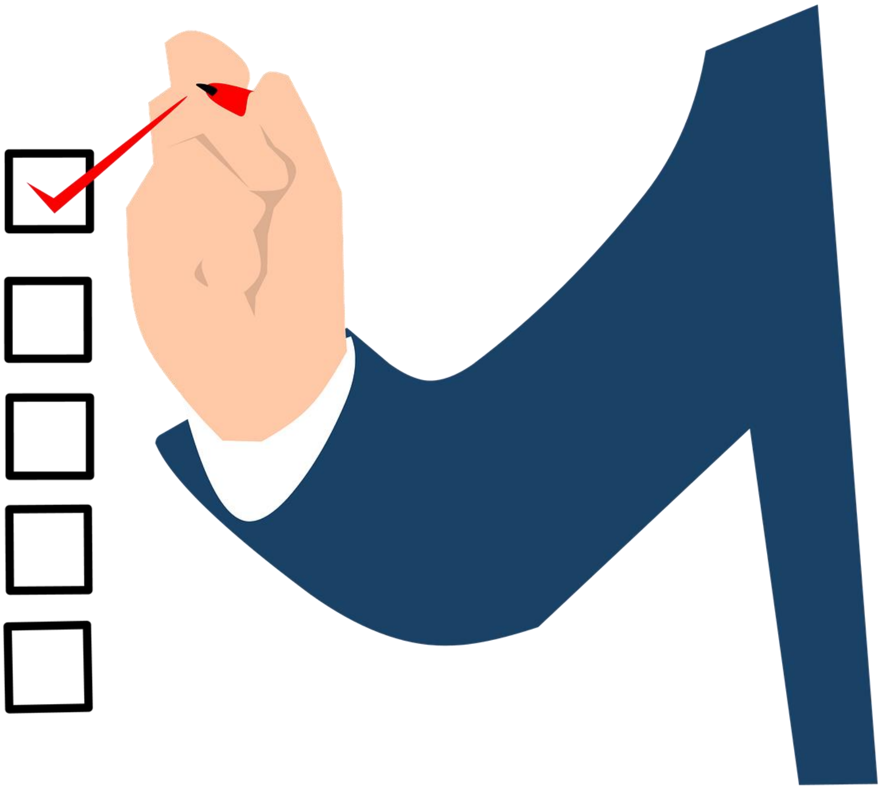
Accounting estimates

2. Impairment testing and asset values

The recoverability of the carrying amounts of assets such as goodwill, other intangibles and property, plant and equipment continues to be an important area of focus.

It is important for directors and auditors to ensure:

1. cash flows and assumptions are reasonable having regard to matters such as historical cash flows, economic and market conditions, and funding costs. Where prior period cash flow projections have not been met, careful consideration should be given to whether current assumptions are reasonable and supportable;
2. discounted cash flows are not used to determine fair value less costs of disposal where forecasts and assumptions are not reliable. Fair value less costs to sell should not be viewed as a means to use unreliable estimates that could not be used under a value in use model;
3. value in use calculations:
   - do not use increasing cash flows after five years that exceed long term average growth rates, and without taking into account offsetting impacts on discount rates, and
   - do not include cash flows from restructures and improving or enhancing asset performance
4. cash flows used are matched to carrying values of all assets that generate those cash flows, including inventories, receivables and tax balances;



5. discount rates and other key assumptions are reasonable and supportable;
6. CGUs are not identified at too high a level, including where cash inflows for individual assets are not largely independent; and
7. CGUs for testing goodwill are not grouped at a higher level than the operating segments or the level at which results are monitored for internal management purposes.

Further information can be found in ASIC Information Sheet 203 *Impairment of non-financial assets: Materials for directors* (**INFO 203**).

Other areas of focus on asset values include:

1. companies affected by market changes, digital disruption,

technological change, climate change or Brexit;

2. the pricing, valuation and accounting for inventories, including the net realisable value of inventories, possible technical or commercial obsolescence, and the substance of pricing and rebate arrangements; and

3. the valuation of financial instruments, particularly where values are not based on quoted prices or observable market data. Fair values should be based on appropriate models, assumptions and inputs.

Accounting policy choices

3. Revenue recognition

In applying the new revenue accounting standard, directors and auditors should review an entity's revenue recognition policies to ensure that revenue is recognised in accordance with the substance of the underlying transactions.

The new revenue standard is considerably more detailed than the previous standard and focuses on performance obligations.

4. Expense deferral

Directors and auditors should ensure that expenses are only deferred where:

1. there is an asset as defined in the accounting standards;

2. it is probable that future economic benefits will arise; and

3. the requirements of the intangibles accounting standard are met, including

   - expensing start-up, training, relocation and research costs;

   - ensuring that any amounts deferred meet the requirements concerning reliable measurement; and

   - development costs meet the six strict tests for deferral.

5. Off-balance sheet arrangements

Directors and auditors should carefully review the treatment of off-balance sheet arrangements, whether other entities are controlled and should be consolidated, the accounting for joint arrangements and disclosures relating to structured entities.

6. Tax accounting

Preparers of financial reports should ensure that:

1. there is a proper understanding of both the tax and accounting treatments, and how differences between the two affect tax assets, liabilities and expenses;

2. the impact of any recent changes in legislation are considered; and

3. the recoverability of any deferred tax asset is appropriately reviewed.

Key disclosures

7. Operating and financial review (OFR)

Listed companies should provide useful and meaningful information in the OFR about underlying drivers of the results and financial position, as well as business strategies and prospects for future financial years.

Risks and other matters that may have a material impact on the future financial position or performance of the entity should be disclosed. This could include, for example, matters relating to digital disruption, new technologies, climate change, Brexit or cyber-security. For more information see ASIC Regulatory Guide 247 *Effective disclosure in an operating and financial review* (**RG 247**).

Directors may also consider whether it would be worthwhile to disclose additional information that would be relevant under integrated reporting, sustainability reporting or the recommendations of the Task Force on Climate-related Financial Disclosures where that information is not already required for the OFRs.

8. Non-IFRS financial information

Directors should also consider whether any non-IFRS financial information in the OFR or other documents outside the financial report is potentially misleading and is presented in accordance with ASIC Regulatory Guide RG 230 *Disclosing non-IFRS financial information*. RG 230 also covers limitations on the use of non-IFRS measures in the financial report (RG 230).

9. Estimates and accounting policy judgements

Disclosures regarding sources of estimation uncertainty and significant judgements in applying accounting policies are important to allow users of the financial report to assess the reported financial position and performance of an entity. Directors and auditors should ensure disclosures are made and are specific to the assets, liabilities, income and expenses of the entity.

Disclosure of key assumptions and a sensitivity analysis are important. These enable users of the financial report to make their own assessments about the carrying values of the entity's assets and risk of impairment given the estimation uncertainty associated with many asset valuations.

Exposure Draft: Not-For-Profit Lessees May Elect Not to Fair Value 'Peppercorn Leases'

The AASB has released an Exposure Draft **ED 286** *Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities*. The proposed Standard would provide a temporary option for not-for-profit lessees to measure right-of-use assets at initial recognition for leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives ('peppercorn leases'), either:

- at cost, in accordance with AASB 16 *Leases* paragraphs 23–25, which incorporates the amount of the initial measurement of the lease liability; or
- at fair value, in accordance with AASB 16 paragraph Aus25.1 (as proposed in this Exposure Draft to be amended).

The existing requirement is for not-for-profit entities to measure right-of-use assets at initial recognition at fair value for peppercorn leases when AASB 1058 *Income of Not-for-Profit Entities* and AASB 16 become effective in reporting periods beginning on or after 1 January 2019. The proposed temporary option would allow not-for-profit entities to continue their work on fair valuing right-of-use assets under peppercorn leases if they intend to measure the right-of-use assets at initial recognition at fair value.

The Exposure Draft also proposes additional disclosures to AASB 16 for not for profit entities that elect to measure the right-of-use assets at initial recognition at cost rather than at fair value. The additional disclosures would provide users of financial statements with further information about the peppercorn leases and the right-of-use assets in the absence of fair value information.

The proposed optional measurement approach will be reassessed by the AASB when further guidance has been developed to assist not for profit entities in fair valuing right-of-use assets and the financial reporting requirements for private sector not for profit entities have been finalised.

The Exposure Draft was **open for comment** until 7 December 2018. The final amending Standard is expected to be released before the end of 2018.

Please share your views on these proposals via the AASB website, LinkedIn or **email**.

ATO Raises Concerns on Multinational Supply Chains and Intangible Assets

The ATO has released advice that details our concerns about multinational taxpayers inappropriately pricing goods in their supply chains or mis-characterising intangible assets, with the ultimate effect of understating profits in Australia.

Deputy Commissioner Mark Konza said the recent Taxpayer Alert on the migration of intangible assets and Practical Compliance Guideline on inbound supply chains were another step in the ATO's continuing focus on ensuring that multinationals are paying the right amount of tax in Australia.

"We have one of the strongest transfer pricing regulatory regimes in the world, and this advice is another clear signal to multinational groups doing business in Australia that clearly contrived arrangements will be dealt with."

Taxpayer Alert on Intangibles Migration

The Taxpayer Alert is specifically aimed at groups who engage in operations that require the use or enjoyment of intangible assets developed, maintained, protected or owned in a foreign jurisdiction but fail to pay, or recognise payment of, an amount in the nature of a royalty for the purposes of Australia's tax treaties and laws.

"Assets such as intellectual property, manufacturing knowhow, trademarks and brand need to be recognised, especially for those taxpayers where intangible assets make up a significant proportion of the inherent value of the goods sold in Australia.

"We've already commenced investigation of a number of arrangements that appear to not recognise valuable intangible assets, and the Taxpayer Alert provides clear notice of our intention to tackle these types of arrangements," Mr Konza said.

Practical Compliance Guideline on Inbound Supply Chains

This guideline outlines our compliance approach to the transfer pricing outcomes associated with the following activities of inbound distributors:

1. *distributing goods purchased from related foreign entities for resale, and*
2. *distributing digital products or services where the intellectual property in those products or services is owned by related foreign entities.*

"This provides a clear picture of how the ATO will be assessing risk, using a 'traffic light' model that assists distributors to understand how we will be applying our resources, deal with areas of concern and move themselves into the 'green zone'," Mr Konza said.

If you have any questions or concerns relating to these advice products, please contact the ATO.

Headwinds Blowing Fiercely for The Banking Industry

Australia's four major banks have released results showing returns remain under pressure for the foreseeable future as a result of remediation-related cost increases and slower income growth, with headline cash earnings dropping 5.5 per cent year-on-year to $29.5 billion after the record $31.2 billion delivered in 2017.

PwC's 2018 Major Banks Analysis found return on equity has fallen to 12.5 percent, the lowest since the GFC, as significant customer remediation and regulatory, compliance and restructuring costs materialised. This is despite bad debt expenses hitting record lows, some momentum in business credit growth, and efforts to improve productivity.

PwC Australia's Banking and Capital Markets Leader, Colin Heath says the full year results show the impact of ongoing economic, competitive and conduct challenges, especially the impact of ongoing regulatory reform.

"Over the course of the year, the major banks have collectively expended and provisioned $3.5 billion for remediation, compliance, restructuring, and related costs," Mr Heath says.

"The expense-to-income ratio for the last six months was up 355 basis points year-on-year, and 222 basis points against the first half of 2018, to 46.36 per cent, predominantly driven by remediation and restructuring costs.

"Cash earnings will continue to be impacted as the banks address both previous compliance and conduct issues and new operating challenges thrown up by today's environment.

"With ongoing matters flowing from the Royal Commission, as well as related reviews by different regulators, we would expect the costs of legacy matters to remain notable in bank financials for some time.

"One critical question for the major banks now is how much higher should their cost bases be to meet the new customer conduct expectations and requirements? And can those higher costs be offset by the productivity benefits of simpler, more streamlined business models?," he says.

"When you exclude the cost of items specifically called out by the banks on these legacy matters, the cost to income ratio has actually improved by more than 1 percent. The balance between these two factors will be closely monitored."

Margin pressures starting to show

Another highlight for these results is that the aggregate bank interest margin fell below 2.0 percent for the first time ever to 1.97 percent in the second half.

"A broad range of factors, rather than any one thing in particular, drove this decline, including higher wholesale funding costs, a fading tailwind of earlier mortgage and other repricing, the impact of the bank

levy, and a higher cost of holding liquid assets. Notwithstanding recent mortgage repricing that has yet to flow through to bank revenues, managing margins remains one of the critical levers at the banks' disposal to support returns going forward," Mr Heath says. "It will be interesting to see how the new regulatory environment impacts banks' ability to re-price their products independently of movements in official rates."

Bad debt expense hits a record low

Credit losses, at 12 basis points of loans and advances, are now lower than at any time in the last 25 years. Specific provisions and charges have materially reduced while collective provisions have only marginally increased in line with a slight tick-up in mortgage arrears.

"If credit losses had hit their average for the last 25 years, cash profits would have been $3.5 billion lower, which is more than 10 percent. Obviously many eyes are on the property market, while the outlook for interest rates in particular will continue to receive plenty of attention," Mr Heath says.

Slowing growth and market share a challenge

Business lending growth surpassed residential mortgage lending for the first time since 2015, with hopes that this is a sign of a turn in business confidence and bank focus.

However, overall lending growth for the majors has been subdued, in part because of a deliberate system-wide slowdown in housing credit, and in part because the majors have lost share to smaller banks and non-banks.

"The major banks share of credit is starting to decline, with non-banks in particular seeing a notable lift in lending, reaching 27 percent on an annualised basis for the third quarter of this calendar year. While this data is too early to call a trend, if non-banks continue to grow at this rate, regulators will need to keep a close eye on the implications for the system," Mr Heath says.

Outlook

"The headwinds of growth, competition and conduct are blowing fiercely for the majors. In the short term the main opportunity for mitigating this is the cost base," Mr Heath says.

"Despite ongoing challenges, the major banks have been working on this for some time and it does appear to be starting to deliver cost efficiencies, notwithstanding increased investment in change management and new technology.

"In the long run though, especially with the introduction of open banking, we will continue to see choice being more clearly put into the hands of the customer. Banks that focus on becoming simpler, smaller and more deeply connected to customers should also be able to price more effectively, expand relevant services and maintain market share – as well as being more efficient and less error-prone by design."

Accounting Principles Could Lead to Increased Chances of Clinical IVF Success

A Monash University **accountancy** specialist is developing a data set that could help families make more informed choices about the potential success rates of IVF treatment.

Monash Business School's **Daniela Juric** and her supervisors are collating information provided by IVF clinics with the aim of creating a clear, comparable set of measures, including a consistent definition of 'success' and relevant age groupings.

Ms Juric believes applying accounting principles to IVF reporting could give women the confidence to pursue childbirth later in life. She and her supervisors have been working closely with the industry on the project.

Ms Juric says people who work in the industry are supportive of trying to standardise reporting to help people achieve their dream of having a family.

"For many, the decision to undertake fertility treatment may be the biggest decision of their lives. The physical and emotional undertaking is often excruciating. It affects the whole social network and not only the individual; it can also be expensive," Ms Juric said.

"The goal for accountants is to provide financial information to help people make informed decisions about the allocation of scarce resources. We can think of IVF patients as users of non-financial information that they rely on to make well-informed decisions, as there is not an unlimited amount of eggs or embryos that can be created."

The Australian Competition and Consumer Competition launched an investigation into IVF success rates in 2016. They found IVF clinics' reporting made it almost impossible for users to make an informed decision.

Ms Juric and her team collected publicly available success rate information from 31 IVF clinics' web pages in 2016 and 2017, as well as 30 clinics this year.

When the study commenced, there were five measures of IVF success including pregnancy, clinical pregnancy, live births and another unspecified measure of success. Approximately 20 percent of clinics didn't disclose any success rate information.

Women were also grouped into age brackets of five years – meaning the data representing someone aged 39 was the same for a woman of 35.

"When the analysis was completed, successful measures had been reduced to just two – clinical pregnancies and live births," Ms Juric said.

Confusion surrounded the data IVF clinics used to determine 'success'. Some clinics suggested a determinate of 'success' was a positive embryo transfer, not a clinical pregnancy or birth.

One Third of Australian Men Struggling with Work/life Balance

With International Men's Day in November, Workscore has analysed data from their unique, rolling online survey to understand the impact of work on the wellbeing of men. More than 3,000 male participants generated over 180,000 data points to provide interesting insights into how men perform at work.

Men fell into three clear groupings – high performing (31%), low performing (31%) and 'middle of the road' (38%). WorkScore measures performance across key criteria of work, body, fuel, fitness and mindset. And high performing men do well across the board.

Suzanne Deeming, co-founder of WorkScore, said "Our data confirmed earlier findings that scoring well in one domain correlates with good scores in others. Like anything, prioritising wellbeing is a habit that translates into all areas of life".

Compared to the lower performing group, high performers get more sleep of higher quality, are active more days per week, do more strength and resistance exercise and eat more serves of fruit and vegetables.

They also take more full lunch breaks as well as regular short breaks through the day, including going outside during work hours.

"Significantly, high performers state that work strongly aligns to their values, they feel a greater sense of belonging and teamwork and feel that their workplace cares about their wellbeing", noted Suzanne Deeming.

With renewed focus on men's mental health, of most concern were the findings that the lowest performing men are 40% more depressed and 33% more anxious than their higher performing peers. And they rate a much lower work/life balance.

The opposite is true of the high performers who are more positive, make their wellbeing a priority and feel more capable of dealing with life's problems. They also receive more recognition and feel a greater sense of achievement at work along with having a strong feeling of positive work/life balance.

The good news is that employers can take steps to create an environment where men will thrive:

- Encourage employees to take regular, short breaks during the day, and full lunch breaks
- Include strength training in company-sponsored fitness initiatives
- Reduce phone calls and emails outside hours to help employees switch off
- Provide regular recognition
- Facilitate regular team-based activities
- Demonstrate that they care about employee wellbeing

"There are a range of initiatives that employers can implement immediately to help improve the mental health and wellbeing of men in the workplace", suggested Suzanne Deeming. "From simple things such as encouraging teamwork and providing recognition, to something more robust such as investing in a corporate wellbeing program".

UNSW Research Finds ASIC Contracts with Financial Services Deter Misconduct

A UNSW study has found that financial services and credit providers fear being sanctioned by Enforceable Undertakings (EUs), despite speculation that the regulatory contracts are ineffective.

The Australian Securities and Investments Commission (ASIC) today released the pilot study on the deterrent effect of EUs, which are contracts between the regulator ASIC and a financial service or credit provider.

The study was led by Professor Dimity Kingsford-Smith, who holds the Minter Ellison Chair of Risk and Regulation and is the Director of the UNSW Centre for Law Markets and Regulation (CLMR).

“The clear finding of the study which we did not anticipate, is that a majority of interviewees reported their organisation being deterred by EUs with their competitors,” Professor Kingsford Smith said.

Besides ASIC, EUs are used by more than 20 other Australian regulators, to improve failing compliance.

The contracts are supervised by an external expert and provide for compensation where required.

“There has been controversy about the effectiveness of EUs in deterring competitors of financial services and credit providers in the financial sector which accept an EU,” Professor Kingsford Smith said.

“Most of the discussion around this has been anecdotal and speculative.”

But Professor Kingsford Smith said the study found that financial services and credit providers wanted to avoid the perceived effects of harsher sanctions, such as civil penalties.

Interviewees also wanted to avoid the financial and time costs in discharging the terms of EUs to effect change in the business.

“The critical mechanisms of deterrence referred to by many interviewees were the costs of EUs and avoiding reputational damage and loss,” Professor Kingsford Smith said.

Businesses were also motivated by EUs to avoid the intrusion of outsiders, such as supervising experts, in the operation of the business, she said.

The small pilot study is the first to gather empirical evidence from interviews with competitors of parties to EUs.

The team conducting the research included:

- Dr Marina Nehme, a well published expert on EUs also from UNSW Law and a CLMR member;
- Dr Olivia Dixon, a scholar experienced in empirical research and in criminal law aspects of financial regulation from the University of Sydney Law School; and
- Ms Jessica Anderson, an experienced criminologist associated with the University of Sydney Institute of Criminology.

The CLMR team were engaged by ASIC in June last year (2017) to undertake the pilot study in response to a recommendation of the Australian National Audit Office (ANAO) that ASIC should periodically assess the effectiveness of EUs.

ASIC said it will proceed with a scoping study on potential options for further research into the impact of EUs and other regulatory actions and will discuss with other regulators the potential to work collaboratively on future research.

A full copy of the report can be found here: **https://download.asic.gov.au/media/4916053/18-325mr-deterrence-effects-of-enforceable-undertakings-on-financial-services-and-credit-providers.pdf**

Lehman Brothers Inc. Trustee Reports on Final Phase in Winding Down Estate

James W. Giddens, Trustee for the liquidation of Lehman Brothers Inc. (LBI) under the Securities Investor Protection Act (SIPA) and of the law firm Hughes Hubbard & Reed LLP, today reported on the state of the LBI estate to the United States Bankruptcy Court for the Southern District of New York, the Honorable Shelley C. Chapman, presiding. The Trustee reported that the estate is in the final phase of completion.

"Since I was before you a year ago, significant progress has been made in resolving remaining claims and winding down the estate," Giddens said at the Bankruptcy Court hearing. "Customer claims have been fully satisfied – with most customer claims fulfilled within weeks of the liquidation beginning in 2008. Secured, priority, and administrative creditors have also received 100% distributions."

The Trustee stated that general creditors last week received their sixth distribution, bringing the cumulative payout on allowed unsecured general creditor claims to 39.75 percent, far exceeding initial expectations. He added there are no remaining disputed customer claims. Distributions on allowed customer claims are complete, and the customer estate is closed.

"There is no doubt that Lehman was the single biggest test of the SIPA statute, and ten years later even our harshest critics acknowledge that this test has become the statute's greatest success," Giddens also noted.

Of the approximately 140,000 claims that were asserted at the beginning of this liquidation, there are no remaining disputed customer claims and the only remaining unresolved general claims matter is a single consolidated adversary proceeding addressing 381 claims filed by former LBI employees seeking payment of deferred compensation.

"Through all of the reform following the financial crisis, our nation's law for resolving a failed broker dealer – for returning customers their property – remains intact. No governmental funds—nor any from the SIPC Fund—were required to pay any customer claims or administrative expense in this case. This is a testament not only to the statute, but to everyone in this room, and many more around the world who played a part. I am grateful to SIPC and to the Courts for the privilege of playing a small role in this success," Giddens concluded.

In total the Trustee has administered more than $123 billion of assets. This massive and unprecedented recovery effort was made possible by the active involvement of SIPC, the SEC, the CFTC, FINRA, the Federal Reserve NY Office and other regulators that provided substantial support and guidance, and of course, the judicious oversight of the United States Bankruptcy Court.

The Trustee is represented by Hughes Hubbard & Reed LLP. A full report has been submitted to the Court and can also be found on the Trustee's website.

Regional Office and Branch News

Sri Lanka Graduation Ceremony 2016-2018

A lavish ICMA graduation ceremony was held at the Galadari Hotel, in Colombo, Sri Lanka on November 15, 2018. Over 150 CMAs, AMAs and GMAs graduated, with a packed hall of over 400 well-wishes attending. The Chair of the event was ICMA Australia Chief Executive Officer Prof. Janek Ratnatunga and the Guest of Honour was Ms Krishni Goonesena - First Secretary, Development Cooperation, *Australian High Commission.* They were accompanied by Dr. Nalaka Godahewa - Hon. Chairman, ICMA Sri Lanka Branch; Mr. Murali Prakash, - Hon. President of the ICMA Sri Lanka Branch; Mr. Kapila Dodamgoda - ICMA Australia Regional Director and Academics from the *Academy of Finance*. All the VIPs were escorted with the sound of Kandyan drums. The Lighting of the Traditional Oil Lamp and the National Anthem followed.

After the ceremony was declared open by the Chair, Dr. Nalaka Godahewa had a word of welcome. This was followed by the address by the Prof Janek Ratnatunga. The key point he made was that professionals such as CMAs should resist pressure to put profits ahead of ethics. Next, Mr. Murali Prakash introduced the Guest of Honour, Ms Krishni Goonesena. Her speech touched many important links between Australia and Sri Lanka in the education field.

Shown below are some pictures from the graduation ceremony.

Prof Janek Ratnatunga and Dr Nalaka Godahewa lighting the traditional oil lamp.

Prof Janek Ratnatunga delivering his address as the Chair of the event.

Guest of Honour, Ms Krishni Goonesena, the First Secretary, Development Cooperation, Australian High Commission delivering her speech.

Mr. Murali Prakash, the Hon. President of the ICMA Sri Lanka Branch receiving a felicitation award from Ms Krishni Goonesena for his services to the ICMA Branch and to the profession of management accounting.

ICMA Indonesia Branch AGM

The official Annual General Meeting (AGM) of the ICMA Indonesian Branch was held at the IPMI Business School, on October 13. 2018, with Dr Chris D'Souza in the Chair. Professor Janek Ratnatunga, ICMA CEO, presented the Annual Report as the former President and Treasurer of the Indonesian Branch were no longer financial members, and could not participate at the meeting. A new branch committee was elected unanimously as follows:

- President: Mr. Daniel Godwin Sihotang, CMA
- Vice President: Mr. Iman Subekti, CMA
- Secretary: Mr. Inu Pinandito, CMA
- Treasurer: Mr. Nursakti Niko Rosandy, CMA

The new Committee was very dynamic and has conducted many activities for the members. Some of these activities are as follows:

Prof Janek Ratnatunga, ICMA CEO pins the President's badge on Mr. Daniel Godwin Sihotang as Dr Chris D'Souza looks on.

Some of the attendees at the ICMA Indonesia Branch AGM on October 13 2018

Accounting Talk in Economics

On November 7, 2018, the *ICMA (Australia) Indonesia Branch*, in collaboration with International Business Accounting (IBAcc) of *Petra Christian University*, conducted a symposium on the topic ***Global and Indonesia Economy Outlook 2019***. The speakers were Prof Lee Chew Ging, the Dean of the Faculty of Arts and Social Science, Nottingham University, and Ricky, S.E., MRE,.EdD, the Dean of the Faculty of Economics, Petra Christian University. The symposium was extremely well attended by CMA members in Surabaya.

Prof Lee Chew Ging and Pak Ricky and some of the participants at the Global and Indonesia Economy Outlook 2019 symposium at Petra University in Surabaya.

Mr. Danny Taniwan, giving his talk at the Disruption Forum 2018.

Disruption Forum 2018

On 24 November 2018, the *ICMA (Australia) Indonesia Branch*, in collaboration with *Indonesian Blockchain Network (IBN)* and supported by in *IPMI Business School* conducted the ***Disruption Forum 2018***.

The speaker, Mr. Danny Taniwan, Co-Founder of *Indonesian Blockchain Network (IBN),* presented the topic, *"Blockchain Technology: A Game Changer in Business and Accounting in the Future"*. The participants had various background such as CEO, CFO, SVP, Finance Director, Financial Controller, Accounting Manager, Lecturer, Partners in Audit Firm, Entrepreneur and Professional in Finance and Accounting; and therefore, the discussion was lively.

Turn Around Strategy and How to Become Indonesia Best CFO

On 1 December 2018, the *ICMA (Australia) Indonesia Branch*, in collaboration with IKA *Universitas Airlangga* (UNAIR), and the IPMI Business school, conducted a symposium on the topic, ***"Turn Around Strategy and How to Become Indonesia Best CFO".***

The Keynote Speaker was Bapak Indarto Pamoengkas SE Ak MM, who is the CFO of *Pupuk Indonesia Holding Company*, who was named Indonesia's *Best CFO 2017* (SWA Magazine) (IKA Universitas Airlangga). He showed how he turned around Pupuk Indonesia Holdings and did transformation to increase the profitability of the company. He also provided insights to the related roles of the CFO, such as *strategist* (to the CEO); *leader* (in implementing the company strategies); *role model* (to other employees) and *diplomat* (to third parties).

Participants at the Turn Around Strategy and How to Become Indonesia Best CFO seminar at IKA Universitas Airlangga and IPMI Business School.

Representing ICMA at the IAI Congress

On 13 December, 2018, Mr. Daniel Godwin Sihotang, President of ICMA Australia Indonesia Branch, represented ICMA (Australia) at the Congress of Ikatan Akuntan Indonesia/Institute of Indonesia Chartered Accountants (IAI) in Jakarta. ICMA Indonesia congratulates Prof. Mardiasmo, currently at the *Vice Ministry of Finance of Republic Indonesia,* who was re-elected as President of Ikatan Akuntan Indonesia/Institute of Indonesia Chartered Accountants (IAI) for the period 2018-2022. We hope partnership and collaboration between ICMA Indonesia and some regional offices of Ikatan Akuntan Indonesia (IAI) will continue into the future.

Mr. Daniel Godwin Sihotang, President of ICMA Australia Indonesia Branch, with Professor Basuki, FCMA, former head of the ICMA Indonesia Branch Surabaya Centre at the IAI Congress.

CMA Intensive Seminar at IPMI

IPMI Business School is the original and No. 1 provider of the CMA program in Indonesia. IPMI has both a regular class, and an intensive class. Professor Janek Ratnatunga, CEO of ICMA Australia conducted an intensive course in October 2018.

Prof Janek Ratnatunga with the participants of the CMA Intensive Program at IPMI Business School.

Member Engagement Activities in Hong Kong

The CMA Australia Hong Kong Branch was a hive of activity in the November-December period. The following pictures is a sampling of the activities it was involved in. CMA HK was a sponsor of the *Innovation and Breakthrough Forum (IBF 2018);* a sponsor of *the China Mainland Hong Kong and Macau Digital Economy Innovation and Entrepreneurship Competition* represented ICMA at the *Federation of Australasian Alumni Associations of Hong Kong* and at the *Canadian University Association of Hong Kong* functions.

The main poster showing the CMA logo as a sponsor of the *Innovation and Breakthrough Forum (IBF 2018).*

Prof Allan Wong, ICMA Regional director (HK) at the *China Mainland Hong Kong and Macau Digital Economy Innovation and Entrepreneurship Competition*.

Prof Allan Wong, ICMA Regional director (HK) represented ICMA at the *Federation of Australasian Alumni Associations of Hong Kong* function.

Prof Allan Wong, ICMA Regional director (HK) represented ICMA at the *Canadian University Association of Hong Kong* function.

24th CMA Program in Dubai

The 24th CMA program was conducted by the SMART Education Centre in Dubai, UAE in November 2018. The program was again facilitated by Professor Janek Ratnatunga, the CEO of ICMA Australia who covered the *Strategic Cost Management* subject and Dr Chris D'Souza, ICMA CFO, who covered the *Strategic Business Analysis* subject.

It was a lively 7-days of intensive leaning on the strategic issues of management accounting. Once again, the participants were extremely senior professionals from leading companies in the Gulf region. The countries from which the participants came from included Saudi Arabia; and all regions of the U.A.E.

Laos Developments

Professor Brendan and Dr. Chris met with the ICMA team that is spearheading its launch into Laos. The team included Mr. Yoichiro Ogihara, the Country Head.

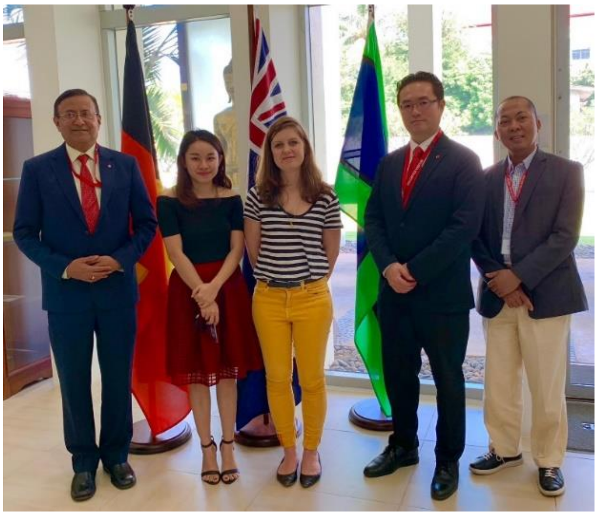
In Laos, Dr. Chris D'Souza and Mr. Yoichiro Ogihara met with officials from the Australian Embassy in Laos where they discussed plans for rolling out the CMA Program in Laos. They also had a meeting with the *Dr.Xayphone Kongmanila*, Assistant Professor at the Faculty of Economics and Business Management of the *National University of Laos*, where it was agreed that CMA would sign an MOU with the University and that the University will play a role in promoting the development of Management Accounting in Laos.

The result of these activities was the signing of a MOU with the *Laos Chamber of Professional Accountants and Auditors.*

Prof Brendan O'Connell and Dr. Chris D'Souza met Mr. Yoichiro Ogihara discussing strategies for Laos.

Dr. Chris D'Souza and Mr. Yoichiro Ogihara with Dr.Xayphone Kongmanila, Assistant Professor of the National University of Laos.

Dr. Chris D'Souza and Mr. Yoichiro Ogihara with officials from the Laos Chamber of Professional Accountantsand Auditors on the signing of the MOU.



Dr. Chris D'Souza and Mr. Yoichiro Ogihara with officials from the Australian Embassy in Laos.

CMA Events Calendar

- November 15, 2018: CMA Graduation Convocation, Academy of Finance, Colombo, Sri Lanka
- November 17-24, 2018: 24rd CMA Preparatory Program, SMART Education Group, Dubai, UAE.
- February 3-9, 2019, 4th CMA Intensive Program at Mercu Buana University Jakarta, Indonesia, organised by Inspire Consulting.
- March 4-6 & March 10-13, 2019: the 1st CMA Train-the-Trainer Program, conducted by Workplace Skills Development Academy (WSDA), Dhaka, Bangladesh.
- March 6-13, 2019: the 1st CMA Train-the-Trainer Program, conducted by STRACC Learning LLP in Bangalore, India.
- March 16-24, 2019: CMA Preparatory Program, Academy of Finance, Colombo, Sri Lanka.
- April 20-22 & April 24-27, 2019: 25th CMA Preparatory Program, SMART Education Group, Dubai, UAE.
- May 9-11 & 14-15 & 17-18, 2019: the 1st CMA Train-the-Trainer Program, conducted by Ra-Kahng Associates Ltd, Bangkok, Thailand.
- May 13-15 and May 18-21, 2019: 7th CMA Preparatory Program, Ruwan Hulugalle and Company, Phnom Penh, Cambodia.
- May 27-29, 2019: Certificate of Proficiency in Strategic Cost Management, SMU Academy, Singapore.
- July 18-19, 2019: Certificate of Proficiency in Strategic Analysis (SBA part 1), SMU Academy, Singapore.
- Sept 2-3, 2019: Certificate of Proficiency in Driving Business Value (SBA part 2), SMU Academy, Singapore.

Private Providers

Wharton Institute of Technology and Science (WITS), Australia

Syme Business School, Australia

Academy of Finance, Sri Lanka

IPMI (Indonesian Institute for Management Development), Indonesia

Business Sense, Inc. , Philippines

HBS for Certification and Training, Lebanon

SMART Education Group, UAE

Institute of Professional and Executive Management, Hong Kong

AFA Research and Education, Vietnam

TOP Academy, East Malaysia

Segal Training Institute, Iran

Ruwan Hulugalle & Co., Mekong Delta (Cambodia, Thailand, Myanmar)

PT Angka Bisnis Indonesia (Business Number Consulting), Indonesia

Inspire Consulting, Indonesia

ManAcc Consulting, New Zealand

STRACC Learning LLP, India

Workplace Skills Development Academy (WSDA), Bangladesh

Ra-Kahng Associates Ltd, Thailand

Academy of Management Accountancy, Nepal

Singapore Training Institute, Singapore

Blue Globe Inc, Japan

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