

# VIEWPOINT

March 2004

## Moving Forward With Investor Group

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### ***An update on company developments by Bruce Hatchman, Managing Principal.***

The past year has been one of positive developments for our company. We became part of the Investor Group, a major Australasian, ASX-listed, financial services company. We transformed our strong Sydney brand into one that is nationally recognised. And, most importantly, the Investor Group association has enabled us to add value to our clients by offering them a more diverse range of professional services.

We also embarked on a rebranding exercise when the well-known Williams, Hatchman & Kean name changed to WHK, and we adopted the Investor Group logo.

The Investor Group had previously consisted of a network of regional accounting firms – and WHK became its first capital city acquisition in line with its strategy of establishing a national capital city presence. This has resulted in the WHK name being adopted for all the Group's accounting practices, with WHK Carricks (formerly Mann Judd) in Melbourne, becoming the second city firm to join the network.

We expect 2004 to be an exciting, challenging year as far as the markets are concerned. But no matter which way they turn, we will continue to derive further benefits across the financial services spectrum from our Investor Group association.



*Bruce Hatchman*

At the time of going to press, the Investor Group announced a strategic merger between Greenwoods BKT, a prominent specialist tax practice, and WHK. Greenwoods operations will be integrated into WHK, creating one of Sydney's largest second-tier firms which will trade as WHK Greenwoods. More details of this exciting development will be included in the next Viewpoint.

### **Investor Group Profile**

- An ASX-listed company, with a market capitalisation of \$160m.
- Ranked by Business Review Weekly as Australia's fifth largest accountancy firm, based on fee revenue.
- An integrated financial services group, with more than 100,000 business and private clients.
- A national network of 21 member firms, managed by 150 Principals, employing 1,500 staff.
- WHK brand name being adopted by all Investor Group accounting practices nationally.

# What's In Store For 2004?



Peter Williams

**“The starting point for 2004 is very different from a year ago.”**

## 2003 Market Statistics

- ASX 200 (Accumulation Index) rose 14.6% for the year
- S&P500 (US Index) rose 26.4% in US\$ terms
- The AUS\$ appreciated 34.0% against the US\$ over the year
- The AUS\$ appreciated 22.8% against the TWI over the year
- In commodities, gold rose 19.6%, copper 51.1% and oil was up 4.3%

*For its January 2004 issue, **Personal Investor** magazine recently assembled the best technical experts in investments to guide readers through the maze of economic forecasts, legislative changes and market trends for 2004. Peter Williams, financial planner and Managing Director of WHK Financial Services, was invited to participate in this round table. The following is an overview of his thoughts about the investment scenario in 2004 as well as highlights of his comments featured in “Personal Investor”.*

2003 turned out to be a great period for investors. After a difficult start, most investment markets rose with the single critical exception of the US dollar. Globally, equities broke their three-year losing streak, bonds produced another strong year and commodity prices soared.

The starting point for 2004 is very different from a year ago. Rather than struggling in the depths of depression, equity investors are more optimistic and this optimism has already been somewhat reflected in stock market valuations.

The German financial system, in crisis a year ago, is now recovering and much healthier. Japan has side-stepped a major banking crisis and its economy is reflecting growth. China has developed a voracious appetite for commodities and natural resources to fuel its growth. In general, the starting position for the great annual investment race is quite different to twelve months ago.

Equities should provide positive returns in 2004, driven more by rising earnings rather than valuation re-rating.

## PETER'S COMMENTS DRAWN FROM THE ARTICLE WERE:

### Learn From The Past

- Learn from the mistakes that you made last year (and the years before).

- In looking at investments to hold in 2004 emphasise income. Accept that your capital value is going to move around somewhat. Buy something that is going to give you an income stream today that is likely to rise. Break out the two components of total returns, being capital value and income.

### Property

- Listed property trusts with a greater component of industrial property should perform better than the other trusts. Industrial and, to some extent, commercial property should still play a solid part in a client's portfolio, particularly for the income and the tax advantages. Have listed property trusts (LPTs) finished their dream run? The LPTs that have a greater industrial component will be better protected for the year going forward. Up to 25 per cent of total funds could be in property for its tax advantaged income.
- Over the last year there has been a sharp rise in property syndicates but the quality of some of these syndicates may be variable. Analysis of all offerings is essential.

### SMSFs

- A crackdown on self managed superannuation funds (SMSFs) by the ATO will be far reaching.
- Will the greater scrutiny of SMSFs deter people from starting up their own funds? At present an average of 2,000 SMSFs start up each month. WHK has certainly seen a fall-off in the number of new funds established.

### Tax Arbitrage

- Smart tax strategies include borrowing to invest and getting a deduction on the interest. Some investments such as the ALE (Foster's Pubs) Property Trust can help investors reap tax benefits. The Trust provides an 11 per cent distribution that is fully tax deferred for five years, which is a natural tax arbitrage.

*Peter Williams can be contacted on (02) 9262 2155 or at [peter.williams@whk.com.au](mailto:peter.williams@whk.com.au)*

# Corporate Advisory Closes Agrichem Sale



Tony Garrett

**“We are familiar with the strengths and weaknesses of emerging companies and understand both clients and buyers expectations.”**

***What happens to a company when its owner dies unexpectedly and there are no succession plans in place? This was the situation faced by a Queensland-based company with offshore operations - and WHK's Corporate Advisory assisted with assessing its options and closing its recent sale. Tony Garrett, Managing Director of WHK Corporate Advisory, outlines the transaction and the solutions offered by his team.***

Agrichem is one of Australia's largest liquid fertiliser groups with international operations, approximately 150 staff and distribution outlets in over 50 countries. “The late owner was also the CEO of the company and had a personal vision for its growth and long-term future,” says Tony. However, there were no strong succession plans, and the owner's sudden death meant that value could be lost to the company if it didn't assess its options quickly and effectively.

The family were well aware of these issues and were referred to WHK Corporate Advisory for advice on what future direction to take. Apart from the succession problems, there were also issues such as the drought which had taken a toll on earnings, and the recently acquired Brazilian operations which were an excellent long-term business acquisition, but were making demands on the company's working capital. According to Tony, “They had already approached a number of corporate advisory groups before they talked to us – and they were not happy with the lack of a true assessment of their options”.

WHK evaluated the strategic alternatives which included expansion, consolidation, or a sale of the operations. In addition, Tony maintains that WHK made a difference by “building a good relationship with the client, sifting out the genuine buyers from the rest, and introducing prospective buyers above and beyond the initial shortlist.”

The ultimate buyer was one that WHK introduced to the client – Polarity Capital, a private equity fund – which not only met the family's price expectations but also shared the late owner's vision for the future direction of Agrichem.

“We have a lot of expertise in transactions of this nature,” says Tony. He adds, “We are familiar with the strengths and weaknesses of emerging companies, we understand both clients' and buyers' expectations, thereby enabling good investment decisions. In the instance of the Agrichem sale, we were able to advise the sellers about the needs of sophisticated buyers, such as private equity funds, who are often driven by return on investment as opposed to longer-term strategic potential. And, as in all transactions, our team moved quickly and there was active Principal involvement throughout all phases of the deal”.

Over the past three years, WHK Corporate Advisory has been involved in M&As, sale and divestment transactions, IPOs and capital raisings worth in aggregate over \$500 million.

*For more information about these services, contact Tony Garrett on (02) 9619 1888 or at [tony.garrett@whk.com.au](mailto:tony.garrett@whk.com.au)*

**STOP PRESS:** Since compiling this issue of Viewpoint, WHK has closed the sale of Fentak Chemicals to Borden Inc., a global chemical conglomerate owned by the KKR Group in the US. More details will appear in the next Viewpoint.

# Hitting a Moving Target - Preparing For IFRS



David Sinclair

**“WHK has developed a Seven Point IFRS Implementation Strategy to assist clients in the first-time adoption of IFRS.”**

*The move to harmonise Australia's accounting standards with International Standards will entail substantial changes to current reporting practices and much preparation. David Sinclair, Principal, Audit and Assurance Services, provides a guide to the timelines and key impacts that IFRS will have on companies.*

From 1 January 2005, all reporting entities will be required to prepare their financial reports in accordance with International Financial Reporting Standards (IFRS). Although Australia has been harmonising its accounting standards with IFRS since 1996, the 2005 requirement will bring substantial changes to current reporting practices. This is due to the fact that there are still some significant differences between the current Australian standards and a number of major changes are being made to IFRS before 2005.

The lead-up to full compliance with these new standards is a bit of a moving target due to these continuing changes. However, it is important to start preparing for IFRS now.

## WHO WILL BE AFFECTED?

The requirement to report under IFRS will affect all entities preparing financial reports under the Corporations Act as well as all other reporting entities.

## FIRST-TIME ADOPTION – THE TIMETABLE

Compliance with IFRS is required for financial years beginning on or after 1 January 2005. This means that for companies with a 30 June year-end, the first IFRS financial year is the year ending 30 June 2006. These financial reports will require comparative information for 2005 to be presented in accordance with IFRS. To do this will require opening balances as at 1 July 2004. As a result, entities with 30 June year-ends will be applying IFRS, effectively, from 1 July 2004. Therefore, these

companies need to have completed their conversion to IFRS by this date. Additionally, disclosing entities will have to prepare IFRS compliant financial reports for the half year ending 31 December 2005.

## KEY IMPACTS

Overall, the main effect of the change to IFRS will be to reduce certain asset values and increase the volatility of earnings. Generally, the effects of adjustments that need to be made to asset, liability and equity opening balances on the transition date should be booked directly against the opening balance of retained earnings. Examples of expected adjustments include:

- Income tax

A balance sheet approach has been adopted which represents a fundamental shift in how tax provisions and tax assets are recorded. Tax assets relating to tax losses will be recognised where recovery is “probable” rather than “virtually certain”. This will make it easier to recognise the benefit of the losses.

- Intangible assets

Intangible assets that do not meet the recognition criteria under IFRS but were previously recognised under Australian GAAP should be derecognised. Examples include capitalised research costs and internally generated trade marks and brand names.

The limitations on the revaluation of intangible assets contained within IAS 38 are very strict, requiring the existence of an active market before intangible assets may be revalued. Adoption of IFRS will necessitate the reversal of previous intangible asset revaluations in almost all cases.

Annual impairment tests must be applied to



## WHK's Seven Point IFRS Implementation Strategy

The seven key steps for adopting the IFRS are:

1. Create an implementation team and assign responsibilities.
2. Calculate key IFRS adjustments and start developing proforma IFRS accounts.
3. Determine the effects of alternative treatments allowed.
4. Consider the "exceptions" and "exemptions" allowed for first time application.
5. Identify other business implications (effect on bank covenants and KPIs).
6. Run training and awareness programs for non-accounting staff, stakeholders and directors.
7. Continue to monitor changes in the standards.

goodwill, with impairment losses written off to the profit and loss account. This replaces the previous requirement to amortise goodwill.

### • Share based payments

Shares and share options issued to employees and suppliers must be recognised as an expense at their fair value at date of issue. The other side of the entry is an increase in paid up capital.

## OTHER CONSIDERATIONS

Other implications of the transition to IFRS include:

- How key performance indicators are impacted by changed definitions of variables;
- How greater earnings volatility is communicated to investors;
- The setting of dividend policy where earnings are more volatile;
- How the financial effects of the transition to IFRS are communicated to the market;
- The impact on loan covenants and financial ratios of potentially reduced net assets;

- How performance-related remuneration for employees is determined where the components of operating profit change.

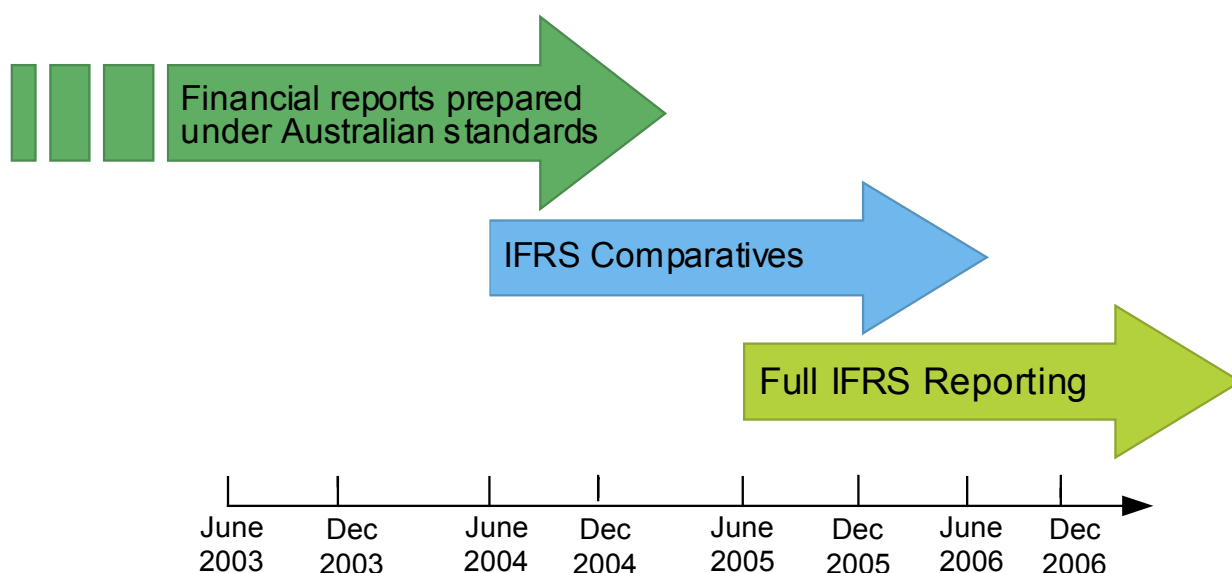
## PREPARATION CHECKLIST

It is important to prepare for the transition to IFRS now and key actions include:

- Review your most recent financial report, analyse likely impacts, and quantify adjustments.
- Prepare a proforma opening balance sheet as at 1 January 2004 so as to quantify the changes and effects on net assets.
- Consider new disclosures required under IFRS in financial statements.
- Advise stakeholders on likely implications and changes.
- Continue to monitor ongoing changes to the IFRS and assess their impact.
- Use WHK's Seven Point IFRS Implementation Strategy to assist in the first-time adoption of IFRS.

*For specific guidance on the likely impact of IFRS on your financial reports, contact David Sinclair on (02) 9619 1706 or at [david.sinclair@whk.com.au](mailto:david.sinclair@whk.com.au)*

## IFRS TRANSITION TIMETABLE FOR A 30 JUNE BALANCE DATE



# WHK's Franchising Solutions



Simon File

**“WHK’s Business Services Division has made a marked difference to the financial and operational positions of numerous franchisor and franchisee clients.”**

***Franchising is one of the fastest growing methods of marketing and operating a business in Australia. Over the years, WHK has made a marked difference to the financial and operational positions of its franchisor and franchisee clients***

A recent survey published by The Franchise Council of Australia and the University of Southern Queensland showed that:

- between 1994 to 1998 franchise systems grew 83% (an annual growth rate of 6.2%);
- in 1999 there were 747 franchise systems in Australia;
- annual turnover in 1999 was around \$76 billion;
- franchise systems employ around 650,000 people.

WHK has built up a specialised area of its Business Services division which advises franchise and retail businesses. This has evolved from our experience in working with numerous well-known organisations and providing them with practical and cost-effective solutions.

## **HOW CAN WE HELP YOU AS A FRANCHISOR?**

WHK was recently engaged by a client who was in the process of transitioning his business from a group of wholly-owned retail outlets into a franchise model. Our franchising team played a key role in advising the client on the following issues in order to ensure that they were “franchisee ready”:

- Franchise manuals. The key to any franchise is its unique business systems and processes. We worked with the client to document these items in a franchise manual which formed the basis of communicating the systems and processes to the franchisees.

- Structuring and asset protection issues. We needed to ensure that:
  - the assets of the owners were protected in the most effective way from potential business liabilities;
  - the intellectual property of the business (unique business systems, products, trade marks, etc.) was protected;
  - overall profitability of the business was maximised whilst tax liabilities of the business were minimised; and
  - the impact of any contingent liabilities in the future was minimised.

This involved reviewing the existing group’s structure and devising a number of alternative structures for the client.

We then worked through the advantages and disadvantages of each to determine the most appropriate operating structure.

- Profitability tools. Store-by-store financial reporting templates and systems were developed so that the business could measure and improve the performance of individual sites prior to franchising. This involved working with the client to develop reporting tools, benchmarks, and monitoring performance against these benchmarks. Additionally, we liaised with external consultants to develop POS systems and tools for franchisees to report back consistently to the franchisor.
- Valuation tools. Further templates and methodologies were developed to value individual sites for the purpose of determining the buy-in price for a franchisee based on historic and forecast sales and profitability.
- Legal issues. WHK worked with a firm of lawyers to ensure compliance with the Franchise Code of Conduct and also to develop the franchise agreement.

- **Financing.** We worked through the franchise accreditation process with one of the Big Four banks. This enabled the franchisees to acquire the business partially through cash flow based funding, as opposed to financing the acquisition purely on the basis of equity that the franchisees held in their personal assets (such as their homes). WHK drew upon contacts and experience within the banking industry to ensure this process was executed efficiently.

Our expertise and advice ensured the successful transition from a corporate group of stores to a franchise network. In so doing, we enabled the business owners to unlock capital they held in the businesses without having to sell and enabled the businesses to expand at a much faster rate than would otherwise have been possible.

### HOW CAN WE HELP YOU AS A FRANCHISEE?

WHK has worked with a number of franchisees to ensure that they grow and develop both their business and personal wealth. A few examples of the ways that we have ensured this success are:

- **Development of five-year business plans.** Where do you want to be in five years time? This is a question that franchisees often think about though never really have any tangible goals to work towards. We have worked closely with a number of our franchisees to develop five-year plans which determine:
  - how much cash their business will generate over a five-year period,
  - how we can increase this cash flow, and
  - how best to utilise this cash, bearing in mind tax issues, financial criteria set by franchisors, the owners' personal debts (eg home loans) and the need to diversify investments outside the business.

This planning process sets clearly defined goals which WHK then monitors on a regular basis.

- **Development of daily cash flow targets.** We provide templates which enable an operator to forecast the business's daily cash balance, thereby minimising surprises and ensuring that the business is financially sound.
- **Valuation templates.** As part of our ongoing monitoring, many of our franchisee operators need to assess value for gearing opportunities.
- **Profit and valuation improvement programs.** We regularly review the financial performance of our franchisee's businesses and suggest ways to improve profitability and value.
- **Assistance with buying and selling franchises.** We have acted for a number of franchisees in:
  - valuing their existing or proposed business,
  - assisting them to negotiate the sale or purchase price, and
  - structuring the sale so that their short-term and long-term tax position is minimised.

*For further information about WHK's franchising solutions, contact Simon File on (02) 9262 2155 or at [simon.file@whk.com.au](mailto:simon.file@whk.com.au)*

# Consulting Services - Creating Wealth For Clients



Ray Osborne

**“Our focus is on helping our clients grow their businesses, and improve their profit and value.”**

***Has your company created wealth or destroyed it in the past financial year? This is a question that Ray Osborne and his Consulting Services team members are putting to their clients on an increasingly regular basis. They are also assisting clients in assessing various wealth creation techniques, developing strategies, monitoring and reward systems, and educating management teams about focusing on the value of their companies.***

“Wealth creation is a ‘hot topic’ these days amongst shareholders, analysts, company boards and managers,” says Ray. As one of the founders of WHK in 1984, Ray has been helping clients with strategic positioning since that time. “We have advised large and small companies - from corner shops to listed companies - over the years,” he says. “Our focus has been on helping our clients grow their business, improve their profit and their value. The reason why we have had a good success rate in this area is because we have lived through everything ourselves – from cash flow in the early stages, to staffing and marketing issues – so we can relate to exactly what our clients are going through at any point in time.”

Two years ago, Ray realised that the advice he and his colleagues had been providing to clients was based on an integration of many different issues across the business spectrum – all of which ultimately related to wealth creation. So, it was decided to provide a more structured approach to the service by establishing a three-tier framework and launching the integrated service under the WHK Consulting banner.

Ray says that his clients were constantly looking for value-added services to improve their bottom line. Their questions ranged from: “How do we create value and maintain it?” to “How do we get staff to benefit from their input and reward them effectively?” “We got to a point where we started offering software tools that link into creating, driving and developing the value of a business,” adds Ray.

Strategies, action plans, scorecards – all play a pivotal role in the wealth creation programs that Consulting Services offers its clients. Ray explains, “We identify issues that have to be addressed, do an intellectual capital rating of the company’s profit drivers, develop a strategy, assist in building awareness, facilitate training for senior management, and, in some cases for shopfloor staff, and we help implement the strategy”.

Ray is quick to point out that a company wanting to sign up for the entire process will have to undergo a culture change. “Prior to starting out, we always ask senior management to buy into the process, to sign off on it and accept ultimate responsibility for driving the wealth creation focus throughout the organisation.” In Ray’s words, “We see ourselves as trusted advisors and facilitators – and I always tell clients that we have the ‘nagging rights’ to come in, do the quality control and ensure that they are getting a return on their investment in the program”.

The range of clients that have benefited from WHK’s consulting and training services is diverse – amongst them, financial institutions, infrastructure providers, government enterprises, utilities, educational institutions, manufacturing companies, retailers and professional service organisations.

Ray concludes: “Our clients tell us that we enable them to focus on the key areas of finance, human resources and marketing in an integrated manner – and this approach drives the value of their businesses. I also believe that it is our partnering process and empathy with whoever we work with that really makes the difference.”

*To find out more about how WHK can assist you in unlocking your company’s wealth creation potential, contact Ray Osborne on (02) 9262 2155 or at [ray.osborne@whk.com.au](mailto:ray.osborne@whk.com.au)*



# Corporate Governance - Topic of the Year



David Sinclair & Greg Goodman

**“We partner with our clients and provide solutions to particular governance issues within their organisations.”**

***WHK and Compliance Australia jointly offer corporate governance consulting and related services to directors and senior managers. Greg Goodman, Managing Director of Compliance Australia, outlines the challenges surrounding this highly topical issue.***

Have you noticed when you pick up a financial paper or journal that you are often confronted with a headline questioning the propriety of actions taken by directors or officials in a well known company? AMP, HIH, FAI, Harris Scarfe, One.Tel and Enron are but some of the more notable companies to have fallen on hard times or gone out of business due to poor governance. Alternatively, you may be aware of the flurry of activity by the ASX, Standards Australia and the Government to establish new standards for corporate governance. No matter where you look, corporate governance is clearly a topical issue.

## DEFINING THE ISSUE

So what is all the fuss about? Firstly, what is the definition of “corporate governance”? If you were to ask the question in a room full of directors and CEOs you would get a very wide range of responses. The OECD Principles of Corporate Governance, which have been given wide recognition, state: “One key element in improving economic efficiency is corporate governance, which involves a set of relationships between a company’s management, its board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined.”

While this is an insightful analysis of the issues, it does not fully articulate what directors and senior management need to consider in assessing their governance program.

WHK and Compliance Australia have analysed the new standards issued by the ASX, Standards Australia and the Government’s CLERP 9 reform package and have condensed corporate governance into the following issues:

- The roles, responsibilities and remuneration of the board and senior management
- Ethics, corporate culture and social responsibilities
- Financial integrity
- Auditor integrity
- Disclosure
- Risk management
- Regulatory and self regulatory compliance
- Fraud and corruption prevention

## RECENT CORPORATE COLLAPSES

If you look at each of the major corporate collapses in recent times, you will find a combination of these factors at play. They range from poorly constituted boards and self-interested and overpaid executives who lack accountability, to poor financial controls, auditors who lack independence and integrity; poor risk management, fraud prevention and regulatory compliance programs. Topping all of these off is the fundamental problem of a corporate culture which promotes greed and self interest with a lack of ethics and values that are acceptable to the general community.

## BENCHMARKING AGAINST PEERS

We have conducted reviews of governance programs for a number of our clients and it is fair to say that the results were a surprise. When we looked at the list of issues outlined above we found many gaps and it was clear that the boards either had not addressed the issues at all or were struggling to figure out how to deal with them.

- Many companies have gone out of business due to poor governance.
- WHK and Compliance Australia provide solutions to governance issues.
- The real challenge is to bring about organisational change.

# Corporate Governance - Topic of the Year *cont.*

Now that there is more prescription and guidance as to what constitutes good governance, it is easier for boards to benchmark themselves against their peers and to identify areas of weakness. You may have noticed the emergence of a number of agencies that rate companies on environmental, social responsibility and governance standards, such as the Reputex and Ethical Investor magazine.

## ORGANISATIONAL CHANGE

Having identified the issues, the real challenge is to bring about organisational change. With entrenched positions it is not easy to invoke change without confrontation and unsettling incumbents, be they board members, senior management or employees.

It takes a wide range of skills and experience to deal with the many and complex issues

in a sympathetic yet effective manner. At Compliance Australia, our answer has been to partner with a range of organisations with complementary skills, ranging from board and executive selection and compensation, risk management, business ethics, regulatory compliance, legal and fraud prevention. By combining the skills of these organisations with the traditional audit and financial control strengths of WHK, we are able to offer an integrated solution to all of the issues related to good governance. We do not just identify issues; we partner with our clients and provide solutions to particular governance issues within their organisations.

*If you would like to know more about WHK's governance services, contact Greg Goodman on (02) 9619 1780; [goodmang@compliance.com.au](mailto:goodmang@compliance.com.au) or David Sinclair on (02) 9619 1706; [david.sinclair@whk.com.au](mailto:david.sinclair@whk.com.au)*



## WHK'S CORPORATE GOVERNANCE BUSINESS MODEL

# Company Update

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## BUSINESS SERVICES TEAM EXPANDS

### ***WHK has appointed two new Directors to its Business Services team***

**Stephen Waite**, Director, started his professional career in 1994 and joined our firm in November 2003. He holds a Commerce degree from the University of Western Sydney and is a member of the Institute of Chartered Accountants. Stephen provides business advisory and compliance advice to high net worth clients and medium-sized businesses, and has wide experience with clients in the hospitality industry.

**Jorge Di Zio**, Director, started his professional career in 1996 and joined WHK in 1998. He holds a Commerce degree from the University of Western Sydney, is a member of the Institute of Chartered Accountants, and is currently completing his MBA at Macquarie University. Jorge advises clients on strategies for growth, focusing on small to medium size businesses.



*Stephen Waite*



*Jorge Di Zio*

# Important Dates

## Tax Calendar March 2004 - June 2004

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<b>March</b>	16	Due date for payment of superannuation contributions surcharge and termination payments surcharge assessments issued 16 February 2004.
	22	February 2004 monthly activity statements – final date for lodgment and payment.
	31	Due date for lodgment of 2003 individual and trust income tax returns where returns were lodged last year  Due date for lodgment of 2003 income tax return for companies (excluding large business taxpayers) with total income in excess of \$2 million in latest year lodged.
<b>April</b>	21	March 2004 monthly activity statements: final date for lodgment and payment.
	28	Quarter 3 (January-March 2004) activity statements: final date for lodgment and payment.  Superannuation guarantee contributions for the period 1 January – 31 March due.
<b>May</b>	21	Due date for lodgment of 2004 Fringe Benefits Tax (FBT) returns. April 2004 monthly activity statements: final date for lodgment and payment.
<b>June</b>	17	May 2004 monthly activity statements: final date for lodgment and payment.
	30	To use the transitional provisions under the Consolidations tax regime (for assets, losses and foreign tax credits), groups must consolidate by this date (noting election to consolidate can be made up to the time of lodging the June 2004 tax return).

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