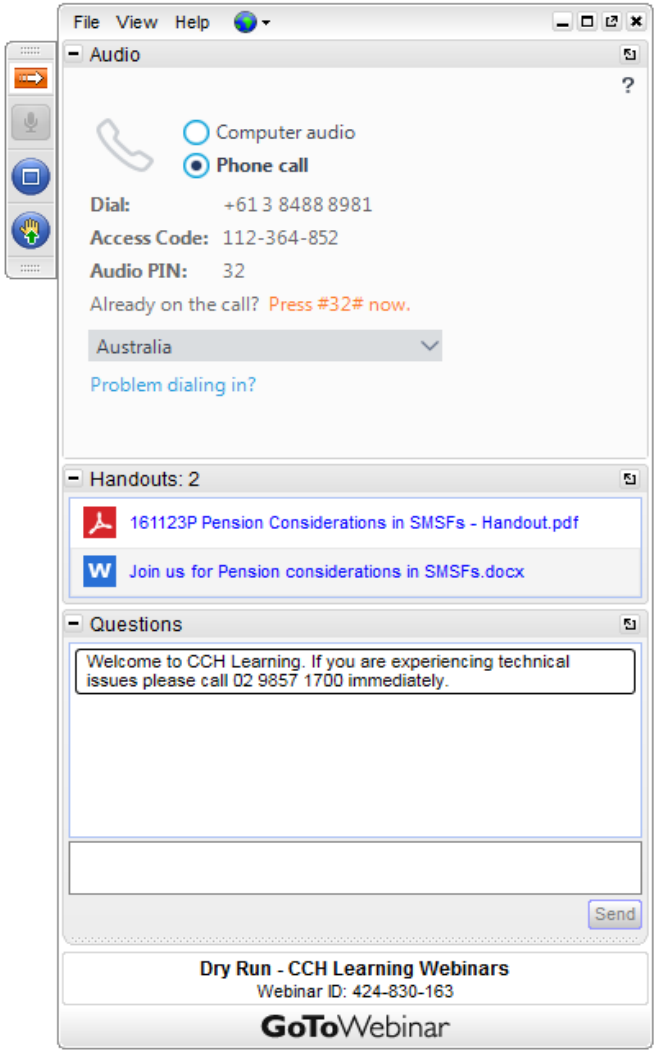
End of Financial Year Cash Flow Modelling

Lance Rubin

Wednesday 21 June 2023

How to participate today

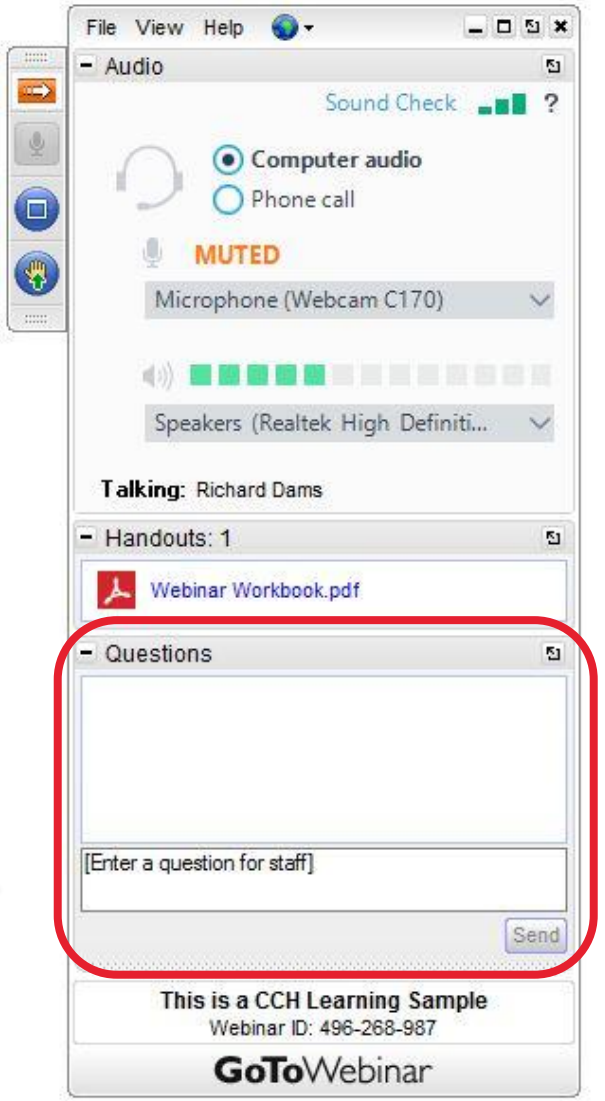


- Handouts Section - PowerPoint
- Sound Problems? Toggle between Audio and Phone
- Within 24-48 hours you will receive an email notification of the e-learning Recording

Questions?

Susannah Gynther
Moderator

Type your question and hit Send



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Your Presenter

- Lance Rubin
- CEO & Founder, Model Citizn

PURPOSE & AGENDA OF THE WORKSHOP

Contents

Enable participants to understand how compliance can be the ideal catalyst for a cash flow modelling conversation

We will cover the following topics:

1. Defining the foundations of cash flow modelling
2. Linkages of cash flow modelling to end of year tax completion
3. Business model and approach to delivering cash flow modelling services
4. Pricing of a cash modelling service to clients
5. Example use case and model will be shared
6. Take Away & Next steps
7. Questions & Answers

"When the winds of change blow - some people build walls. Others build windmills."

Ancient Chinese Proverb

01

DEFINING THE INGREDIENTS OF CASH FLOW MODELLING

1. Financial & management accounting
2. Financial forecasting
3. Financial analysis
4. Industry knowledge
5. Mathematical and logic design
6. Technology

FINANCIAL & MANAGEMENT ACCOUNTING

- Accurate and up-to-date financial data.
- Strong foundation in financial and management accounting principles to record and track transactions, statements and ratio analysis.

FINANCIAL FORECASTING (FORWARD)

- Forecasting exercise, predict future cash flows based on past and relevant factors (drivers)
- Understanding techniques, such as time series, regression ,sensitivity analysis and scenario planning are essential.

FINANCIAL ANALYSIS (BACKWARD)

- Cash flow modelling also involves analysing financial data to identify trends and patterns that can inform the forecasting process.

- An understanding of financial analysis techniques, such as ratio analysis, trend analysis, and variance analysis, is therefore essential.

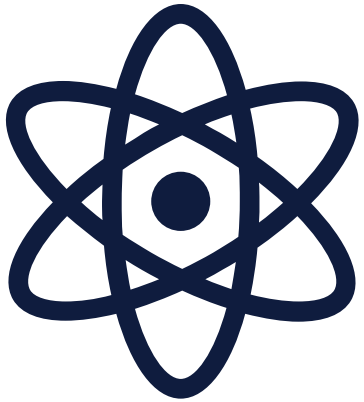
INDUSTRY KNOWLEDGE (AROUND YOU)

- Analysing performance of specific industries or sectors.
- Deeper understanding of the particular industry or sector is relevant and key
- Underlying that understanding are key business drivers that have the biggest impact and risk.

MATHEMATICAL AND LOGIC DESIGN (DEEP)

- Often relies heavily on mathematical and statistical modelling techniques.
- An understanding of these techniques, including how to apply them to financial data, is essential for developing robust and reliable cash flow models.

ANALYTICS VS MODELLING



Predictive Analytics is very narrow and very deep.

Financial modeling is conversely very broad and reasonable shallow.

SCENARIOS, SENSITIVITIES, SIMULATIONS

Velocity of decision making

Sensitivity is varying 1 assumption

Scenarios are more than 1 assumption

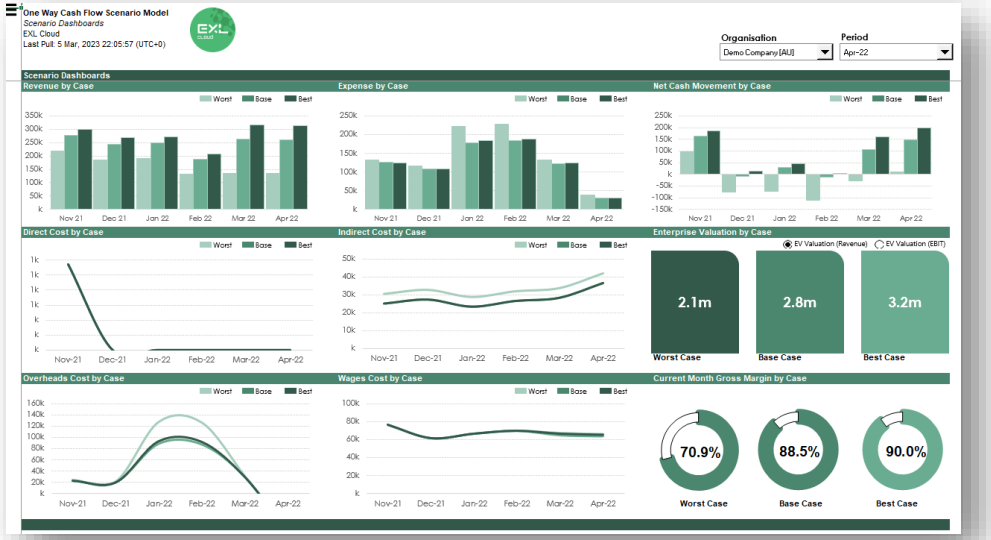
Simulations is many scenarios 1’000s perhaps more even.

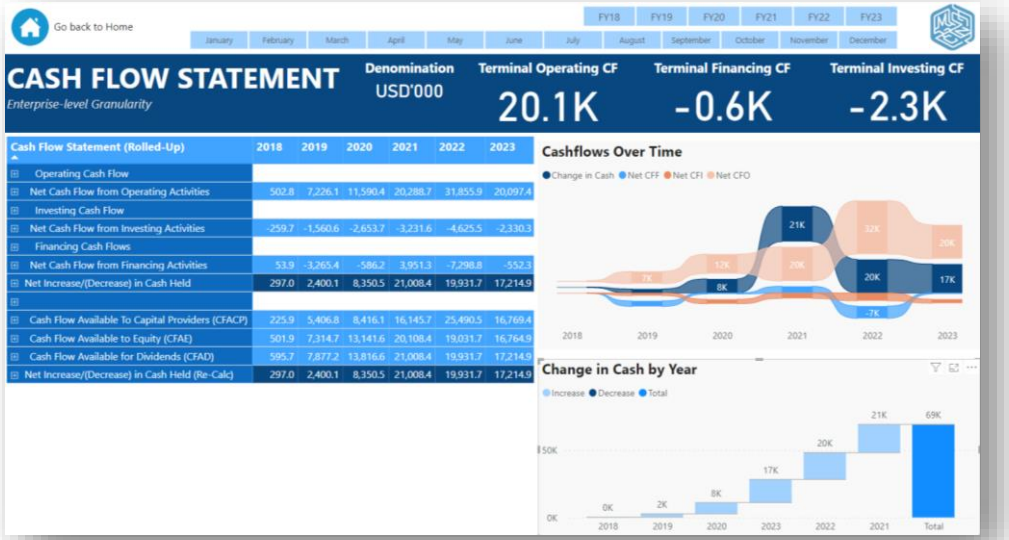
TECHNOLOGY

- Finally, technology plays a critical role in cash flow modelling.

- It is essential to have access to appropriate software tools, such as accounting software and cash flow modelling software, as well as other analytical tools, to support the modelling process.

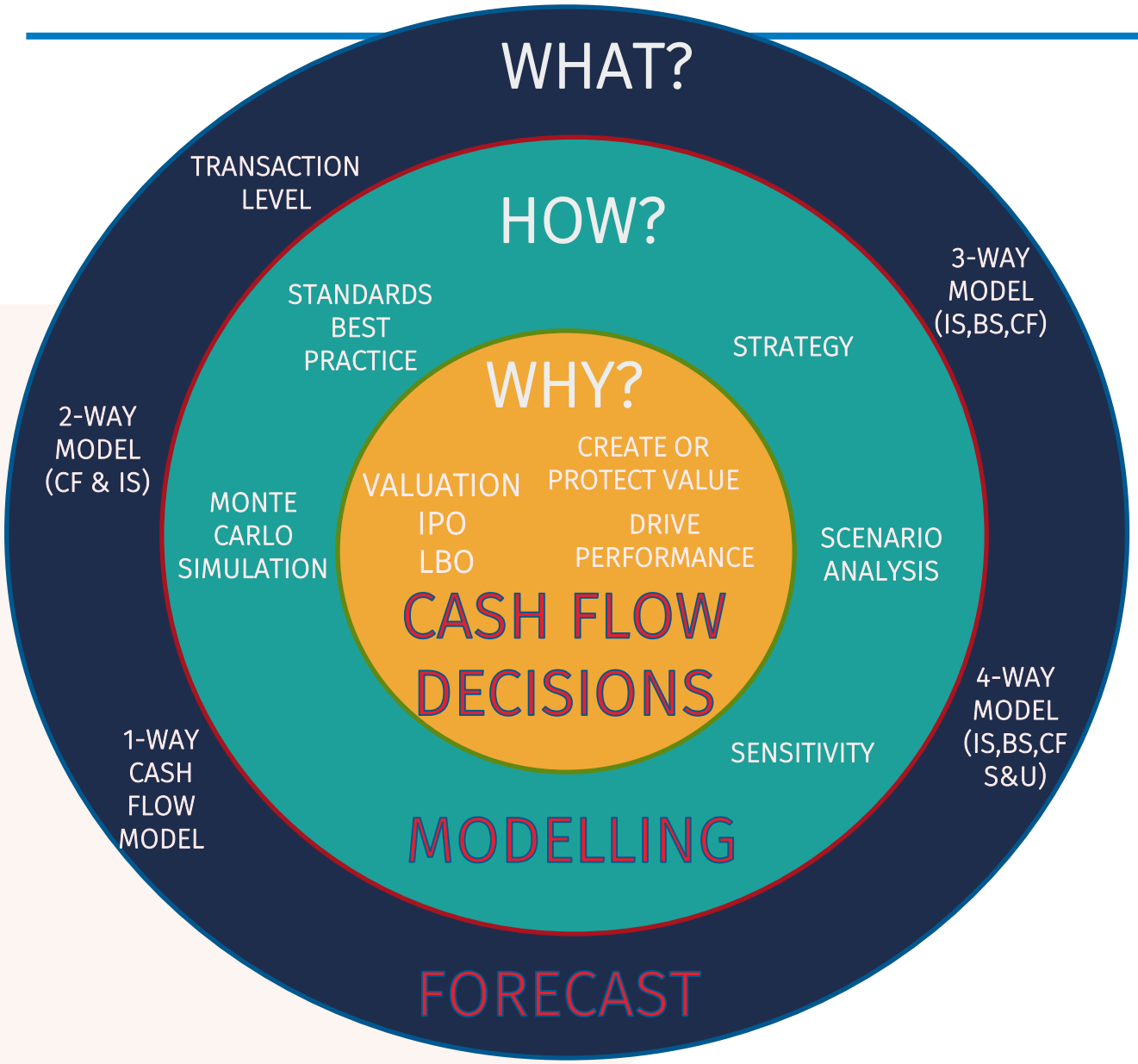
TECHNOLOGY – EXCEL & POWER BI





Power BI

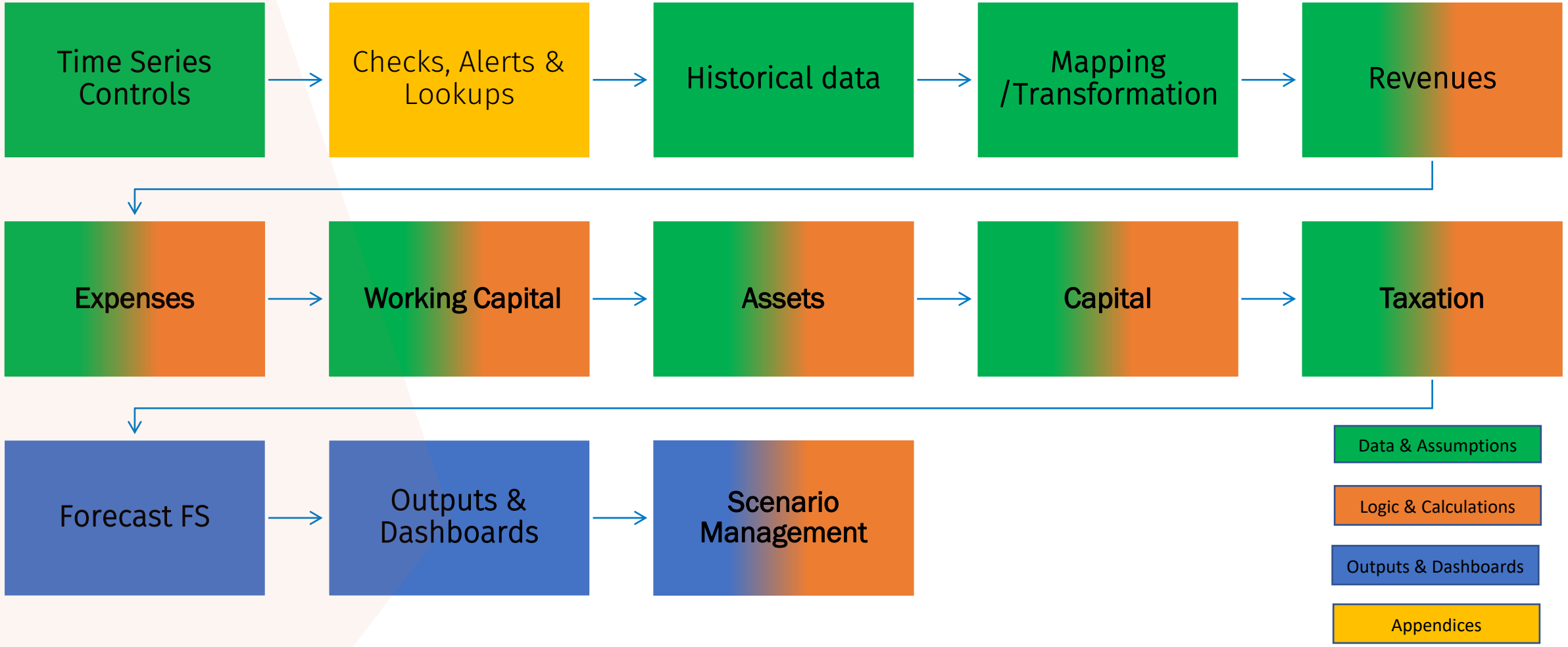
TYPES OF CASH FLOW MODELS



Why, How & What ?

Simon Sinek
Golden Circle

WHAT CASH FLOW MODELS CONTAIN?



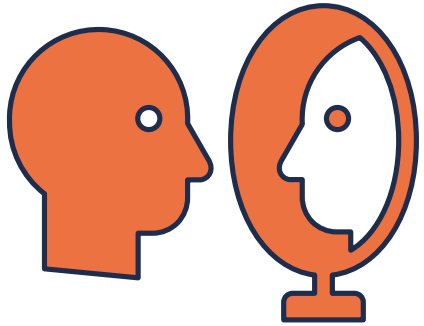
MANAGING RISK IN CASH FLOW MODELS

FLEXIBLE

Sensitivity Analysis

Calculation Formulas

APPROPRIATE



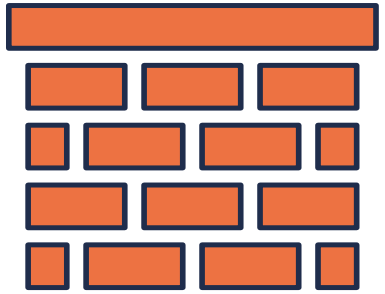
Outputs & Presentations

Calculation Formulas

Checks

Multiple Workbooks

STRUCTURED



General Concepts

Workbook Structure

Sheet Structure

Calculation Formulas

TRANSPARENT

Format & Styles

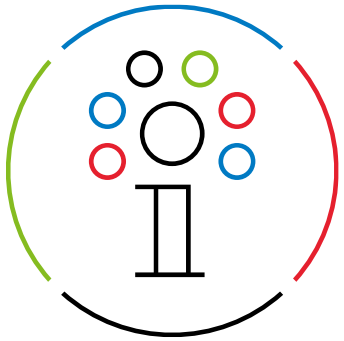
Assumptions Entry Interface

Naming Principles

Time Series Analysis

Printing & Viewing

Which of the following financial forecasting methods involves analysing past data and applying a statistical method to identify trends and patterns that can be used to predict future performance based on relationships with variables?



a) Regression analysis
b) Scenario planning
c) Time series analysis
d) Sensitivity analysis

Linking cash flow modelling to end of year tax

"There is a better way to do it. Find it."

Thomas Eddison

02

LINKING COMPLIANCE TO CASH FLOW

- The review of financial records, preparing returns, and ensuring compliance with tax regulations is a solid start!

- Whilst cash flow modelling help improves financial decision-making looking forward modelling off accurate financial records are essential to provide a reliable basis for forecasting future cash flows.

LINKING COMPLIANCE TO CASH FLOW

- By integrating year-end tax compliance work with cash flow modelling, businesses can gain a more holistic understanding of their financial position.

- They can identify opportunities to optimize their tax position, improve cash flow management, and ultimately, enhance their financial performance.

PITCHING THIS TO CLIENTS

- When pitching this to clients, you could highlight the benefits of integrating these two activities.

- For example, you could explain that by reviewing financial records as part of year-end tax compliance work, you can identify areas where cash flow can be improved, such as reducing expenses or increasing revenue.

- By using this information to inform cash flow modelling, businesses can develop more accurate forecasts, which can help them make better-informed financial decisions.

PITCHING THIS TO CLIENTS

- You could also emphasize the potential cost savings that can be achieved by integrating these activities.
- By conducting year-end tax compliance work and cash flow modelling together, businesses can avoid the costs of separately engaging accountants and financial analysts to perform these tasks.

Business model to delivering cash flow modelling services

"Creativity is thinking up new things. Innovation is doing new things."

Theodore Levitte

BUSINESS MODEL DESIGN

Business model to delivering cash flow modelling services

1. Expertise
2. Technology
3. Processes
4. Data management
5. Client engagement
6. Quality control
7. Pricing strategy

EXPERTISE

- Hire professionals with expertise in cash flow modelling, financial analysis, and accounting skills.
- Provide ongoing training and professional development opportunities to the team.
- Encourage knowledge sharing and collaboration among team members.

TECHNOLOGY

Business model to delivering cash flow modelling services

- Select and implement cash flow modelling software or models.
- Configure the software or model to meet the specific needs of the business and its clients.
- Ensure that the software is up-to-date and integrated with other tools as needed.

PROCESS

- Define the steps involved in developing, implementing, and reviewing cash flow models.
- Document the processes and make them available to the team.
- Continuously monitor and improve the processes to ensure quality and efficiency.

PROCESS - 5D BUSINESS MODEL

Business model to delivering cash flow modelling services

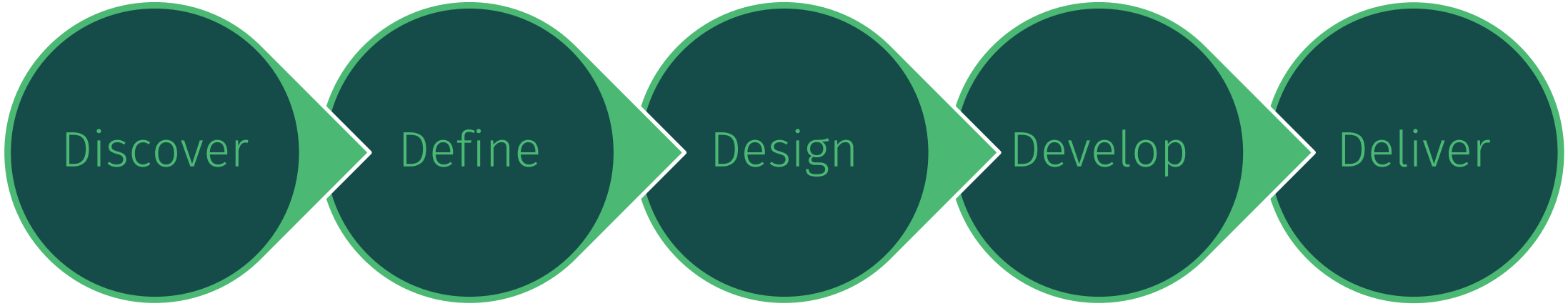
1. Understand the issues through Discovery,
2. Define the problems clearly,
3. Design several pathways for solutions,
4. Develop a decision-making process and finally,
5. Deliver a value-added service that can be priced not based on the time spent but the outcome it enables relative to the value it brings not relative to the hours you spend.

PROCESS - 5D BUSINESS MODEL

Business model to delivering cash flow modelling services

Subject to price approval

Manage scope



2-3 weeks
Interviews, gather data, have regular check-in with owner, prepare report/deck, list possible areas of focus and budgetary guidance (BG).

Beware of scope creep early !

TBA weeks
Subject to approval of range, commence work on the focus areas to more precisely define the problem, go deeper. Share findings and confirm

TBA weeks
Subject to clarity of the problem being defined. The design is fit for purpose (bespoke) and priced for complexity within range, Fixed price determined with fixed scope assumptions.

TBA weeks
Subject to design. Watch out for scope creep, it's waiting to pounce. Always is! Treat immediately as change request or Phase 2. DO NOT IGNORE!

TBA
Subject to development, handover or ongoing ensure it suits the clients needs and design.

RISK AND TRAPS IN MODELS

1. Increasing interest rates and cost of money impacting client's ability to pay (credit risk)
2. Most significant impact in cash flow modelling is working capital (balance sheet)
3. Risks to manage in both logic and assumptions
4. Unclear purpose is a trap (near term, medium or longer term?)
5. Compare to actuals and adjust
6. Assuming profit / EBITDA = cash
7. All models are wrong, some are useful

DATA MANAGEMENT

- Establish procedures for **collecting, storing, and managing** financial data.
- Develop a data management plan that outlines the data **sources, formats, and quality** standards.
- Ensure that the data is **secure and accessible** to the team as needed.

CLIENT ENGAGEMENT

- Establish clear communication channels with clients, such as email, phone, and video conferencing.
- Develop a process for onboarding new clients and understanding their specific needs.
- Provide regular updates and progress reports to clients and seek their feedback.

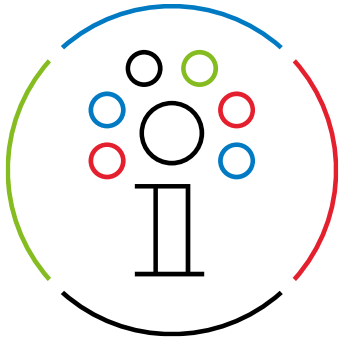
CLIENT ENGAGEMENT CHARGE TIME OR VALUE ?

1. Perhaps both
2. Cash flow management
3. Strategic decision making and scenario planning
4. Debt procurement covenants and reporting
5. Valuations and discounted CASH flow
6. Runway for any startup (cash burn often consumed by balance sheet)

QUALITY CONTROL

- Implement a system for peer review, internal audits, and quality assurance.
- Develop a set of quality standards and metrics for evaluating the performance of the cash flow models.
- Continuously monitor and evaluate the quality of the service delivery process and make improvements as needed.

What is the key element of the business model design for a cash flow modelling service?



a) Developing a marketing plan to promote the service to potential clients.

b) Creating a pricing structure that aligns with the value provided by the service.

c) Establishing a team of professionals with expertise in cash flow modelling, financial analysis, and accounting.

d) Implementing accounting software and other analytical tools to support the service delivery process.

Pricing of a cash modelling service to clients

Presentation name

30 September 2020

"Creativity is thinking up new things. Innovation is doing new things."

Theodore Levitte

03

PRICING

- Determine the pricing structure based on the value provided by the service, such as hourly rates, flat fees, or a combination.
- Consider the pricing strategies of competitors and adjust pricing as needed to remain competitive.
- Communicate the pricing structure to clients and be transparent about the costs involved.

PRICING

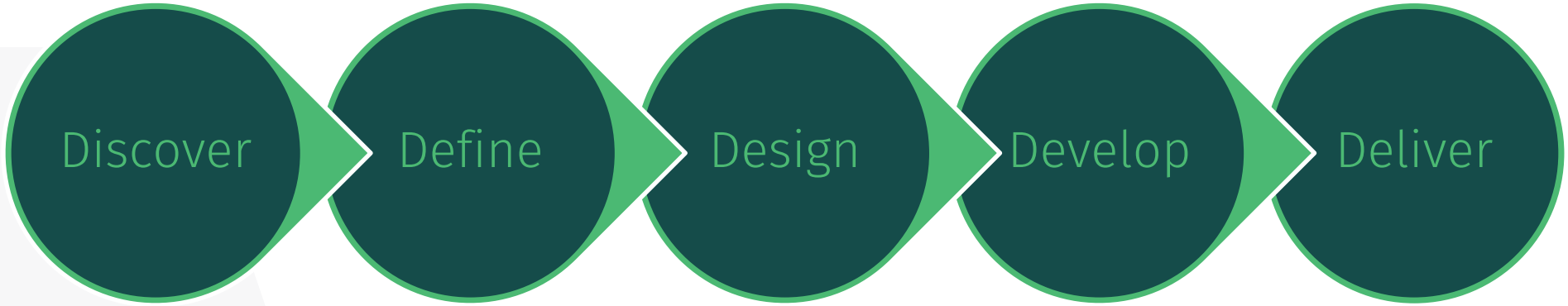
- Do you know how to price for cash flow advisory work affectively?

- Do you find that more often than not your pricing is significantly lower than the effort required to deliver it?

- Which of the pricing models do you use?
  - Hourly rate only
  - Fixed price one-off
  - Included in retainer (fixed price affectively)
  - Hybrid Fixed and Hourly

PRICING

Pricing of a cash modelling service to clients



1. Fixed + Wide Budgetary Guidance

Fixed fee = high degree of clarity
Wide BG = high degree of uncertainty within defined scope (beware devil in the detail)

Ideally fixed fee for discovery phase priced based on # of interviews and scope

2. Narrowing Budgetary Guidance as you design

Narrow BG – less uncertainty in the scope

3. Fixed Fee and Scope

Never 100% fixed fee without a 100% fixed scope

Out of scope = Hourly rates
Time and materials basis

Deliberate exclusions and unknowns

Example use case and model will be shared

Presentation name

30 September 2020

"I skate to where the puck is going, not where it's been."

Wayne Gretzky

02

TAKE A CLOSER LOOK

Example use case and model will be shared

Scenario:

You have just completed the EOFY tax returns, and the client wants to understand a scenario where they invest in a marketing and promotion campaign.

The campaign could yield between 122k or $1.1m in additional revenue for the next 12 months.

The campaign costs can be managed but likely to cost between $110k to $250k.

There are some ancillary impacts on direct expenses (salaries) and other indirect and overheads expenses in addition to the marketing agency's fees.

All of these assumptions have been provided to you along with the timing of each of these and the client wants to compare these outcomes from a cash flow perspective.

TAKE A CLOSER LOOK

Example use case and model will be shared

Base Scenario

Organisation Name	Account Type	Account Name	Behaviour	Start Period	# of Months	Amount
Demo Company [AU]	EQUITY	Common Shares	$ Repeat	Jul-21	1	185,000.00
Demo Company [AU]	REVENUE	Main Income	$ Spread	Oct-21	8	500,000.00
Demo Company [AU]	DIRECTCOSTS	Promotions	$ Spread	Aug-21	3	125,000.00
Demo Company [AU]	REVENUE	Side Income X	%	Jul-21	11	25.0%
Demo Company [AU]	OVERHEADS	Rent	%	Jul-21	12	30.0%
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Jul-21	3	25,000.00
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Oct-21	9	60,000.00
Demo Company [AU]	OVERHEADS	Advertisement Agency A	$ Spread	Jan-22	2	125,000.00
Demo Company [AU]	WAGESEXPENSE	Wages and Salaries	$ Spread	Mar-22	4	15,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	Mar-22	2	80,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	May-22	2	95,000.00

Best Scenario

Organisation Name	Account Type	Account Name	Behaviour	Start Period	# of Months	Amount
Demo Company [AU]	EQUITY	Common Shares	$ Repeat	Jul-21	1	185,000.00
Demo Company [AU]	REVENUE	Main Income	$ Spread	Oct-21	8	650,000.00
Demo Company [AU]	DIRECTCOSTS	Promotions	$ Spread	Aug-21	3	110,000.00
Demo Company [AU]	REVENUE	Side Income X	%	Jul-21	11	35.0%
Demo Company [AU]	OVERHEADS	Rent	%	Jul-21	12	25.0%
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Jul-21	3	25,000.00
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Oct-21	9	60,000.00
Demo Company [AU]	OVERHEADS	Advertisement Agency A	$ Spread	Jan-22	2	135,000.00
Demo Company [AU]	WAGESEXPENSE	Wages and Salaries	$ Spread	Mar-22	4	22,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	Mar-22	2	115,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	May-22	2	150,000.00

Worst Scenario

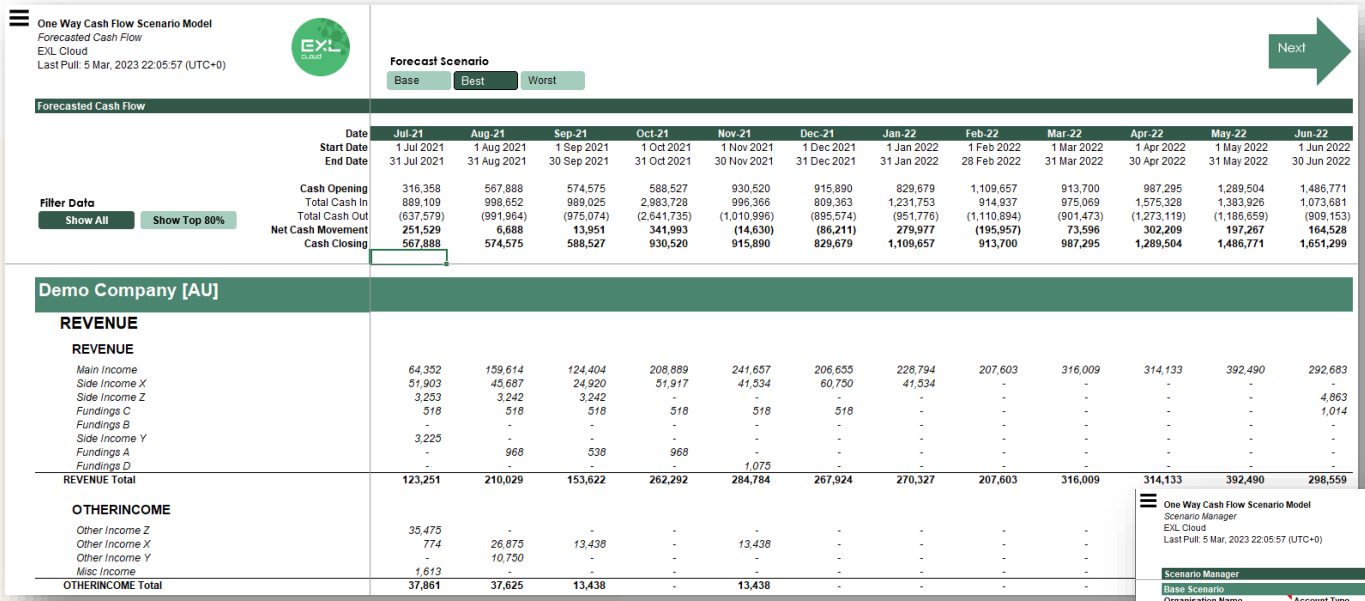
Organisation Name	Account Type	Account Name	Behaviour	Start Period	# of Months	Amount
Demo Company [AU]	EQUITY	Common Shares	$ Repeat	Jul-21	1	50,000.00
Demo Company [AU]	REVENUE	Main Income	$ Spread	Oct-21	8	50,000.00
Demo Company [AU]	DIRECTCOSTS	Promotions	$ Spread	Aug-21	3	250,000.00
Demo Company [AU]	REVENUE	Side Income X	%	Jul-21	11	18.0%
Demo Company [AU]	OVERHEADS	Rent	%	Jul-21	12	40.0%
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Jul-21	3	50,000.00
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Oct-21	9	110,000.00
Demo Company [AU]	OVERHEADS	Advertisement Agency A	$ Spread	Jan-22	2	200,000.00
Demo Company [AU]	WAGESEXPENSE	Wages and Salaries	$ Spread	Mar-22	4	25,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	Mar-22	2	10,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	May-22	2	5,000.00

Scenario:

Client gives you this table with the amounts and timing under each scenario to explore these outcomes.

TAKE A CLOSER LOOK

Example use case and model will be shared



One Way Cash Flow Scenario Model
Forecasted Cash Flow
EXL Cloud
Last Pull: 5 Mar, 2023 22:05:57 (UTC+0)

Forecast Scenario: Base | Best | Worst

Next

Forecasted Cash Flow

Filter Data: Show All | Show Top 80%

	Date	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
	Start Date	1 Jul 2021	1 Aug 2021	1 Sep 2021	1 Oct 2021	1 Nov 2021	1 Dec 2021	1 Jan 2022	1 Feb 2022	1 Mar 2022	1 Apr 2022	1 May 2022	1 Jun 2022
	End Date	31 Jul 2021	31 Aug 2021	30 Sep 2021	31 Oct 2021	30 Nov 2021	31 Dec 2021	31 Jan 2022	28 Feb 2022	31 Mar 2022	30 Apr 2022	31 May 2022	30 Jun 2022
	Cash Opening	316,358	567,888	574,575	588,527	930,520	915,890	829,679	1,109,657	913,700	987,295	1,289,504	1,486,771
	Total Cash In	889,109	998,652	989,025	2,983,728	996,366	809,363	1,231,753	914,937	975,069	1,575,328	1,383,926	1,073,681
	Total Cash Out	(637,579)	(991,964)	(975,074)	(2,641,735)	(1,010,996)	(895,574)	(951,776)	(1,110,894)	(901,473)	(1,273,119)	(1,186,659)	(909,153)
	Net Cash Movement	**251,529**	**6,688**	**13,951**	**341,993**	**(14,630)**	**(86,211)**	**279,977**	**(195,957)**	**73,596**	**302,209**	**197,267**	**164,528**
	Cash Closing	**567,888**	**574,575**	**588,527**	**930,520**	**915,890**	**829,679**	**1,109,657**	**913,700**	**987,295**	**1,289,504**	**1,486,771**	**1,651,299**

Demo Company [AU]

REVENUE

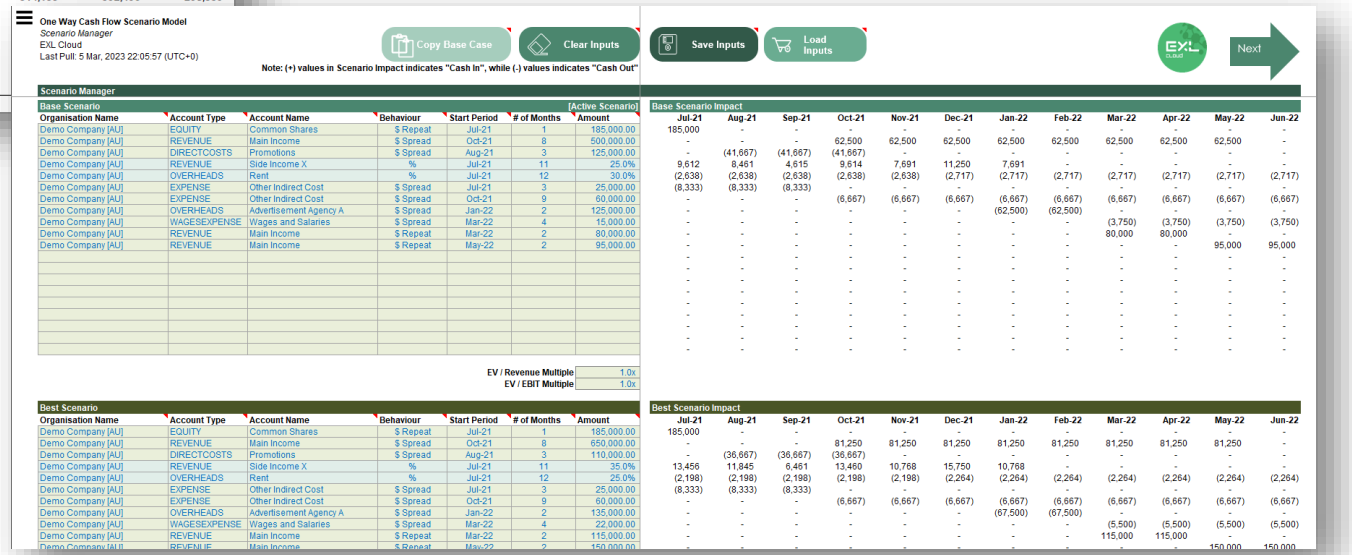
REVENUE

Main Income	64,352	159,614	124,404	208,889	241,657	206,655	228,794	207,603	316,009	314,133	392,490	292,683
Side Income X	51,903	45,687	24,920	51,917	41,534	60,750	41,534	-	-	-	-	-
Side Income Z	3,253	3,242	3,242	-	-	-	-	-	-	-	-	4,863
Fundings C	518	518	518	518	518	518	-	-	-	-	-	1,014
Fundings B	-	-	-	-	-	-	-	-	-	-	-	-
Side Income Y	3,225	-	-	-	-	-	-	-	-	-	-	-
Fundings A	-	968	538	968	-	-	-	-	-	-	-	-
Fundings D	-	-	-	-	1,075	-	-	-	-	-	-	-
REVENUE Total	**123,251**	**210,029**	**153,622**	**262,292**	**284,784**	**267,924**	**270,327**	**207,603**	**316,009**	**314,133**	**392,490**	**298,559**

OTHERINCOME

Other Income Z	35,475	-	-	-	-	-	-	-	-			
Other Income X	774	26,875	13,438	-	13,438	-	-	-	-			
Other Income Y	-	10,750	-	-	-	-	-	-	-			
Misc Income	1,613	-	-	-	-	-	-	-	-			
OTHERINCOME Total	**37,861**	**37,625**	**13,438**	-	**13,438**	-	-	-	-			

Cash flow forecast with scenario selection



One Way Cash Flow Scenario Model
Scenario Manager
EXL Cloud
Last Pull: 5 Mar, 2023 22:05:57 (UTC+0)

Copy Base Case | Clear Inputs | Save Inputs | Load Inputs

Note: (+) values in Scenario Impact indicates "Cash In", while (-) values indicates "Cash Out"

Next

Scenario Manager

Base Scenario [Active Scenario]

Organisation Name	Account Type	Account Name	Behaviour	Start Period	# of Months	Amount
Demo Company [AU]	EQUITY	Common Shares	$ Repeat	Jul-21	1	185,000.00
Demo Company [AU]	REVENUE	Main Income	$ Spread	Oct-21	8	500,000.00
Demo Company [AU]	DIRECTCOSTS	Promotions	$ Spread	Aug-21	3	125,000.00
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Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Jul-21	3	25,000.00
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Demo Company [AU]	OVERHEADS	Advertisement Agency A	$ Spread	Jan-22	2	125,000.00
Demo Company [AU]	WAGESEXPENSE	Wages and Salaries	$ Spread	Mar-22	4	15,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	Mar-22	2	80,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	May-22	2	95,000.00

EV / Revenue Multiple 1.0x
EV / EBIT Multiple 1.0x

Base Scenario Impact

Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
185,000	-	-	-	-	-	-	-	-	-	-	-
-	-	-	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	-
-	(41,667)	(41,667)	(41,667)	-	-	-	-	-	-	-	-
9,612	8,461	4,615	9,614	7,691	11,250	7,691	-	-	-	-	-
(2,638)	(2,638)	(2,638)	(2,638)	(2,638)	(2,717)	(2,717)	(2,717)	(2,717)	(2,717)	(2,717)	(2,717)
(8,333)	(8,333)	(8,333)	-	-	-	-	-	-	-	-	-
-	-	-	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)
-	-	-	-	-	-	(62,500)	(62,500)	-	-	-	-
-	-	-	-	-	-	-	-	(3,750)	(3,750)	(3,750)	(3,750)
-	-	-	-	-	-	-	-	80,000	80,000	-	-
-	-	-	-	-	-	-	-	-	-	95,000	95,000

Best Scenario

Organisation Name	Account Type	Account Name	Behaviour	Start Period	# of Months	Amount
Demo Company [AU]	EQUITY	Common Shares	$ Repeat	Jul-21	1	185,000.00
Demo Company [AU]	REVENUE	Main Income	$ Spread	Oct-21	8	650,000.00
Demo Company [AU]	DIRECTCOSTS	Promotions	$ Spread	Aug-21	3	110,000.00
Demo Company [AU]	REVENUE	Side Income X	%	Jul-21	11	35.0%
Demo Company [AU]	OVERHEADS	Rent	%	Jul-21	12	25.0%
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Jul-21	3	25,000.00
Demo Company [AU]	EXPENSE	Other Indirect Cost	$ Spread	Oct-21	9	60,000.00
Demo Company [AU]	OVERHEADS	Advertisement Agency A	$ Spread	Jan-22	2	135,000.00
Demo Company [AU]	WAGESEXPENSE	Wages and Salaries	$ Spread	Mar-22	4	22,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	Mar-22	2	115,000.00
Demo Company [AU]	REVENUE	Main Income	$ Repeat	May-22	2	150,000.00

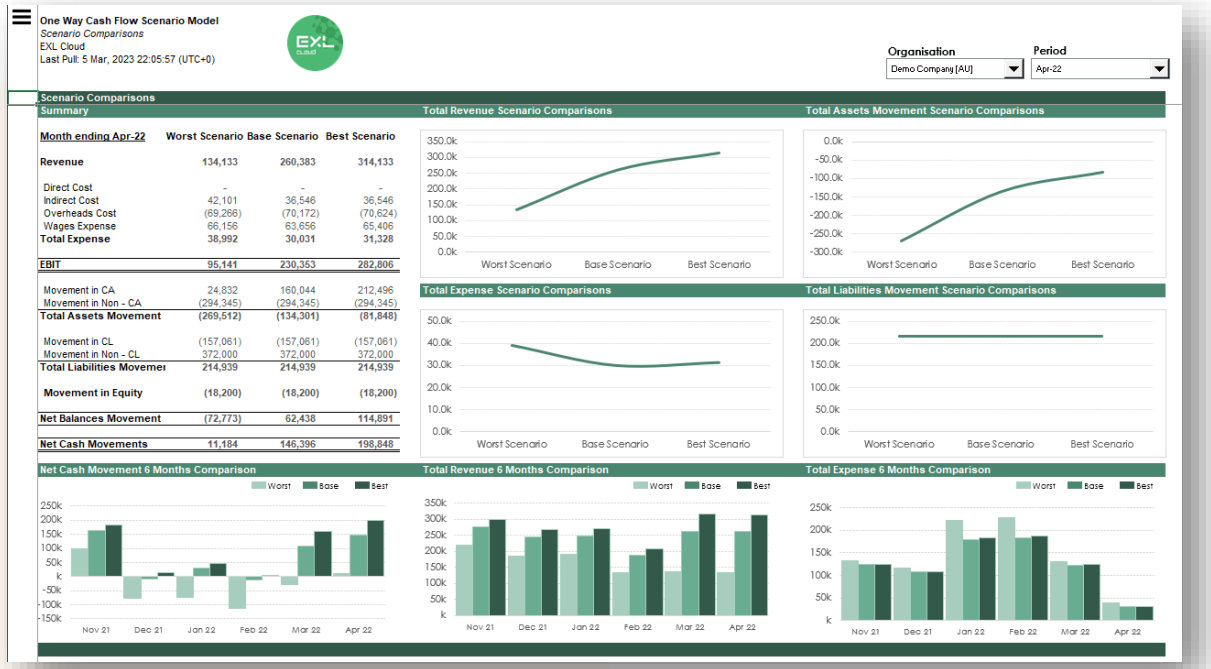
Best Scenario Impact

Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
185,000	-	-	-	-	-	-	-	-	-	-	-
-	-	-	81,250	81,250	81,250	81,250	81,250	81,250	81,250	81,250	-
-	(36,667)	(36,667)	(36,667)	-	-	-	-	-	-	-	-
13,456	11,845	6,461	13,460	10,768	15,750	10,768	-	-	-	-	-
(2,198)	(2,198)	(2,198)	(2,198)	(2,198)	(2,264)	(2,264)	(2,264)	(2,264)	(2,264)	(2,264)	(2,264)
(8,333)	(8,333)	(8,333)	-	-	-	-	-	-	-	-	-
-	-	-	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)
-	-	-	-	-	-	(67,500)	(67,500)	-	-	-	-
-	-	-	-	-	-	-	-	(5,500)	(5,500)	(5,500)	(5,500)
-	-	-	-	-	-	-	-	115,000	115,000	-	-

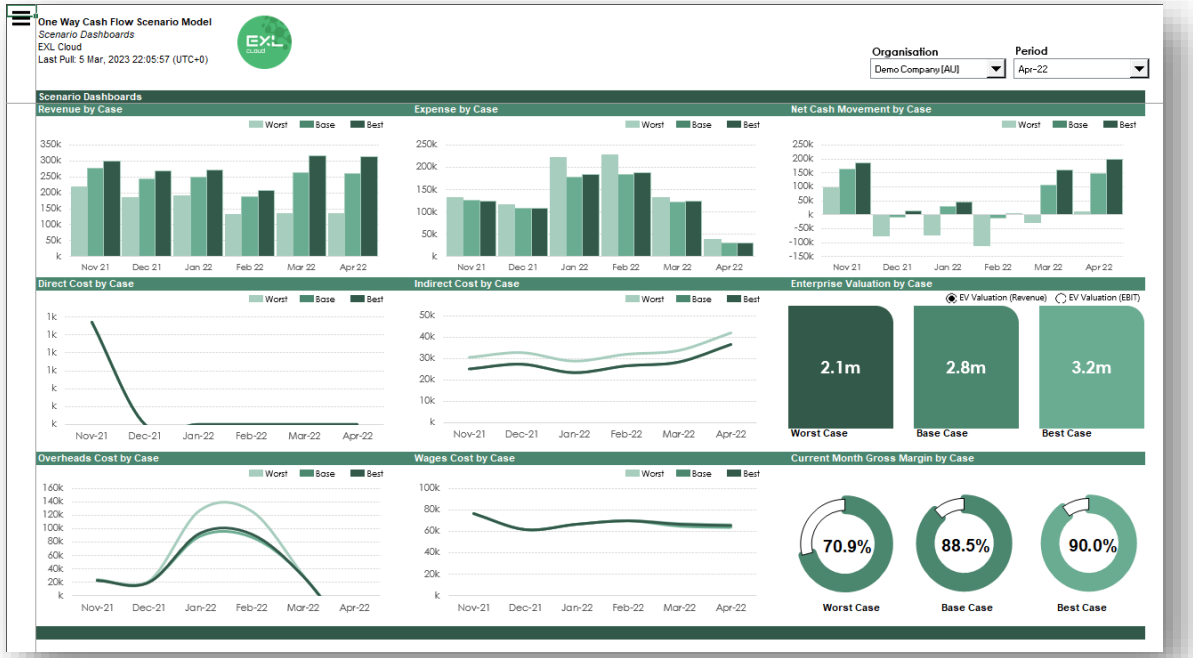
Scenario manager to change timing easily

TAKE A CLOSER LOOK

Example use case and model will be shared

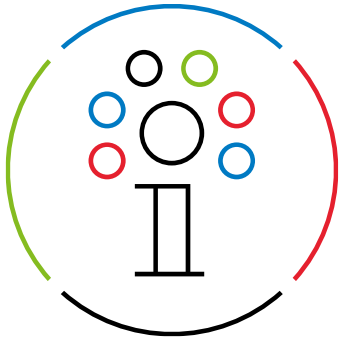


Scenarios side by side



Impacts of valuation of margins

Which of the following are core skills needed in a team that provides cash flow modelling services?



a) Marketing and sales expertise
b) Project management skills
c) Accounting and financial reporting knowledge
d) Programming and software development experience

"Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow."

William Pollard

TAKE A CLOSER LOOK

1. Reflect on what you have now and what you are missing?
    - Do you have the expertise?
    - Do you have a defined process?
    - Do you have a pricing model that suits this work?

2. Investigate the modelling workbook
    - Take Note of the **formulas and structure used**

NEXT STEPS

1. **Attempt applying a method to a live case** (refer to the manual and solution)

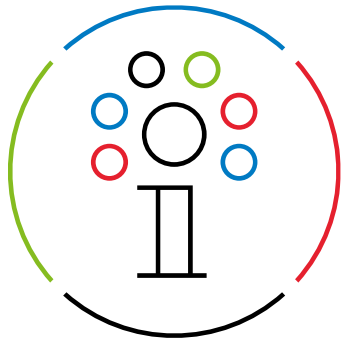
2. Try and apply similar **formulas and structure applied.**

3. Use the structure of the workbook and feed in new data and assumptions and see if you get to the same answer as your attempt

Questions

You can type them in the “Questions” box now

Or contact me via:



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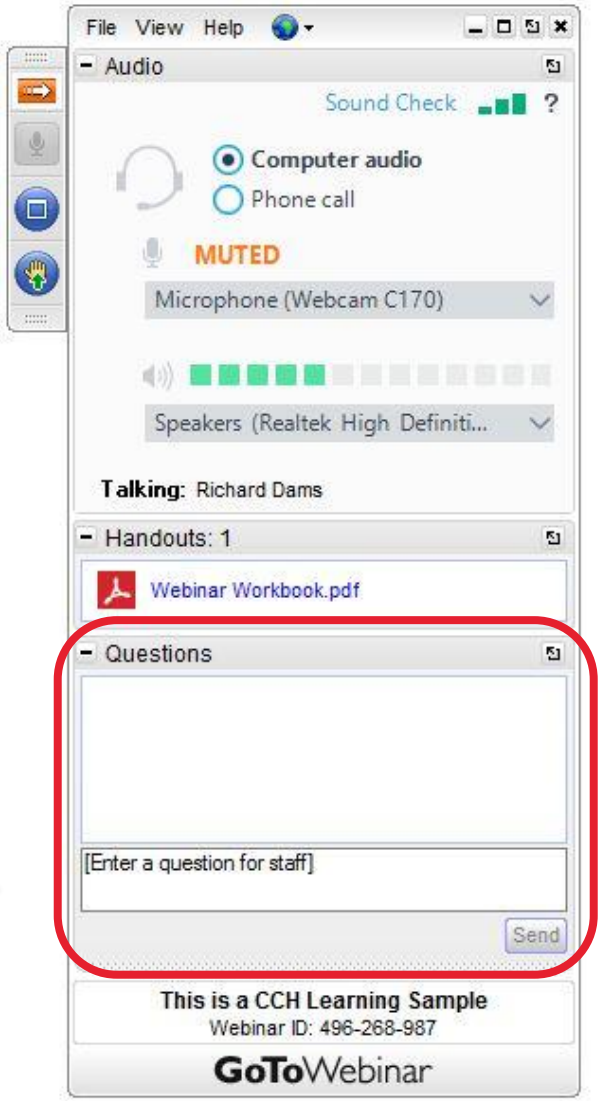
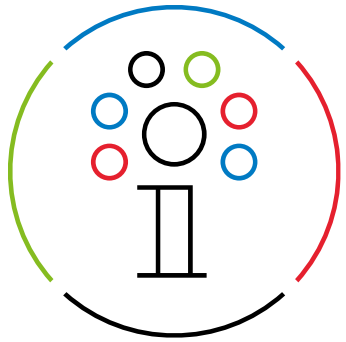
Questions?

Susannah Gynther
Moderator

Type your question and hit Send



Upcoming Webinars



- 22 June – Establishing and Managing Healthy Workplace Boundaries
- 27 June – Tax Effect Accounting and Financial Modelling
- 27 June – Tax Technical Update – June 2023
- 28 June – Salary Packging of Electric Vehicles
- 12 July – Keeping In-house Investments – All you Need to Know
- 12 July – Reflections on FBT 2023 and the need for reform

Questions

- Lance Rubin
- CEO & Founder, Model Citizn
- 0405 329 098
- lance@modelcitizn.com

Next steps

Please complete the Feedback Survey when the webinar ends

Within 24-48 hours you will be enrolled into the E-Learning which includes:

- a PDF of the PowerPoint
- a verbatim Transcript
- any supporting documentation
- a CPD Certificate

Thank you for attending