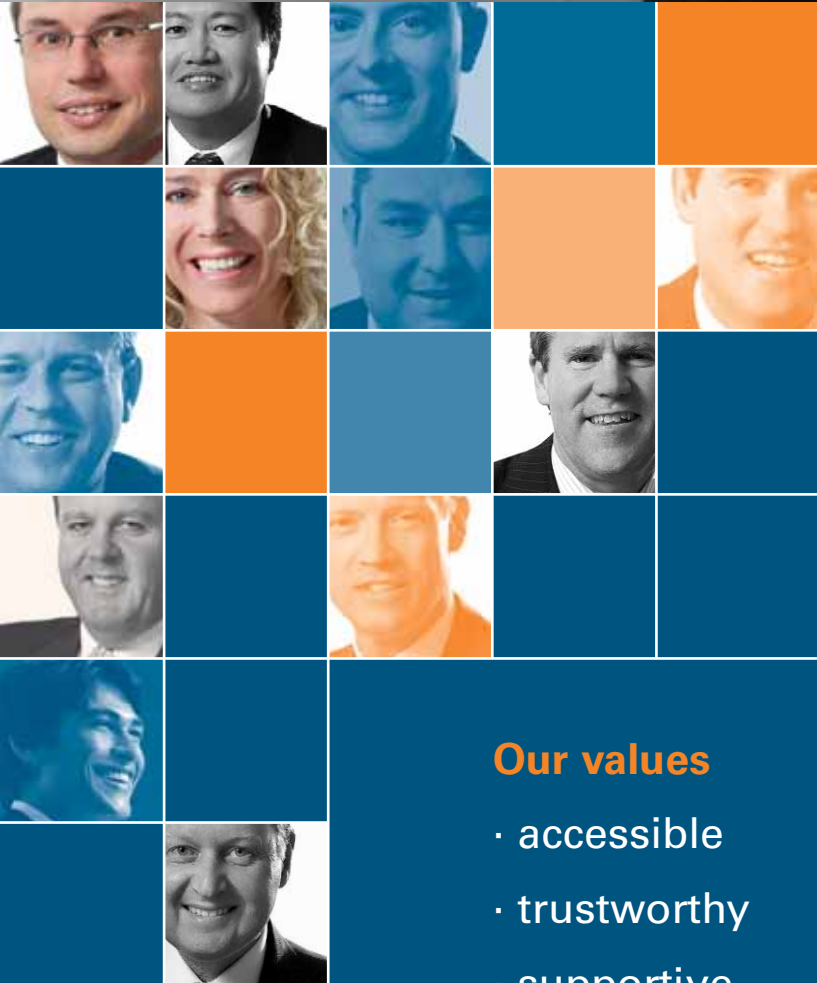


# What makes an accountant outstanding?

...answers inside





### Our values

- accessible
- trustworthy
- supportive
- valuable

A snapshot of HLB 3

#### 8 key business specialties on offer:

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contents

# What HLB stands for... great people, delivering real solutions

HLB Mann Judd is a leading mid-tier chartered accounting firm. That's jargon for... big enough to have all the experience and knowledge, small enough to work with you on a personal basis. Mann Judd was formed in 1970 via the amalgamation of two smaller Sydney firms. Through natural growth and merger the business has become one of Sydney's better known "people-sized" accounting practices and the hub of the national network. We are a member of the HLB Mann Judd Australasian Association, a network of independent firms throughout Australia & New Zealand. In 1987 Mann Judd firms became affiliated with the HLB International global network of independent accounting firms with members in more than 100 countries to extend the scope of our enterprise even further.

**With over 170 partners, directors and staff the Sydney firm** is located in the Maritime Services Towers at 207 Kent Street, Sydney. Our Australasian network has well in excess of 90 partners with offices in all major Australian business centres and now in Auckland, New Zealand. Through our membership of HLB International, clients have access to worldwide local know-how wherever they operate.

**We are a viable alternative to the "Big 4" accounting firms**, with parallel expertise and technology, but still with Partners individual involvement... and a more cost-effective fee structure. The bottom line always matters and so does the service.

**Our principal aim is to provide real solutions to our clients' business problems and give them the assistance and support they need to be successful.** We provide clients with a comprehensive range of business and financial services in addition to the audit, accounting and taxation advice that are core to our practice.

**Personal involvement** of Partners in all client engagements is an integral component of the way we work with you. Partners are ably supported by talented staff, working as a finely-tuned team to complete assignments in an outstandingly efficient way.

This capability profile outlines the 8 major areas of expertise available to make the numbers in your business life do more for you.



Our principal objective is to provide real solutions for our clients' business opportunities. Our talent bank provides the numbers to help you make better decisions.

# business services

## ... a helping hand, objective advice

Good businesses see their future. They plan to succeed. They set objectives. They measure performance. They listen to expert advice. Every successful business person would agree that financial security comes from these key planning steps and by working with trusted professionals to realise their vision. HLB Mann Judd's Business Services were developed actively from decades of experience with hundreds of organisations, providing astute advice to aid planning and responsive services to meet the needs of growing clients of all sizes.

The active, close involvement of business-seasoned Partners and senior professionals ensures we provide clients with insightful and practical advice on how to plan for success and the sustainable growth of their business. Our portfolio

of services is extensive. It includes business planning, detailed budgeting systems, financial accounting, forecasting, cash flow projections, assistance with decision-making, assessing emerging opportunities, tax planning and advice on acquisitions or divestment.

Our advice is based on extensive, in-tune knowledge of commercial markets. Our aim for each client is to create the catalyst for value growth and to help you maximise the financial and strategic advantages for your business.

We also have extensive experience with family-owned and run businesses, and can help with succession planning and provide objectivity on family-related issues that sometimes become emotionally driven.



see the future  
of your business  
through better numbers

## Our services portfolio

- Preparing of statutory and management financial accounts
- Preparing income tax returns for individuals, partnerships, trusts, companies and super funds
- Cashflow forecasting systems for management and for bank submissions/finance applications
- Conducting business valuations
- Preparing statutory documents required by ASIC (the Australian Securities and Investments Commission)
- General tax planning advice
- Asset protection and wealth maximisation advice
- Business succession, will and estate planning
- Out-sourced accounting & payroll services
- Waste reduction
- Investor ready programs
- Performance measurement
- Quality assessment and improvement systems
- Business Health assessments
- Productivity and efficiency analysis, targeting and monitoring
- Activity-based costing
- HR and IR Strategic planning
- Workforce management
- Business planning – providing a mechanism for our clients to develop short and long term directions and strategies for:
  - Marketing and sales
  - Operations and production
  - Staffing
  - Finance, raising finance, administration

- Innovation
- Preparation of action plans and implementation thereof
- Business restructuring and organisation
- Staff training and development
- Technology & communications development

- Assisting with business evaluation – buying and selling
- Business start-up procedures (feasibility studies and business planning)
- Negotiating franchising arrangements – buying, selling, start-up
- Identifying appropriate government assistance and funding programs and providing assistance to prepare applications for programs and grants

## Family businesses... special issues & experience

- Succession planning... who will take over and when
- We help in identifying compatible family and business objectives
- Estate planning... maximising value & transfer
- Reviewing organisation and management structures
- Establishing performance criteria and performance based pay for family members (and others)
- Guidelines for having non-family directors and management involved
- Advice regarding avoiding or resolving conflicts



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# tax consultancy & compliance

## ...a more effective approach to the taxes you pay

Taxation represents a significant cost to businesses and individual investors. Riding out and smoothing its potential impact can be critical to survival and indeed growth. There can be costly traps in our complex, ever changing tax laws, and yet tax concessions can be significant where they apply. If concessions and planning opportunities are ignored taxation costs are compounded, perhaps unnecessarily.

The role of our specialist tax advisers is to extract practical and commercial solutions for your business and personal investment decisions from the ever growing maze of confusing tax laws. Our clients include individuals, partnerships, trusts and companies, branches and subsidiaries of foreign corporations, not-for-profit organisations and different levels of government, for whom we provide all manner of tax consulting and compliance services.

We have developed and finessed specialist skills in personal and executive tax advice, including taxation of expatriates; advising in relation to high net worth families, including private companies, trusts and estates; and advising on corporate taxation, both domestic and international. Employment-related tax advice is, of course, available covering fringe benefits tax, payroll tax, workers compensation obligations and minimum superannuation contribution requirements. Indirect tax advice covering goods and services tax and stamp duties is also available.

Underlying our technical skills is a practical focus and commercial approach designed to add more value to your business results or investment returns.

### Our services portfolio

- Corporate tax, including international issues
- Business tax
- Managed funds and private equity
- Individuals, including high net worth and expatriates

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- Family entities, including trusts and estates
- Fringe benefits tax and indirect taxes

HLB Mann Judd's Tax Consulting group provides you with access to experienced tax specialists who will help you to effectively manage your tax obligations and exposure. We work with you to develop tailored solutions and we ensure the implementation and review of all decisions taken.

Our tax specialists have:

- Specialist skills in the interpretation and application of tax legislation
- Familiarity with the administrative practices of the ATO and other agencies
- Sound understanding of commercial perspectives and objectives
- Knowledge of cross border and international requirements

### Our tax consultancy & compliance specialties

- Corporate and family group structuring
- Commercial tax advice and implementation

- Tax risk management
- Employment remuneration services
- Indirect taxes

### Corporate and family group structuring

- Tax effective structuring and re-organisation of entities and equity
- International structuring – inbound and outbound
- Business and family succession planning
- Estate planning
- Asset protection
- Advising on the impact of Capital Gains Tax (CGT) on specific transactions
- Utilising available CGT concessions for small business

### Commercial tax advice and implementation

- Commercial tax planning
- Sale and purchase of business assets and shares
- Sale and purchase of real property
- Transfer pricing documentation
- Thin capitalisation calculations
- Treatment of company loans to shareholders and their associates

- Managing transition to the tax consolidation regime for company groups

### Tax risk management

- Tax audit management and tailored tax risk analysis
- Applications for ATO rulings
- Tax objections, appeals and assistance in dealing with ATO audits
- Proactive strategies to reduce ATO audit risk (including preparation of position papers and conducting prudential tax reviews)
- Reducing exposure to penalties

### Employment remuneration services

- Salary packaging
- Employee share schemes
- Tax equalisation arrangements
- Superannuation issues
- Fringe Benefits Tax (FBT)

### Indirect taxes

- Goods and services tax (GST)
- Stamp duties
- Payroll tax
- Land tax



need a little help  
with a looming  
tax issue?

# personal wealth management

## ... the 5 stages of building and

Making well informed financial decisions, rather than neglecting your financial affairs, can result in you being able to stay on a brighter financial path. But it doesn't happen by good luck. It really is vital for you to have sound financial advice to keep your plan on track to financial independence.

Let's look at the important elements of establishing a plan to build, grow and maximise your success... by managing the funds you earn to create genuine wealth to enjoy the important things in life. We have broken the path into different financial life-stages, with each stage needing personal choice decisions to be made.

These 5 financial stages are outlined to demonstrate the scope of the issues we consider that will lead to financial well-being. The rest is up to you:

### 1 Early Career – establishing good habits

- Develop a long term wealth management plan
- We assist with cash flow planning and budgeting
- We show the benefits of a regular savings plan
- Review estate planning
- Assist with margin loan establishment if agreed to accelerate earnings
- Assist with personal insurance cover including trauma and income protection



keep your wealth plan on target  
with **step-by-step** focus

# using your wealth

## 2 Becoming a Home Owner

- Incorporate this objective into wealth management plan
- Assistance with calculations of home affordability
- Assistance with structuring the right loan product
- Regular review of finances to stay on a positive financial path
- Assistance with personal insurance cover including life, trauma and income protection
- Review investments including superannuation and your specific investment profile

## 3 Wealth Builder... leveraging your assets

- Develop a wealth building management plan
- Advise on leveraging investment wealth through the use of home equity
- Advise on structuring ownership of investment portfolio for maximum tax benefit including use of super
- Advise on investment loans
- Regularly review to maximise deductible debt and reduce non-deductible debt
- Implement and provide ongoing advice of your investment portfolio
- Review personal insurance
- Establish estate planning objectives

## 4 Retirement Planner... consider the smart options

- Develop an optimised wealth management plan to support retirement objectives and minimise tax
- Advise on maximising your super through salary sacrifice and personal contributions
- Prepare superannuation and pension projections
- Advise on superannuation investments
- Implement and provide ongoing advice on investments
- Review personal insurance

## 5 Retiree – time to enjoy the benefits fully

- Review wealth management plan delivery
- Advise on pension strategies and superannuation death benefits
- Advise on holding personal wealth outside of superannuation for maximum tax benefit and flexibility
- Advise on further superannuation contribution options
- Advise on pension and personal investments
- Review estate planning

*Please note: HLB Mann Judd Wealth Management (NSW) Pty Limited is an authorised representative of Lonsdale Financial Group Limited.*

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# superannuation services

## ...getting an objective view for your DIY super future

Superannuation legislation is complicated and changes frequently. Keeping up with the impact on your super can be arduous, and frankly boring for most individuals. However, using a SMSF (Self Managed Superannuation Fund) adviser and accounting team will relieve you of much of the burden, and help keep your retirement objectives on track. Our services include everything from establishing your *personal super fund* to ensuring that the SMSF trustees (usually you) are complying, so your fund is administered in accordance with all current regulations.

HLB Mann Judd's Superannuation division was established almost two decades ago to provide a *personal investor-centric service*, to advise how to manage your SMSF effectively. Our SMSF team is part of the firm's Personal Wealth Management Division consisting of a highly qualified team of specialists in both superannuation and personal financial advice. The team's in-depth involvement in superannuation's development since compulsory super was established in Australia delivers you a mature, independent and personalised service, focused on achieving excellent results.

Unlike many generic or platform-driven SMSF administrators we offer a truly individualised approach. We integrate your superannuation with your other financial affairs to maximise your wealth. We even provide this service to other small accounting firms who hear about our reputation. The result: according to our clients is "a flexible and responsive service" allowing individual clients to do as much or as little of the administration and investment management themselves. Here's an outline of what we can do to help you manage your super better:

## key team members



### **Establish your Super Fund**

- Advise on structure & membership
- Establish the superannuation trust deed
- Establish corporate trustee
- Lodge Tax File Number and Australian Business Number application
- Lodge Notice of Election to become a Regulated Fund
- Organise minutes, membership application forms & Product Disclosure Statement
- Nomination of death benefit beneficiaries
- Organise rollovers / transfers
- Compliance administration

### **Administer your Super Fund**

- Prepare annual financial statements
- Prepare annual SMSF return
- Prepare annual member statements
- Business or Instalment Activity Statements
- Fund audits
- Investment monitoring and reporting
- Conversion to pension
- Benefit payment documentation
- Organise actuarial certification

### **Related consulting services**

- Preparing pension plans and projections
- Examining tax effective retirement strategies
- Regulatory compliance and investment structuring
- Independent SMSF auditor
- Integrating estate planning
- Prudential audits
- Investment advice through our associated firm HLB Mann Judd Wealth Management (NSW) Pty Limited – authorised representative of Lonsdale Financial Group



a better way to  
keep your superannuation  
under control

# audit and assurance

## ... focused, objective, creating confidence

Over several decades HLB Mann Judd has developed a strong industry reputation in the core area of audit and assurance services. It is a position we have earned through focused attention to detail. We are experienced in providing these services to all styles of enterprise... from large integrated corporate groups, to not-for-profits, to small entrepreneurial start-ups.

Each audit and assurance team is led by a Partner who is actively involved with your assignment, is hands-on and across the issues. We pride ourselves in being accessible with quick response times.

Because each enterprise is unique, HLB Mann Judd learned a long time ago that *"one size fits all"* rarely works. That

is why we put a specific team together for each engagement. The members of each team bring skills and cohesion to the task. They are knowledgeable and available. We strongly believe that we will add real value to your decisions through our non-generic, organisation-focused approach.

Our principal aim is to provide assistance and support to our clients. Hence, understanding each client's business is fundamental to our entire approach to service and advice.

We believe through hard work, listening to our clients' needs, and via open and honest communication we have built a strong and stable relationship with our clients, one that creates real value for stakeholders.



when you sign-off,  
you can be truly confident



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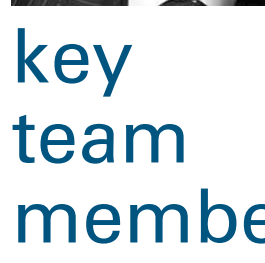
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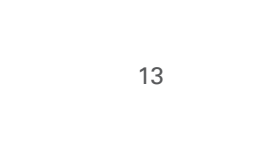
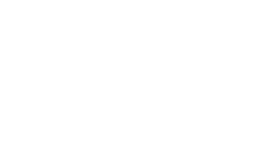
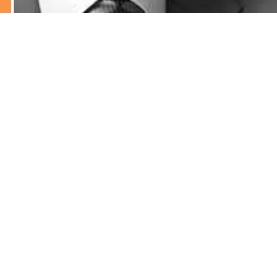
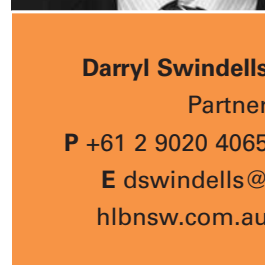
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Our reports give the intelligence and confidence to assist our clients to manage their business more effectively. At HLB Mann Judd we strive to make sure our reports are clear, succinct and timely.

We proactively seek efficiency issues and potential areas to continually improve the financial discipline of your enterprise.

### Our service portfolio

- External audit
- Internal audit
- Agreed upon procedures and other assurance services
- Process improvement control reviews
- Senior management reports
- Risk profiling & recommendations
- Fraud prevention
- Special reviews

## key team members



# corporate advisory

## ... maximising the opportunity windows

A corporate transaction can be one of the most complex and risky business transformations an organisation will undertake. The potential for error is high in an environment where speed is critical, resources are limited and the consequences of failure can be overwhelming. It is about maximising value whilst reducing risk.

Our Corporate Advisory team assists clients in making astute and strategic decisions by harnessing the in-depth knowledge and experience learned and retained over several decades of business evolution. Reviewing and assessing key financial and business information, in a both historical and forecast contexts, our services can uncover exposures and risks surrounding a proposed transaction that can threaten success as well as identifying opportunities to enhance future value.

Our integrated service offering assists clients in the sale of their business, via the development of a sound succession plan, derived to maximise the post tax value on exit. Our valuation services can be utilised to validate pricing assumptions to support the decision making process.

Our Corporate Advisory team consists of experienced professionals from a range of disciplines to advise businesses throughout their lifecycle. Our expertise in business planning, raising capital, conducting acquisitions, expanding nationally or internationally or preparing the business for sale, is leveraged to give our clients a competitive edge.



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## key team members





maximise the value,  
minimise the risks

**HLB Corporate advisory services include:**

- Acquisition due diligence reviews (financial, taxation and commercial)
- Business valuations
- Vendor due diligence reviews (financial, taxation and commercial)
- Advising on company formations and restructures
- Working capital diagnostics
- Benchmarking analysis

- Review and construction of financial models
- Business planning and strategy workshops
- Succession planning
- Forensic accounting in relation to litigation support, damage claims and dispute resolution
- Independent experts reports
- Lead advisory services

# business recovery and insolvency

## ... saving the value built over years

HLB Mann Judd has a substantial track record and considerable expertise in business recovery. Where businesses do fail we also provide efficient insolvency administration. Our objective for every client, whether a multinational or private individual, is to protect the interests of all parties and, wherever feasible, develop strategic solutions that lead to a sustainable recovery and future growth.

As part of our insolvency service, we provide close monitoring and analysis of financial crises, assess available options, advise on the best possible outcomes, liaise with clients and provide ongoing assistance with

reconstruction of the business. Where termination is unavoidable, we have expertise in bankruptcy, receivership (on behalf of secured lenders), voluntary administration and liquidation. In human and business terms this is the tough end of doing business. We approach it empathetically with a view to maximising the outcomes for all the participants.

In addition we have the ability through other divisions to draw on specialists in our audit, tax, business services and corporate finance divisions. As a result we offer comprehensive solutions in the following areas of business recovery. >

sometimes the market  
can be tough.  
make a comeback.



## Our services portfolio

We provide advice and solutions to diverse businesses, ranging in size from sole proprietors to large multinationals, operating across a broad spectrum of industry segments including: property and construction; building materials; hospitality, licensed hotels and clubs; manufacturing; retail; health, child and aged care; technology, media and telecommunications; finance and insurance; professional services; private equity and managed investment schemes; and agribusiness.

## Business Recovery

- Pre-commitment reviews and investigating accountant's reports for financiers/investors
- Refinancing proposals and financial forecasting
- Solvency and operational reviews
- Planning and implementing business restructures
- Business integrations
- Cost reduction and product profitability analysis
- Informal work-outs
- Personal asset protection
- Business closure management
- Members' voluntary liquidations

Where business recovery is simply not possible, or you are a stakeholder who is owed money by a business, we offer a full range of corporate and personal insolvency solutions and advice.

## Corporate Insolvency

Our BR professionals have advised and acted for company directors, creditors, secured lenders, shareholders and regulators in a formal capacity as:

- Voluntary administrators and deed administrators
- Private and court appointed receivers and managers
- Agents for mortgagees in possession
- Provisional and official liquidators
- Liquidators in creditors' voluntary winding ups
- Expert witnesses in insolvency related proceedings

## Personal Insolvency

Where individuals are experiencing financial difficulties, we have advised and acted for creditors, debtors and regulators as:

- Trustees in bankruptcy
- Controlling trustees and trustees of personal insolvency agreements (Part X's)
- Private and court appointed receivers and managers
- Agents for mortgagees in possession

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# resolving disputes

## ... settling in a more time and cost efficient way

HLB Mann Judd provides dispute resolution specialists, and where appropriate, draws on internal experts in audit, tax, accounting and corporate finance teams of the firm. Our experts provide the essential technical and personal skills for resolving disputes in court and consensual processes. It's about getting an agreement, without wasting your valuable time and money.

In the court process, we act either

- as an independent expert, with a duty to the client, but with an overriding duty to the court; or
- as a consultant expert, with a duty to the client but not to the court.

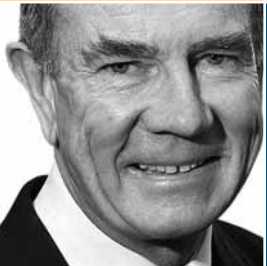
Traditionally, each party engages an expert. Increasingly, a single expert is chosen by the parties or the court.

In Alternative Dispute Resolution (ADR), we act either as the neutral umpire or to assist one of the disputants. We are experienced in a variety of ADR forms, both determinative and non-determinative, including;

- Mediation
- Collaborative practice
- Arbitration
- Expert determination

### **A services outline**

- Commercial disputes
- Sale of business – getting an agreed price
- Commercial damages quantification. This covers disputes under contract breach or warranty or from some alleged wrongful action such as in tort or Trade Practices misrepresentation.
- Achieving accurate business valuations
- Accounting principles viewpoints in commercial and taxation disputes



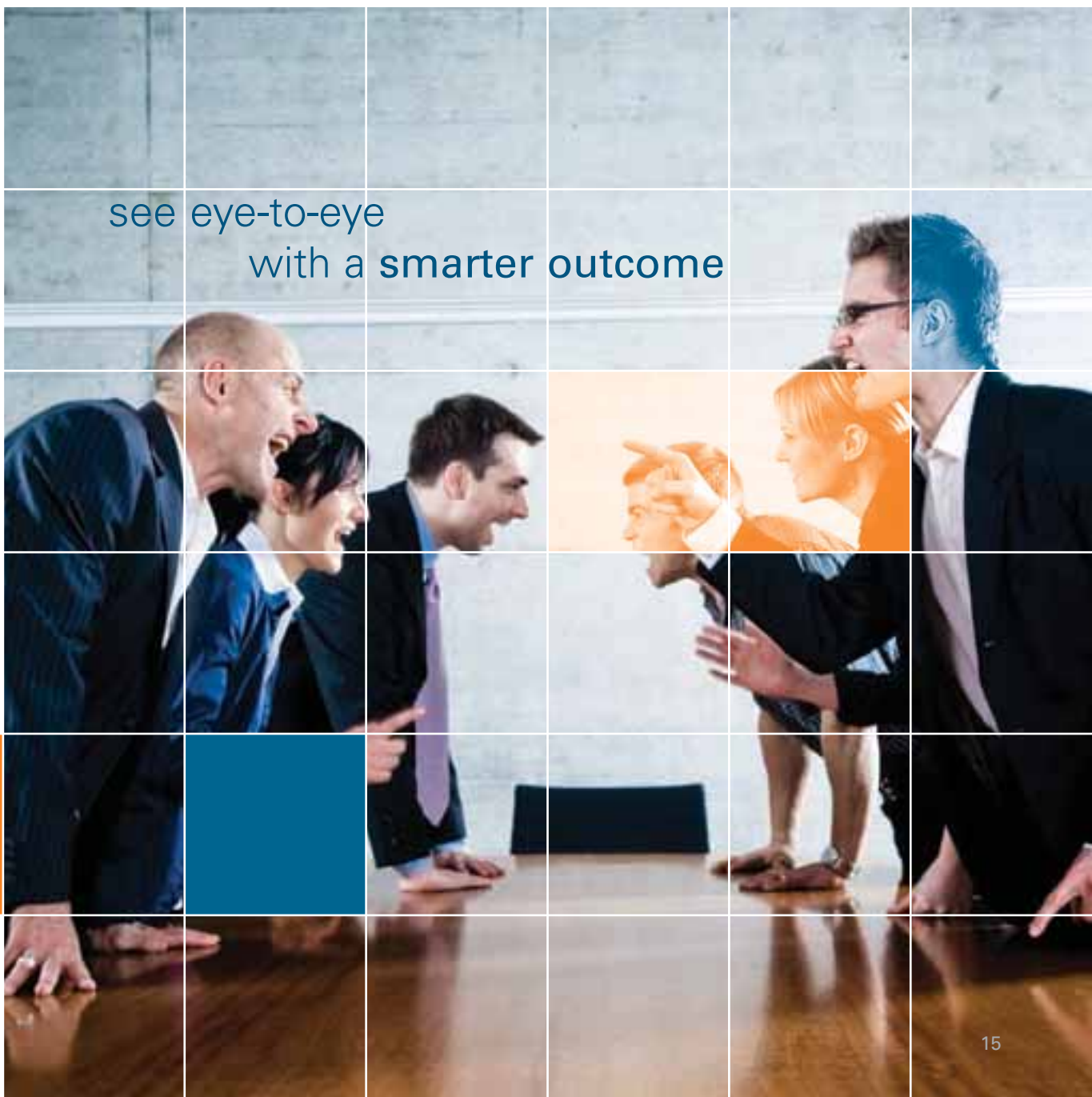
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## key team members



- Takeover reports and other independent expert reports
- Share buybacks, reconstructions and amalgamations
- Shareholder and partnership disputes
- Family law property settlement
- Personal injury claim resolution
- Workplace matters
- Loss of profits, or business interruption insurance claims
- Fraud investigations

see eye-to-eye  
with a smarter outcome



# growing your business overseas

... our network can help

So your business is looking good in rapidly growing markets overseas, but can you manage it the way you do here? Probably not. Whether you need help establishing a new production facility in China, a joint-venture in the USA or licensing a new technology in Europe the HLB network has on-the-ground offices in over 100 countries with over 400 firms as part of our global accounting network to help you get the numbers right. We can help with establishing appropriate business structures, registrations, finance planning, specific tax regime planning and more. When you are ready to expand, HLB Mann Judd will be right there with you.

