IFRS News

Shedding light on the IASB's activities*

IFRS News – Issue 58
December 2007

In this issue…

1 **Removal of US GAAP/IFRS reconciliation requirement**

2 **EU endorses IFRS 8**
Issues outstanding

2 **IASB roundtable**
Puttable shares

3 **FASB issue FAS 141 and 160**
New business combinations and consolidation standards

4 **Roundtable discussion**
Tax, IFRS 8 and share-based payments

6 **Interview**
Perspectives on IFRS from the IASB, Europe and US

8 **Contacts**

Issue of the month

PRINT CONTINUED

Removal of US GAAP/IFRS reconciliation requirement

The Securities and Exchange Commission last month announced that it is to allow IFRS financial statements from foreign private issuers in the US to be accepted without reconciliation to US GAAP.

The SEC said in its announcement that IFRS financial statements would be accepted only if prepared using IFRS as issued by the IASB – and not as endorsed by the EU, for example. It said, "The purpose of the requirement to use the IASB-approved version is to encourage the development of IFRS as a uniform global standard, not a divergent set of standards applied differently in every nation. Consistency of application of IFRS will help US investors who own foreign securities to have better comparability."

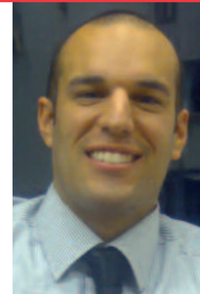
However, it has allowed one transition provision. For a two-year transition period, those EU companies that have taken advantage of the EU carve-out of IAS 39, Financial Instruments: Recognition and Measurement, will be allowed to reconcile the IFRS-plus-carve-out version of their financial statements to IFRS as issued by the IASB, instead of reconciling their whole financial statements to US GAAP. After the two-year transition period, those companies still using the IFRS-plus-carve-out version will have to revert to performing a reconciliation of their financial statements to US GAAP.

Dave Kaplan, PwC's Leader of US International Accounting and SEC Services, welcomed the SEC's decision. He said, "It is an important step in the ultimate move toward the use of IFRS by US-based companies. We are also pleased that the SEC has decided to allow foreign private issuers to apply IFRS without reconciliation as early as for the upcoming 2007 year end reports."

The IASB and EU Commissioner Charlie McCreevy have also welcomed the decision.

The SEC will convene two roundtables this month, on 13 and 17 December, to collect more feedback from the public on the issue of giving US domestic issuers the same option that foreign issuers have to use either IFRS or US GAAP.

EU endorses IFRS 8



The European Parliament adopted IFRS 8, Operating Segments, last month, a year after the standard was published by the Board. Katie Woods and Gary Berchowitz of PwC's UK Accounting Consulting Services look at the issues still to be resolved.

IFRS 8 has been adopted by the European Parliament after lengthy debate, so entities within the EU may early adopt IFRS 8 for use in their December 2007 year-end financial statements. However, the wording of the resolution has imposed some requirements on the European Commission (EC), reflecting the Parliament's reservations. The Parliament:

- has asked the EC to discuss with the IASB a concern that the geographical information under IFRS 8 is less than that under the predecessor standard and report back within six months,
- is not convinced that IFRS 8 is a superior standard for all users, especially small and medium-sized entities. This may have an impact on IFRS 8 once the IASB finalises its 'IFRS for SMEs' project;
- has instructed the EC to support the development of a standard that requires extractive industries to provide country-by-country reporting. It is not clear how the EC will be able to influence this; and
- has instructed the EC to analyse the application of IFRS 8 in the EU in many areas, including the reporting of geographical segments and the use of non-IFRS financial measures. The EC is required to report back to Parliament on these matters by no later than 2011.

The IFRS 8 effective date is for years beginning on or after 1 January 2009. Early adoption is permitted.

IASB roundtable on puttable shares

Last month the IASB held a roundtable discussion on its proposed amendments to IAS 32, Financial instruments: Presentation. This could result in the classification of puttable shares and shares in limited life entities as equity rather than liabilities. This would simplify the accounting and eliminate accounting mismatches. As Fredré Ferreira from PwC's UK Accounting Consulting Service explains, the impact would be most significant for entities structured as co-operatives or partnerships and for investment funds.

The Board issued an exposure draft in June 2006 that proposed a limited amendment to IAS 32: that shares puttable at fair value or shares in limited life entities that were essentially equity-like should be classified as equity. Many commentators felt that these proposals did not go far enough. Many German limited partnerships in particular were unable to take advantage of the proposal. IAS 32 currently requires the holder of a puttable instrument to classify it as a liability, as the issuer cannot avoid paying cash. The IASB staff therefore developed a new proposal for the roundtable discussions.

"We welcome the extension to the limited exemption," said Pauline Wallace, leader of the PwC Global ACS Financial Instruments team and the firm's representative at the roundtable. "We also stress the need for further consultation in the run-up to publication."

The roundtable proposals require puttable instruments that form the most subordinated class of instruments and share in the performance of the entity, either with reference to its profits or losses or net assets, to be classified as equity. This means that puttables at a value other than fair value (including some nominal value interests in co-operatives) may also attain equity classification. The roundtable discussions focussed on operational issues arising from the proposed changes. There was support for the changes, but participants voiced concerns over the lack of time to consider all the implications.

There were two main areas where the Board agreed to reconsider the drafting as a result of the comments raised:

- The proposals require the features of all the instruments in the most subordinated class to be identical. A guarantee issued by general partners in certain partnership arrangements would not breach this requirement. This was challenged by a number of the participants on the grounds that it could easily be abused. The Board

accepted the need to clarify and potentially limit the effect of this exemption; and
- Many of the participants felt that the conditions for classification as equity lacked clarity, including the fundamental question of whether shares puttable at fair value were now excluded from the scope of the amendment. The Board agreed to redraft that section to make clear what it intended.

The clarity of the drafting is key, as the proposed amendments are limited in scope and cannot be applied by analogy. Particular challenges are posed by structures in the investment management industry. Industry representatives agreed to provide examples of typical structures for the Board to consider.

The classification of puttable instruments of a subsidiary entity as equity will not flow through to the consolidated level. These instruments cannot be considered to be included in the most subordinated class on consolidation. Furthermore, classification as equity on the consolidated level could provide scope for structuring opportunities designed to achieve a particular accounting treatment.

There will be consequential amendments to IAS 39, Financial Instruments: Recognition and Measurement, and IFRS 7, Financial Instruments: Disclosures, to clarify that instruments classified as equity under IAS 32 would maintain this classification under those standards. The application of IFRIC 2, Members' Shares in Co-operative Entities and Similar Instruments, will not be affected; only instruments classified as liabilities under the current standard may be impacted.

The comments received at the roundtable will be reflected in changes to the amendments for consideration at the Board's meeting this month. Interested parties are advised to keep a close eye on the IASB's website when the proposed changes are published for comment.

FASB issues business combinations and consolidation standards

The FASB will this month issue FAS 141 (revised 2007), Business Combinations, and FAS 160, Noncontrolling Interests in Consolidated Financial Statements.

FAS 141(R) and FAS 160 are the result of a joint project between the FASB and the IASB. The IASB is expected to issue its business combinations and consolidation standards in early 2008.

These standards are the first in what is expected to be a series of converged standards issued jointly by the IASB and FASB. The principles in each standard are the same, with a handful of exceptions.

The revised standards continue the movement toward the greater use of fair values in financial reporting. FAS 141(R) will significantly change how business acquisitions are accounted for and will impact financial statements, both on the acquisition date and in subsequent periods.

Some of the changes, such as the accounting for contingent consideration, may introduce more volatility into earnings and could affect how a company structures acquisitions. FAS 160 changes the accounting and reporting for minority interests; these are re-characterised as non-controlling interests and classified as a component of equity.

FAS 141(R) and FAS 160 are effective for year-ends of 1 January 2009. They will be applied prospectively. FAS 160 requires retroactive adoption of the presentation and disclosure requirements for existing minority interests. All other requirements of FAS 160 are applied prospectively. Early adoption is prohibited for both standards.

PwC publishes Q&A guide to business combinations

'IFRS 3R: Impact on earnings – the crucial Q&A for decision-makers'

- 30-page guide aimed at finance directors, financial controllers and deal-makers
- Background to the new standard
- Impact, including on the financial statements and business
- Questions and answers
- Summary of differences with US GAAP

Due for release in February 2008. Contact michael.w.gaull@uk.pwc.com for more information.

Roundtable discussion of tax, IFRS 8, share-based payments and employee benefits

Five partners in PwC's 'Revenue, Liabilities and Other' (RLO) topic team discussed some of the key IFRS issues facing companies in this accounting area. Highlights of this roundtable discussion are reproduced below and in last month's edition of *IFRS News*. This month, the discussion focuses on tax, share-based payments and employee benefits.

Income taxes, particularly deferred tax, is a tricky area. What are the big issues for you?

DS: Deferred tax assets. Companies should not recognise deferred tax assets where there are indicators that suggest a different answer. For example, if a company has been making losses over time but believes it will make profits in future, recognising deferred tax assets might be inappropriate.

ML: It goes the other way too. Some tax losses can be carried forward for an unlimited period. Some profitable companies are uncomfortable recognising a deferred tax asset that will take many years to recover.

TD: What drives people toward undue optimism or pessimism?

AD: Many local GAAPs had a short window whereby companies had to look only, say, three years into the future, and then generally they wouldn't have raised deferred tax assets. Also, you have a downward spiral problem: if a company's profitability starts declining, it also starts reversing that deferred tax asset, which makes it worse.

TD: So they have losses and tax charges that can be a challenge to explain to the market place. Nevertheless, companies should be clear whether practice under local GAAP is different from IFRS.

What other issues arise relating to taxes?

TF: There is a danger of underestimating the complexity of tax accounting. Simply 'subcontracting' work to the tax specialists is not advisable. The accounting theory is also important because how the tax laws operate is only one part of the accounting for income taxes. Tax specialists may not understand the accounting requirements.

Tax planning arrangements often bring uncertainty. It's not a question of simply thinking about whether there is a need to pay the tax or not. Companies should look at the probability of different scenarios, and not simply go with the number that best supports the tax planning.

Another issue I come across is the use of different assumptions for current and deferred tax. Specific interpretation of tax laws may be taken for current tax calculation but not for deferred tax. This is unlikely to be appropriate.

TD: Tommy says in some cases IAS 12 is more complicated than people think; also there are significant uncertainties. Do others also see these uncertainties in taxes?

DS: Accounting for tax uncertainties has always been a challenge. Management should conduct a detailed analysis. Tommy made a good point: don't underestimate how hard deferred tax is in terms of understanding what the principles and the exceptions are. To determine the tax base of an asset is more difficult than it sounds.

TD: For example, will an asset be recovered through use or sale?

DS: What is the right tax rate to use? Sale rate or use rate?

TD: IAS 12 says that the tax rate and tax base should be based on the way management expects to recover assets – a simple view perhaps wouldn't get you to applying that logic.

AD: The financial reporting team needs to work from the most current data regarding management's intentions.

TD: There is a new standard IFRS 8, Segment Reporting. Are companies in your territory likely to early adopt this/next year?

DS: Most FPIs haven't made up their minds, but some think it's a good idea to early adopt.

AD: We've only got one early adopter in South Africa.

TF: In HK/China, some companies are considering it and see the benefits of using the management approach. But the question is whether they have the systems ready in time to gather the information, especially if they don't have a clearly defined management structure, or the chief operating decision-maker (CODM) isn't designated in the structure. So it may be some time before companies here can early apply the standard, but they are at least thinking about it.

TD: What should management focus on in addition to designating the CODM and sorting out systems?

DS: They should be thinking about what information they want released to the market. FPIs need to think about proprietary and sensitive information before transition.

ML: Plenty of companies in the US changed the way they managed the business because of the issuance of FAS 131. They looked at how to present

the company, and in many cases the best way to do this is also the best way to manage the company.

AD: They may also suddenly realise that having to report loss-making divisions may not be desirable.

TF: They should also consider the interaction between the segment standard and the impairment standard. How will the company's structure and the CODM package design affect the segment identification and hence impact on impairment of goodwill? Some clients are studying the experience in the US when they first introduced the equivalent US standard. They have looked at their structures carefully to make sure they have considered the impairment implications.

ML: In the US, the impairment issue became the 'stealth impact' of applying the new segments standard. As soon as the US standard linked segments to impairment tests, the segment standard became a financial accounting issue not just a disclosure issue because of the impairment link. There are many examples of US companies restating financial results because they got the segments wrong and that affected their impairment charge.

Also on the subject of IFRS 8, management needs to be aware that it's harder than it appears and can be a very emotional issue for management. It can sometimes be difficult matching up how the company manages the business and how the CODM operates, and how that relates to what is being disclosed in segments. Management complains sometimes that the accountants are telling them how to manage the business.

TD: IFRS 8 is effective from 1 January 2009, so October 2007 is too late to start thinking about this.

DS: Especially for companies running the business using a mixture of geographic and business models. IAS 14 forced these entities to report under either one or the other, but this is going to look different going forward.

TF: IFRS 8 is a positive step forward in that it makes the accounting easier for users to understand; we should expect more consistent information in future.

TD: What issues are you encountering in the area of share-based payments and employee benefits?

AD: IFRIC 8, Scope of IFRS 2, solved a lot of our local problems around whether certain transactions were share-based payments or merely the issue of shares for less than fair value. Because we apply IFRS in separate financial statements, we hoped IFRIC 11 would help with some of the intra-group transactions – it has to a degree, but there is some confusion around how to interpret IFRIC 11.

For example, the presence or absence of formal re-charge arrangements and the concept of push-down accounting, which doesn't exist in other standards. The parent does a transaction independently but the subsidiary has to process something in its accounts, and the result is accounting for something more than once in the group and in the separate financial statements.

Also, the classification between cash and equity-settled is a question of judgment. Often what is said to happen is different to what happens in practice. There is also a difference between what executives require and what other employees require. Junior employees typically want the cash and not shares.

TF: We get these issues too. Share-based payments are popular here now. This is not surprising, given the current activity in the stock markets. But there is confusion about how to interpret it.

There are subtle differences from US GAAP even if the underlying principles are similar between the two frameworks.

DS: We issued an alert 18 months ago in the US on the differences between the two standards. The list of differences was very long, and it was all in the detail.

TF: In addition, not all share-based payments are called share-based payments. Preparers need to understand

Participants

- **Adrian Dadd,** Global Accounting Consulting Services, South Africa (AD)

- **Tony Debell,** Global Accounting Consulting Services, central team, and topic team leader (TD)

- **Tommy Fung,** Global Accounting Consulting Services, Hong Kong/China (TF)

- **Mark Lohmann,** Global Accounting Consulting Services, central team (and US) (ML)

- **Dusty Stallings,** Global Accounting Consulting Services, US (DS)

Summary of key RLO issues (see also instalment in November edition)

- Revenue – principal/agent, multiple element, rebates/allowances, the need to understand the contract and the activities of the IFRIC;
- Income taxes – losses and deferred tax assets, uncertain tax positions, the expected manner of recovery and complexity;
- IFRS 8 – the actions that should be taken now and impairment;
- IFRS 2 – the scope and reach of the standard, classification and measurement; and
- Presentation – non-GAAP and non-standard presentation.

the arrangement and the rationale for the awards.

TD: How does IFRS 2 apply to a loan that can be used to buy shares? And classification: is it cash settled or equity settled? The company needs to understand the substance of the arrangement and the detail of the standard.

AD: Another area is the measurement of share-based payment arrangements. This is often left to corporate financiers, merchant banks or another audit firm, and sometimes the valuations are inappropriate. But people rely on them.

TD: What should people consider in the context of measurement?

AD: They should check the inputs and make sure they are using the right valuation model.

DS: Proper consideration is also relevant to pension accounting and deciding whether a plan is defined benefit or defined contribution. Are there guarantees in the long term with regard to the plan, and does this impact classification?

TD: The message is therefore to understand the background and the economics before applying the guidance.

Are there any other employee benefit-related issues?

ML: IFRIC has released IFRIC 14 and rejections that clarify the IFRS guidance. We have been giving advice consistent with this guidance, but the interpretation and the rejections offer clarity. The rejections covered changes to plans caused by government action, accounting for death-in-service benefits and the treatment of employee contributions under IAS 19. Companies should review the rejection wording to understand the IFRIC thought-process.

TF: An issue locally is the distinction between the 'termination benefits' and 'post-employment benefits'. We are waiting for the amendment to IAS 19 to offer clarity. It's a common error for companies to treat ongoing voluntary termination arrangements as termination benefits rather than post-employment benefits.

TD: The key difference here is between straight-forward discounted cash flow and applying the projected unit credit method. The answer is different!

What are your key messages to management as they start drafting annual reports?

DS: Consider the presentation of the income statement or cash flow statement.

AD: We've been successful in getting companies to disclose more in the notes. Mixed presentation on the face of the income statement is common though. I'd like to see this addressed.

DS: Companies also need to focus on the proper presentation of cash flows. Are things properly categorised, especially within or outside of operating cash flows? Management doesn't want unfortunate debits up there.

TF: We have seen some good disclosures about critical judgments and estimates. However, these disclosures can be rather superficial and tell users nothing specific.

DS: It's a challenge that spans all industries and geographies.

Perspectives on IFRS from IASB, Europe and US

Key figures in the IFRS arena were interviewed for the 'IFRS 2007' conference organised by PwC France in October. Discussions covered SEC, EU standard setters' and European oversight bodies' input into the IFRS process, and consistency of implementation of IFRS.

What does the global spread of IFRS mean for Europe, the first 'blue-chip client' of IFRS?

DT: Europe's decision to adopt IFRS stopped us from being just a think-tank. We have now become a standard setter for over 100 countries worldwide.

Europe's involvement is important – Europe currently has five board members – but there are other economies coming in, such as China and India, and they want to be represented on the board; indeed China is now. We have one board member from Japan too, the second biggest economy in the world, and they are likely to want more representation in the future.

We're discussing strategy with the Trustees, specifically looking at what the Board should look like in five years. One of the big issues is going to be the US, because at the moment the US is probably half the world's capitalisation and should have a major say. The Board has to become more global, and these issues will be picked up in the constitutional review that will be starting at the beginning of 2008.

CMcC: It was the EU that gave the impetus to the adoption of IFRS worldwide. Therefore, it is, I think, reasonable to expect that the weight of EU opinion should be reflected in the various governing bodies of the IASB, its Trustees and its whole governing structure. We hope to have a European chairman of the IASCF Trustees in the near future, given the major role that Europe has had in the adoption of IFRS, which seems to be now becoming the global standard.

How can the EU best represent its point of view to the IASB?
SE: It's important to put forward the strongest view possible, and we can achieve this by working together in

Europe. The IASB sees Europe as a single player, and the stronger we can make our messages by working together, the better.

Are you satisfied with the input from the EU standard setters?

SE: We have a good working relationship with the standard setters in Europe. We get good input on the work of EFRAG's technical group. Also, in our new proactive accounting activities, 'PAAINE', we have started to develop long-term thinking: papers are coming or have come out on revenue recognition, stewardship, performance reporting, equity liability issues, etc. The big standards setters from the major countries are taking the lead, together with EFRAG. In Europe, if we don't want to accept IFRS without challenging it, we need to ensure proper funding.

Are impact studies a necessary part of new standards?

SE: One should consider when impact assessments should be carried out. In my mind, they should be carried out before the standards are issued. Otherwise, the risk is that a problem is identified and then, during the EU endorsement process, either the ARC, EFRAG or the European Parliament says this standard is not good enough for implementation in Europe and they carve it out or carve parts of it out.

How does the EC Roundtable work with IFRIC and IASB?

LVD: There's always an IASB representative at the meetings, and there have been occasions where the EC or a representative of the European Commissioner has expressed some discontent with the way the issues were addressed by IASB or IFRIC. Whether that has led to any changes, I haven't seen anything positive come out of that.

Where are we with the EC Roundtable?

LVD: The purpose of the Roundtable was to have discussions on important emerging subjects in implementing IFRS throughout the EU. The idea is that we would then come up with European issues that needed to be referred either to the IASB or to IFRIC.

When we started in 2006, we had a number of issues that were easy to identify. We'd just gone through the full implementation in 2005, so we had three or four years of experience. If you then go through the process from 2006 into 2007, we struggle to come up with subjects that are common throughout Europe. Here or there a local standard setter comes up with an issue that is particular to France or Germany or Italy, but they are typically not issues that are common to the whole of Europe.

I think it is important that we see more input from all the participants. Probably 90% of the topics were brought forward by the accounting profession.

What do you think of the Standards Advice Review Group?

PH: We have the Accounting Regulatory Committee, the Commission itself and EFRAG. We also have involvement from the European Parliament and now the creation of yet another body, the SARG. The SARG is there to make sure that EFRAG is doing its job properly. It's a bit like the question, who audits the auditors? And then who audits the people who audit the auditors? When does this stop? Why do we need as many bodies as this?

Do you expect that the European Parliament (EP) will regularly oppose future IFRSs ?

CMcC: The EP plays an important role in the endorsement process, and this will always take a certain amount of time. But it is part of the democratic process. So everybody will have to get used to this.

SE: The EP is elected by the people of Europe to take care of our interests. So of course it feels a responsibility to ensure that accounting standards that are law meet the needs of Europeans.

SB: I think the Parliament wants to position itself and keep sovereignty over the adoption of standards.

The EP is a new player and must be taken into account in the adoption process. It won't be simple, it means lobbying among parliamentarians so that they do not intervene at the end of the process in the way that has happened with IFRS 8.

Does the endorsement process take too long?

SB: The process is clearly prolonged; it can now take eight months before a standard is formally introduced to EU law. With IFRS 8, it has taken a year.

SE: Of course it takes longer now we involve the Parliament, but is that a European problem? The IASB needs to consider that it is now a global player; it is setting the rules for the world. It should ensure there is sufficient lead time in the standards – a year or so – to allow companies to prepare and to allow law-makers around the world to put it into the legislation, including the US in the future. Do I think that SEC will ever accept IFRSs without a scrutiny procedure, like we have in the EU? I don't think so.

In the EU are you satisfied with the quality and consistency in the application of IFRS?

CMcC: The key reason for the success of IFRS is that they are principles-based. That allows for the judgment of accountants and auditors to be exercised. Consequently time must be given for auditors, accountants and issuers to bring all their experience together.

We launched a study earlier this year to assess how IFRS has been implemented throughout the 27 member states. I hope that the study will be completed by the end of this year or early next year, and then we can assess matters.

When will CESR publish its next set of examples? What will happen in practice to these decisions?

SB: There is a second wave of publications in process now. We hope that these CESR positions will identify

acceptable practices but also demonstrate the practices that are less satisfactory. If a CESR publication is based on a decision, it's a decision that has been supported by the group of regulators.

We have to be aware of the particular facts and circumstances; situations arise that seem similar but are treated differently because we have principle-based texts. There is some diversity, which is acceptable within the limits of the general IFRS principles.

Taking into account the different adoption processes of IFRS around the world, is the 'IFRS brand' under threat?

DT: Yes, we have to decide if we want a set of global standards, or regional or even national standards. One of the problems, which is also of concern to the regulators, is that the markets are now getting confused. If countries state 'IFRS as adopted by X country', and make one or two changes, the markets don't know what the changes are. If people think it's not a global standard, they may well choose US GAAP.

How do you respond to companies that complain of a proliferation of new text and particularly rejection wordings?

DT: There'll be no new standards before 2009.

We've got a lot of comments in relation to the Improvements Project about problems that have occurred in applying the standards. Do we put out interpretations as clarification, or do we change a sentence in the main standard? Our view is if the standard is ambiguous, it's easier to change the standard. Rather than put out a series of little exposure drafts once a year, we'll issue an annual improvement.

There were only five IFRIC statements last year and two so far this year. There may be another to go. That's very low compared to the US. Personally, I wouldn't issue the rejection notices, but people felt it was more courteous to state why the issue was not being taken onto the agenda. The rejection notices are not part of our formal process

PH: The IFRIC rejection wordings I think are odd, in many respects. Of course people ask questions of IFRIC, and that demonstrates that something is not clear. But in issuing rejections, the IFRIC is saying: we're not going to give you a ruling in the sense of publishing an interpretation, but by the way, the answer is the following.

LVD: It a subject we had a big discussion on at the European roundtable. BusinessEurope has come back with a lot of comments on it. I think it's interesting as well that their view is they don't want any more formal text from IFRIC because they believe there's a risk of more detailed guidance arising from it. I would support that, because there is a danger that IFRIC is going to set detailed guidance, and we want IFRS to stay principle based.

Interviewees

- AMF deputy chief accountant and IOSCO, IFRIC and EC Roundtable Observer, Sophie Baranger (SB);
- Chairman of EFRAG's Technical Expert Group, Stig Enevoldsen (SE);
- Leader of PwC's Accounting Consulting Services in the UK, Peter Holgate (PH);
- Leader of US International Accounting and SEC Services, Dave Kaplan (DK);
- European Commissioner Charlie McCreevy (CMcC);
- IASB chairman, Sir David Tweedie (DT);
- PwC Eurofirms chief accountant, and PwC representative on the European Commission Roundtable, Leandro Van Dam (LVD).

Leader of IFRS CoE Korea
kevin.kab-jae.lee@kr.pwc.com: Tel: 02-709-0632;
Fax: 02-709-0649

UK Expatriate Partner
iwan.griffiths@samil.com: Tel: 02-709-0950

Revenue, Liabilities, Pensions and Presentation
martykim@samil.com: Tel: 02-3781-2330
kay.lee@kr.pwc.com: Tel: 02-3781-9912

Assets, Business Combinations and Adoption of IFRS
vicky.park@kr.pwc.com: Tel: 02-709-0961
weineechew@samil.com: Tel: 02-709-7966

Financial Instruments, Financial Services and Leases
karen.hong@kr.pwc.com: Tel: 02-709-6475

Global IFRS Leader
ian.d.wright@uk.pwc.com: Tel: +44 207 804 3300

Liabilities, Revenue Recognition, Provisions, Pensions, Deferred Tax, Share-based Payment
tony.debell@uk.pwc.com: +44 207 213 5336
matthieu.moussy@uk.pwc.com: +44 207 804 5061

Business Combinations and Adoption of IFRS
mary.dolson@uk.pwc.com: Tel + 44 207 804 2930
olivier.scherer@uk.pwc.com: Tel: +44 207 213 1497
caroline.woodward@uk.pwc.com (valuation issues): Tel: +44 207 804 7392

Financial Instruments and Financial Services
pauline.wallace@uk.pwc.com: +44 207 804 1293
marc.minet@uk.pwc.com: +44 207 804 1931
jan.buisman@uk.pwc.com (leases): +44 207 804 3977

© 2007 PricewaterhouseCoopers. All rights reserved. 'PricewaterhouseCoopers' refers to the network of member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity.