

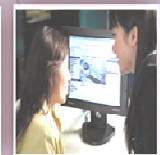
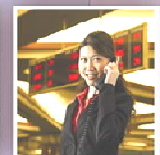
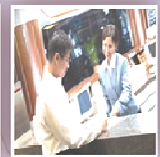


INLAND REVENUE
AUTHORITY
OF SINGAPORE

IMF-Japan High Level Tax Conference for Asian and Pacific Countries

2 February 2012

Inland Revenue Authority of Singapore



A Partner of Taxpayers in Nation-Building and Economic Development¹

Agenda

- Overview
- Tax System and Administration
 - Facilitate Economic Growth
 - Promote Voluntary Compliance
 - Enhance Process Efficiency
 - Improve Service Delivery
 - Strengthen Tax Administration Capabilities
- Challenges



INLAND REVENUE
AUTHORITY
OF SINGAPORE

OVERVIEW





Singapore

Size: 712 sq km

Population: about 5 million

Per Capita GDP: S\$59,000



INLAND REVENUE
AUTHORITY
OF SINGAPORE

IRAS

- agent of the Government and provides services in administering, assessing, collecting and enforcing payment of taxes.
- advises the Government and represents Singapore internationally on matters relating to taxation.

Vision

The leading tax administration in the world

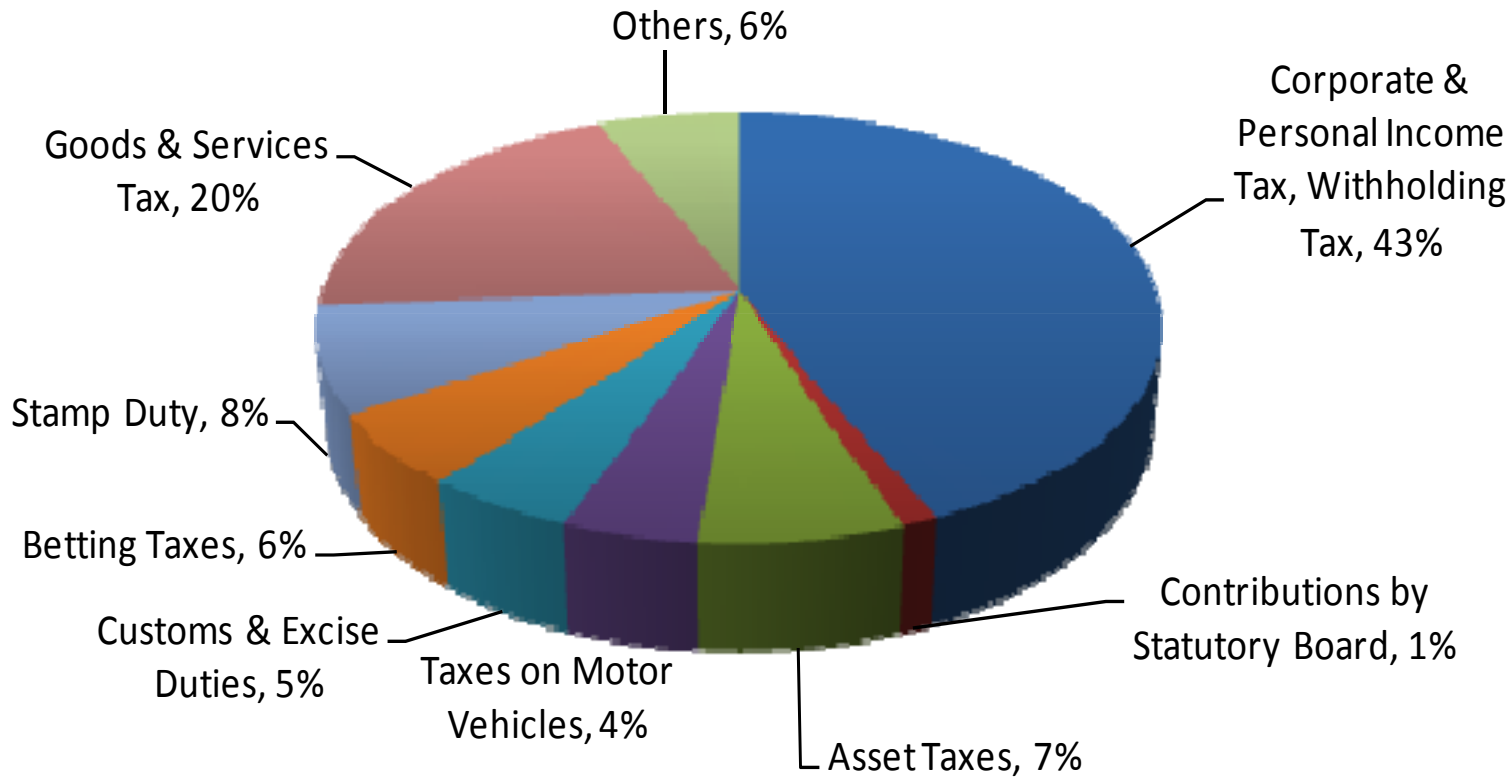
A partner of taxpayers in nation-building and economic development

An eXcellent team of competent and committed people





Components of Tax Revenue

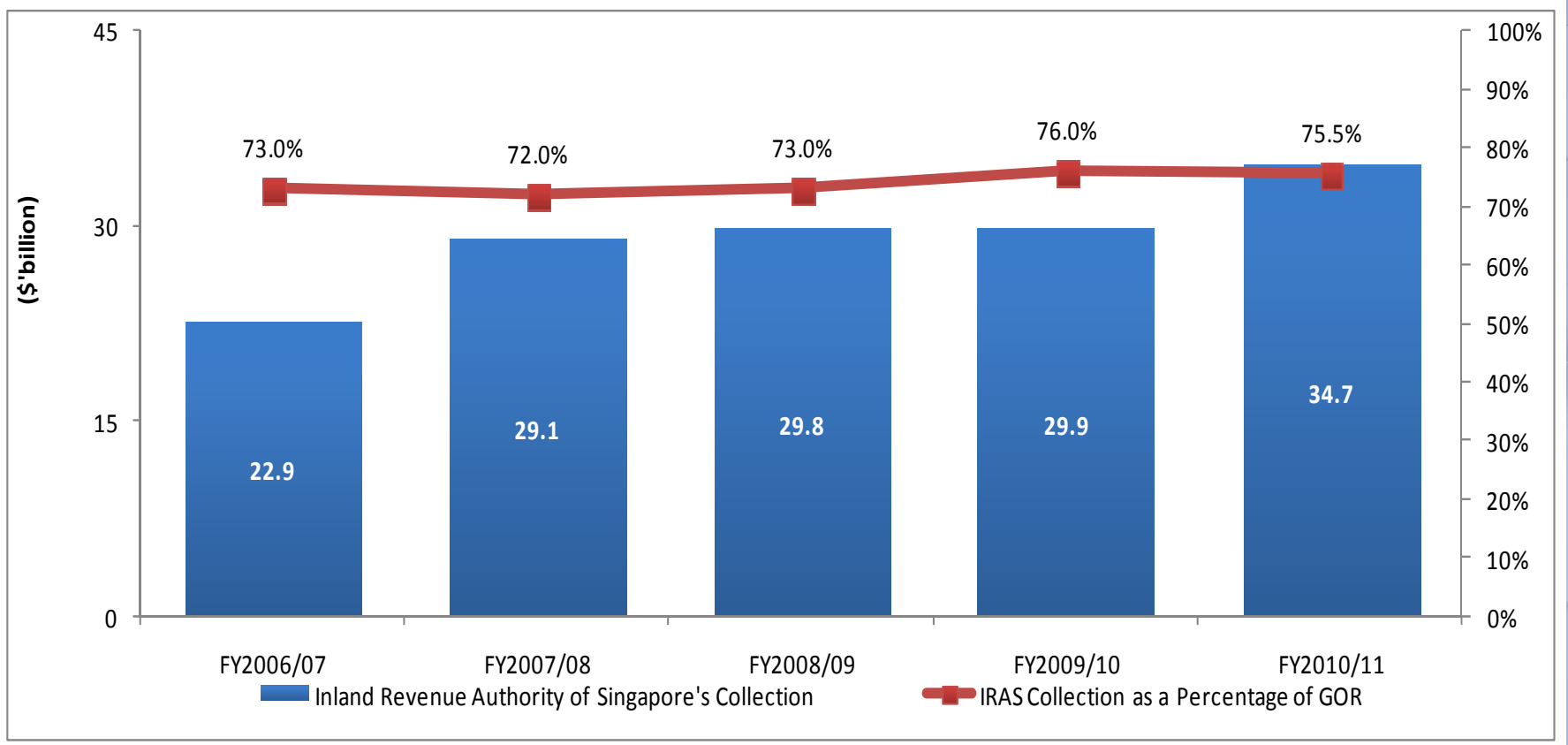


Source: FY2010/11
Economic Survey of Singapore First Quarter 2011



IRAS Tax Collection

(as % of Government Operating Revenue)



Tax System & Administration

Public finances

Encourage entrepreneurship and hard work

Promote economic and social goals



Tax System & Administration

*Facilitate
Economic
Growth*

*Enhance Process
Efficiency*

**Promote
Voluntary
Compliance**

*Improve Service
Delivery*

*Strengthen
Capabilities*



Facilitate Economic Growth

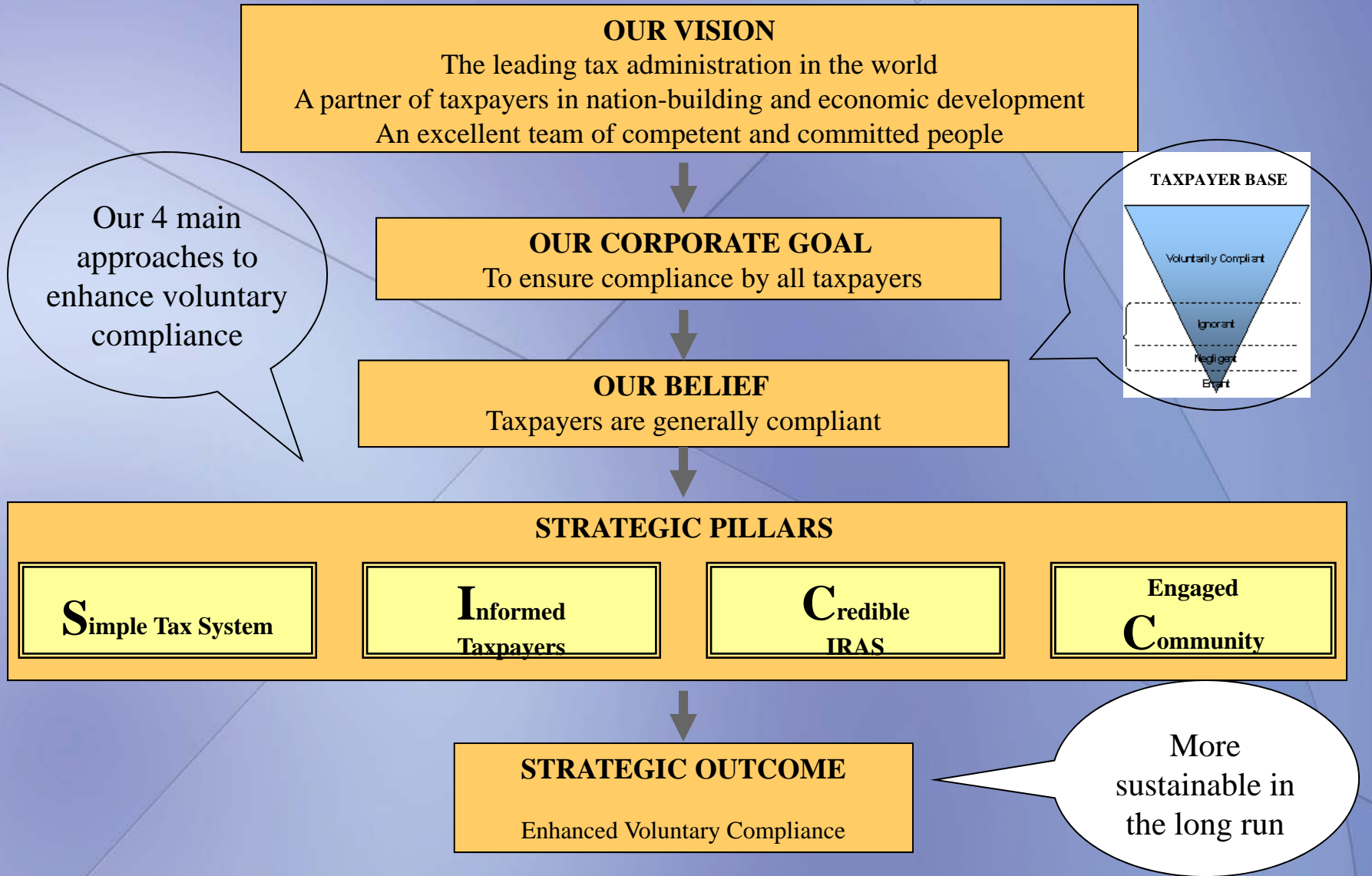
**Assistance during
economic
downturn**

**Promote
Productivity and
Innovation**

**Reduce
compliance cost**

**Understand
Business Needs**

Promote Voluntary Compliance





Promote Voluntary Compliance

STRATEGIC PILLARS

Simple Tax System

Informed Taxpayers

Credible IRAS

Engaged Community



- Make it easy for taxpayers to comply

- No -Filing service
- Simplified filing for businesses and companies
- Review rules and procedures
- Advanced Ruling system since 2005



- Educate taxpayers on how to comply with their tax obligations

- e-Tax guides, e-Learning, user-friendly and updated info on website
- Seminars and Dialogues with targeted taxpayer groups



- Take firm action against those who fail to comply

- Public communication of compliance focus
- Prosecution of tax evaders

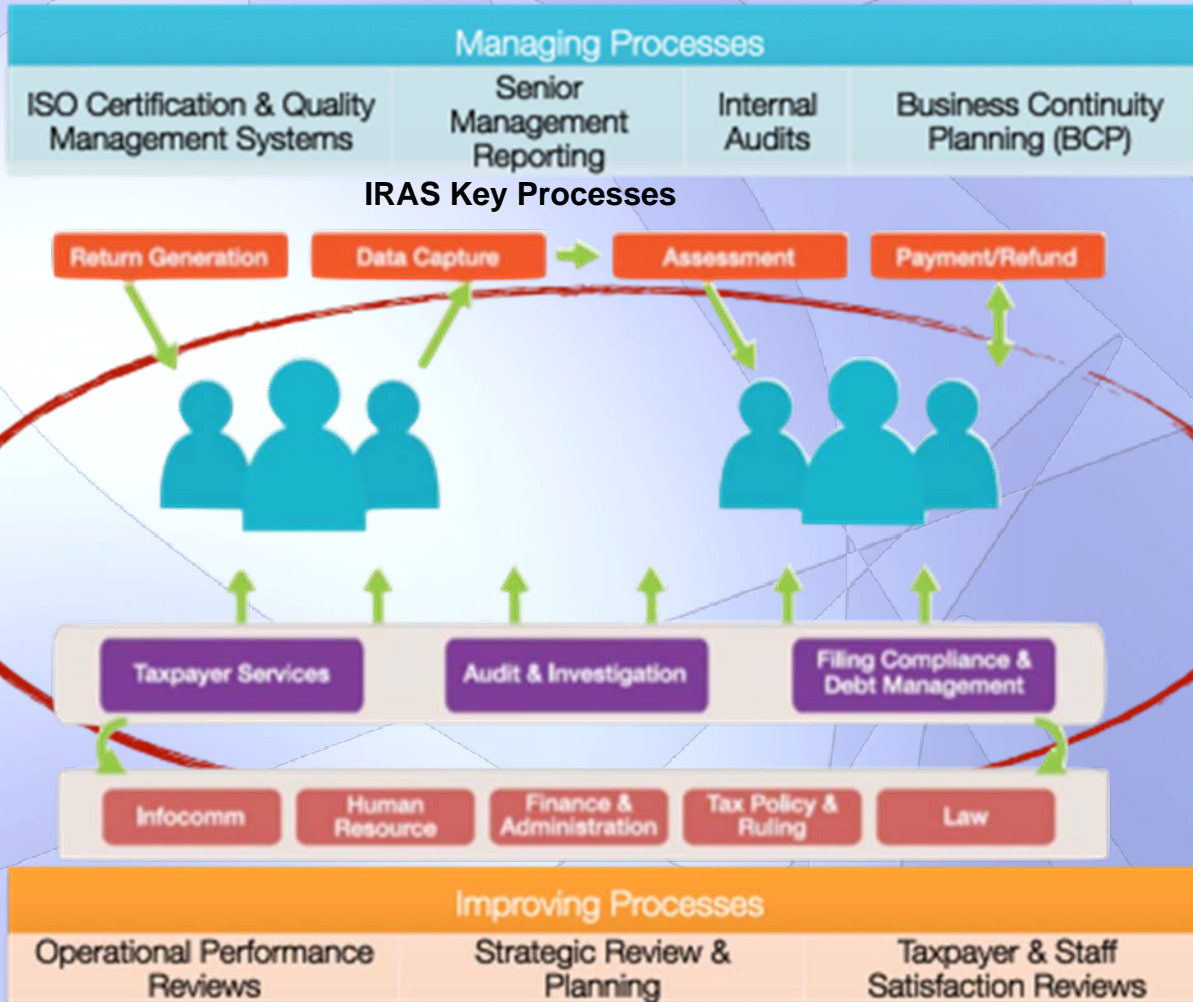


- Work with community to improve overall compliance

- Co- design compliance programme (ACAP) to help business manage their GST risks
- Enhanced Taxpayer Relationship Programme to engage companies to resolve current /emerging tax issues



Enhance Process Efficiency



Our Key Processes:

- Support our mission and corporate goals
- Are designed and managed with taxpayers in mind
- Are highly automated through IRIN
- Are highly robust and efficient

Enhance Process Efficiency

- Automated set of data matching functions with other government agencies
- Auto-inclusion for various types of income, eg salaries and commission
 - for taxpayer registration and returns-issuing
 - remove the need for taxpayers to provide information
 - No-Filing Service for > 70% of taxpayers
- Automated Pipeline Processing of Assessments/Claims
 - accuracy and efficiency
 - re-allocation of resources



Improve Service Delivery



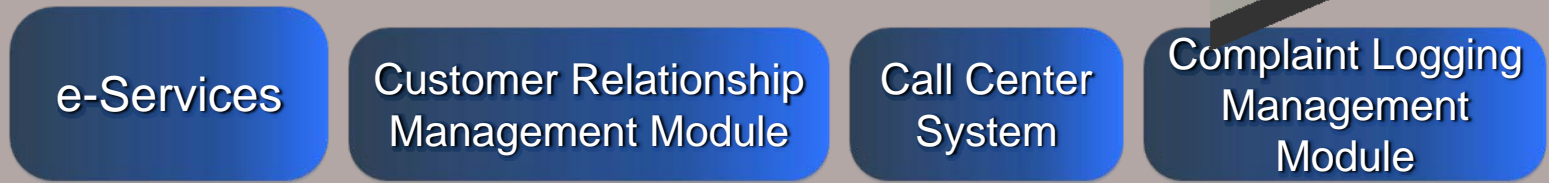


Improve Service Delivery

Service Strategy (in order of ease of convenience to taxpayers)



Supported by
IRIN



Making it easy for taxpayers

- Various service channels to meet different taxpayers' needs
- Leverage on technology in service innovation
- Facilitate self-service by taxpayers, thereby reducing compliance costs

Enabling staff

- Comprehensive taxpayer information at fingertips across all contact points
- Ensure high level of responsiveness and accurate advice to taxpayers

Strengthen Capabilities

- Develop Professional Competence
 - ❑ Structured staff training programmes
 - ❑ Accredited Tax Specialist & Master Tax Specialist programmes
- Raise professional competence among tax community - Tax Academy of Singapore (TA)

Strengthen Capabilities

- Develop Risk Profiling and Predictive Modelling
 - ❑ Compliance IT Blue Print to facilitate more effective identification and selection of audit and investigation cases
 - ❑ Improve yield of tax recovery

- Knowledge & Information Management
 - ❑ KM systems & repositories
 - ❑ Regular knowledge sharing



Challenges

- Changing Taxpayer Profile
- Technological Development
- Global Financial Crisis



INLAND REVENUE
AUTHORITY
OF SINGAPORE

Thank You