IPS-ESS Workshop

PAYE Taxation System

November 2004

This is a summary report of a workshop on "PAYE Taxation System" jointly organised by the Institute of Policy Studies (IPS) and the Economic society of Singapore (ESS), on 23 October 2004. We offer this as an additional input to the policy-making community and others with a keen interest in taxation systems.

We would greatly appreciate any comments or feedback you might have on this report. Please send them to Ms Chang Li Lin at IPS. (chang_li_lin@ips.org.sg).





INSTITUTE OF POLICY STUDIES – ECONOMIC SOCIETY OF SINGAPORE WORKSHOP ON PAYE TAXATION SYSTEM 9 NOVEMBER 2004

INTRODUCTION

The Institute of Policy Studies (IPS) and the Economic Society of Singapore (ESS) jointly convened a workshop on the PAYE Taxation system on 9 November 2004. The basic objective was to explore the pros and cons of such a system and examine the difficulties in switching from the current system to the new one, if the Government were to make such a decision.

The workshop featured four presentations from taxation experts, including those from Australia and Malaysia, and they were followed by an open discussion on the key aspects of the PAYE system. The following is a summary report of the presentations and the discussions at the workshop.

PRESENTATIONS

Presentation on the Current Year Basis of Assessment

Mr. Donald Low, Director (Fiscal Policy) from Ministry of Finance, Singapore, first compared the differences between preceding year (PY) and current year (CY) bases of assessment. Then he explained the pros and cons of CY assessment. The recent public consultation on CY assessment gave the impression that people who prefer CY assessment support the scheme strongly, whereas those against CY assessment tend to offer weaker opposition. Finally Mr. Low outlined various possible options for Singapore. (*Please refer to slides in Annex 1*)

Presentation on Pay As You Go

Mr. Murray Crowe, Assistant Commissioner (Payment And Product Processing) from the Australian Taxation Office, explained the historical background of the taxation system in Australia. In particular, he noted that Australia had operated a provisional tax payments system, including PAYE for employees, for more than two decades before the switch to the PAYG system. He went on to explain the features, issues and mechanics of Pay As You Go instalments and Pay As You Go withholding. Mr. Crowe also clarified that the Australian system assumed no continuous losses from firms. (*Please refer to slides in Annex 2*)

Presentation on Pay As You Earn

Mr. David Stevens, Lead Partner from KPMG Tax (Strategy And Policy Group), gave an account of the Australian experience from a private sector perspective. Contrasting the Singapore and Australian objectives for introducing PAYE, Mr. Stevens emphasized that net revenue benefit was a crucial element of the overhaul of the tax system in Australia. On the other hand, the 15% tolerance level of instalment estimate may not be sufficient for businesses to deal with major cyclical changes. But a delicate balance should be achieved between a reasonable tolerance band and true revelation of profits and investment income. Mr. Stevens also recommended that default payment options should err on the side of simplicity, certainty and low burden for taxpayer so as to induce people to use the options. By adopting relatively simple and generous rules, the aim of macro-economic stabilization would be realised while minimising compliance cost to businesses and individuals. *(Please refer to slides in Annex 3)*

Presentation on The Malaysian Perspective

Dr. Veerinderjeet Singh, a Malaysian tax expert from the private sector, gave an account of the change from the PY to the CY assessment basis with effect from 2000. One key feature of the Malaysian experience was waiver of income tax on the 1999 income. Overall the impact of PAYE system on individuals was small because the employees who had commenced employment before 1995 were already on PAYE deductions. Companies and businesses were already on compulsory instalment scheme too. Overall, the change to CY assessment basis went on well primarily due to the carrot of the income tax waiver and the limited impact on only a small group in the economy. (*Please refer to slides in Annex 4*)

MAIN POINTS OF DISCUSSION

Economic Rationale of Implementing PAYE

The discussants generally agreed with the economic arguments in favour of the PAYE taxation system. These include its stronger countercyclical or stabilising effects at the macroeconomic level, and better matching of tax liabilities with income and employment resulting in smoother consumption and investment patterns. It was noted that this economic rationale was even more compelling in the case of Singapore, given the increased volatility in economic growth witnessed in recent years. While discretionary fiscal measures could arguably be used as a macroeconomic stabilisation tool, their effectiveness was limited by the long lags between policy decisions and their impact on the economy, and difficulties in calibrating the optimal amount of disbursements and rebates. Moreover, discretionary fiscal measures were difficult to withdraw once implemented.

Despite the old saying "if it ain't broke, don't fix it", there was a general consensus that it would be worthwhile to switch to the PAYE system in view of the potential benefits in cash management. In the case of Australia, the PAYG is now widely accepted by the general public and businesses as a better and more sensible system than the lagged taxation system.

One participant expressed strong opposing views on the move towards a PAYE taxation system. He was sceptical that PAYE could be an effective macroeconomic stabilisation tool, and pointed out that the reason for the implementation of PAYE in Japan and Australia was to increase tax revenue, rather than to achieve greater macroeconomic stability. In response, Mr Stevens clarified that Australia's overall package of tax reform was designed to be revenue-neutral, and the additional revenue earned from introducing PAYE was only a transitional gain and offset by revenue losses in other areas. In the case of Malaysia, the decision to move to a PAYE system was made during the Asian financial crisis to support the economy and for political reason as there was a net revenue loss from the introduction of the system.

The participant also felt that the ability to pay taxes was a matter of personal financial planning. However, the other participants felt that while a financially prudent individual should be able to meet his tax obligations, a PAYE system would help individuals to better manage their cash flows, even for those who are financially prudent. Furthermore, with the Singapore economy having entered into a more volatile phase, income streams for both individuals and companies had become more unpredictable, making it more difficult to plan for deferred tax payments. In comparison, the PAYE system would result in a stronger link between tax liabilities and current disposable income.

Another participant expressed the concern that the current year basis of tax assessment could make the government's spending pro-cyclical, as tax receipts would decrease during economic downturns, limiting the government's ability to spend in order to "pump-prime" the economy. Mr Low pointed out that such argument would only be valid if the government had to balance its budget every fiscal year. This was not the case in Singapore, where the policy rule was to balance the budget over the business cycle.

Issues Pertaining to the Introduction of a PAYE System in Singapore

The participants also discussed different methods of introducing a PAYE system in Singapore. In particular, discussants felt that the new system should not place an overly heavy tax burden on taxpayers during the year of transition. It was noted that Malaysia avoided this problem by waiving taxes for the preceding year's income in the year that they introduced the PAYE system. In the case of Australia, the additional tax payment for the transitional year was spread out over several years.

One participant proposed an opt-in system to make the PAYE system more politically palatable if a waiver was not possible. For example, the government could announce that the PAYE system would be implemented fully in five years' time. In the interim, the government could provide some incentives for people to switch to the new system earlier. Furthermore, if the government were willing to lower the tax rate slightly, this would help to dispel any public suspicion that the government was trying to obtain more revenue through the switch in the tax system. The opt-in system also had the advantage of allowing people a longer period of time to adjust their lifestyles and financial plans before adopting the PAYE scheme.

Another suggestion was that the PAYE system could first be implemented on new workers entering the labour force, as in the case of Malaysia. This would allow seasoned workers to witness the benefits of the PAYE scheme, thereby making the subsequent implementation of the system for all employees more acceptable. It was also noted that it would be easier to implement the PAYE system for both individuals and companies at a time when the economy is down and individuals and companies can see the benefit of the PAYE system in managing their cash flows.

In general, the introduction of a PAYE system was viewed as a viable option for Singapore. It was noted that many countries including Indonesia, Thailand and Malaysia had already switched to the PAYE scheme. There was no reason why Singapore would not be able to implement it successfully, especially since we already have the CPF system in place which would facilitate tax deductions using workers' CPF accounts.

Desirable Features in a PAYE System

The discussants felt that the PAYE system should be kept simple and flexible as this would help reduce the compliance cost to businesses and individuals. In addition, tax schedules should not be changed too frequently. It might also be desirable not to over-deduct current tax payments and put in place a simple and efficient system of obtaining refunds for smooth implementation of the system.

It was noted that an accurate system of assessing current year income was a key component of a successful PAYE scheme. There were various methods ranging from self-assessment to assessment by the tax authority. In Australia's case, the tax office would determine a company's profitability ratio based on its previous year's tax assessment, which would then be applied to its current turnover. In addition, participants agreed that the tax system should not impose "uplift factors" whereby the assessment of the current year's tax payments had to be higher than the previous year's, as in the case of Malaysia.

It was also pointed out that penalties should be imposed for large discrepancies in income estimates from actual outcomes to deter taxpayers from under-declaring their incomes. However, given the increased volatility in the economic activity, there should be a reasonable tolerance level for inaccuracies in income estimates, which would act as a cushion against events such as a sudden economic downturn. In addition, tax authorities should be willing to accept reasonable explanations for deviations from income projections.

Participants also mentioned that a PAYE withholding system is better able to address the problem of sudden dismissal or unemployment, as it was a real-time payment system. It would also obviate the need for companies to retain departing non-Singaporean employees for a month to settle their tax liabilities.

CONCLUSION

Dr. Khor Hoe Ee, the moderator of the workshop, concluded that PAYE was a good taxation system in principle (or at least, it was no worse off than the current system), although there could be some difficulties in implementing it. The experiences in Australia and Malaysia suggested that it was possible to avoid the potential pitfalls and establish a sound PAYE taxation system. Dr Khor also noted that the main benefit of the PAYE system was to help individuals and companies better manage their cash flows, especially in an era where the economy was prone to greater shocks and increased volatility.

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List of Attendees

Chairpersons

Mr ARUN Mahizhnan Acting Director Institute of Policy Studies

Dr KHOR Hoe Ee Assistant Managing Director Monetary Authority of Singapore

Speakers

Mr Murray CROWE Assistant Commissioner Payment and Product Processing Australian Taxation Office

Mr Donald LOW Director Fiscal Policy Ministry of Finance

Dr Veerinderjeet SINGH Council Member Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants & Malaysian Institute of Taxation

Mr David STEVENS Lead Partner KPMG Tax - Strategy and Policy Group

Participants

Mr Manu BHASKARAN Adjunct Senior Fellow Institute of Policy Studies

Ms CHANG Li Lin Head Public Affairs Institute of Policy Studies

Ms CHIA Woon Khien Vice-President Economic Market Research DBS Bank Ltd

Mrs CHIA-TERN Huey Min Chief Tax Policy Officer Ministry of Finance

Mr Vikram KHANNA Associate Editor The Business Times

Participants (cont'd)

Mr Ravi MENON Deputy Secretary (Policy) Ministry of Finance

Mr NIZAM M Idris Deputy Head of Research IDEAglobal Ltd

Mr Leonard ONG Tax Director KPMG Tax Services

Mr OOI Boon Jin Director, International Executive Services KPMG Tax Services

Mr Alan OW Senior Deputy Commissioner Individual Group Inland Revenue Authority of Singapore

Mr POH Eng Hin Assistant Professor, Business Law Nanyang Technological University

Mr POK Soy Yoong Partner, International & Corporate Tax Services Tax Department Ernst & Young

Mr QUEK Suan Kiat Branch Manager & Chief Operating Officer Barclays Bank PLC

Mr David SANDISON Partner Tax PricewaterhouseCoopers

Assoc Prof TAN Khee Giap Adjunct Senior Fellow Institute of Policy Studies

Assoc Prof Angela TAN Nanyang Business School Nanyang Technological University

Mr WONG Keng Siong Economist ASEAN Treasury Office (Singapore) The Bank of Tokyo-Mitsubishi, Ltd

Dr YAP Mui Teng Senior Research Fellow Institute of Policy Studies

Observers

Mrs Sabina CHEONG Hwee Bin Assistant Commissioner Corporate Tax Inland Revenue Authority of Singapore

Mr Alvin ENG Economist Monetary Authority of Singapore

Mr James KHOR Ngiap Long Assistant Commissioner Individual Income Tax Inland Revenue Authority of Singapore

Mr Harvey KOENIG Head Tax Policy Ministry of Finance

Ms Wendy LEO Policy Analyst Ministry of Finance

Ms MAK OI Leng Tax Specialist Inland Revenue Authority of Singapore

Ms NG Lian Koon Senior Economist Monetary Authority of Singapore

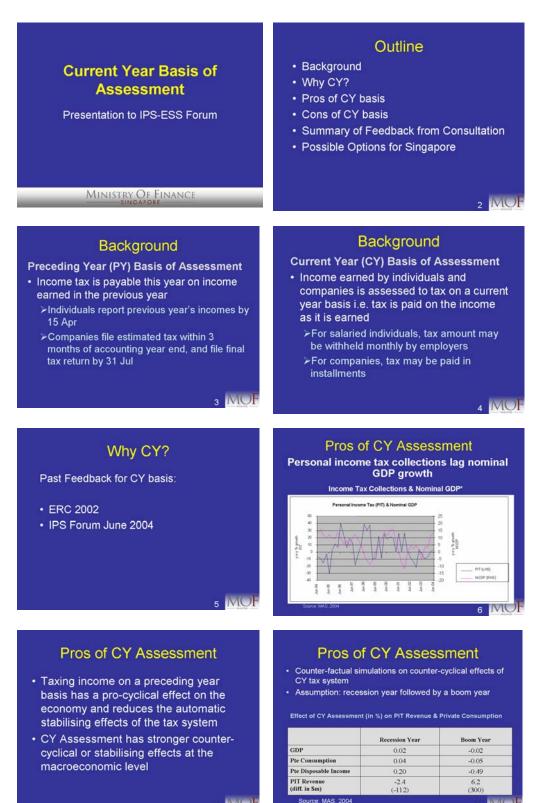
Ms NG Yi Ping Senior Economist Monetary Authority of Singapore

Ms Cindy WONG Policy Analyst Ministry of Finance

Rapporteur

Mr Billy Leung

Annex 1



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The start of the	CY Assessn		Pros of CY Assessment
Effect of CY Assessmen Residential Investment	t (in %) on CIT Revenue & F	-nvate Non-	 Alternatively, Government can use
Vere	Recession Year	Boom Year	discretionary fiscal policy management
Year GDP	0.05	-0.05	– E.g. tax rebates, transfers
Pte Non-Res Investment	0.37	-0.33	However, 2 key limitations with this
CIT Revenue	-3.8	19.0	approach:
(diff. in Sm)	(-218)	(1180)	 Substantial lag between policy decision and impact on economy
Source: MAS, 2004			 Difficult to calibrate optimal amount of rebat
		9 MOF	10
Pros of	CY Assessn	nent	Pros of CY Assessment
 Better matchir 			Lessen burden on companies (durin
liabilities with	their income/er	mployment	downturn) as the tax system will be
	ns and smooth		more responsive to their position.
consumption a	and investment	t patterns	Companies need not pay taxes base
			on previous year's higher profits.
		11 MOF	12
Cons of	CY Assess	ment	Public Consultation on CY
			Assessment
Greater uncert	ainty in tax colled	ction	
			 Public Consultation on 15 Sep to 30 Oct 2004 – to seek views of businesses and
 Increased frequencies 			individuals on pros and cons of switchin
for taxpavers w	vill probably resu	It in higher	and possible designs of CY system
compliance cos			and possible designs of CT system
compliance cos - Compliance	e costs depend o	n design of	
compliance cos - Compliance		n design of	 Issue for transitional year to be consider only after study on whether to switch to 0
compliance cos - Compliance	e costs depend o	n design of	Issue for transitional year to be consider
compliance cos - Compliance	e costs depend o	n design of 13 MOF	Issue for transitional year to be consider
compliance co - Compliance CY assessr	e costs depend o nent system	13 MOF	 Issue for transitional year to be considered only after study on whether to switch to a 14
compliance co - Compliance CY assessr Summa	e costs depend o	13 MOF	Issue for transitional year to be considered only after study on whether to switch to a 14 Summary of Feedback
compliance cos - Compliance CY assess Summa Individuals	e costs depend o nent system	13 MOF	 Issue for transitional year to be considered only after study on whether to switch to a 14
compliance cos - Compliance CY assess Summa Individuals Reasons to Support:	e costs depend o nent system ary of Feedba	13 MOF	Issue for transitional year to be considered only after study on whether to switch to a switch to a summary of Feedback Companies
compliance co: - Compliance CY assess Summa Individuals Reasons to Support: - Better matching of i - Reduces uncertaint	e costs depend o nent system ary of Feedba ncome and expenditur y as taxpayer does no	13 MOF	 Issue for transitional year to be considered only after study on whether to switch to considered only after study on whether to switch to construct the switch the switch
compliance cos - Compliance CY assess Summa Individuals Reasons to Support: • Better matching of i	e costs depend o nent system ary of Feedba ncome and expenditur y as taxpayer does no	13 MOF	Issue for transitional year to be considered only after study on whether to switch to a switch to a summary of Feedback Companies
compliance cos - Compliance CY assess Summa Individuals Reasons to Support: - Better matching of i - Reduces uncertaint aside money for futt Reasons Against:	e costs depend o nent system ary of Feedba ncome and expenditur y as taxpayer does no ure taxes	13 MOF	 Issue for transitional year to be considered only after study on whether to switch to a s
compliance co: - Compliance CY assess Summa Individuals Reasons to Support: - Better matching of i - Reduces uncertaint aside money for fut Reasons Against: - Additional complian	e costs depend o nent system ary of Feedba ncome and expenditur y as taxpayer does no ure taxes ce	13 MOF	 Issue for transitional year to be considered only after study on whether to switch to a 14 Summary of Feedback Companies Reasons to Support: No significant compliance impact Reasons Against:
compliance cos - Compliance CY assess CY assess Individuals Reasons to Support: - Better matching of i - Reduces uncertaint aside money for fut Reasons Against: - Additional complian - Lower disposable in	e costs depend o nent system ary of Feedba ncome and expenditur y as taxpayer does no ure taxes ce iccome can be a strain ancially stretched and	13 MOF	 Issue for transitional year to be considered only after study on whether to switch to a s

Summary of Feedback

Other common concerns

- Timeliness of refund in the event of overpayment of tax
- Transitional year arrangements
- Manner and frequency of declaring income and the collection mechanism

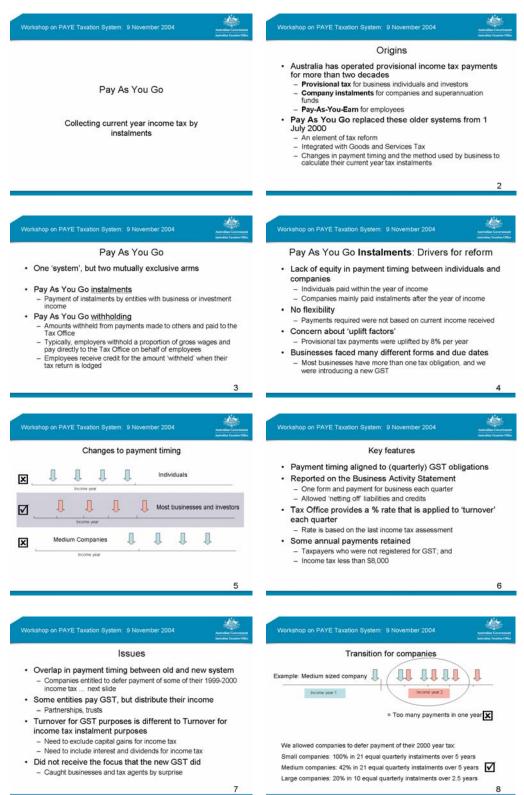
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Possible Options for Singapore

- CY basis for both companies and individuals
- CY only for large companies – greatest impact on automatic stabilisation – generally better able to manage compliance
- CY only for salaried employees
 Better matching of income against expenses
 - greater ease of compliance

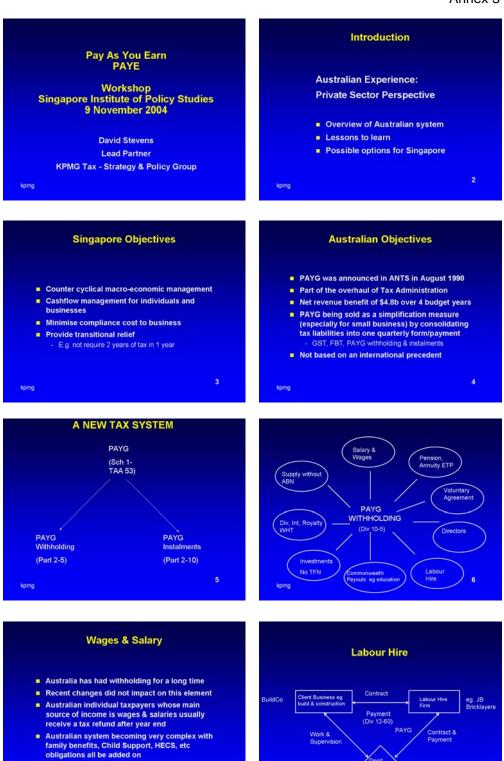
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Annex 2



orkshop on PAYE Taxation System: 9 November 2004	Workshop on PAYE Taxation System: 9 November 2004
Subsequent changes	Pay As You Go Withholding
Small businesses and individuals entitled to pay an amount worked out by the Tax Office - One quarter of last year's tax, increased for GDP - Now have 77% using that method - 23% continue to use rate and quarterly income Introduction of simple, non-returnable activity statements Administrative changes to entry and exit rules - Increase in business/investment income threshold - Increase in tax payable on assessment threshold	 Australia has operated tax withholding from salary and wages since the 1940's We have some 800,000 employers the majority of which are small businesses employing less than 5 people Employers deduct tax according to published tables from wages and pay employees a net amount Employers pay the amounts deducted as a single payment to the Tax Office every quarter for small business but more regularly by larger businesses Employers report at year end what they have paid each employee and how much tax was deducted Report to each employee and to the Tax Office
9	10
orkshop on PAYE Taxation System: 9 November 2004	Workshop on PAYE Taxation System: 9 November 2004
How much tax to withhold?	Effectiveness
Australia operates progressive income tax rates We publish tax tables that advise how much to withhold for any given gross wage – Tables are produced for weekly, fortnightly or monthly payrolls – Electronic calculators are available Employees can 'personalise' their tax deduction by giving a form to the employer to claim specific tax rebates or benefits through the amount withheld Some employees have special circumstances (eg large rental property deductions). They ask the Tax Office for a personal amount to withhold – The Tax Office notifies the employer	 Withholding covers more than 9m employees in Australia Through 800,000 employers The tax tables are structured to generally result in a refund when the income tax return is processed Employer withholding grossed \$A90b in collections, but generated more than \$A12b in refunds Average refund is >\$1,000 Refund culture drives strong compliance with annual returns Supports delivery of changes to income tax rates and other Government benefits 'real time' through take home pay
11	12
orkshop on PAYE Taxation System: 9 November 2004	Workshop on PAYE Taxation System: 9 November 2004
Issues	Some mechanics
Employees with more than one employer make it difficult to apply the right tax rate - We use second income assumptions - For last year, we received more than 15m payment summaries from employers for 9m employees There is a heavy use of paper in the system - We have privacy rules that prevent the transfer of taxpayer data electronically unless stringent electronic security is applied - The electronic security arrangements have not been well accepted by small businesses so far	 The Tax Office does not allocate withheld tax to individual employees Recorded in the employers tax account Employees claim their credit in their annual tax return Using the 'payment summary' provided by the employer The Tax Office uses the salary and wage data provided by employers for matching to income tax returns, but generally after the return has issued This ensures employees can claim their refunds from the first day after the tax year We have stringent 'refund' tests in our income tax

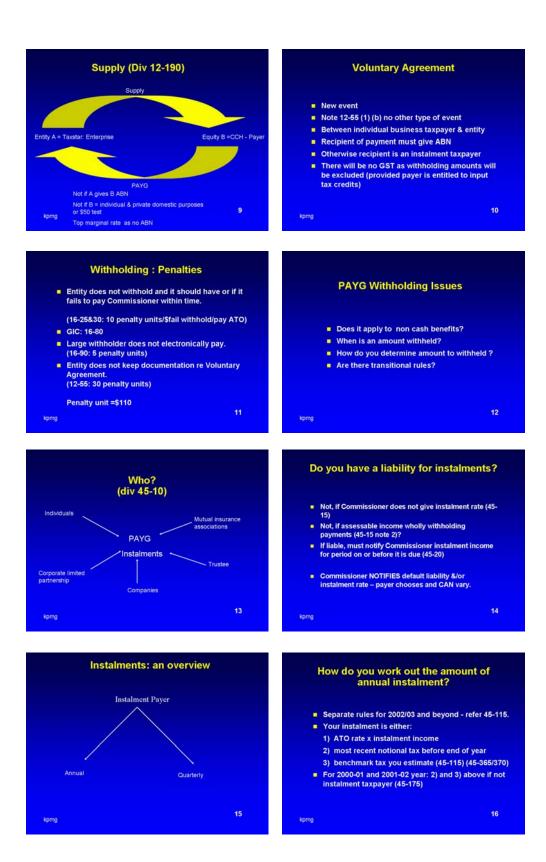
Annex 3

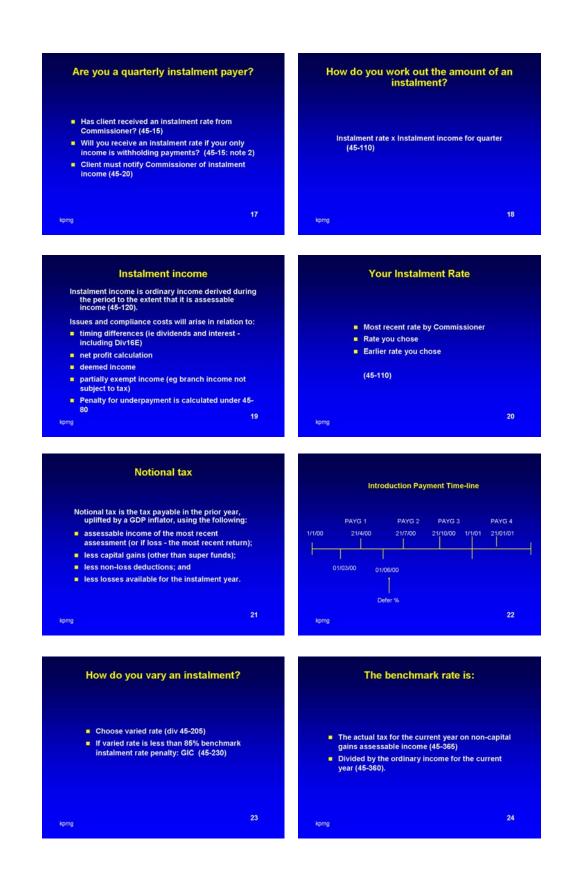


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- Objective to improve cashflow management and macro-economic stabilisation is sound
- If rules are flexible this aim will be better achieved and the compliance cost to business/individuals will be less onerous

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For more information

Provide flexibility to vary tax payments

 Consider a threshold for small business & individual (non wage & salary income)

 under which regular PAYE is not necessary

 Default payment options should err on the side of simplicity, certainty, AND low burden for taxpayer
 Means dont inflate previous year (already have the use of the money)

don't p

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Tax Services	
	THE CHANGE
PAYE TAXATION SYSTEM: THE MALAYSIAN PERSPECTIVE	The Basis of Assessment from the Preceding Year Basis to the Current Year Basis w.e.f. Year 2000.
Dr Veerinderjeet Singh	
1 I ERNST&YOUNG	2 I Ernst & Young
Quality in Everything We Do	Quality In Everything We Do
IMPLICATIONS OF MOVING TO	IMPLICATIONS OF MOVING TO
CURRENT YEAR ASSESSMENT	CURRENT YEAR ASSESSMENT
In the year 2000, there were the :	
	Income tax was waived on the 1999 income.
PRECEDING YEAR BASIS OF ASSESSMENT:	
Year of Assessment 2000 on the income for year 1999.	In year 2000, taxpayers paid tax on the current year basis
CURRENT YEAR BASIS OF ASSESSMENT:	of assessment, i.e. tax for the year of assessment 2000 was based on the income for the year 2000.
Year of Assessment 2000 on the income for year 2000.	was based on the moone to the year 2000.
3 ■ E RNST & YOUNG	4
Quality in Everything We Do	Quality In Everything We Do
LEGISLATIVE CHANGES:	CURRENT YEAR ASSESSMENT
CURRENT YEAR ASSESSMENT	
	ADVANTAGES
 Change in the basis of assessment – Implementation of 	FOR THE GOVERNMENT
current year basis of assessment for Year of Assessment	As tax was assessed and collected on income derived in
2000 for current year income (2000). 2. Waiver of tax for Year of Assessment 2000 for preceding	the same year, tax was collected based on the current cash flow position and ability to pay.
year income (1999).	cash now position and ability to pay.
Provisions in respect of income from business.	FOR THE TAXPAYERS

4 Anti-Avoidance Provisions

ERNST & YOUNG Quality in Everything We Do

PAYMENT OF TAX Payment of tax in the year 2000 was based on income derived in the year 2000. All individual taxpayers were on a PAYE system.

Ability to relate the year they pay tax to the income that was being taxed.

For companies, sole-proprietors and partners of a partnership, the Section 107B plan will continue (i.e. the previous instalment plan).

> **ERNST & YOUNG** Quality In Everything We Do

ERNST & YOUNG Quality In Everything We Do

RETURN FORMS

(preceding year) Return Forms Issued February 2000

(current year) Return Forms Issued February 2001

Returns accompanied with accounts and tax computation for company cases

Normal provisions relating to submission of returns applied.

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PAYMENT OF TAX

- Compulsory Instalment Scheme for non-individuals
- With effect from 1 January 1989
- Based on previous year's assessment Directed by the Inland Revenue
- · Paid in 5 bi-monthly instalments
- From YA 2000 (current year basis) monthly instalments were due from January 2000 and taxpayer can apply to vary the instalment scheme by 30 June

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WAIVER OF TAX

In respect of all income chargeable to income tax under ITA, 1967 except :

- Dividend income (whether a business/non- business source)
- · Income subject to final withholding tax (i.e. interest, royalties, technical fees)
- Non-citizens or non-resident individuals who commenced or ceased employment in 1999.

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WAIVER OF TAX

· Employees who commenced employment before 1 January 1995

- STD continued

· Employees who commenced employment after 1 January 1995/in Sabah and Sarawak

- STD stopped in 1999 & re-commenced in 2000

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WAIVER OF TAX

- · Only applied to income tax
- Did not apply to petroleum income tax and other taxes
- · Did not extend tax holidays/incentives

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WAIVER OF TAX

- Other taxpayers - continue installment schemes
- Tax Returns had to be Filed for 1999 income (Y/A 2000)

- NO WAIVER!!

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WAIVER OF TAX

- Return Forms had to be filed for 1999 income
- · Notices of assessment were issued (if taxable)
- · For companies, tax computations were issued to confirm losses to be carried forward/exempt account
- Capital allowances deemed claimed

WAIVER OF TAX

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- Unabsorbed business losses/capital allowances brought forward from Y/A 1999 were allowed
- Unabsorbed business losses/capital allowances for Y/A 2000 (1999 financial year) were carried forward to Y/A 2000 (current year)

WAIVER OF TAX

- · Waiver was for the basis period of a company (i.e. financial/calendar year end)
- · Restricted to the first 12 months only
- Time apportionment applied if accounts were for more than 12 months
- If company commenced business on1 July 1999 and prepared its first accounts of 12 months to 30 June 2000, NO WAIVER was given

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WAIVER OF TAX

ABC Sdn Bhd
 1.7.1997 - 30.6.1998 (12 months)
 1.7.1998 - 31.12.1999 (18 months)
 1.1.2000 - 31.12.2000 (12 months)

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WAIVER OF TAX

Basis Period
1.7.1997 - 30.6.1998
1.7.1998 - 30.6.1999
1.7.1999 - 31.12.1999
1.1.2000 - 31.12.2000

Year of assessment 1999 (taxed) 2000 (waived) 2000 (taxed) 2000 (current year basis - taxed)

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CONCLUSION

- Switch went on well
- Employees already on PAYE deductions
- Companies/businesses already on compulsory instalment scheme
- Administrative changes
- Switch to monthly instalments
- Some fine tun
- Overall, went on well due to the waiver and avoidance of paying tax for 2 years

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