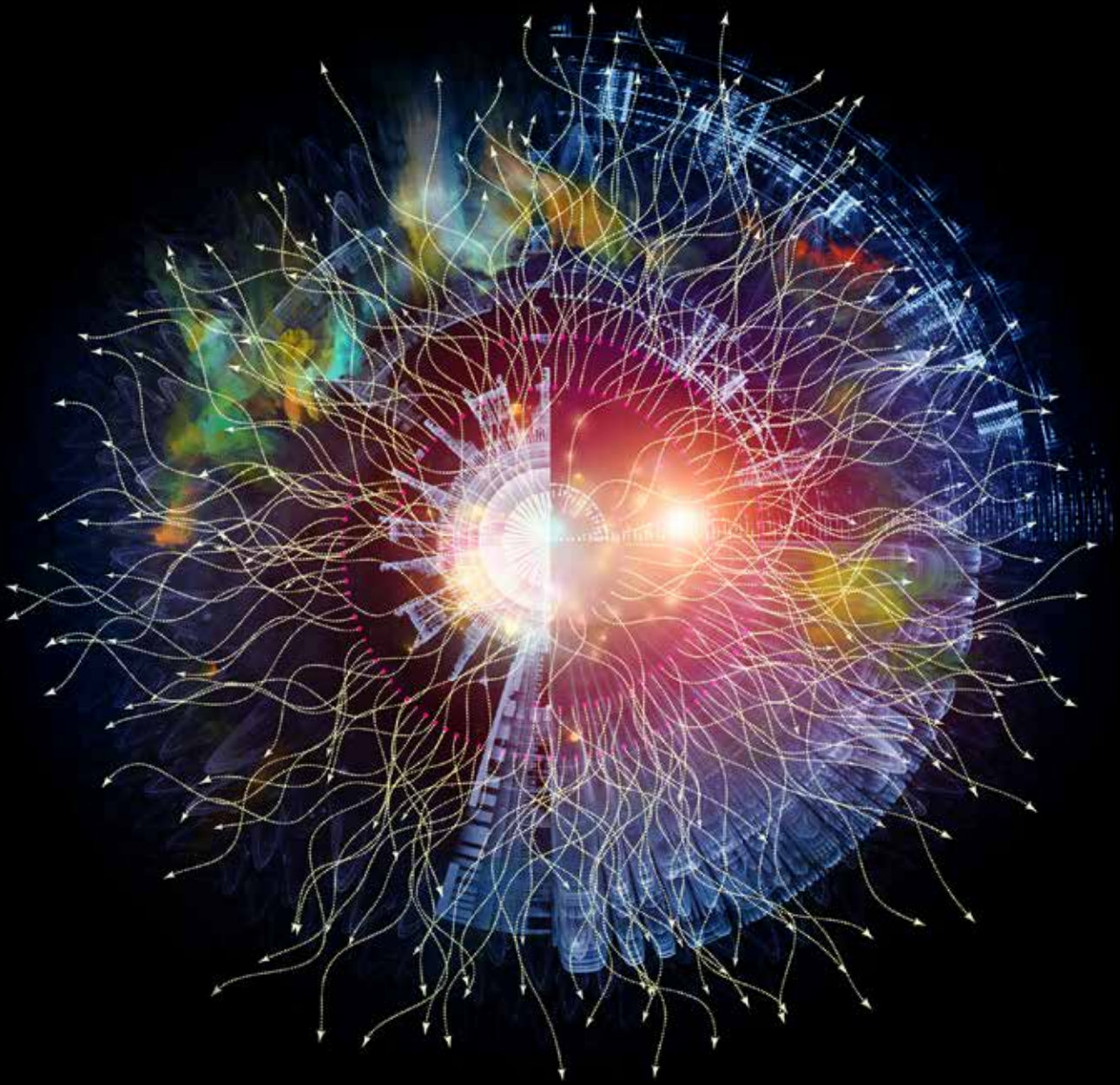


# Deloitte.



Deloitte Southeast Asia  
Assurance storefront services  
Building confidence in an ever-  
changing and complex world



# Assurance overview and purpose

One of the most valuable assets in the world today is trust. But it can be one of the hardest things to achieve. In an increasingly complex world, knowing what and whom to trust – and why – can be elusive. Deloitte is uniquely positioned to help provide comfort and confidence amidst complexity and change. That is why we draw on complementary strengths from across Deloitte – to deliver comfort and confidence, and drive additional value, across a broader range of areas.

With our Assurance service offering, we leverage our experience in the fields of accounting, financial reporting, and assurance to enhance stakeholder confidence in the decisions that drive markets and organisations. In a rapidly changing and complex world where new risks emerge all the time, the focus on assurance actively explores new points of view and fresh ways to generate valuable insight.

Our Assurance teams develop and offer 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 with broad industry insights, the main objective of offering assurance 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 along the life cycle of their businesses.

Our services currently include:

- Accounting and Reporting Advisory
- Disruptive Events Advisory
- Accounting Operations Advisory
- Business Assurance



# Our key services



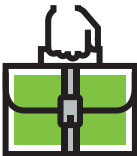
**Accounting and Reporting  
Advisory**



**Disruptive Events  
Advisory**



**Accounting Operations  
Advisory**



**Business Assurance**



## Accounting and Reporting Advisory









Accounting and Reporting Advisory (“ARA”) is driven by change.

ARA enhances confidence that both the internal accounting decisions made by management, and the external factors which have a financial impact, are clearly understood and pro-actively addressed.

ARA is a set of services that leverages Deloitte’s deep accounting expertise to provide a practical, business-oriented view on accounting decisions.

### Accounting & financial reporting support

We support clients with the changes associated with major accounting events. As regulatory and technological changes continue to occur, clients will need further assistance addressing risks and improving reporting capabilities, as well as adopting and maintaining compliance with complex accounting requirements, whether they are existing or upcoming requirements. Below are the services provided:

- |  |  |  |  |
|--|--|--|--|
|  IFRS conversions            |  Remediation & compliance |  Litigation support |  Audit support                                |
|  Accounting technical advice |  Loan staff               |  Training           |  Accounting standards implementation services |

### On call accounting advisory

While an organisation’s independent auditors can be helpful in identifying applicable guidance and discussing its application in practice, there are limits to the amount and type of advice an independent auditor can provide due to applicable independence regulations. Deloitte’s on-call accounting offering provides accounting advisory services that enhance confidence in organizations accounting decisions by proactively navigating and addressing complexities as they arise from ever-changing internal, and external, business environments. Here are eight things an effective accounting advisory can do for you:



#### 1. Bring an experienced perspective

Every day, preparers face complex scenarios that present challenges in determining proper accounting. Accounting advisers can utilise their deep and diverse experience as specialists across industries, for both public and private organisations, to advise you as you reach an informed accounting conclusion. They can also evaluate the accounting impacts of potential arrangements and present alternative approaches to help you structure your transactions with the intent of achieving preferred accounting results.



#### 2. Lead an open dialogue

Using an accounting adviser allows you to have open, early-stage conversations about the accounting consequences of various potential future transaction structures, accounting models for current or historical transactions, or other topics that you might not feel ready to discuss yet with your independent auditor. Openly working through table-setting discussions like these can help you develop multi-pronged supporting arguments for your positions.



## Accounting and Reporting Advisory

Accounting and Reporting Advisory (“ARA”) is driven by change.

### On call accounting advisory



#### 3. Explain the nuances of accounting guidance

Many non-finance leaders want to understand the rationale behind the accounting impacts of their strategic decisions. Accounting advisers can help you educate them on the nuances of complex accounting guidance, putting you in a better position to succeed in communicating those impacts, as well as advising as you prepare high-quality work products and policy memos.



#### 4. Advocate for a chosen approach

After helping you choose your approach to an accounting issue, an accounting adviser can join you in discussions with your independent auditor to assist with articulating and supporting your positions. Your adviser can help you speak the auditor’s language, present your conclusion and the rationale behind it, and help your auditor understand your perspective.



#### 5. Examine alternative angles

In some situations, companies short on time and internal resources may take the path of least resistance when reaching accounting conclusions, even if they suspect an alternative path may be preferable. Preparers of financial reports running low on time or manpower might not be inclined to go through the effort of an accelerated implementation of the new standard. Working with an accounting adviser allows you the opportunity to have someone on your side who will advise you as you work to achieve the preferred accounting treatment.



#### 6. Address problematic issues early

A problematic accounting issue isn’t addressed early enough or with the appropriate amount of effort. You scramble to put together an analysis at the last minute, throw it over to your independent auditor, and cross your fingers that it passes. Using an accounting adviser to help evaluate the implications of complex transactions can lead to earlier identification and resolution of issues, helping you avoid last-minute problems with your independent auditor.



#### 7. Improve internal controls

Internal controls are an important part of how an accounting department functions and how it’s evaluated. A company’s independent auditor assesses whether an entity’s internal controls are well-designed, properly implemented, and operating effectively. Bringing in an accounting adviser is a step toward assessing that they are. An accounting adviser can also help you evaluate your control environment, and help you align the processes you have in place with the relevant internal control framework.



#### 8. Improve audit readiness

With the assistance of an accounting adviser, you may increase your ability to provide the company’s independent auditors with a thorough and comprehensive analysis for them to independently evaluate your positions taken. Accounting advisory services may help to provide a company confidence that their approaches to complex accounting issues are sound.



## **Accounting and Reporting Advisory**

Accounting and Reporting Advisory (“ARA”) is driven by change.

### **Learning solutions**

As financial reporting, tax and other regulatory requirements proliferate and stakeholder expectations increase, businesses are exposed to a greater degree of compliance risk than ever before. To manage such risk, businesses need to be engaged in continuous learning to keep their finance teams up-to-date.

Surveys indicate that training and developing their staff are now one of the top priorities of business leaders. Success in a fast changing environment starts from a corporate culture of lifelong learning.

In line with our expertise and experience, we partner business leaders to structure learning programmes for both finance and non-finance professionals.

Topics include but are not limited to:

- Financial reporting
- Tax
- Mergers and acquisition
- Valuations and modelling
- Regulatory matters
- Risk and governance

Learning sessions are delivered in a digestible format over a continuous period of time. In addition, our in-house Deloitte Learning Solutions platform offers visibility of your team’s learning progress while facilitating their development through a customised curriculum.



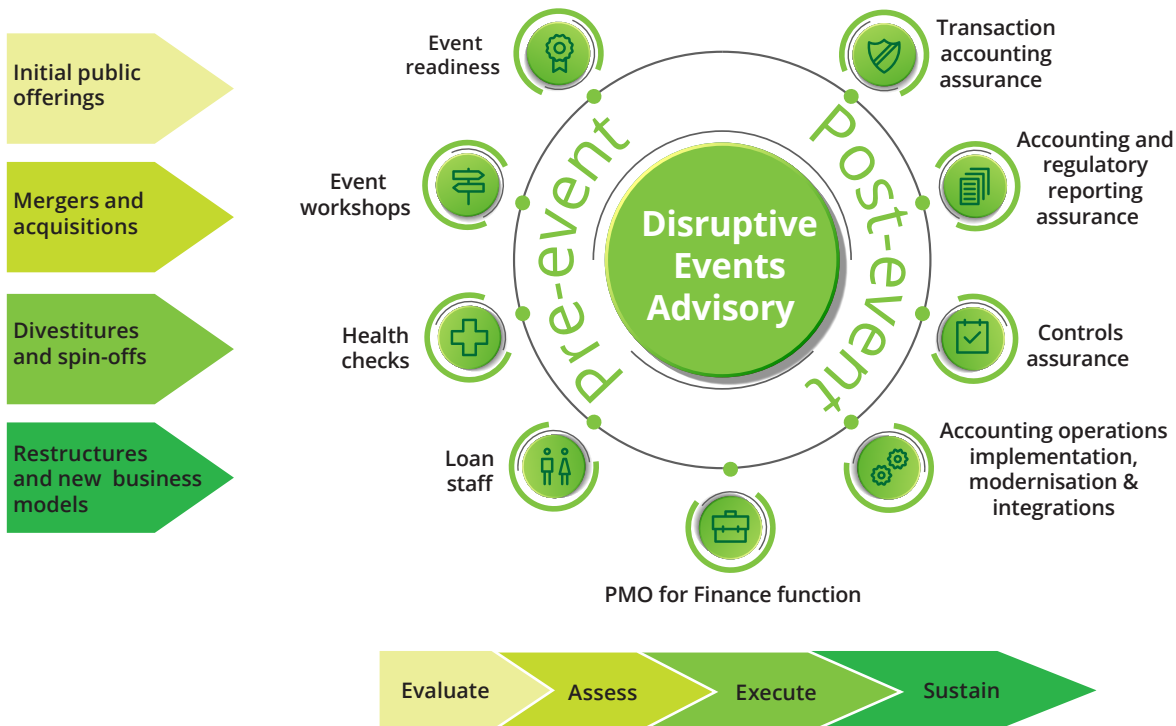
## Disruptive Events Advisory

The different stages in a company's evolution entail disruptive changes

Change disrupts the 'business as usual' to reinvigorate growth and take the company to the next level. Changes to a business' structure or operations raises complex issues for the companies involved regarding potential risks, but also provide opportunities to implement practical strategies to maximize the benefits from the disruptive event.

A disruptive event is an event which results in a new or a change to the existing situation, resulting in changes to a business' structure or operating model. These events disrupt by changing the needs and demands on the finance function.

Disruptive events include initial public offerings, acquisitions, mergers, divestment of a business line, unit or investment, downsizing, carve-outs, joint ventures, equity investments, new business units, large contracts, changes in senior management, operational changes or increases in operational complexity.



Using our deep accounting, financial reporting, financial operations, controls and regulatory expertise to help CFOs and their finance functions to successfully navigate disruptive events through the corporate lifecycle and exceed stakeholder expectations.

Proper planning for disruptive events, including ensuring the right resources and expertise are in place, will not only pay off, but is also an essential part of being ready for the inevitable changes to your business.

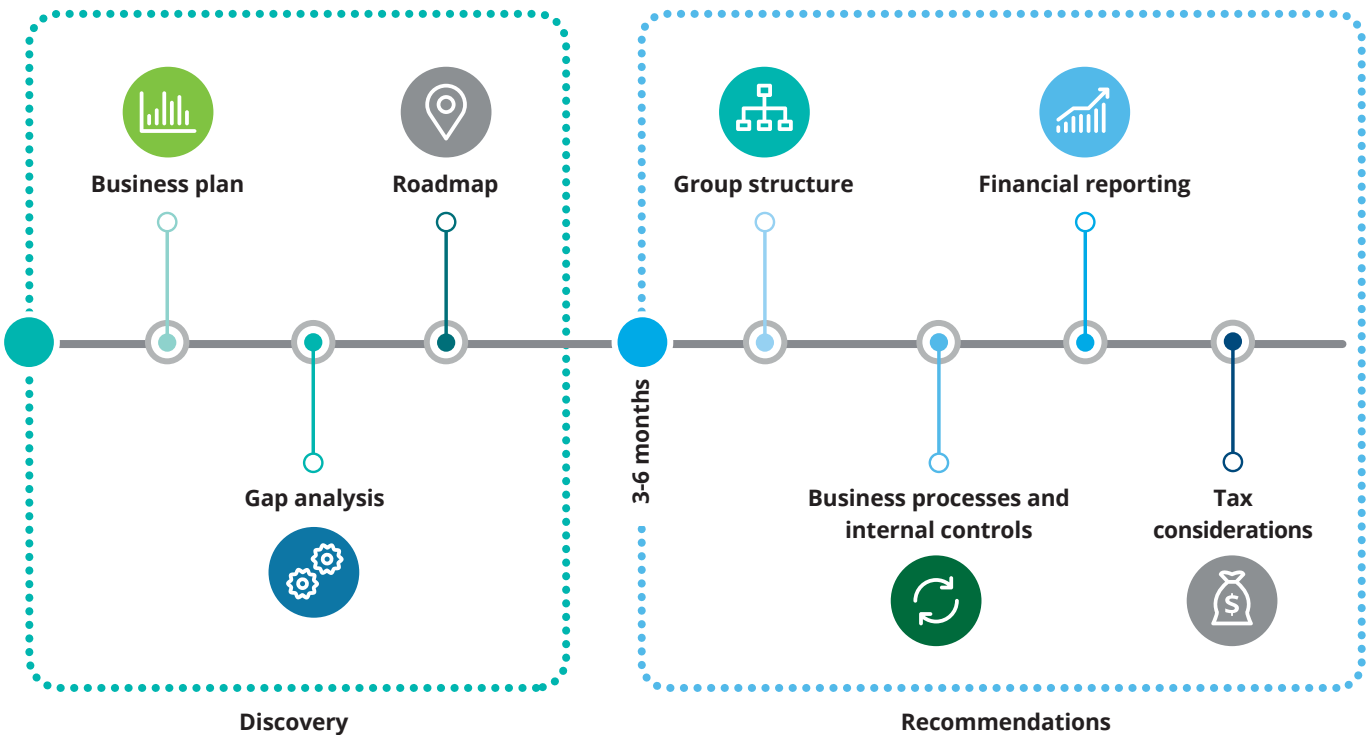
Regardless of the intent, it is important to prepare early and be ready to strike when the market opportunity arises.



## Disruptive Events Advisory

The different stages in a company's evolution entail disruptive changes

### The readiness journey



#### Discovery

##### Business plan

We provide assistance to analyse feasible business plans, providing you with clear direction(s) on the various disruptive events.

##### Gap analysis

We provide assessments on identifying gaps between the company's financial health and the required level required to achieve the business plan.

##### Roadmap

We can provide assistance in developing a clear roadmap to achieve the business expansion or funding goals.

#### Recommendations

##### Group structure

We provide services on identifying and evaluating entities within a portfolio of companies that complement one another, harnessing the synergy between the businesses to reflect a favourable financial standing, in a way that would be both tax efficient and appealing to investors. We can also address any potential conflict of interests and inter-company transactions in the new proposed structure.

##### Business processes and internal controls

We provide assessment on the adequacy of the internal controls and business processes, as well as recommend "best practice" from our experiences to improve the processes and structure for better accountability, and at the same time, safeguarding the Company's assets.

##### Financial reporting

We provide advisory on organising and streamlining the monthly financial reporting process to facilitate timely reporting to management, improve visibility over the process and scalability to meet future growth.

We also provide advisory on using benchmarking of accounting policies to better reflect the financial results and position, and to enhance comparability with industry peers.

We customise financial reporting and budgeting tools, as well as coach users on how to best utilise the tools for effective business planning and budgeting.

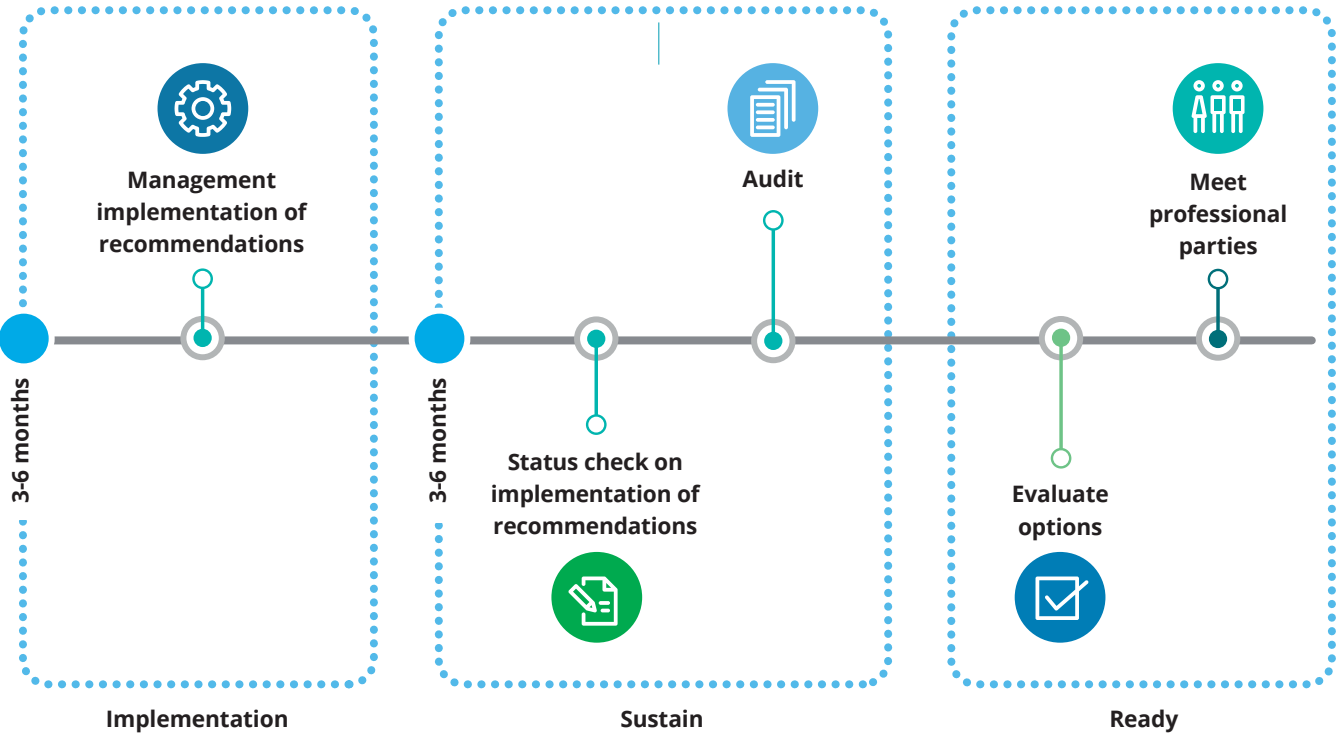




**Disruptive Events Advisory**

The different stages in a company's evolution entail disruptive changes

**The readiness journey**



**Ready**

**Evaluate options**

We provide assistance to evaluate the various options and tap on available opportunities.

**Other professional parties**

We can support you in your journey by introducing relevant professional parties to assist in achieving the goal.



## Accounting Operations Advisory

Capture opportunities to modernise the finance's controllership function

Accounting Operations Advisory focuses on the controllership function. We know that CFOs, VP Finances, Controllers, and other finance leaders are tasked with governing most, if not all, the following inputs and their respective outputs:

- Reconciliations
- Adjustments & validation
- Finance internal controls
- Reporting
- Process transactions

The broadening role of finance results in competing interests which pull finance leaders away from the controllership function to initiatives that require it to partner with the rest of the organisation, such as, strategic transactions. The existing bottlenecks within the controllership function could be impeding your ability to focus on the value-add activities which those charged with governance are demanding of you. Furthermore, external forces, such as technology advancements are rendering existing infrastructure obsolete or no longer fit for purpose.

We recognise that Finance leaders need a partner who they can work collaboratively with to evaluate their people, process, infrastructure, and controls, and deliver practical and pragmatic solutions that address the above needs while ensuring that finance remains honest to its core activities.

## Accounting Diagnostics and Enhancement

We deliver diagnostics on the controllership function within finance. These services aim to assess the current state of finance, potential gaps in their people, process, infrastructure and controls, and provide a roadmap to support stakeholders in implementing their changes. Across each phase we mitigate risk through the assessment of a finance organisation's current state, validation of findings and recommendations with management and develop roadmaps for management to achieve their desired future states. These involve:

- Accounting process diagnostics and enhancements – CloseLab and Finance Function Diagnostic
- Virtual Finance Diagnostics
- Accounts reconciliations
- Internal financial control assessments and end-to-end process reviews



### **Accounting Operations Advisory**

Capture opportunities to modernise the finance's controllership function

#### **Accounting Infrastructure and Sourcing**

We provide assessments or system selections around accounting technology. Additionally, the ability to provide loan staffing, or managed services, provides you with flexible and efficient solutions to help address accounting resourcing issues as they arise

- Finance system assessment and system selection assistance
- Controller Apps e.g. Blackline, SAP-Concur, Workiva
- Staff loan arrangements
- Business process outsourcing such as Financial Statement preparation, preparation of group consolidation accounting workings, XBRL conversion service, compilation and preparation of accounting schedules

#### **Internal Financial Controls Assurance Services**

These services are able to assist organisations with all aspects of management's own testing of controls. Services can include performing design and operating effectiveness testing, quality assurance reviews of in-house work performed and full design and implementation of an internal testing function. Assurance services to help organisations with addressing regulator and marketplace demand to manage third-party risk with readiness and attestation services.

- Internal control transformation & remediation
- Third-party assurance

#### **Finance workshops**

We will provide assistance on the controllership function around effectiveness, transitions, vision & strategy, and diagnostics specifically with the CFO, VP Finance and Controller.

- Finance (CFO, VP Finance, Controller) workshops
- Finance vision & strategy workshops
- Accounting diagnostics workshops
- Audit readiness workshops



## Business Assurance

Holistic services for companies, investors and regulators on financial or non-financial data

We provide assurance services related to third parties (companies, investors, regulators) on financial or non-financial data, including:

- i. Regulatory & Conduct Assurance
- ii. Marketing & Media Assurance
- iii. Blockchain Assurance
- iv. Algorithm Assurance
- v. Climate Change

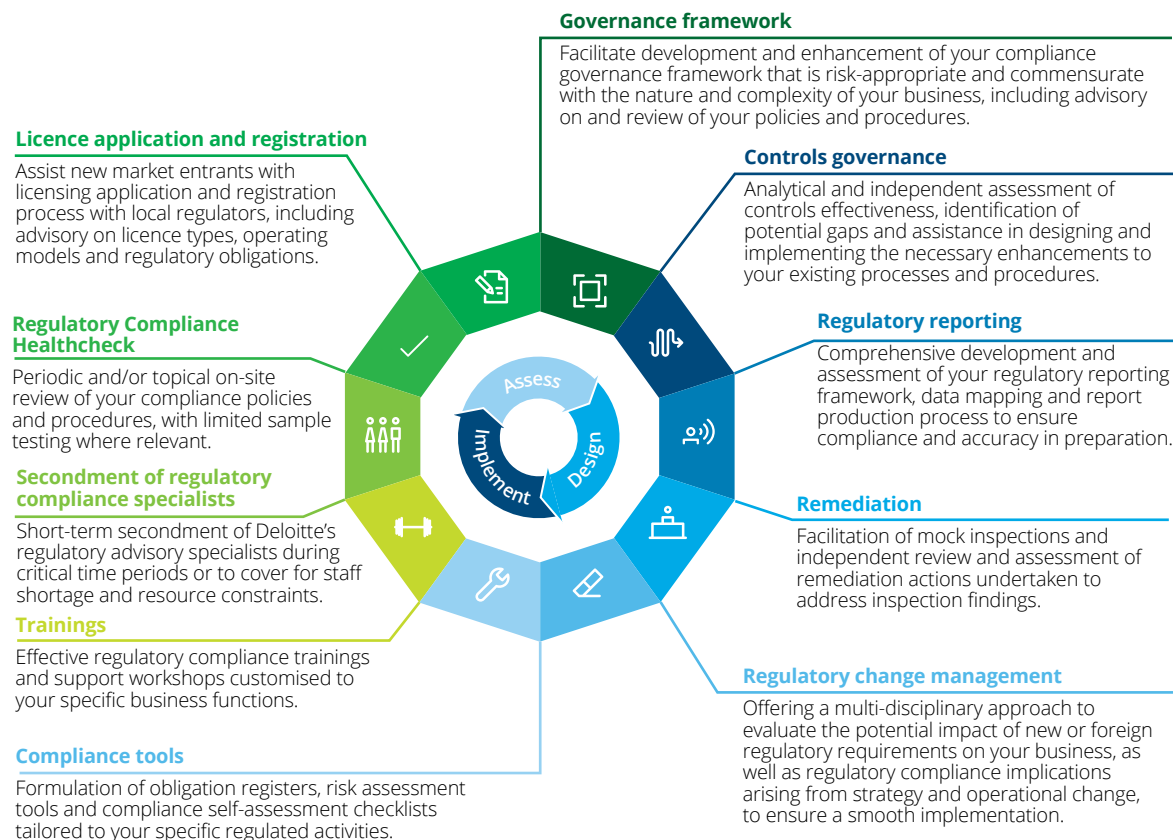
These services may be attest and non-attest in nature and are specifically tailored to specific subject matter that are top of mind to you.

### Regulatory & Conduct Assurance

Audit & Assurance practitioner is evolving in parallel with the changing macroeconomic factors of the world we live in. Regulation continues to pose a major challenge for the financial services industry and its regulators. Recent years have seen a significant change in the regulatory environment and the pace of change shows no sign of slowing. Financial institutions in the region are under increasing pressure to meet international regulatory timelines while managing varied local regulatory requirements.

We can support you in external corporate reports, regulatory reforms & strategy support, remediation programs or control & risk framework support in the following areas:

- Conduct reviews, governance & board effectiveness reviews
- General compliance monitoring & framework projects
- Remediation projects
- Independent assessment
- External corporate reports
- Licence application and registration
- Regulatory compliance healthcheck
- Compliance tools



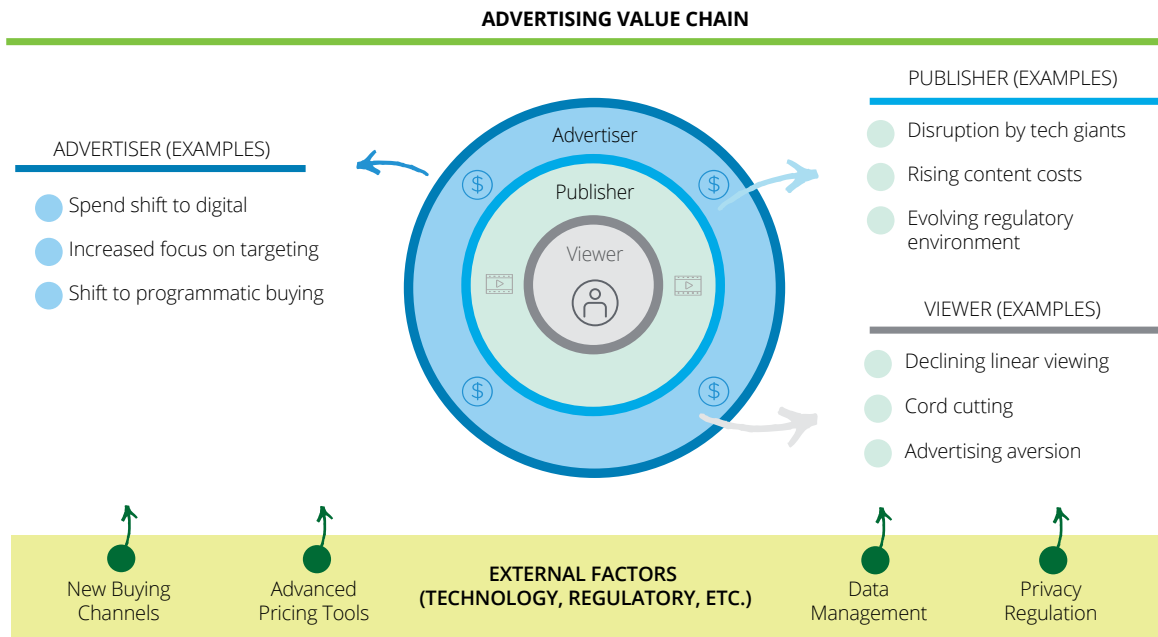


### Business Assurance

Holistic services for companies, investors and regulators on financial or non-financial data

### Marketing & Media Assurance

Globally, advertisers have been increasingly demonstrating a greater appetite for digital media transparency, accountability and efficiency from their media agencies. Challenges of media buying in the digital world includes everything from changes in the evolving privacy regulatory environments, advertising agency contracts to contract compliance, spend tracking, and return on investments measurements. This includes the lack of consistent standards for digital advertising performance across the various media channels, transparency in media buying and client-agency relationships.



Our experienced assurance professionals can provide assistance throughout the media eco-systems. From examination of contracts between parties, appraise rebates and revenue-share agreements to determine undisclosed rebates, unauthorised mark-ups and un-billed media. We can help determine whether contractual obligations have been met and whether the level of services paid for have been provided, for example the number of staff working on a campaign.

In addition, we can help mitigate the risk of unreliable third-party campaign performance assessments by independently analysing and tracking invalid digital traffic.

Our services can assist you in the following areas:

- Vendor & supplier assessments
- Operating Model advisory
- Procurement and RFT/RFP Management
- Benchmarking
- Remuneration model reviews



## Business Assurance

Holistic services for companies, investors and regulators on financial or non-financial data

### Blockchain Assurance Services

Blockchain technology enables real-time and irreversible transactions to be recorded across a decentralised ledger hosted on a peer-to-peer network. It can be programmed to record and track anything of value including financial transactions, goods along a supply chain or medical records. Blockchain technology will expand by 2030 where fundamentally changing operations in organisations across the business landscape.

Growth of blockchain related systems and processes is creating new demands for assurance services in the blockchain ecosystem, from digital asset exchanges, wallet and storage providers, Fin tech and other payment services, ICOs and tokenisation's, smart contract users, and consortium agreements amongst many other use cases. We are uniquely positioned to become a market leader in blockchain Assurance by leveraging the firm's industry.

Is your organisation prepared for the new risks posed by the introduction of a blockchain framework?



Our services can assist you in the following areas:

- Accounting and regulatory advice.
- Audit readiness.
- Blockchain platform/protocol assurance
- Controls readiness and execution
- Digital asset provenance assurance
- Risk assessments
- Service organisation controls assurance
- Smart contract assurance



**Business Assurance**

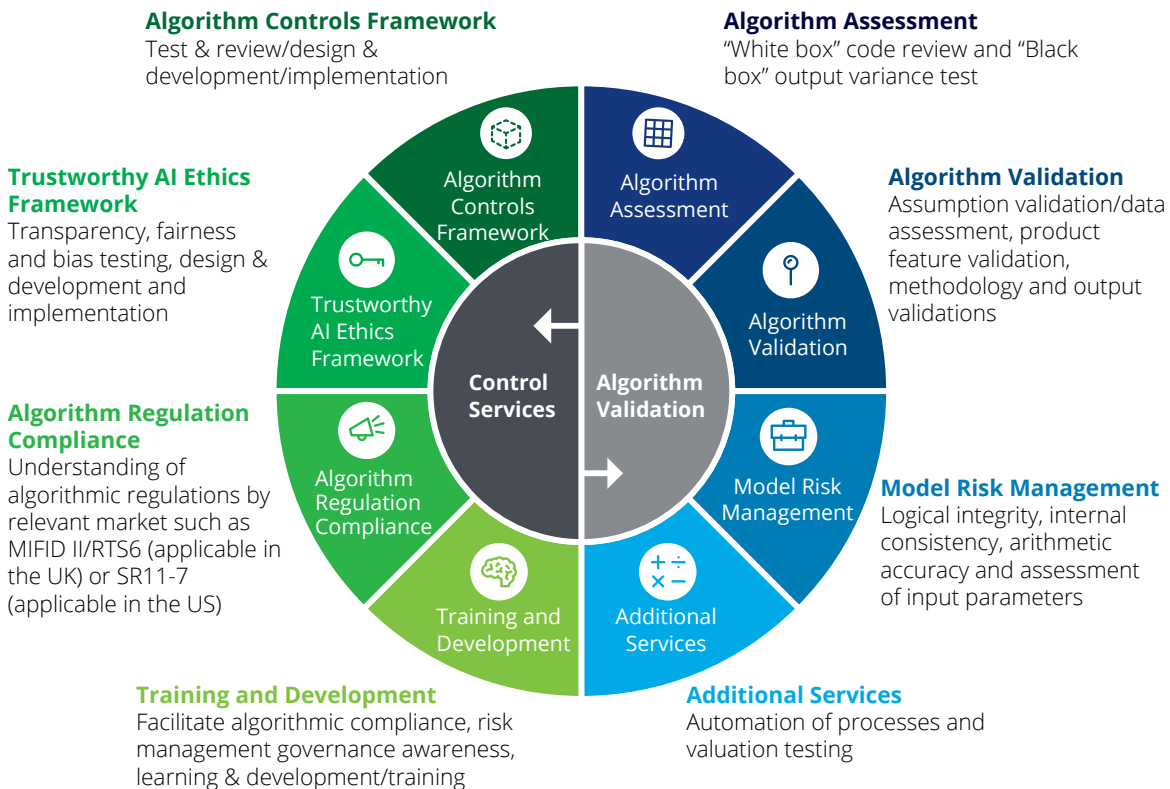
Holistic services for companies, investors and regulators on financial or non-financial data

**Algorithm Assurance Services**

Algorithms are already being used extensively in many different sectors, and in financial services particularly, they are being used in automated trading to execute trades, by robot-managed funds to allocate portfolios and by loan providers for consumer credit scoring. Algorithms are even being used to predict fraudulent credit card payments or unusual trading activity. Algorithm assurance is the process which tests whether those statements are conforming to their intended design goals and achieving the desired outcomes.

With increased volumes of data, processes automation and decisions being made by algorithms, you will need assurance that your algorithms are working as intended and achieving the desired business outcomes. Our offering specifically focuses on areas where you might be most vulnerable, algorithms operating in environments outside of their ERP, potentially posing real or dormant business and reputational risks.

Our services can assist you in the following areas:





### **Business Assurance**

Holistic services for companies, investors and regulators on financial or non-financial data

### **Climate Change Services**

Climate change is a consistent priority for many organisations, including Deloitte, which has made this a firm wide priority.

Our services can assist you in the following areas:

- Governance & Structure
- Risk & Opportunity Assessment
- KPI & Performance Management



# Our business leaders across Southeast Asia

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# Let's talk

## Deloitte SEA Assurance service leaders



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