Introducing Deloitte Indonesia
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Global strength, local delivery

Deloitte delivers measurable value to clients through a global network of diverse professionals, who bring unmatched depth and breadth of expertise.

Deloitte provides audit & assurance, consulting, financial advisory, risk management, tax and related services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 264,000 professionals are committed to making an impact that matters.

Deloitte’s professionals are unified by a collaborative culture that fosters integrity, outstanding value to markets and clients, commitment to each other, and strength from cultural diversity. They enjoy an environment of continuous learning, challenging experiences, and enriching career opportunities. Deloitte’s professionals are dedicated to strengthening corporate responsibility, building public trust, and making a positive impact in their communities.

About Deloitte Southeast Asia
Deloitte Southeast Asia Ltd – a member firm of Deloitte Touche Tohmatsu Limited comprising Deloitte practices operating in Brunei, Cambodia, Guam, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam – was established to deliver measurable value to the particular demands of increasingly intra-regional and fast growing companies and enterprises.

Comprising 340 partners and over 8,800 professionals in 25 office locations, the subsidiaries and affiliates of Deloitte Southeast Asia Ltd combine their technical expertise and deep industry knowledge to deliver consistent high quality services to companies in the region.

All services are provided through the individual country practices, their subsidiaries and affiliates which are separate and independent legal entities.

About Deloitte Indonesia
In Indonesia, Deloitte is represented by the following:

• Satrio Bing Eny & Rekan (SBE), Registered Public Accounting
• Deloitte Touche Solutions (DTS), Tax Consulting
• PT Deloitte Konsultan Indonesia (DKI), Financial Advisory and Risk Advisory Services
• KJPP Lauw & Rekan, Valuation Advisory
• Hermawan Juniarto & Partners, Lawyers
• PT Deloitte Consulting, Strategy & Operations Advisory

Deloitte Indonesia has over 1,400 Partners and Staff located in Jakarta and Surabaya, serving companies listed in the Indonesian stock exchanges as well as multinational and large national enterprises, public institutions, and fast-growing companies.
Deloitte Indonesia Profile Delivering Excellence

Making a positive difference

What’s different about Deloitte? We strive to make an impact that matters in everything we do.

**Deloitte’s people - the foundation for greatness**
People are Deloitte’s greatest asset: We recognise that the only way to create positive impact for clients is through quality people. That is why Deloitte recruits exceptional people who demonstrate character, talent and the capacity to grow, both professionally and personally. We value diversity in talent, experience, skills and background.

Deloitte is committed to continued investment in people. That is why we have put in place various development programs to support and encourage continuing education for our professionals. We also believe that part of this nurturing is providing our future leaders of the firm with international experience. To this end, Deloitte has devised international secondment programs, such as our Global Mobility Programme, whereby local professionals are posted to overseas practices to gain the extensive cross border experience needed to develop a truly global vision.

**Right technology in the right place**
Technology nowadays is no luxury - it’s a competitive imperative. The Deloitte approach to issues is more encompassing than you might expect. Where others simply apply technology for the sake of automation, Deloitte takes a broader view.

When serving clients, Deloitte utilizes proprietary technology and internet-based information centers such as Deloitte Audit, Deloitte Resources, Deloitte DEX, Deloitte Learning, Intellinet, Marketplace, Deloitte Innovation, and RA Link.

Deloitte brings together clients, offers innovative solutions, and delivers excellent services. We adopt a customized, responsive and personal approach towards client servicing and offer a complete range of services across various industries. Put simply, Deloitte builds our business by helping clients excel.

**Deloitte member firms’ penetration of the FG500® by industry**
Deloitte member firms’ serve 82% of the 2017 FG500
Based on total aggregate fees of >US$500,000 for non-audit clients, industry penetration ranges from 76% to 89%.

*Note:* Based on 2017 Fortune Global 500® companies for which member firms are the external auditors (audit), and those companies for which member firms are not the external auditors but where total aggregate revenue realized across member firms is more than US$500,000 for FY17. The audit percentage of penetration is calculated based on the number of companies served, and represented irrespective of the revenue realized; hence, the cut off US$500,000 is not applicable to audit penetration and any company with a member firm as an auditor is represented.

Source: Auditor information is sourced from GCDC research and fee data is sourced from GCI, for the year ended 31 May 2017. 2017 Fortune Global 500®, as published in Fortune magazine, and the Deloitte Touche Tohmatsu Limited (DTTL) Global Industries analysis.

^Audit and non-audit do not sum to total percentage due to decimal approximation.
*Fee and auditor data was not available for 4 of the FG500 companies. These companies are marked as relationship clients with no revenue contribution to Deloitte, for penetration calculation.
Key Facts, Awards & Accolades

- Leading tier 1 Transfer Pricing firm in Indonesia - The International Tax Review (ITR) World Tax 2015
- Leading tier 1 Tax firm in Indonesia - The International Tax Review (ITR) World Tax 2015
- Deloitte Indonesia has more than 80 partners and directors, and over 1,400 staff practitioners and support staff
- Leading tier 1 transfer pricing firm in Indonesia – TP Week / International Tax Review World Transfer Pricing 2014
- Deloitte SEA set Guinness World Record for the most number of participants in multiple locations who successfully made paper planes at the same time on 31 October 2014
- Deloitte Indonesia certified as the first Authorised Training Employer by Institute of Chartered Accountants in England and Wales (ICAEW) in Indonesia on 22 October 2014

Financial Services
Deloitte member firms served 85% (or 109 companies) of the 128 FG500 FSI companies
- 49 of the 54 banking and securities companies
- 3 of the 4 investment management companies
- 48 of the 51 insurance companies
- 9 of the 19 real estate companies

Life Sciences & Health Care
Deloitte member firms served 87% (or 26 companies) of the 30 FG500 LSHC companies
- 17 of the 21 life sciences companies
- All of the health care companies

Energy, Resources & Industrials
Deloitte member firms served 76% (or 65 companies) of the 85 FG500 Energy, Resources & Industrials companies
- 7 of the 15 largest mining companies
- 34 of the 41 largest oil & gas companies
- 21 of the 26 largest power companies
- All of the largest shipping & ports companies
- All of the water companies
- Plus a substantial number of National Oil Companies

Technology, Media & Telecom
Deloitte member firms served 89% (or 54 companies) of the 61 FG500 TMT companies
- 26 of the 31 largest technology companies
- 7 of the 8 largest media and entertainment companies
- 21 of the 22 of the largest telecommunications companies

the FG500® Sector descriptions by industry

Consumer
Deloitte member firms served 80% (or 156 companies) of the 196 FG500 Consumer companies
- 35 of the 38 automotive companies
- 18 of the 27 chemicals and specialty materials companies
- 22 of the 27 consumer products
- 28 of the 38 industrial products and services companies
- 31 of the 40 retail, wholesale and distribution companies
- 22 of the 26 travel, hospitality and services companies
Looking far and beyond

At Deloitte, we don’t make the complex issues simple; we make them understandable.

Industries
Deloitte’s industry teams offer a consistent client experience, deep industry knowledge, industry insights by focusing on the issues impacting them most.

**Consumer**
The Global Consumer Industry group provides integrated services to member firm clients across the entire value chain, from raw materials to the end consumer. Global Consumer brings together the knowledge of Global Consumer Business and Global Manufacturing professionals throughout the Deloitte network.

**Life Sciences & Health Care**
The Life Sciences & Health Care industry group strives to support clients in addressing the challenges that impact today’s industry. Deloitte member firms’ global network engages with clients to develop innovative solutions to help them achieve their business missions.

**Technology, Media & Telecom**
Technology, media and telecom companies know better than anyone that the only constant is change. But it can be hard to keep up. Deloitte has the necessary experience with this unpredictable and evolving operating environment to help clients thrive in the digital world.

**Financial Services**
Deloitte’s financial services industry specialists provide comprehensive, integrated solutions to the banking & securities, insurance, and investment management sectors. Deloitte member firms’ breadth of services and industry knowledge allow us to understand each client’s unique business needs.

**Energy, Resources & Industrials**
Deloitte’s Global Energy, Resources & Industrials specialists provide comprehensive, integrated solutions to all segments of the Oil and Gas, Power, Mining, Shipping and Ports and Water sectors. We offer clients exceptionally detailed industry knowledge and a global network, alongside local market delivery.

**Government & Public Services**
Deloitte Global Government & Public Services is committed to improving public outcomes through a focus on people. Deloitte member firms think about the complex issues facing the public sector and develop relevant, timely, and sustainable solutions for our clients. At Deloitte, we are Thinking people.
Audit & Assurance Services

Audit & Assurance services sit at the very heart of Deloitte’s multidisciplinary offering to clients – and with today’s strict compliance requirements, businesses and investors expect more from their auditors than ever before, with CFOs eager to draw upon Deloitte’s skills and technical expertise.

At Deloitte, audit means more than just statutory requirements. We strive to add value by recognizing major issues affecting your business and providing fresh perspectives that improve your operations. Deloitte goes well beyond the traditional checking and verification procedures. As the audit progresses, we evolve and exchange ideas with you to generate improvements in controls, procedures, and ultimately profitability. The audit process is grounded on a precise understanding of each client and the industry and environment in which they operate. Deloitte is able to deliver peace-of-mind audit services which, together with an excellent reputation for quality around the world, provide great potential for competitive success and growth.

A new generation of state-of-the-art Deloitte Audit tools are developed to enable member firms to continue delivering the quality assurance services that are implicit in the Deloitte brand and which the financial community and public expect.

Deloitte has specialists in local financial reporting standards, IFRS and US GAAP, who are teaming to build consistency of service, using proven global methodologies and tools throughout the Southeast Asia region. Looking beyond the traditional financial reporting function, Our teams are in an ideal position to identify major risks and opportunities in your business activities and strategy. With its in-depth industry knowledge, Deloitte provides clients with value-added advisory services to complement its assurance offerings. Among the services Deloitte offers in addition to statutory audits are:

- Special purpose and limited scope audits
- Reviews of engagements to provide comfort to lenders and shareholders
- Acquisition examinations and due diligence reviews
- IFRS services

Business

Deloitte Indonesia is focusing on measuring success in terms of quality, innovation, reputation, and impact. Read how our services can help your company achieve remarkable
**Audit Advisory Services**

In both challenging and favorable economic conditions, organizations strive to be smart, nimble, creative and forward thinking. Deloitte provides deep technical knowledge and extensive industry experience to assist clients in addressing business issues that goes beyond providing traditional audit services.

Audit advisory services develop and offer tailored, innovative, and comprehensive solutions for specific client business needs. Led by partners of industry and function specializations, the main objective of offering audit advisory services is to bring more focus to the value proposition by delivering a broader range of advisory services and competencies. Deloitte offers a full range of services to help clients tackle impending challenges faced in businesses. Currently, the set of service solutions includes:

**Finance function resourcing and outsourcing**
Deloitte has vast experience and in-depth knowledge in providing accounting services to local and multinational consumer business and transportation companies, of various sizes and complexity. Our services offer a full range of accounting needs to your organization which include solutions to address cross-practice support, follow-up of your day-to-day operations ensuring compliance with the relevant accounting and regulatory requirements at all stages in your life cycle.

**Specialised services to financial institutions (Financial Services Industry)**
Deloitte Indonesia’s Financial Services Industry (FSI) practice offers a wide array of services specifically designed for financial institutions in the areas of financial risk management, financial and corporate governance, and regulatory compliance. With direct access to global network of international centres of excellence, Deloitte Indonesia can provide a localised tailor-made solution across the entire spectrum of the financial service industry.

**Global offerings services**
Deloitte member firm professionals specialize in assisting clients in their capital-raising activities, including initial public offerings, high-yield debt offerings, 144A offerings, and secondary offerings. Global IFRS and Offerings Services professionals take a flexible approach based on your specific needs.

**Financial accounting and reporting services**
Our Financial Accounting & Reporting offering helps companies address a wide range of issues around their accounting and financial reporting requirements, including the
preparation of financial statements and regulatory filings, the application and implementation of complex accounting standards in accordance with IFRS and PSAK, and Securities and Exchange Commission (SEC) reporting.

**Deloitte Learning Solutions**
For the past few years, Deloitte has offered various in-house trainings and seminars related to PSAK/IFRS and various learning to better understand the recent changes in finance area. The training service now has been reinforced by the establishment of Deloitte Learning Solutions, a dedicated training unit under the Audit Advisory Services group.

**Other advisory services**
Deloitte also offers other advisory services which will help develop your business. We offer tailored, efficient and reliable solutions to assist your Company. These other services include chart of account preparation, accounting policies and procedures, business unit financial reporting, IPO Readiness and cost accounting, among others.

**Innovation**
The audit environment is at a critical inflection point, where increasingly complex business models, greater expectations on quality, and the exponential pace of technological change are making it more challenging to remain competitive.

In response, Deloitte is taking bold steps with a forward-thinking mindset to transform the audit. Building off a solid foundation of Deloitte’s worldwide audit capabilities, a refreshed methodology and supporting innovative solutions are being deployed and will continue to evolve.

This will differentiate Deloitte’s audit offering, and support the aspiration to be recognised as the undisputed leader of the profession by all stakeholders.

Deloitte Indonesia is dedicated to driving innovation within the region.

**Argus**: an artificial intelligence tools to capture all relevant information for auditors from documents and/or agreements

**Cognia**: a portal in which the auditors can find examples of audit procedures whereby analytics are applied, interactive reporting which provides templates of interactive presentation to Audit Committee and/or Boards, and examples of disclosures in financial statements in IFRS.

**Magnia**: audit platform used by auditors to document their audit process and the result of their work (known as EMS in the past).

**Illumia**: analytics tool to support auditors in performing their audit procedures (known as bespoke analytics in the past).

**Deloitte’s promise to you**
- **Independence**
  Independence is integral to Deloitte’s reputation as a professional services firm. Deloitte observe strict independence checks prior to accepting any engagement to ensure Deloitte does not compromise on integrity and objectivity.

- **Deep industry understanding**
The ability to deliver value-added advice is built upon a deep understanding of business in a wide range of industries including consumer; energy, resources & industrials; financial services; life sciences & healthcare; government & public services; and technology, media & telecom.

- **Technological expertise**
  Professionals are supported by advanced technology, including the proprietary Deloitte Audit software.
**Deloitte Indonesia Profile**  
Delivering Excellence

**Tax Services**  
Almost every business decision has tax implications, yet what makes this area even more complex is that tax rules are constantly changing. Companies face a daunting task to manage their tax costs and obligations effectively, especially when dealing across borders. Deloitte offers clients a broad range of fully integrated tax services. Deloitte’s approach combines insight and innovation from multiple disciplines with business and industry knowledge to help your company excel globally.

**Business Tax**  
Deloitte delivers deep knowledge of tax and statutory requirements as well as breadth of experience applying them in practice worldwide. Practical tax advice, combined with our consistent tax compliance framework, instils confidence that a consistent approach is followed across jurisdictions. We help simplify tax management and oversight while providing global visibility for making informed strategic decisions – all with the ease of working with a global provider. Our services include tax compliance services, tax controversy services, and tax advisory services.

**International Tax Services**  
Deloitte offers services that help multinational companies align their tax strategies to their business, through a wide variety of compliance and advisory services. Professionals in our international tax service line provide a comprehensive range of inbound and outbound tax services.

**Mergers & Acquisitions**  
All transactions — whether mergers, acquisitions, joint ventures, equity investments, or divestitures — involve complex issues that require the dedicated attention of experienced professionals. Deloitte delivers targeted support that guides companies through cross-border and local deals with comprehensive understanding of local culture and business environments. Deloitte can assist in all tax aspects of cross-border mergers, acquisition or disposition transactions, including due diligence, structuring, modelling, financing, post-merger integration and reporting.

**Transfer Pricing**  
Many multinationals based in Indonesia, and operating in Asia and beyond, face significant transfer pricing challenges arising from the OECD/G20 Base Erosion and Profit Shifting (BEPS) project. By providing local expertise, along with a global support network, the Deloitte Indonesia transfer pricing team brings clients the breadth of knowledge and support that they require to assist them in facing these significant challenges.

The transfer pricing practice offers a full range of services from Transfer Pricing Planning and compliance documentation to design and implementation of unilateral and bilateral APAs. In the past year the team has worked on several complex large-scale projects which required innovative approaches and solutions, while considering the evolving nature of the TP market. Apart from the standard services, the team is actively involved in advising clients on matters related to BEPS and has hosted numerous BEPS events and industry sessions in the recent past.

The Deloitte Indonesia transfer pricing practice has a strong track record in liaising with tax authorities on transfer pricing matters and can provide comprehensive support in the design and execution of audit defence strategies in dispute resolution cases.

**Indirect tax**  
VAT is a broadly based tax on transactions, and liability will arise regardless of profitability. Failing to account for these taxes correctly can have a significant impact on business costs and cash flows. Deloitte can help with advice and compliance management solutions, thereby reducing business costs and tax exposure. Our services include compliance and dispute resolution, business model optimisation, and advisory.
Global Employer Services
As companies grow and become more global in scope, employment issues become more complex. A successful international assignment program requires companies to strike a balance between competitive compensation and cost control. Deloitte can help meet this complex challenge through our extensive knowledge of tax laws and our specialised compliance and consulting skills. Deloitte professionals ease the coordination of various elements related to a globally mobile workforce, to manage worldwide compliance with employees’ individual and payroll reporting and filling requirements. Deloitte can advise and assist multinational companies in managing immigration compliance connected to any aspect of global mobility, as well as assisting multinationals and individuals to obtain the relevant and required visa, work permit, and other immigration-related documents.

Customs and Global Trade
Companies are facing an increasing number of compliance requirements imposed by the countries in which they operate, as well as more rigorous enforcement by customs or tax authorities. Deloitte offers highly efficient, cost-effective customs and global trade compliance services. When controversies arise, Deloitte provides audit assistance, representation and litigation before authorities, along with advisory and reports. Deloitte professionals help companies with a variety of customs and global trade-related needs such as advising on the management of post-merger integration by tracking duty risks and opportunities for potential duty and/or tax facilities.

Business Process Solutions
Businesses today are facing a rapidly evolving landscape including regulatory changes, continued advances in technology, and the adoption of more sophisticated approaches by revenue authorities. These challenges are causing businesses to rethink the way work is resourced by efficiently managing essential operational processes with visibility, flexibility, transparency, and control. Deloitte's Business Process Solutions (BPS) team helps businesses manage their accounting, monthly tax compliance and payroll processes by leveraging experienced professionals who can provide advice and practical support through a mix of outsourcing, contract personnel, co-sourcing, and project-related services.

Business License & Establishment Services
Deloitte provides services to domestic and multinational companies covering all aspects of establishment in various industrial and service sectors. Our services include assistance in submitting applications for investment approvals, the relevant required business permits/licenses, and governmental approvals.

Deloitte’s promise to you
• Broad service offering
  Deloitte provides one-stop solution that helps you maximize opportunities for tax savings and tax efficiencies.
• Leading expertise
  Deloitte can advise you on practical and well-crafted tax solutions through our extensive knowledge and network across jurisdictions.
• Industry knowledge
  Deloitte’s ability to focus on your business is enhanced by knowledge of specific business environments including all the major industry sectors.
Deloitte Indonesia Profile  Delivering Excellence

Financial Advisory
Growing shareholder and stakeholder value is the number one priority in all Deloitte engagements.
Deloitte provides critical advice and support, whether it is to identify the right strategic targets or to engineer effective solutions for underperforming businesses.

Our Financial Advisory professionals provide a diverse range of strategic and financial advice to clients throughout the region in relation to corporate finance, restructuring and other general corporate activity.

Deloitte’s Financial Advisory team is a highly specialized group that provides advice on every type of corporate finance transaction including mergers, acquisitions, takeovers, divestments, project and structured finance and capital raising - whether in the form of debt, private equity, or by way of initial public offer.

The team has provided advice on some of the most significant and complex mergers, acquisitions and financial restructuring in Southeast Asia, which have contributed to the redefinition of the region’s corporate landscape.

Deloitte manages projects for a diverse portfolio of clients - from industrial to commercial firms, from family owned business to listed companies, from individual shareholders to directors, and from governments to regulatory bodies. Regardless of the size or nature of the business, Deloitte’s focus is on enhancing shareholder value for the organization.

The services that Deloitte provides include:

A. Corporate Finance Advisory
   • Acquisition advisory
   • Sale or divestitures advisory
   • Fund raising advisory
   • Pre-IPO and IPO advisory
   • Real estate advisory

B. M&A Transaction
   • M&A and corporate strategy
   • Market study and commercial research
   • Target screening
   • Financial and tax due diligence
   • Commercial due diligence
   • Deal structuring
   • Sales and Purchase Agreements review
   • Post-merger integration

C. Valuation and Modeling
   • M&A Valuation
   • Financial Reporting and Tax Valuation
   • Strategic Modeling
   • Transaction Modeling
   • Financial Model Review
   • Business dashboard solutions
   • Financial Modeling Training

D. Restructuring
   • Cash and working capital optimization
   • Corporate performance improvement
   • Debt advisory and restructuring
   • Independent financial review
   • Liquidation services
   • Non-performing loans portfolio advisory services
   • Corporate exit services

E. Forensic
   • Whistleblowing Services
   • Cybercrime & computer forensic
   • eDiscovery
   • Fraud risk management
   • Foreign Corrupt Practices Act (FCPA) investigation & consulting
   • UK bribery act investigations & consulting
   • Anti-money laundering services
   • Litigation support & expert witness
   • Intellectual property protection consulting and investigations
   • Business intelligence services
   • Data analytics & data visualization

F. Infrastructure & Capital Project
   • Transaction advisory
   • Business project evaluations
   • Finance raising
   • Financial modelling and reviews
   • Public sector procurement advisory
   • Public Private Partnership (PPP) and policy advisory

Deloitte’s promise to you
• Personal attention
The team is experienced in handling very large and complex transactions. Each transaction, regardless of size, is important. Deloitte gives senior-level attention to each client, each investment, and every relationship.

• Autonomous advice
Deloitte’s strength lies in the ability to offer independent, objective advice to clients around the region. Deloitte’s independence from debt and equity providers allows us to avoid the conflicts of interest inherent in some financial institutions.

• Multidisciplinary approach
Deloitte offers our clients a multidimensional approach to addressing their issues. We use our combined audit & advisory, risk advisory, tax, financial advisory and consulting knowledge to understand and evaluate client issues in a ‘big picture’ context.
Risk Advisory
With increasing accountability at boardroom and senior management levels, changes to the regulatory environment, and continual technological innovation, managing risk has become more complex.

Our Risk Advisory team helps clients to manage risk at all levels of operation under the 6 risk categories:
- Strategic & Reputation Risk
- Regulatory Risk
- Financial Risk
- Operational Risk
- Cyber Risk

Deloitte assists directors, chief executives, chief financial officers, chief information officers, line management and internal auditors in strengthening organizational performance through optimization of governance, business practices and controls.

Deloitte’s Risk Intelligent approach helps clients: focus on areas of increased risk; address the entire spectrum of emerging risks, including disruption due to innovation, cyber, geopolitical, and other trends; and pursue intelligent risk-taking as a means to value creation.

Deloitte helps clients address issues affecting the condition of their business by taking a holistic approach to risk management to guide them through each phase of the business risk cycle.

Risk Advisory Services is delivered through 6 common storefronts as follows:
- Strategic and Reputation Risk
  - Corporate Governance
  - Strategic Risk
  - Brand & Reputation Risk
  - Crisis Management
  - Sustainability
- Regulatory Risk
  - Regulatory Strategy
  - Regulatory Compliance
  - Regulatory Response
- Financial Risk
  - Market & Credit Risk
  - Capital Management, Liquidity & Treasury Risk
  - Accounting & Financial Reporting Risk
- Operational Risk
  - Internal Audit
  - Conduct Risk
  - Extended Enterprise Risk Management
  - Operational Risk and Transformation
  - Technology and Data Risk
- Assurance
  - Audit Analytics
  - IT Audit
  - Third Party Assurance
- Cyber Risk
  - Cyber Strategy
  - Cyber Security
  - Cyber Vigilance
  - Cyber Resilience

Through these services, Deloitte offers a comprehensive solution designed to help you to understand business risks, determine acceptable levels of exposure, and design and implement controls, and provides ongoing measurement and monitoring of the risk environment.

Deloitte’s promise to you
- Seamless approach
  Deloitte believes it is critical to understand the strong link between standard business processes and risk processes and how they affect the organization. Deloitte adopts an integrated internal audit, risk management and governance approach supported by best practices, tools and methodologies to give you a comprehensive perspective on risk.

- Quality resources
  Deloitte’s experienced risk management professionals are equipped with extensive expertise, and are committed to helping clients develop a risk-intelligent organization, in order to identify, assess and manage all risks.

- Tailored solutions
  Each engagement requires a detailed and customized risk-focused effort to develop a unique risk register.
Consulting
Innovation, transformation and effective leadership are key to the success of an organisation and at Deloitte, our ability to help solve our clients’ most complex issues is distinct. We deliver strategy and implementation, from a business and technology view, to help you lead in the markets where you compete.

Providing such value requires the ability to integrate a broad range of talent and skills across human capital, strategy & operations, and technology which are aligned to the unique needs of our clients’ industry sectors, businesses, and organisations.

Human capital
Business challenges are overcome by their people: from globalisation to digital to regulation to innovation, organisations depend on their people to deliver results. Our Human Capital services leverage research, analytics, and industry insights to help design and execute talent, leadership, organisation, rewards and change programs that enable business performance through people performance.

Our services:

• Organisation transformation & talent services
  We offer business-oriented and data-driven solutions to drive the transformation agenda to achieve high impact, sustainable results.

• HR transformation services
  We help clients drive business value through strategy, the cloud, employee engagement tools, advanced workforce planning and analytics.

• Actuarial, rewards & analytics
  Our advanced and actuarial analytics tools and services help businesses better understand customers, reduce operating costs, and drive performance.

Strategy & operations
In this era of growing complexity, uncertainty and disruption, business leaders need well-informed perspectives on the important dynamics that are currently reshaping their business environments. By drawing on the full suite of our professional services and industry experience, we are able to develop solutions which focus on the real issues affecting businesses today.

We work collaboratively with clients to link strategic vision to flawless execution to achieve tangible, long-term value. From developing a pragmatic strategy and evaluating M&A opportunities to improving finance and operations functions, we have the experience and expertise to help clients act with certainty and thrive.

Our services:

• Operations transformation
  We help clients implement their corporate strategy and accomplish their business objectives. Through our deep sector and technical expertise, we advise on the transformation of our clients’ core business and operations and help them to prepare for growth, embrace the digital agenda and maximise operational efficiency.

• Supply chain
  We deliver practical, strategy-driven value through advisory services that optimise, reinvent, digitise and improve the supply chain from end to end — through the designing, planning, sourcing, making and delivering stages. We tackle our clients’ most complex issues by drawing on global capabilities that span all areas of business strategy and operations and industries.

• Mergers and acquisitions
  Bringing organisations together through business integration, or carving out certain business through separations, are among the most complex business activities an organisation will ever undertake. We are able to advise companies throughout the entire M&A deal life cycle which includes conceiving the strategy, integration/separation planning, post deal integration/separation assistance.

• Finance
  To keep up with the changing needs and strategies of the business, finance transformation is critical. Deloitte can help finance leaders address the most critical priorities in enabling the finance function to support and create value for the business - from establishing finance as a trusted partner to the business to developing a high-performance operating model, improving core processes, and managing ongoing performance.
Technology
Today, business and technology innovation are inextricably linked and the demand for technology-enabled business transformation services is rapidly growing. Our technology professionals help clients resolve their most critical information and technology challenges.

- **Analytics and Information Management**
  With customers demanding a more personalised experience, and regulators requiring faster and more accurate reports, the answers to complex business challenges may be in an organisation’s data. We help clients unlock the value buried inside vast amounts of data by managing data from disparate sources and converting it into accurate, actionable information that can support fact-driven and insightful decision-making.

- **Deloitte Digital**
  Our Deloitte Digital studios have the creativity and digital capabilities to help our clients combine technology, data and software and transform them into compelling user experiences that support their business strategy.

- **Application Managed Services**
  Our application management specialists can help companies deal with the complex technology landscape to improve application performance and achieve better business results. We offer a full range of industry-leading services, including digital, enterprise resource planning, information management, and systems integration.

  - **Systems integration**
    Our systems integration specialists can help companies manage the complexity inherent with technology and solve business challenges through the integration of technology as discrete services or comprehensive solutions. We offer both advisory and implementation services to help companies better manage their technology organisations and portfolio of technology assets.

  - **Technology strategy & architecture**
    As technology is central to enabling strategy and execution excellence, we help our clients to develop and execute technology strategies that drive exceptional business value. This includes helping our clients transform the IT function and implementing new operating models, processes, talent disciplines, and solutions to make IT more effective and efficient.

- **CIO Programme & Technology insights**
  The role of the Chief Information Officer (CIO) is fast evolving and today, CIOs are not only expected to simply implement technology but rather to transform and enable the business through technology. Deloitte’s CIO Programme & Technology Insights help senior IT leaders stay ahead through market-leading research into technology trends and CIO benchmarking studies, professional development programs, and labs, and peer-to-peer executive networking.

- **Technology vendors**
  As Deloitte has strong alliances with leading technology organisations such as Oracle, SAP, and Salesforce, our professionals possess extensive knowledge of the various applications and technology available to deliver the solutions that our clients need to drive digital transformation in their organisations.

**Deloitte’s promise to you**

- **Tailored solutions**
  No matter how complex your business issues are, we have the capabilities and experience to deliver a tailored solution to your needs with our deep industry knowledge and understanding of business across various industries, including consumer; automotive; energy, resources & industrials; financial services; life sciences & healthcare; government & public services and technology, media & telecom. Being the world’s largest consulting firm, we can help you take decisive action and achieve sustainable results.

- **Our talented people**
  Combining our collective talent, working as ONE team, we bring to our clients business acumen, hands-on operational and implementation experience, deep understanding of working styles and cultures of the region, managing change capabilities and programme leadership.
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