

Deloitte.

Addressing the unique needs of
growing companies
Deloitte's Growth Enterprise Services



Challenges faced by growth enterprises

As your business partner, we are committed to help you overcome your challenges so that you can lead and grow.

Growth enterprises compete in the same challenging environment as all other businesses and face an increasingly complex financial reporting and regulatory requirements. As growing entities progress into more sophisticated phases of their corporate life cycles, they strive to be smart, nimble, creative and forward thinking. Adapting to the ever changing regulatory landscape is an additional burden over and above the need to deal with day-to-day operational activities. Challenges faced include:

- Limited resources
- Lean cost structure
- Rapid staff turnover
- Lack of knowledge or expertise
- Lack of network contacts
- Complex regulatory landscape



Deloitte's Growth Enterprise Services

At Deloitte's Growth Enterprises, we have a deep understanding of growing businesses and are familiar with the unique issues they face. Business owners and entrepreneurs demand an all-rounded adviser and trusted business partner who can provide relevant and timely advice at a strategic, management or board level to help their businesses grow and develop.

Our professionals are focused on delivering distinctive client experience through service offerings tailored to address the unique needs of growing companies. We provide value by anticipating problems before they arise and deliver solutions that meet your needs.

Our network of practices specialises in audit and advisory, tax, corporate finance and enterprise risk services. We provide business solutions designed for all industries, marketplace and unique situations. Our industry focus ensures that the professionals working with you possess solid industry experience and a comprehensive understanding of current trends and the competitive issues you confront. Deloitte's collaborative approach brings the full breadth of our technical and industry capabilities, along with access to the global resources of a member firm network, to help clients capture opportunities and address challenges as they grow.



The Deloitte difference

At Deloitte's Growth Enterprise Services, our relationship with you is of key importance. Right from the start, we put ourselves in the shoes of your management team and think from your perspective to truly understand your business. We see the relationship with you as a journey, working hands-on with you to translate our solutions into your business growth. We understand the importance of a trusted business partnership and believe in building a long and successful relationship with you.

Customised service offerings

We have extensive experience serving growth companies and are well-versed in the challenges and opportunities that are unique to them. Instead of delivering a one-size-fits-all solution, our services are customised to meet your needs.

Effective collaboration

Our global network and regional structure enable us to bring our breadth of skills to your organisation. Our one-stop service with a coordinated approach enables us to address your specific needs and opportunities. We help you to anticipate important issues and develop collaborative approaches to address them.

Multidisciplinary approach

Deloitte offers a multidimensional approach to address the issues that you face. We adopt a customised, responsive and personal approach to client service and offer a comprehensive range of services across various industries.



The value Deloitte's Growth Enterprise Services brings comes through combining the personalised touch of a trusted business partner with our well-tailored suite of services.

Assurance services

Our assurance services sit at the very heart of our multidisciplinary offering to clients. With today's strict compliance requirements, businesses and investors expect more from their auditors than ever before. Our audit process, which is grounded on a precise understanding of each client and the industry in which it operates, enables you to leverage on our competitive fees and excellent reputation for quality services.

Our professionals deliver quality assurance services that is implicit in the Deloitte brand and which the financial community and public expect. They are supported by state-of-the-art technology, including the proprietary Audit System/2 software. As our audit process is integrated with this technology, we are able to make audit decisions by conducting robust diagnostic tests and analytical reviews.

We have specialists in local financial reporting standards, IFRS and US GAAP, and are teaming to build consistency of service, using proven global methodologies and tools throughout the Southeast Asia region.

Our assurance services include:

- Financial audit
- Review for compliance with statutory requirements
- Assist management in review for compliance with group reporting requirements
- Review of accounting policies for compliance with group accounting policies and the relevant accounting framework
- Audit of Special Purpose Engagements (i.e. revenue attestation, audit of lucky draws and grants, etc.)



Business advisory

Our Business Advisory team develops and offers tailored, innovative and comprehensive solutions for specific client business needs that may not require the expression of opinions based on professional standards. Led by partners of industry and function specialisations, the main objective of offering business 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 challenges faced in businesses.

Currently, the set of six service solutions includes:

- Finance function resourcing and outsourcing
- Accounting advisory services
- One-stop liaison service to support local business start-ups
- Specialised services to financial institutions
- Global IFRS and Offerings Services (GIOS)
- Real estate advisory services

Finance function resourcing and outsourcing

When organisations face a shortage of resources due to rapid turnover or when they need assistance to clear the back-log in their accounting functions, our Business Advisory team is able to second our professionals to support them. Training and supervision of new or existing finance staff can also be provided.

Accounting advisory services

We are able to help organisations with:

- Financial statements preparation
- Extensible Business Reporting Language (XBRL) reporting
- Compilation of accounting data and preparation of accounting schedules
- Preparation of Group Accounting Manual



One-stop liaison service to support your local business start-up

This integrated start-up service solution is designed to assist organisations with the start-up process and we are able to source for service providers to perform functions such as:

- Accounting and finance
- Corporate secretarial and legal matters
- Tax filing for compliance
- Expatriate services

Specialised services to financial institutions

Our Business Advisory practice will work with Deloitte's Financial Services Industry (FSI) practice to provide advisory services to financial institutions, in the areas of risk management and control, corporate governance and regulatory compliance.

Global International Financial Reporting Standards and Offerings Services Group (GIOS)

We will work alongside with our GIOS team to assist companies which are facing complex financial reporting requirements, adopting new accounting standards, migrating to IFRS, or structuring a business with an eventual exit through an IPO. Services provided include Reporting Advisory Services (RAS) and IFRS Implementation Services (IFRS).

At Deloitte's Growth Enterprises, our professionals are able to identify your organisational needs in other areas, in addition to the above services. We will coordinate as one team and connect you with the relevant specialists from Tax, Financial Advisory, Enterprise Risk Services and GIOS to provide you with integrated business solutions.



Tax

Our Tax services practice has a diversified client base which includes major multinationals, large national enterprises, small and medium enterprises (SMEs), public institutions, non-profit organisations and owners of businesses. Tax affects every transaction an organisation (including an SME) undertakes and it never stands still. Our tax professionals provide practical and well-crafted tax solutions that form a critical part of an organisation's effective business strategy. We constantly keep clients abreast of developments that affect their business and help them interpret their significance. As part of our Integrated Growth Enterprises group, we can help you identify and integrate tax considerations into your business operations.

Our tax services include:

- Corporate tax compliance and planning
- International tax planning
- Mergers and acquisitions – tax due diligence and structuring
- Transfer pricing – planning, documentation, audit defence and unilateral and bilateral APAs
- Indirect tax – GST/VAT and customs duty compliance and planning
- Global employer services
- Private clients services
- Tax audit and investigation
- Tax aligned supply chain Strategies – planning and implementation

Apart from regulatory compliance work, we also help you to identify appropriate tax incentives and financial grants from relevant government authorities. Our transfer pricing specialists can assist you in developing and implementing transfer pricing strategies that support your overall business plan to ensure compliance with Singapore's transfer pricing legislation. If you are planning to expand or venture abroad, we can provide advice in structuring investments and business transactions to minimise the overall tax liabilities.

Apart from this, the complicated nature of M&A transactions usually creates complex tax issues which may be a challenge to organisations which lack the necessary skills and resources. Our team of tax specialists, with decades of experience in M&A, will be able to support you by providing comprehensive tax solutions through our strong global network.

However, we understand that M&A transactions do not revolve only around tax issues. There are a myriad of other complex financial and commercial issues faced by organisations that are planning to undertake such transactions. Within our integrated Growth Enterprises Service group, our Financial Advisory Services team will be able to help you to achieve your targeted business objectives.

To complement our services to SMEs, we also help owners of businesses with their personal tax planning strategies. We provide personalised attention and service to family offices and high net worth individuals.

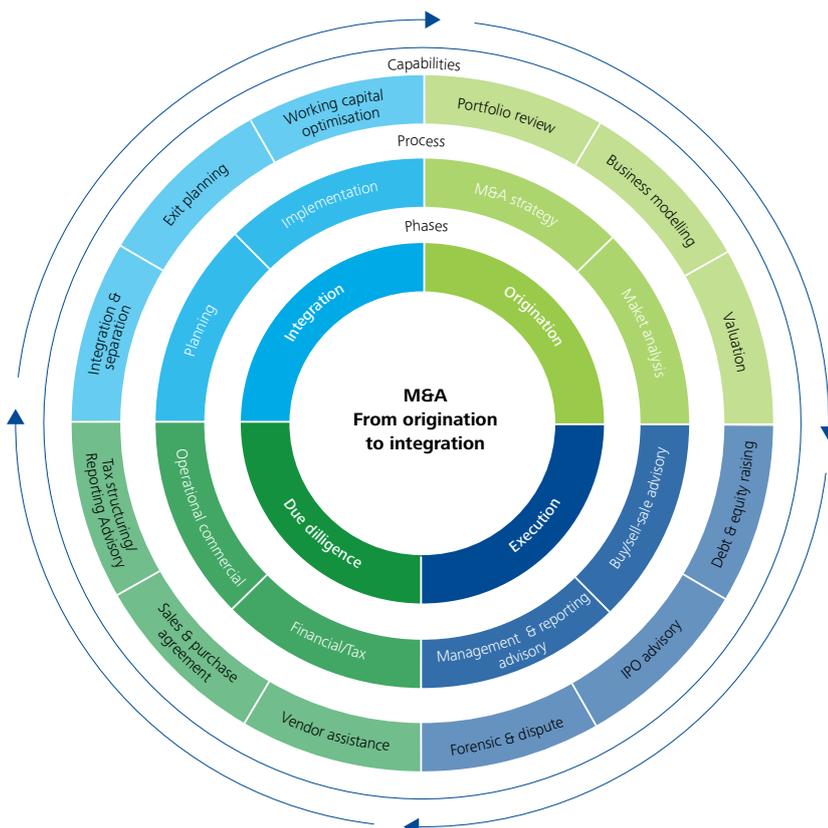
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Financial advisory

As senior management, we know you are constantly faced with critical decisions that are essential to achieving your targeted objectives. Whether you are exploring a new geographic location to gain market share, considering acquiring a new line of business to boost your capabilities or simply pondering a sale, we understand the importance of developing an M&A strategy that is closely aligned with your strategic plans.

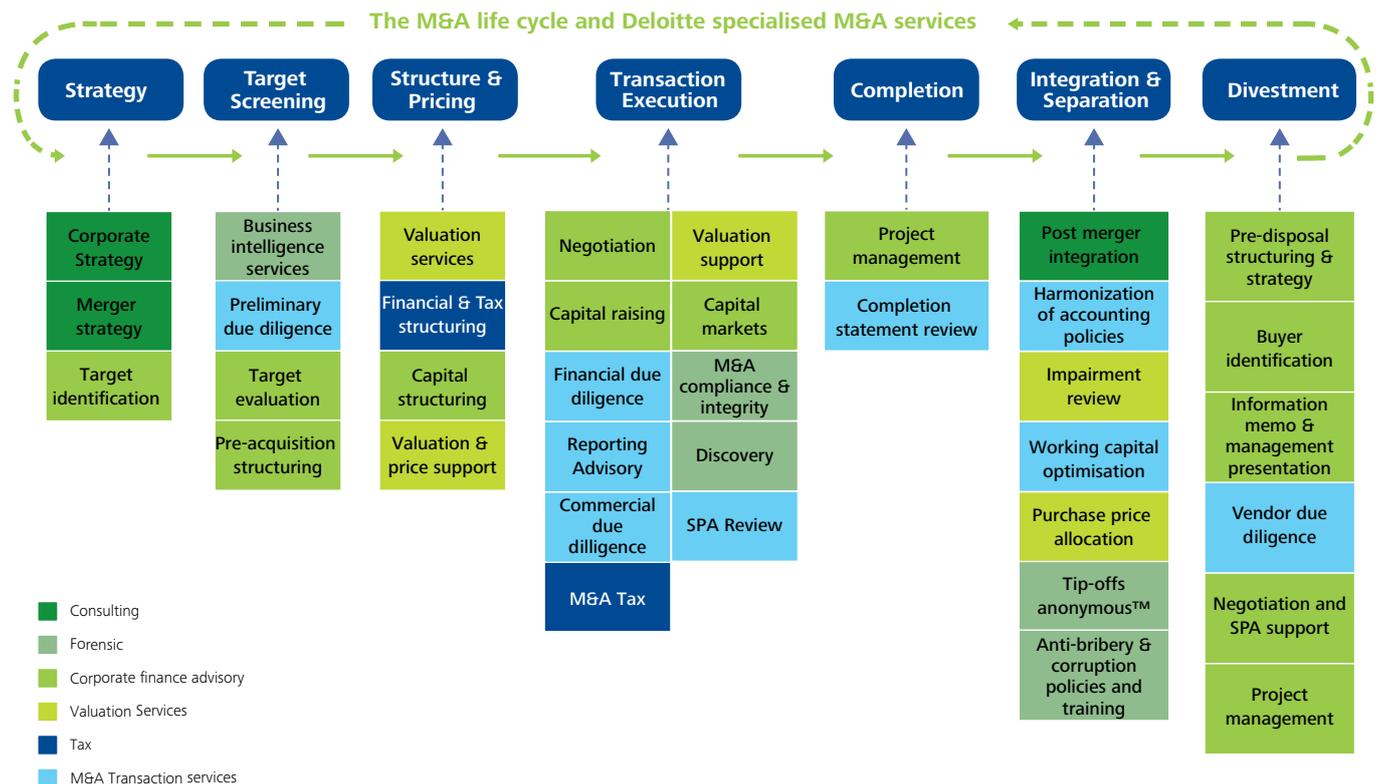
Deloitte's approach to M&A focuses on "doing the deal". Based on our real commercial expertise and broad capabilities, we have delivered solutions that span the deal cycle – from reviewing business objectives, reviewing strategic alternatives, identifying targets, partners and counter-parties, supporting you in structuring and negotiating the deal, performing due diligence, obtaining the required approvals, to closing a transaction and integrating the business. Our approach generally involves a combination of corporate finance, valuation, merger and acquisition transaction services specialists, accounting and tax practitioners and industry specialists. Functional specialists, such as actuarial, information systems or operational consultants may be added to the team, depending on the nature of the target and your investment objectives.

M&A: From origination to integration



Based on our real commercial expertise and broad capabilities, we have delivered solutions that span the deal cycle – from reviewing business objectives, performing due diligence, supporting negotiations, closing a transaction to integrating business units.

The M&A lifecycle and Deloitte specialised M&A services



Enterprise risk services



SMEs are normally profiled based on the parameters of their financials or number of employees and doing things cheaper, faster and better, is a necessity.

Some typical features of SMEs in Singapore include:

- Having a lean management team which is often family-run
- Outsourcing non-essential functions (such as accounting, HR & payroll, IT etc.)
- Operating based on “trust” both internally or externally
- Using manual processes with limited or basic IT systems
- Working capital sufficiency may occasionally be a problem
- Being labour intensive (industry dependent)
- Looking to expand beyond the Singapore market

Risks are uncertainties which can result in positive or negative outcomes. Managing risks intelligently is key to having a positive outcome. Questions which many have asked but not many have acted on:

- Can I automate some of the processes so that I can spend less resources on manual processes?
- Is my existing process/system legacy-driven, convenience-driven or costs-driven? Is this good enough to protect my business and to help it grow?
- Am I employing too many people instead of being technologically intelligent?
- Am I managing my service providers to protect my business, from contract to performance monitoring? Can I do more in costs savings and getting value for money?
- Is fraud risk relevant to me? Is using the same group of people exposing me to this risk?
- Are my internal controls adequate to protect me from risks facing my organisation?
- Have I identified and addressed all the risks and potential pitfalls of doing business overseas?
- Am I retaining and attracting the right talent?

Our Enterprise Risk Services team is not proposing to completely solve everything listed above nor are we experts in your line of business. However, our competencies and experience enable us to effectively understand your business, assist you in identifying relevant risks and translating that to workable solutions and recommendations. Some of the workable solutions which we have provided to our clients include:

- Enterprise risk management and sensing
- Fraud risk management
- Risk based internal audit
- IT audit
- Vendor management review
- Process transformation
- Contract compliance review
- Value for money audit

Being risk intelligent means not only protecting but also growing your business by managing risks.

Key point of contact

A single lead partner, a senior manager and a manager will work closely with your key management to coordinate across our service lines to provide integrated solutions to meet your business needs.

Growth Enterprises



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Notes



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