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Curriculum Vitae
1 July 2025

Academic and professional experience

Jul 2016 – Jun 2025

Professor (Practice)
Department of Accounting
NUS Business School
National University of Singapore

Jul 2012 – Jun 2016

Senior Advisor
PricewaterhouseCoopers Hong Kong and China

Partner
PricewaterhouseCoopers Services LLP
Singapore

May 1981 - Jun 2012

PricewaterhouseCoopers LLP
Singapore

Positions held:

- Partner from Jul 1990
- Member of Leadership Team 2005-2012 responsible for firm-wide risk and quality management function
- Head of Banking and Capital Markets Group 1998-2005
- Head of China Desk 1992-1997
- Member of Board of Partners for China, Hong Kong, Singapore and Taiwan 2008-2011
- Member of Governance Board 2007-2008
- Seconded to PricewaterhouseCoopers London 1986-1987

Major engagements:

- Audits of banks including OCBC, UOB, DBS, BNP Paribas, Barclays
- Audit of SGX
- Financial due diligence relating to acquisitions of banks in Singapore, Hong Kong, Indonesia and Thailand and injections of assets in China into Singapore listed companies
- Advising on numerous IAS 39 implementation projects for banks and other companies
- Acting as the accounting advisor on the implementation of multiple currency

- accounting systems for two major banks
- Investigating into discrepancies in dealing room results
- Acting as an expert witness in M&A litigations

1977 - 1981

KPMG (formerly Gilfillan Morris & Co), Wellington, New Zealand

Directorships and other positions

Board Member
Chairman, Audit Committee
Member, Risk Management Committee

OCBC Bank, Singapore

Board Member
Member, Audit and Risk Committee

MPACT Management Ltd, Singapore (Manager of Mapletree Pan Asia Commercial Trust)

Member, Audit and Risk Committee

National University Health System, Singapore

Member, Singapore Intellectual Property Strategy 2030 (SIPS 2030) Task Force

Institute of Valuers and Appraisers, Singapore

Formerly

Member, Department Evaluation Committee (2016-2024)

Department of Accounting, NUS Business School

Member, Teaching Excellence Council (2020-2024)

NUS Business School

Chairman, Faculty Search Committee (Practice and Educator) (2016-2023)

Department of Accounting, NUS Business School

Member, Financial Reporting Advisory Panel (2019-2021)

Accounting and Corporate Regulatory Authority (ACRA), Singapore

Member, Executive Education Advisory Board (2018-2020)

NUS Business School

Chairman, Audit Committee (2015-2017)

Jurong Health Services Pte Ltd, Singapore

Member, Audit and Risk Committee (2015-2017)

MOH Holdings Pte Ltd, Singapore

Member, Board of Directors
Member, Audit and Risk Committee (2021-2022)

Mapletree North Asia Commercial Trust Management Ltd, Singapore (Manager of Mapletree North Asia Commercial Trust)

Member, Board of Directors
Lead Independent Director,
Member, Audit and Risk Committee

Greenland (Singapore) Trust Management Pte Ltd, Singapore

Member, Nomination and Remuneration Committee (2018-2022)

Chairman, Financial Reporting Committee (2014-2018)

Institute of Singapore Chartered Accountants

Chairman, Banking and Finance Committee (2009-2014)

Institute of Singapore Chartered Accountants

Deputy Chairman, Banking and Finance Committee (2000-2008)

Institute of Singapore Chartered Accountants

Member, Executive EMBA (English) Curriculum Review Committee (2017)

NUS Business School

Member, BBA (Accountancy) Curriculum Review Committee (2016)

NUS Business School

Member, Accounting Standards Council, Singapore (2013-2015)

Ministry of Finance, Singapore

Member, Practice Monitoring Sub-Committee (2007-2012)

Public Accountants Oversight Committee, Singapore

Member, Forum on Economic Restructuring (2002)

Institute of Policy Studies, Singapore

Member, Banking Disclosure Committee (1998)

Financial Sector Review Group chaired by DPM Lee Hsien Loong

Corporate Secretary (1997-2017)

Lee Foundation, Singapore

Member, Editorial Committee, *Pulses*, Journal of the Singapore Exchange

Singapore Exchange

Qualifications

BCA(Hons) (Bachelor of Commerce and Administration with Honours)

Victoria University of Wellington, New Zealand

BCom (Bachelor of Commerce)

Nanyang Technological University, Singapore (Formerly Nanyang University)

FCA (Fellow Chartered Accountant) and Life Member

Institute of Singapore Chartered Accountants

FCA (Fellow Chartered Accountant)

Chartered Accountants Australia and New Zealand

FCCA (Fellow Chartered Certified Accountant)

Association of Chartered Certified Accountants, UK

Other courses attended

International Business (1999)

Harvard Business School and INSEAD

Undergraduate courses taught

1. Valuation
2. Advanced Corporate Accounting and Reporting
3. Intermediate Corporate Accounting and Reporting
4. Accounting and Business Analysis for Banks

Postgraduate courses taught

1. Accounting and Information Management, The NUS Executive MBA
2. Mergers and Acquisitions, MSc Accounting

Executive education programmes taught

1. NUS-Chicago Booth Emerging CFOs for Asia Programme (Programme Co-Director 2016-2018)
2. Stanford-NUS Executive Program in International Management (2016)

Other services to NUS Business School

1. Chairman of the Evaluation Committee for the appointment of a practice-track professor in the Department of Accounting
2. Member of the Evaluation Committee for the appointment of a practice-track professor in the Department of Strategy and Policy

Seminars

1. Speaker, *Current Quandary in International Financial Reporting*, 55th MBA Speaker Series, Shenzhen University (Jun 2016) 【深圳大学MBA大讲堂（第55讲）《当今国际财务报表面临的一些困惑》2016年6月】
2. Speaker, *Inside a Big 4 Accounting Firm – Its Human Capital and Other Practices*, Seminar jointly organised by Asia Accounting Research Centre and Department of Accounting, National University of Singapore (Sep 2016)
3. Chairman, ISCA's Financial Reporting Committee Outreach Seminar: *Financial Instruments, Revenue and IFRS Convergence* (Nov 2016)
4. Panel Speaker, *A Board's Expectations of Internal Audit Function in the Digital Disruption*, Banking Sector Internal Audit Conference: Pushing the Internal Audit Boundaries, The Institute of Internal Auditors Singapore (Feb 2019)
5. Speaker, *SPPI Test in IFRS 9: Grasping the Principles*, ISCA FRC-AFA Financial Reporting and Business Conference (Nov 2019)

6. Panel Speaker, *Transition from SOR to SORA – Are You on Track?* ISCA Practitioners Conference 2020 (Oct 2020)
7. Speaker, *Real Estate Valuation for Financial Reporting*, ISCA FRC Mini-Conference (Nov 2022)
8. Panel Speaker, *Beyond the Numbers: Strengthening the Audit Committee's Oversight on Financial Statements*, Audit Committee Masterclass organised by ISCA (May 2025)

ISCA: Institute of Singapore Chartered Accountants.

Publications

Articles

1. A Milestone in Bank Disclosures, with Lian Wee Cheow, *The Business Times* (May 1999)
2. Paper Truths, with Lian Wee Cheow, *The Business Times* (May 2000)
3. Managing Credit Risk with Credit Derivatives, with Lian Wee Cheow, *The Business Times* (Oct 2001)
4. A Need for Preparation – Implementation of IAS 39, *Asia Risk* (Sep 2002)
5. Valuation of Financial Derivatives under FRS 113, with Ho Yew Kee, *IS Chartered Accountant*, Part One (June 2015), 56-59 and Part Two (Jul 2015), 48-51
6. Will Robots Take Over the Accountant's Job? *IS Chartered Accountant* (May 2020)
7. Goodwill Valuation for Impairment Testing During Recession, with Ho Yew Kee, *IS Chartered Accountant* (Jul 2020)

Books

1. Chapter 15 of Investments, in Wild, John J., Winston Kwok and Ken W. Shaw, *Principles of Financial Accounting*, 3rd Ed., McGraw-Hill (2022), 516-555
2. *Applied Valuation*, with Ho, Yew Kee (eds) Cengage (2024) (Textbook for Chartered Valuer and Appraiser Programme capstone module)

Professional publications

1. While chairing the Financial Reporting Committee of the Institute of Singapore Chartered Accountants, provided significant inputs to the following guidance documents:
 - 1.1 IFRS Convergence: Are You on Track? (Nov 2016)
 - 1.2 Residential Property Developments in Singapore: Accounting for Qualifying Certificate Extension Charges and Additional Buyer's Stamp Duty (Jan 2017)

2. Member of Working Group the Financial Reporting Committee of the Institute of Singapore Chartered Accountants

2.1 FRB 9 *Accounting Implications of the Interest Rate Benchmark Reform in Singapore*
(Revised June 2024)

Feature articles

1. FRS 39: The Importance of Fair Value: New Standard Stipulates How Financial Instruments Ought to be Recognised, interviewed by Michelle Quah for a feature article in *The Business Times* (Nov 2005)

Research and seminar papers

1. The Use of Added Value in Productivity Measurement, in *Productivity Measurement and Achievement*, 24th Advanced Accountancy Seminar, Victoria University of Wellington (Nov 1977)
2. Capital Market Efficiency in New Zealand: Some Empirical Analysis of the Adjustment of Stock Prices to Income Announcements, Research Paper, Victoria University of Wellington (1977)

*Comment letters on IASB website**

1. Fair Value Hedge Accounting for a Portfolio Hedge of Interest Rate Risk (Nov 2003)
2. Fair Value Option (Jul 2004)
3. Income Taxes (Nov 2010)
4. Amortised Cost and Impairment (Apr 2011)
5. Financial Instruments: Classification and Measurement (Mar 2013)
6. Expected Credit Losses (Jul 2013)
7. Discount Rates (Mar 2014)
8. Annual Improvements to IFRSs 2012-2014 Cycle (May 2014)
9. Consolidation of Investment Entities (Sep 2014)
10. Accounting for Dynamic Risk Management: A Portfolio Approach to Macro Hedging (Oct 2014)
11. Recognition of Deferred Tax Assets for Unrealised Losses (Dec 2014)
12. Quoted Investments at Fair Value (Jan 2015)
13. Classification of Liabilities (Jun 2015)
14. Gain on Partial Disposal of Subsidiary to an Associate or Joint Venture Equity Accounted For (Oct 2015)
15. Conceptual Framework for Financial Reporting (Nov 2015)
16. Foreign Currency Transactions and Advance Consideration (Jan 2016)

17. Definition of a Business and Accounting for Previously Held Interest (Oct 2016)
18. Prepayment Features with Negative Compensation (May 2017)
19. Financial Instruments with Characteristics of Equity (Jan 2019)
20. General Presentation and Disclosure (Sep 2020)
21. Business Combinations – Disclosures, Goodwill and Impairment (Dec 2020)
22. Lease Liability in a Sale and Leaseback (Mar 2021)
23. Post-implementation Review of IFRS 9, Financial Instruments Classification and Measurement (Jan 2022)
24. Supplier Finance Arrangements (Mar 2022)
25. Amendments to Classification and Measurement of Financial Instruments (Jul 2023)
26. Post-implementation Review of IFRS 9 Financial Instruments – Impairment (Sep 2023)
27. IFRS Accounting Standards Annual Improvements – Volume 11 (Dec 2023)
28. Financial Instruments with Characteristics of Equity (Mar 2024)
29. Equity Method of Accounting – IAS 28 *Investments in Associates and Joint Ventures* (Jan 2025)

*The comment letters were submitted to International Accounting Standards Board (IASB) in response to its invitation for comment on its exposure drafts or discussion papers.