

Deloitte.



Business Process Solutions
Committed to You

Contents



Click on any of the sections below to navigate this document.

1

Introduction

2

What is
Business
Process
Solutions?

3

Why
Business
Process
Solutions?

4

What does
this mean for
you, our
client?

5

BPS Audit,
Risk &
Financial
Advisory

6

BPS
Consulting &
Process
Optimization

7

BPS Tax
Services &
Advisory

Introduction

Understanding, connecting and collaborating through Business Process Solutions

The future is now! The time for change is now!

Today's businesses face a rapidly evolving landscape, including a variety of new operating models, changing organizational priorities and evolving corporate cultures. As business operating models, organizational priorities, and corporate cultures vary from business to business, every client receives a different approach, **tailored to each specific business environment.**

Deloitte Business Process Solutions (BPS) offers a wide range of solutions and hands-on support in the fields of **Consulting & Process Optimization, Audit, Risk & Financial Advisory, Tax Services & Advisory.**



What is Business Process Solutions?

Business Process Solutions is an **integrated service approach** towards you, our clients where multiple service solutions are offered that are uniquely tailored to **meet your individual needs**, not only from one service offering, but a combination of service offerings.

Working together to provide integrated **tailored-made solutions** for you!

Why Business Process Solutions?

BPS aims to **enhance your business experience** through a unique integrated approach by offering you a mix of **local services** and **global resources** that provides efficient and essential **solutions for all your business needs.**

What does this mean for you, our client?

Today's challenges are causing businesses to rethink the appropriate mix of in-house and external resources in efficiently managing essential operational processes with visibility, flexibility, transparency, and control.

New challenges, new opportunities.

Let's work together and let our professionals here at Deloitte Dutch Caribbean

- Assess how your organization currently operates.
- Determine how to optimize your business.
- Assist with developing a structured, incremental path to improvement.

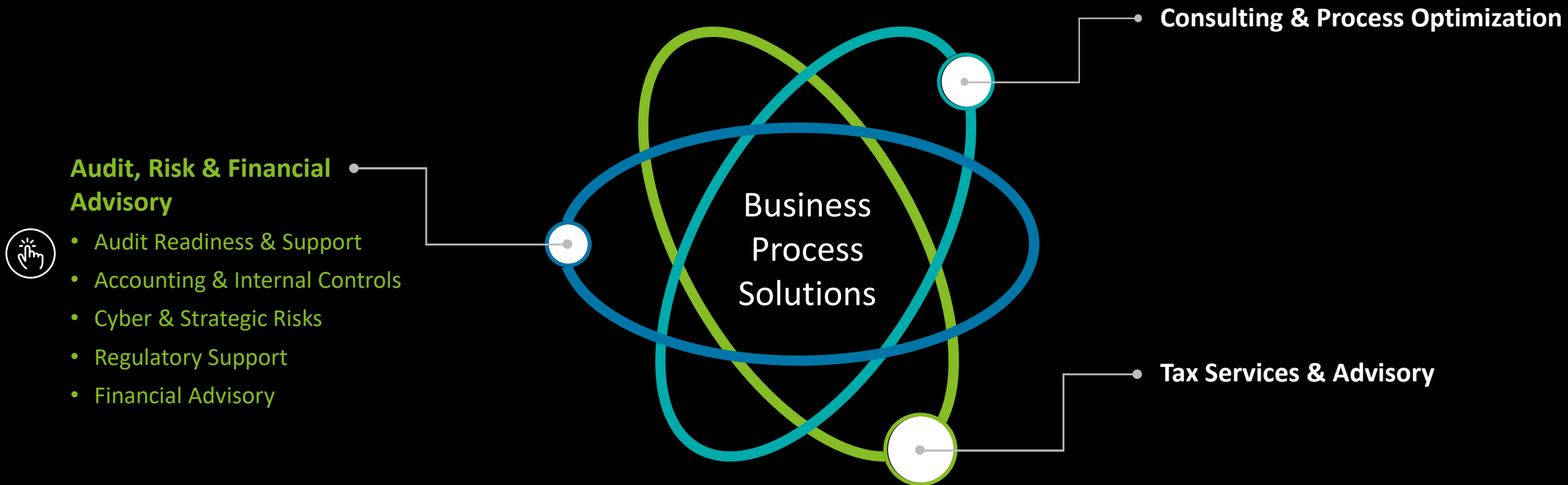
We do so by bringing a **combination of our expertise** to provide you with the best solutions.





BPS Audit, Risk and Financial Advisory

BPS Audit, Risk and Financial Advisory



Audit Readiness & Support

Ensure audit readiness with a solid audit trail, audit files and workbooks implementing advisory solutions, including high-end technical financial reporting and accounting resourcing support. Leading to an effective & smooth audit process and no last-minute surprises.

We specialize in:

- **New Accounting Standards Implementation –** Addressing risks and improve reporting capabilities, as well as help you adopt and maintain compliance with the new accounting requirements, including assessing business impacts on operations and financial statements to changes in accounting policy and assistance with implementation roadmap.

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.

Accounting &
Internal Controls.
Cyber & Strategic
Risks.
Regulatory Support.
Financial Advisory.

Audit Readiness & Support

- **On-call Advisory Services** – providing access to the depth and breadth of Deloitte's technical professionals to assist with addressing the complex International Financial Reporting Standards (IFRS) and Dutch GAAP accounting issues, including white paper development to support accounting policy changes and opinions on accounting positions.
- **Accounting Operations Advisory**– Deloitte's Accounting Operations Advisory allows you to supplement short- and long-term finance talent resources within accounting teams, with Deloitte acting as a third-party service provider for management. This also includes assistance with the preparation of the financial statements in accordance with the relevant financial reporting framework, audit readiness assessment and remediation.

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.

Accounting &
Internal Controls.
Cyber & Strategic
Risks.
Regulatory Support.
Financial Advisory.

Accounting & Internal Controls

Our team will assist you with compliance and assurance, advising on critical business issues and applying creative, innovative thinking to help you better navigate risks and opportunities, addressing issues and risks in controllership, accounting and financial reporting; treasury, assurance needs including internal audit; and efficacy of internal controls systems.

We specialize in:

- **Controllership, Accounting and Reporting –** Assistance with management of accounting and financial reporting activities across accounting and reporting domains, emerging regulatory guidance, industry and business developments, development of solutions to data complexities, achievement of finance transformation and digital controllership goals and objectives, and counsel to the Chief Finance Officer and finance organization.

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.

Accounting & Internal Controls.

Cyber & Strategic Risks.

Regulatory Support.
Financial Advisory.

Accounting & Internal Controls

- **Internal Audit** – Assistance with transformation of the internal audit functions to increase quality and reduce cost. Serve as internal audit function to assist in process efficiency, fraud detection, operational quality, internal control, and regulatory compliance, assistance with management of risks, controls, and governance related to evolving IT systems, applications, and other digital risks.
- **Digital Controls** – Assistance with the emerging risks in the use of new digital technologies through our advisory services, digital assets and digital technology enablement, e.g. with robotics and analytics.

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.

Accounting & Internal Controls.

Cyber & Strategic Risks.

Regulatory Support.
Financial Advisory.

Cyber & Strategic Risks

Deloitte Cyber and Strategic Risk is dedicated to helping businesses build that resilience in today's unpredictable world. We work alongside organizations to help them reimagine risk to drive core business objectives, from cyber and strategic risk, to sustainability, to building reputation. Ultimately, helping you remain relevant to consumers who expect businesses to deliver not just profits but impact for people and planet.

We specialize in:

- **Cyber Strategy, Transformation and Assessments** – Services to balance the requirements for an ideal cyber strategy posture with strategic objectives and the risk appetite of the organization through an end-to-end cyber risk strategy driven by an organization's executive leadership to innovate, to use new technologies and to grow securely.

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.

Accounting & Internal Controls.

Cyber & Strategic Risks.

Regulatory Support.
Financial Advisory.

Cyber & Strategic Risks

- **Infrastructure Security** – Assistance with cyber capabilities and solutions focused on network and infrastructure security and resilience and addresses the technical backbone of their cyber security through development, transformation and resilience of secure network architecture through various mechanisms including network segmentation.
- **Crisis and Resilience** – Assistance with resilience to crises and the risks in the services provided to assess, monitor, prevent and respond the client's environment and the broader marketplace.
- **Strategy, Brand and Reputation** – Assistance with effective risk management at an enterprise level to achieve organizational objectives, minimize threats and maximize opportunities.

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.
Accounting & Internal Controls.
Cyber & Strategic Risks.
Regulatory Support.
Financial Advisory.

Regulatory Support

Holistic in our methods, we go beyond regulatory compliance and remediation services to help you manage risk and vulnerabilities and raise the bar for compliance operations. Our highly specialized skills and in-depth experience help your organization address challenges and manage the complexity of enterprise compliance for regulated industries.

BPS Audit, Risk & Financial Advisory

Audit Readiness &
Support.
Accounting &
Internal Controls.
Cyber & Strategic
Risks.

Regulatory Support.

Financial Advisory.

Regulatory Support

We specialize in:

- **Regulatory Strategy & Compliance –**
 - Designing, implementing and operating large-scale compliance programs and managing regulatory obligations
 - Enabling a proactive, forward-looking assessment of regulatory trends and impact on business models and aligning those business models to a changing regulatory environment
 - Improving oversight of regulatory and compliance risk
 - Compliance monitoring, testing, analytics and reporting
- **Regulatory Response –** Supporting client's responses to specific breakdowns in their regulatory compliance programs which are often driven by actual, or the prospect of, regulatory censure.

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.
Accounting & Internal Controls.
Cyber & Strategic Risks.

Regulatory Support.

Financial Advisory.

Financial Advisory

Our Financial Advisory practice focuses on providing reliable and accurate solutions, to companies in the public and private sector, in order to operated successfully in today's volatile business environment. We are able to solve complex issues and together help you run your business and achieve financial efficiency by making sound decisions that are based on dependable and detailed financial input.

We specialize in:

○ **Indicative Valuation –**

- Indicative valuation using client's forecasts and forward-looking input
- Sensitivity and risk analysis on key valuation parameters
- Expert Witness Valuation (i.e.: Litigation and Dispute)

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.
Accounting & Internal Controls.
Cyber & Strategic Risks.
Regulatory Support.
Financial Advisory.

Financial Advisory

○ **Financial Modelling –**

- Preparation of financial model in collaboration with clients
- Assessment of client's financial model and its assumptions
- Assistance in Business and Key Performance Indicators (KPI) reporting
- Budgeting and forecasting

○ **Capital Raising & Debt Advisory –**

- Analysis of funding needs and identifying and assessing different sources of funding
- Negotiating on behalf of clients for the renewal or creation of funding facilities
- Specialist support in insolvency processes and covenant breach with assessment of the different alternatives and the delivery of contingency plan

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.
Accounting & Internal Controls.
Cyber & Strategic Risks.
Regulatory Support.
Financial Advisory.

Financial Advisory

○ **Lender Solutions –**

- We provide clear, practical, commercial advice to banks and lending institutions that adds value to their asset structuring and credit management
- Independent business reviews, business viability reviews (detailed analysis of cashflow requirements) and pre-lending reviews of potential clients
- Sensitivity and risk analysis on key valuation parameters

○ **Financial Due Diligence –**

- Pre-analysis (i.e.: red flag analysis)
- Highlights key business drivers
- Identify upsides & downsides
- Analyze working capital & net debt
- Identify price negotiation options
- Identify SPA impact

BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.
Accounting & Internal Controls.
Cyber & Strategic Risks.
Regulatory Support.
Financial Advisory.

Financial Advisory

- **Asset Quality Reviews** – supporting our clients in the financial industry to evaluate their assets and measure the credit risk associated with it
- **Merger & Acquisition Transactions** - supporting our clients in analyzing and valuating the acquisition target and guiding them through all the steps of the transaction

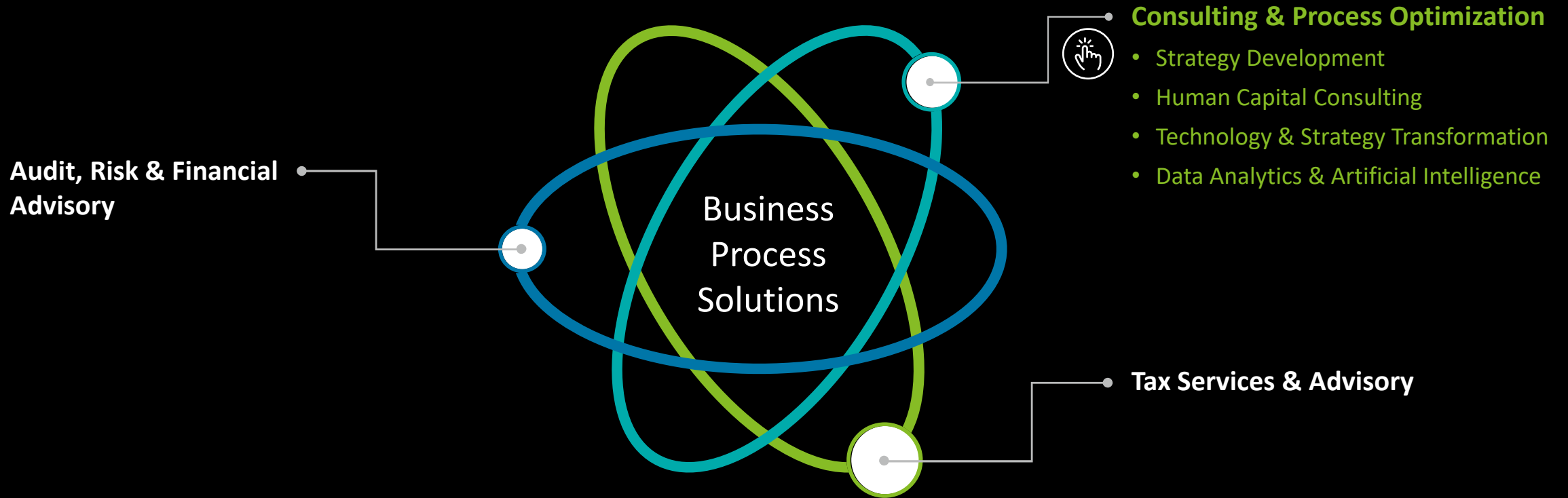
BPS Audit, Risk & Financial Advisory

Audit Readiness & Support.
Accounting & Internal Controls.
Cyber & Strategic Risks.
Regulatory Support.
Financial Advisory.



BPS Consulting & Process Optimization

BPS Consulting and Process Optimization



Strategy Development

With Strategy Development we help senior executives solve their toughest and most complex problems by bringing an approach to executable strategy that combines industry knowledge, analysis and insight to enable confident action.

We specialize in:

- **Strategic Business Planning:** Our team can help you achieve and sustain superior performance by linking tangible actions to a clear corporate vision. We work together with you to develop a strategic plan that is robust, yet flexible, sophisticated, yet easily implemented within their organizational context.
- **Feasibility Studies**
- **Policy Development**

BPS Consulting & Process Optimization

Strategy Development.

Human capital Consulting.
Technology & Strategy Transformation.
Data Analytics & Artificial Intelligence.

Human Capital Consulting

When reimagined, work can be more than a process. It can be an outcome that drives productivity, value and impact by unlocking human potential and creating an organization that is resilient to risk, fit for the future and grounded in meaning for workers whose identity will drive sustained results.

We specialize in:

- **Organization and HR Transformation:** Our team provides strategic advisory services to transform your organizations operations, enhancing service delivery, to enable innovation and reenergize the experience your clients. Our team of HR specialists can help you with:
 - HR Advisory
 - Organization Design
 - Job Canvassing
 - Job Evaluation
 - Compensation & Benefits
 - Culture & Change

BPS Consulting & Process Optimization

Strategy
Development.
**Human capital
Consulting.**
Technology &
Strategy
Transformation.
Data Analytics &
Artificial
Intelligence.

Human Capital Consulting

- **Workforce Transformation:** Our team can help you address your organizations most complex workforce issues, aligning your workforce capability, productivity and sustainability with your organizational strategy and purpose. Our team of HR specialists can help you with:
 - Workforce Strategy and Planning
 - Recruitment
 - Workforce Restructuring
 - Learning & (Leadership) Development
 - Performance Management
- **HR as a Service**

BPS Consulting & Process Optimization

Strategy
Development.
**Human capital
Consulting.**
Technology &
Strategy
Transformation.
Data Analytics &
Artificial
Intelligence.

Technology & Strategy Transformation

Deloitte's Technology Strategy & Transformation specialists help organizations reset their IT strategy and implement the systems and solutions, including cutting-edge cloud services, to re-energize performance across the enterprise. Whether you need to build a new system architecture, or revitalize specific IT functions, our professionals will help you draw the roadmap and guide you through every step of the journey.

We specialize in:

- **Technology Strategy:** Our team helps you to develop strategies that help your organization build business value and drive performance.

BPS Consulting & Process Optimization

Strategy
Development.
Human capital
Consulting.

Technology & Strategy Transformation.

Data Analytics &
Artificial
Intelligence.

Technology & Strategy Transformation

- **Technology Adoption:** Our team provide support to you organization in order to drive increased value from your day-to-day technology operations. Our teams support your IT ecosystem in areas such as cost reduction, design, governance, benchmarking performance, and selecting and managing outsourced solutions.
- **Cloud-based Customer Relationship Management:** Our Deloitte Digital team is passionate and focused on helping you tackle your organizations most complex challenges with CRM technology. We help you innovate, improve user experience and maximize the value of your customer operations by harnessing the breadth and depth of our digital capabilities.

BPS Consulting & Process Optimization

Strategy
Development.
Human capital
Consulting.

Technology & Strategy Transformation.

Data Analytics &
Artificial
Intelligence.

Data Analytics & Artificial Intelligence (AI)

Artificial Intelligence & Data leverages the power of analytics, robotics, and cognitive technologies to uncover hidden relationships from vast troves of data, creates and manages large-scale organizational intelligence, and generates insights that catalyze growth and efficiencies.

We specialize in:

- **Data Integrity & Quality:** Analyses performed on data will be only as accurate as the integrity and quality of its underlying data. Our team helps you govern your data quality and accuracy, which minimizes your time spent on rework and manual manipulation of your data.

BPS Consulting & Process Optimization

Strategy
Development.
Human capital
Consulting.
Technology &
Strategy
Transformation.

**Data Analytics &
Artificial
Intelligence.**

Data Analytics & Artificial Intelligence (AI)

- **Automation of Manual Repetitive Processes (RPA):** In this dynamic and changing environment it is important to look at the possibilities to adopt automation to improve your financial or HR processes. Our team of RPA specialist provides the Finance or HR function with the opportunity to automate processes to free up resources, to shift the focus to value added work and to work with better insights.
- **Artificial Intelligence:** When you harness the power of analytics, automation, and artificial intelligence (AI), you can uncover hidden relationships from vast amounts of data. Implementing the right strategy and technology will balance speed, cost, and quality to deliver measurable business value. Our team can help you modernize your analytics and data using next generation cloud-enabled platforms and big data architectures to enable analytics and AI-powered organizations.

BPS Consulting & Process Optimization

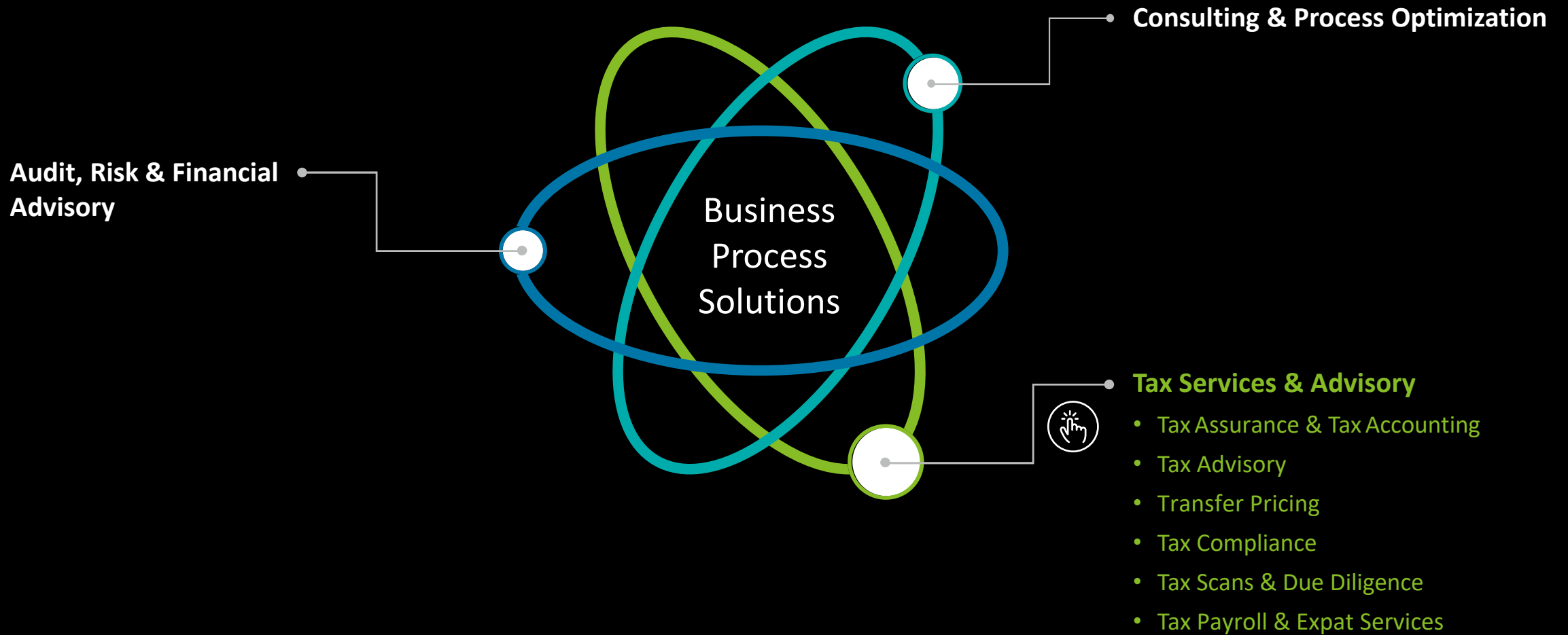
Strategy
Development.
Human capital
Consulting.
Technology &
Strategy
Transformation.

**Data Analytics &
Artificial
Intelligence.**

The background features a collection of lightbulbs in various styles, including incandescent, CFL, and LED, rendered in a light green color against a dark background. The bulbs are arranged in a somewhat scattered pattern, with some hanging from above and others appearing to be on the floor or in a display.

BPS Tax Services & Advisory

BPS Tax Services and Advisory



Tax Assurance & Tax Accounting

Tax Assurance and Tax Accounting are important for every taxpayer. However, taxpayers who want to be “in control” of their taxes seem to value the importance of tax assurance and tax accounting more. A part of tax assurance includes having a well-functioning tax control framework (TCF) in place. Not having a well-functioning TCF in place puts the company at risk of not being “in control” of its tax position.

We specialize in:

- **Tax Control Framework** – Providing a set of processes and internal control procedures that allows organizations to identify tax opportunities and integrate governance policies, internal controls and tax processes to achieve strong tax risk management.
- **Tax Risk Management** - Making sure that policy decisions and positions in tax returns are in line with the tax risk appetite.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.
Transfer Pricing.
Tax Compliance.
Tax Scans & Due Diligence.
Tax Payroll & Expat Services.

Tax Assurance & Tax Accounting

- **Tax Accounting** – Determine the differences in the financial statements for statutory and tax purposes. Furthermore, the deferred tax assets or the deferred tax liability can be calculated in the process of preparation of the financial statements
- **Identify Tax Risk Related to IFRS** - Specializing in analyzing the IFRS and determining (and quantifying) the taxation consequences of these regulations

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.

Transfer Pricing.

Tax Compliance.

Tax Scans & Due Diligence.

Tax Payroll & Expat Services.

Tax Advisory

Tax advisory will lead to tax optimization, by reducing or eliminating your tax liability through tax-efficient choices. Assist you with a broad understanding of the elements of tax planning such as your tax liability, deductions, and investment options, you can make informed decisions.

We specialize in:

- **Advice of the Effect of Legislative Changes –** International and local developments result in regular changes in tax legislation. We help you navigate the consequences of these changes on your tax position.
- **Group Planning, Restructuring and Takeovers -** Restructuring and takeovers may have an important impact on your tax position. We help you find the best way to restructure or expand your business.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.

Transfer Pricing.

Tax Compliance.

Tax Scans & Due Diligence.

Tax Payroll & Expat Services.

Tax Advisory

- **Planning for the Optimum Utilization of Losses –**
We can help find the right option to prevent expiration of your tax losses.
- **Minimizing Exposure to Capital Gains -** We help you find the best option to minimize tax on capital gains in your business.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.

Transfer Pricing.

Tax Compliance.

Tax Scans & Due Diligence.

Tax Payroll & Expat Services.

Transfer pricing

- **Strategic Transfer Pricing Planning** - Tax Departments focus more and more on intra-group transactions. Planning will support comfort in your tax position on intra-group transactions.
- **Reviewing the Pricing Methodology for New Transactions with Affiliated Entities** - We help you decide on the best pricing methodology for your intra-group transactions.
- **Performing Benchmark Studies for New Intra-group Transactions** - With a good benchmark study in place, adjustments by the tax department to your intra-group pricing methodology is much less likely.
- **Planning and Restructuring on Intra-group Transactions** - Restructuring intra-group transactions to make sure they are in line with current accepted standards and to save costs.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.
Tax Advisory.

Transfer Pricing.

Tax Compliance.
Tax Scans & Due Diligence.
Tax Payroll & Expat Services.

Tax Compliance

We help you with various tax aspects and make sure you meet the regulations.

We specialize in:

- **Direct and Indirect Taxes** - Prepare and review the tax returns so that they comply with the standards/requirements. Businesses can select the requisite level of service to fulfill their tax compliance needs. Determine and report withholding taxes that are due.
- **Dispute Resolution (incl. Tax Litigation)**
- **Tax Filing** - Upload and electronically file tax returns or complete paper returns as required by the local taxing authority.
- **Banking & Finance (Legal)** - Compliance with the banking and finance regulations that may apply to your business, such as, among others, the foreign exchange regulation.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.

Transfer pricing.

Tax Compliance.

Tax Scans & Due

Diligence.

Tax Payroll & Expat

Services.

Tax Compliance

- **Commercial Law** - Guidance in case you want to set up or liquidate an entity, change its seat, or when restructuring your business, making it as efficient as possible.
- **Corporate Law** - Prepare, review, and file corporate income tax returns per local and GAAP statutory standards/requirements. Businesses can select the requisite level of service to fulfill their tax compliance needs.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.

Transfer pricing.

Tax Compliance.

Tax Scans & Due Diligence.

Tax Payroll & Expat Services.

Tax Scans & Due Diligence

We will assist you in detecting quick wins and covering any possible risks or fines.

We specialize in:

- **Tax Quick Scans** - Various tax regulations apply to your organization and the transactions it performs. Deloitte can assist you in further developing your core business and become the leader in your competence field, while keeping up with the regulatory requirements.
- **Substance Scan** - International developments direct more and more focus to so-called real substance of entities in the countries where they perform their activities. In line with that trend, Curaçao has adopted specific substance requirements for companies that want to apply advantageous tax rates or regimes.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.

Transfer Pricing.

Tax Compliance.

Tax Scans & Due Diligence.

Tax Payroll & Expat Services.

Tax Scans & Due Diligence

- **Direct Foreign and Local Expenses Scan** - For companies active in Curaçao following the general territorial tax system, the tax base depends on the ratio of direct foreign and local expenses. We will assist you in determining which expenses can be deemed direct expenses, and which are foreign or local. We will also advise you in amending the way you keep your accounts to simplify the determination of these expenses and the ratio as simple as possible.
- **Due Diligence** - Comprehensive examination to uncover significant potential tax exposures.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.

Tax Advisory.

Transfer Pricing.

Tax Compliance.

Tax Scans & Due Diligence.

Tax Payroll & Expat Services.

Tax Payroll and Expat Services

We will assist you in running (monthly) payroll and request ex-pat status for employees from abroad.

We specialize in:

- **Tax Advisory & Payroll Services** - Payroll service, wage or retirement benefit calculations, maximizing the use of fringe benefits, salary splits and other options to minimize the wage tax burden.
- **Expatriate Tax Services** - Employees from abroad may be eligible for the so-called ex-pat status. We advise you on how to maximize the tax advantage and file the request for application.

BPS Tax Services & Advisory

Tax Assurance & Tax Accounting.
Tax Advisory.
Transfer Pricing.
Tax Compliance.
Tax Scans & Due Diligence.

Tax Payroll & Expat Services.

Contact us



Menno George

Director, BPS Consulting &
Process Optimization
mennogeorge@deloitte.cw



Arne Kattouw

Director, BPS Tax Services &
Advisory
arkattouw@deloitte.cw



Alex Mollen

Director, BPS Consulting &
Process Optimization
amollen@deloitte.cw



Michael – Leo van Romondt

Partner
mlvanromondt@deloitte.aw



Julian Lopez Ramirez

Managing Partner
jlopezramirez@deloitte.cw



Saskia Lans

Partner
slans@deloitte.cw



Alexander van Veen

Director, BPS Audit, Risk &
Financial Advisory
alvanveen@deloitte.aw



Otmar Martina

Director, BPS Audit, Risk &
Financial Advisory
omartina@deloitte.aw



Vincent Coevert

Director, BPS Audit, Risk &
Financial Advisory
vcoevert@deloitte.cw



Let's work together to make
an impact that matters!

Deloitte Dutch Caribbean
Your *trusted advisor*.



Legal Jurisdiction

Any dispute or other legal matter resulting from this correspondence shall be governed by the jurisdiction of the Common Court of Justice of Aruba, Curaçao, Sint Maarten and of Bonaire, Sint Eustatius and Saba.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

Deloitte Dutch Caribbean is part of the Deloitte Network. In the Dutch Caribbean the services are provided by Deloitte Dutch Caribbean, an entity which is registered with the trade register in Curaçao under number 34292 and in Aruba under number 42205.0.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte network") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.