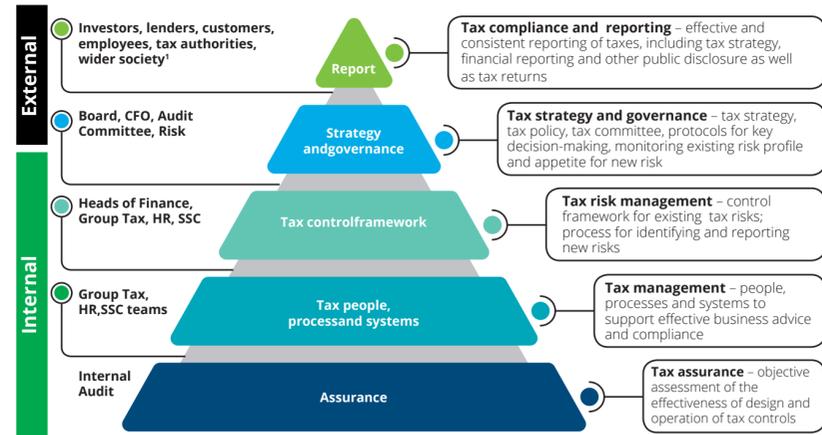


Building a Tax Risk Intelligent Enterprise

Risk Intelligent Enterprises adopt a balanced perspective of tax risk management supported by fundamental principles:

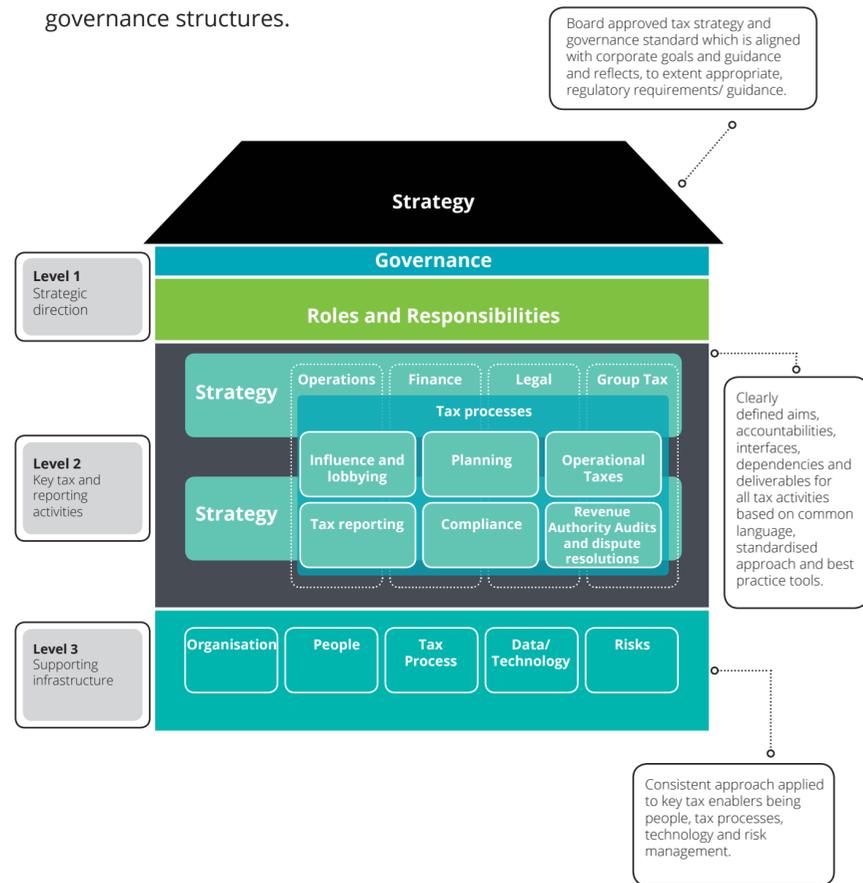


The main question posed through King IV- Is your Board Ready, Able and Willing to Govern Tax Risks?

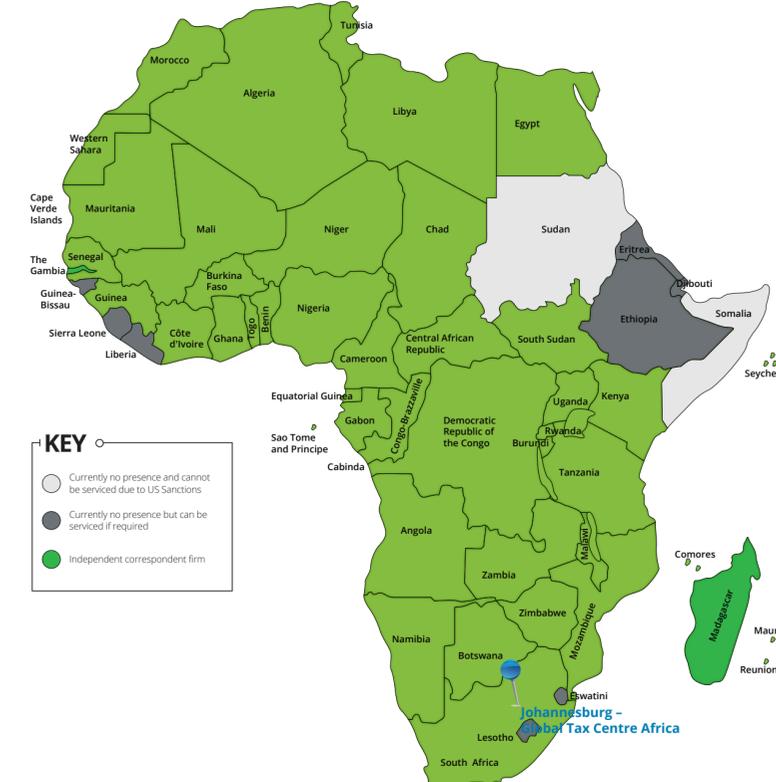
"Tax has become a complex matter with various dimensions. The governing body should be responsible for a tax policy that is compliant with the applicable laws, but that is also congruent with responsible corporate citizenship, and that takes account of reputational repercussions. Hence, responsible tax policy and transparency in this regard are put forward as a corporate citizenship considerations in King IV."

The Tax Governance footprint into Africa Framework

Sound **Tax Corporate Governance** is no longer a "nice to have" on the board. With an increasing emphasis on tax regulation, companies are being asked to relook at their tax control environment and governance structures.



Deloitte Tax & Legal footprint into Africa



Africa Health Check

The challenge of managing operational tax risks in Africa is becoming more complex. Deloitte has introduced The Africa Health Check solution which aims to assist with tax risk management as follows:

- High-level review of relevant regulatory matters
- Identifying tax risk areas in the African operations
- Working with management in developing processes to mitigate these risks
- Including withholding tax, corporate tax, transfer pricing, VAT, employees' tax and customs tax.

Flexibility in our Approach
Based on our experience not all clients can perform comprehensive review of all areas. A phased approach provides for flexibility in planning the focus areas of the review.

Providing the ultimate deliverable
A solutions based report which seeks to optimise tax efficiencies whilst providing a comprehensive tax risk policy for the African operations.

Global Tax Centre Africa

Bringing you the tax function of tomorrow, today!

Challenges experienced by multi national organisations

- Rapid Tax Legislative changes
- Digital Tax Administration
- Increased pressure to significantly reduce costs
- Limited tax specialist expertise across Africa
- Not enough time for tax planning & tax risk management
- Increased Data sharing amongst authorities – need for granular data
- Limited/ no visibility on filing of tax obligations at local filing level
- Limited tax specialist expertise across Africa

Global Tax Centre - Africa – walking the journey with you

The GTC- Africa, is a leading, single point of contact for tax compliance and reporting across Africa. The centre is located in South Africa and operates across 52 countries in Africa, supported by Deloitte firms within 49 of these countries.

Through the proven combination of a central governance model and in-country tax technical specialists, supported by consistent processes and world-class technology, we deliver heightened visibility, control, and insights, with a keen focus on providing clients:

- Regional coordination
- Agility
- Competitive costs

GTC- Africa makes use of 5 leading principles in delivering a seamless streamlined solution

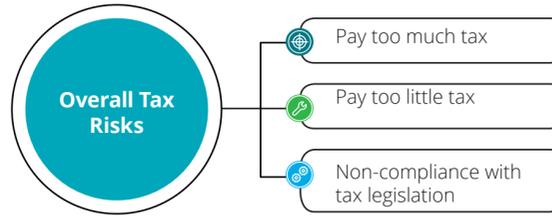
- Get it done**
In country knowledge | Strong tax expertise | Preparation and filing of tax obligations across all taxes
- Gain Control**
Outsourcing solution models | Standardizing your end-to-end tax compliance processes | Sound technologies and governance protocols
- Discover Value**
Leading data analytics & automated technologies | Reduced manual activities | Strategic tax planning | Tax risk management
- More for Less**
Reduced costs | Embrace automation | Recalibrate talent | Tax risk mitigation
- Face the Future – Building a tax function for tomorrow**
Tomorrow's tax function must be innovative, strategic, manage tax risk and be data driven. Deloitte's global experience means that we are at the forefront when it comes to resource planning, regulatory change and digital readiness. This, coupled with our innovation labs and market know how, means we're well placed to partner with you and guide you on this journey.

Successful global compliance can be demanding but Deloitte makes it easier and helps you see beyond



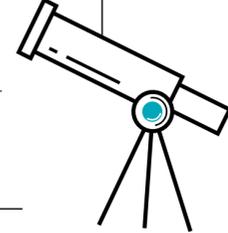
Managing Tax Risk

2019



Tax Value Map
Proactive management of tax risk is critical in an uncertain environment where errors can have a material impact on earnings, cashflow and reputations. In addition, tax strategy should be aligned with and in fact influence corporate strategies.

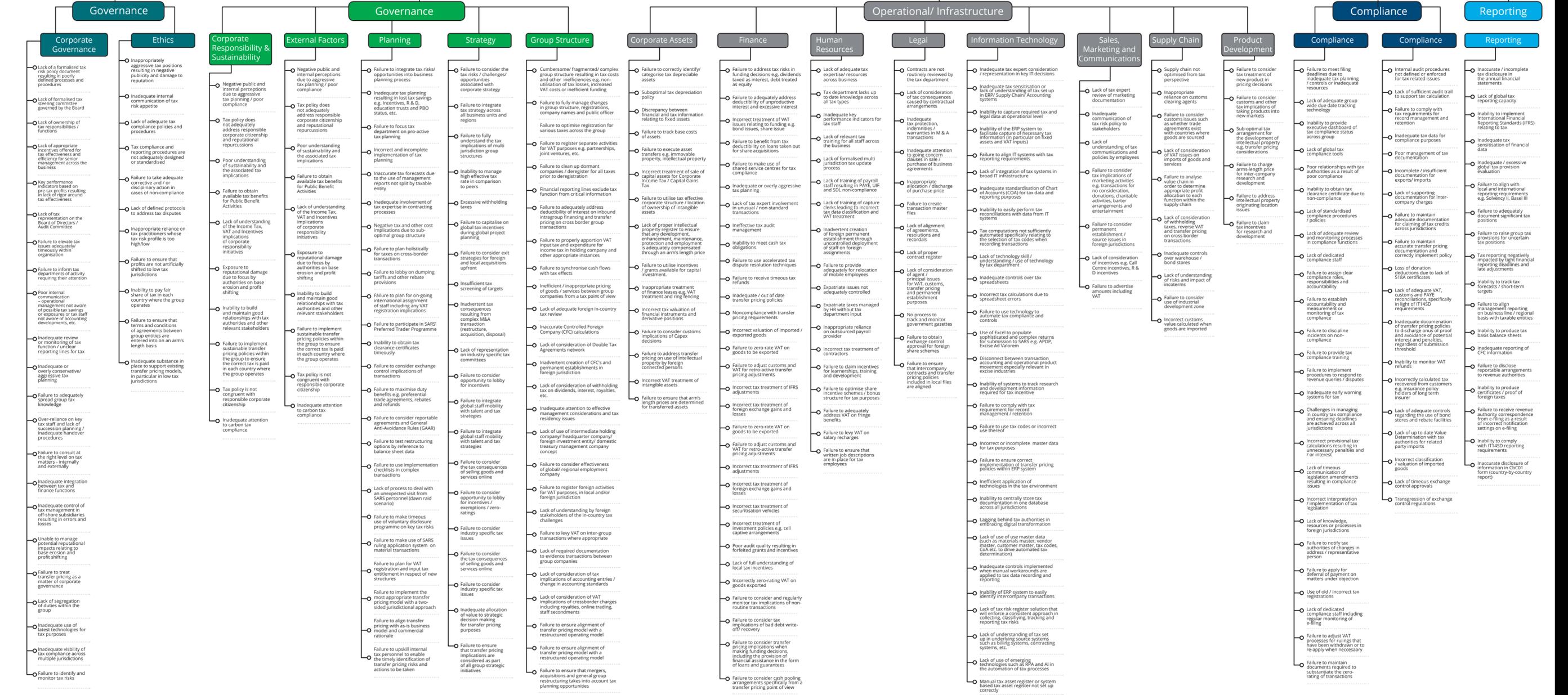
Risk Committees co-ordinate the identification and documentation of business risks, and mitigating controls are implemented and monitored. All too often though, TAX risks and opportunities are not adequately addressed in the process. The TAX VALUE MAP provides a tool to better assess such tax risks and opportunities. The TAX VALUE MAP should be used in conjunction with the Deloitte Risk Intelligence Map.



The **TAX VALUE MAP** is not an all encompassing or exhaustive list of tax risks, and organisations should consider customising the TAX VALUE MAP for their specific circumstances. For example, specific industry issues might have a significant impact on tax risks and opportunities faced by an organisation in that industry.

- Please contact Deloitte to assist you with:
- the customisation of the TAX VALUE MAP for your circumstances
 - the design and implementation of a Tax Risk Management process
 - a tax risk and opportunity workshop or a general discussion of your tax risks and opportunities
 - the mitigation of tax risks
 - integration of tax risk management processes into the Internal Audit function Governance

Tax Risk Map



Contacts

- Africa**
Delia Ndlovu
Managing Director: Africa Tax & Legal
Tel: +27 (0)82 829 3872
Email: delndlovu@deloitte.co.za
- KwaZulu Natal**
Mark Freer
Regional leader: KZN and Chief Digital Officer
Tel: +27 (0)82 377 9103
Email: mfreer@deloitte.co.za
- East Africa**
Fredrick Omondi
Regional leader: East Africa
Tel: +25 47 229 71949
Email: fomondi@deloitte.co.ke
- Cape Town**
Anthea Scholtz
Regional leader: Cape Town and Namibia
Tel: +27 (0)82 377 9103
Email: ascholtz@deloitte.co.za
- Tax Strategy & Risk Management**
Patrick Earlam
Director: Tax Management Consulting
Tel: +27 (0)82 556 9464
Email: pearlam@deloitte.co.za
- West Africa**
Yomi Olugbenro
Regional leader: West Africa
Tel: +234 1 904 1724
Email: yolugbenro@deloitte.com.ng

Tax Intelligent Enterprise
We believe that forward-looking tax executives should seek to position themselves as an integral part of what we call the Risk Intelligent Enterprise™. A Risk Intelligent Enterprise views calculated risk-taking as essential to value creation, since virtually any activity that seeks to increase value also carries some degree of risk. Effective risk management, therefore, is essential to the organisation's efforts to create and protect value. However, effective execution requires engagement and alignment at all levels of the organisation, from the board through the executive management team down into the business units and functions