

**Deloitte.**



*At your service*  
Delivering value  
to clients



Deloitte<sup>1</sup> offers clients a broad range of fully integrated services in areas that include accounting, assurance and advisory, risk, tax, management, financial, technology, and human capital consulting. Deloitte client service teams, under the leadership of a Lead Client Service Partner, work closely with clients to create powerful business solutions for organizations in the United States and around the world.

With the added strength of the Deloitte Touche Tohmatsu (DTT) member firm network, Deloitte has the ability to offer a true global, integrated approach

to business issues that combines insight and innovation from multiple disciplines with a wide range of business and industry knowledge to help organizations excel anywhere in the world.

While this brochure includes a description of the services we offer, please visit our Web site, [www.deloitte.com](http://www.deloitte.com), to learn more about our thinking and approach to business issues.



<sup>1</sup>As used in this document, "Deloitte" means Deloitte & Touche LLP, which provides audit and enterprise risk services; Deloitte Tax LLP, which provides tax and related services; Deloitte Financial Advisory Services LLP, which provides financial advisory services consisting of forensic and dispute, reorganization, valuation, and corporate finance services; and Deloitte Consulting LLP, which provides consulting services, including human capital and outsourcing services. These entities are separate subsidiaries of Deloitte LLP. Deloitte & Touche LLP will be responsible for the services and the other subsidiaries may act as subcontractors. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

# Audit & Enterprise Risk Services (AERS)

Deloitte's Audit & Enterprise Risk Services (AERS)<sup>2</sup> helps organizations build value by taking a Risk Intelligent approach to managing financial, technology, and business risks. We bring a business mindset combined with deep technical knowledge and extensive industry experience to assist clients in addressing business issues across the full spectrum of accounting, financial instrument valuation, security and privacy, governance, process improvement, data analytics, and risk advisory disciplines. Our Risk Intelligent approach helps organizations focus on their areas of increased risk, bridge silos to effectively manage risk across organizational boundaries, and pursue not only risk mitigation but also intelligent risk-taking as a means to value creation.

## **Financial Statement & Internal Control Audit**

Financial Statement & Internal Control Audit services provide audits and reviews of financial statements and reporting on internal controls in accordance with applicable professional standards. In addition, we provide related services in the areas of Accounting Standards & Communications, Employee Benefit Plan Audit, eXtensible Business Reporting Language (XBRL), and Venture Capital Services.

## **Accounting Standards & Communications**

To help organizations stay informed about the latest developments within the accounting profession, we offer a variety of information resources on accounting standards, financial reporting, regulatory updates, and technical trends. Resources include timely newsletters, special reports, an ongoing webcast series called "Dbriefs for Financial Executives," and a highly acclaimed technical resource called "Technical Library: The Deloitte Accounting Research Tool." Our experienced professionals are distinguished in the accounting profession – many of whom have held positions with organizations such as the Securities and Exchange Commission (SEC) and the Financial Accounting Standards Board (FASB).

<sup>2</sup>For audit clients, Deloitte & Touche LLP provides audit services as well as certain other services, to the extent permitted under the auditor independence rules of the profession, PCAOB, SEC, or other regulations. For non-attest clients, the subsidiaries of Deloitte LLP provide end-to-end solutions that integrate accounting, tax, consulting, and financial advisory services.

## **Deloitte Audit**

Our Deloitte Audit services practice provides audits and reviews of financial statements and reporting on internal controls in accordance with applicable professional standards. Our audits are planned to be responsive to our assessment of the risk of material misstatement based on the understanding we gain of the organization and its environment, including its internal control. We utilize this understanding to design the nature, timing, and extent of our audit procedures. We work closely with organizations, while maintaining an objective and independent attitude, and encourage open communication during the course of our services. We also strive to provide timely communications regarding professional developments and insights regarding matters that may affect an organization's business.



#### ***Employee Benefit Plan Audit***

Employee benefit plans are subject to specialized financial, operational, and regulatory requirements. Generally, federal law requires employee benefit plans with 100 or more participants to have an audit as part of their obligation to file an annual return. We have extensive experience auditing benefit plans for organizations of all sizes that are both privately owned and publicly traded. As a member of the AICPA's Employee Benefit Plan Audit Quality Center, we are committed to delivering high quality employee benefit plan audits.

#### ***Venture Capital Services***

Venture-backed and growth-oriented companies are the next generation of market leaders and face unique business challenges. We can provide end-to-end solutions to help these organizations optimize performance, manage and strategize on key early-stage company issues, and prepare for liquidity events.

#### ***Financial Accounting & Reporting Services***

Financial Accounting & Reporting Services (FARS) assist clients with their statutory and regulatory reporting, as well as their efforts to meet financial reporting requirements. Services include assisting clients with the preparation of their financial statements and regulatory filings, and the application and implementation of accounting standards for U.S. Generally Accepted Accounting Principles (GAAP) and IFRS.

#### ***International Financial Reporting Standards (IFRS)***

While some U.S. organizations are already dealing with IFRS filing requirements related to their global operations and subsidiaries, many others have IFRS on their radar as regulatory developments emerge. We understand the practical issues in addressing IFRS from both a U.S. and global perspective. Our experienced professionals work with organizations to help them address IFRS in the areas of accounting, tax, systems, and valuation. Based on a multi-functional approach, we assist organizations in evaluating and preparing for IFRS conversions, providing support with technical accounting research, implementation activities, training and communication, and project management.

#### ***Reporting & Accounting Advisory Services***

Organizations face increasing complexity in meeting their financial reporting requirements as regulations, accounting standards, and business needs continue to evolve. Changes stemming from market events, such as mergers and acquisitions, can heighten reporting challenges for organizations. Drawing from our extensive professional and technical resources, we provide a variety of services to assist organizations with their financial reporting requirements, including: applying and implementing new or existing accounting standards or reporting requirements; converting financial information from one set of accounting standards to another; and assisting with the preparation of financial statements and regulatory filings.

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#### ***eXtensible Business Reporting Language***

What is eXtensible Business Reporting Language (XBRL)? It's a language for the electronic communication of business and financial data, which is being adopted as a reporting standard around the world. Organizations today are looking to establish a sustainable reporting process to comply with the SEC's final rules, requiring registrants to submit XBRL-tagged financial information. For SEC reporting purposes and beyond, we can help organizations (including companies and government agencies) transform their business reporting by leveraging XBRL to help improve efficiency and reduce costs associated with data collection and analysis. Our XBRL services include assessing readiness for XBRL implementation; conducting XBRL-based reports for financial and regulatory reporting needs; and XBRL training for personnel.

### Financial Instrument Valuation & Securitization

Financial Instrument Valuation & Securitization services assist clients with developing their policies, processes, and capabilities to value all types of financial instruments, including complex derivatives, securities, commodities, and other investment products. We also provide due diligence, analytics, cash flow modeling, and other consultation related to securitization transactions. We license a range of proprietary technology products to assist companies with their securitization and structured products needs.

#### *Financial Instrument Valuation*

Through the Financial Instrument Valuation offerings, we provide valuation, quantitative modeling, and related consultative services for various types of financial instruments, including financial derivatives and structured products, as well as commodities and other investment products. Services include analyses and assessments, as well as assistance in developing internal capabilities, models, systems, and processes.

#### *Securitization & Structured Products*

Since 1985, Deloitte through its subsidiaries has added insight, consistency, and value to more than 14,000 securitized offerings with an aggregate principal amount of more than \$5 trillion.

- **Advisory:** Provides accounting, infrastructure, and valuation advisory services around accounting standards and regulations; develops tools for valuing gain on sale and residuals; assists in formulating operational policies, procedures, and controls.
- **Compliance:** Provides services in support of security payment activity, including asset and portfolio criteria compliance, priority of cash flow distributions, and events of defaults for collateralized debt obligations, collateralized bond obligations, collateralized loan obligations, hybrid transactions, and structured funds.
- **Technology:** Supports proprietary software products (ABS Suite™, CDO Suite™, ABCP Suite™, and Surveillance Suite™) licensed to asset/collateral managers and administrators, bank loan funds, conduit sponsors, hedge funds, investors, servicers, and trustees. Provides custom technology solutions and related consulting services.

- **Transactions:** Assists with quantitative services supporting capital raising through securities issuances and structured products transactions, including asset level due diligence, advanced analytics, capital structure and cash flow modeling, and associated documentation reviews.

### Finance Operations & Controls Transformation

Finance Operations & Controls Transformation services focus on assisting clients in assessing, testing, and improving processes and controls, transforming the way they address business, technology and financial statement risk. Our services help organizations improve business performance by increasing the effectiveness and efficiency of functions closely linked to the financial statements and the related internal controls.

#### *Capital Markets Technology Services*

Capital Markets Technology Services (CMTS) focus on improving the efficiency and effectiveness of business operations by designing and implementing enabling technologies that support front-, middle-, and back-office activities in the areas of traded markets, investment portfolio management and performance, accounting, compliance, risk management and reporting. Services include assisting organizations with technology vendor selection, software package implementation, and project management and governance associated with complex technology systems that support compliance and finance functions.





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### **Contract Risk & Compliance**

Contract Risk & Compliance (CRC) services assist organizations in identifying, evaluating, and mitigating risks associated with external business relationships. Our services focus on improving confidence in an organization's contractual relationships and include assisting with the validation of information exchanged between organizations and their customers, vendors, and third-party service providers. Deloitte's CRC services also help organizations improve the effectiveness and efficiency of their contract compliance monitoring processes and controls resulting in improved business performance.

### **Controls Testing**

Controls Testing (CT) is a broad set of services focused on evaluating, testing, and reporting on an organization's achievement of control objectives that are established by management, industry practices, and regulations. Services include SAS 70, Trust Services, compliance-related examinations, business and general computer controls testing, agreed-upon procedures, and consulting services related to preparing for internal control audits.

### **Finance Transformation**

Finance Transformation (FT) services focus on improving the effectiveness and efficiency of finance, compliance, and treasury operations. These operations include operating processes such as financial close, financial planning and analysis, compliance processes associated with specific industry-based regulations, and the downstream process effects of accounting policy changes, including IFRS. Deloitte helps organizations focus on the underlying business process and control environment to mitigate financial statement, business operations, regulatory, and technology risk.

### **Governance, Regulatory & Risk Strategies**

Governance, Regulatory & Risk Strategies provide consultative services to organizations and their boards that are designed to enhance their effective management of their financial, business, and technology risks on a sustained basis. We assist organizations in assessing their enterprise-wide risks and developing a sustainable compliance and risk management program. We help our clients coordinate the utilization of people, process, and technology to improve effectiveness and help manage costs.

### **Enterprise Risk Management Services**

Enterprise Risk Management Services help organizations integrate risk management into their business and strategic processes. This enables them to take risks to create value as well as respond to and mitigate risks appropriately. We provide a range of services to help organizations with their risk management issues, including identification and prioritization of enterprise-wide risks, assessment of an organization's risk capabilities, and development of the tools, processes, and organizational structures needed to build a robust and sustainable risk management program.

### **Governance Services**

Governance Services help corporate boards address the expanding marketplace expectations relating to their oversight responsibilities. We provide a range of services to help organizations with their corporate governance issues, including board practice benchmarking, board and committee performance assessments, and board development programs on topics such as risk oversight, crisis management, and executive compensation.

### **Regulatory & Compliance Services**

Regulatory & Compliance Services focus on helping organizations address regulatory requirements pertinent to their business activities and strategic objectives in an effective and cost-efficient manner. We provide a wide array of services to organizations in regulated industries that proactively seek to promote compliance standards, educate their workforce, and detect potential violations. We also assist clients in addressing identified compliance issues, interacting with regulatory authorities, and responding to inquiries, investigations, and other regulatory actions.

### **Internal Audit Transformation**

In both favorable and challenging economic environments, an organization's need for counsel, competency, and analytical skill remains high. The internal audit function can help meet these needs through its specialization in process efficiency, fraud detection, operational quality, internal control, and regulatory compliance. Internal Audit Transformation services assist boards and senior executives to better manage enterprise risks by helping them enhance the effectiveness, quality, and value received from internal audit. Our broad understanding of risks and areas of operational improvement – particularly the nuances of specific industry sectors and markets – can help internal audit functions improve their performance and operating efficiency and bring value to their organizations.

### **Cosourcing & Outsourcing**

Cosourcing is a flexible and collaborative approach to support existing internal audit organizations. We can help build on existing strengths while seeking to improve overall value. You maintain control and responsibility for the function while Deloitte provides advice, leading practices, and experienced professionals with industry and specialized capabilities.

In a full outsourcing arrangement, we serve as your organization's internal audit function, while your chief audit executive or other senior executive retains overall control over internal activities. This provides the benefit of our global, methodical approach and access to professionals with experience best suited for each internal audit project.

### **Information Technology Internal Audit**

Information Technology Internal Audit (IT IA) services help extend your internal audit oversight and performance; addressing both IT risks and broader organization-wide risks.

Deloitte's services include:

- Delivering technical knowledge to the internal audit risk assessment and audit plan development
- Execution of IT internal audits, including pre- and post-implementation, application, operating system, database, and network audits
- IT infrastructure and process audits
- Elevating the value received from IT internal audit through more strategic roles

### **Quality Assessment Services**

The Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing requires organizations to conduct an independent external assessment of their Internal Audit function at least once every five years to appraise the quality of the operations. Deloitte's Quality Assessment Services (QAS) go beyond the scope of the mandatory IIA quality assessment review and help take a strategic look at Internal Audit's risk management and assurance capabilities across the organization. In





In addition to fulfilling the requirements of the IIA quality assessment review, Deloitte's services focus on whether the IA function is adding value to the organization, as well as meeting the objectives and expectations of management and the audit committee.

#### **Security & Privacy**

Security & Privacy (S&P) services help clients in their management of information and technology risks by delivering end-to-end solutions, using demonstrated methodologies and tools in a consistent manner. We assist organizations in developing security strategies to address both current and future concerns. Our services help clients manage timely and pervasive issues such as identity theft, data security breaches, data leakage, cyber security, and system outages across organizations of various sizes and industries, with the goal of enabling ongoing, secure, and reliable operations across the enterprise.

#### **Strategy & Management**

S&P Strategy and Management services help organizations develop and implement sustainable enterprise strategies and programs for managing information and technology risks. We connect proven, standards-based methodologies and frameworks with deep industry knowledge and experience to create practical strategies along with the technical and associated operational architectures.

#### **Technology Integration**

S&P Technology Integration services help organizations select, develop, and implement security and privacy technologies, or we can help risk-sensitize other information systems and applications to protect against security and privacy breaches.

#### **M&A Services**

M&A Services provide corporate and private equity investors with accounting, tax, consulting, and advisory services to support mergers, acquisitions, divestitures, investments and financing structures, disposition support, reorganizations, and pre- and post-transaction activities. Our M&A practice features experienced professionals who are dedicated to advising clients during each phase of the deal life cycle. Our multifunctional approach teams these professionals with industry specialists and technical consultants, helping clients maximize value and returns in M&A transactions while effectively mitigating risks.

#### **M&A Consultative Services**

The merging of two or more organizations is complex and fraught with peril. The best mergers or acquisitions follow a structured and disciplined approach, with clear strategic objectives, detailed implementation plans, and a focus on creating and capturing value.

#### **M&A Transaction Services**

M&A Transaction Services feature experienced professionals who do nothing but deals. Our multifunctional approach teams these professionals with industry and technical specialists to provide answers and advice targeted toward minimizing your risk and maximizing your returns.

# Consulting Services



In Deloitte Consulting, we help our clients in their efforts to take advantage of big opportunities every day. With deep industry knowledge, broad capabilities, and solid strategic alliances, we help them look at challenges from every angle and avoid unnecessary risk. We work side-by-side with our clients to develop innovative strategies and solutions. Then we stay around to help execute the plan — because we believe that's the only way to create real and lasting value.

## **Human Capital**

Business challenges today are people challenges, and vice versa. Employee productivity and enterprise profitability remain front and center for human resources (HR) leaders. Yet it's not just about HR operating excellence and service delivery — those are given. It's also about world-class talent and workplace solutions, analytics, and transformation capabilities, which accelerate the goals of the business. Many of the core challenges are familiar — operations, organization, culture, change, leadership, compensation, rewards, pensions. But managing them across today's global talent market with multiple generations of workers is more complex than ever. Getting it right requires the combination of global HR and deep business knowledge. With industry insights and proven experience, our Human Capital professionals specialize in integrating business, HR, and talent strategies to create business value through people.

## **Actuarial, Risk & Analytics**

We work with insurance providers and self-insured organizations in virtually all aspects of insurance, financial services, and risk-related issues. Our

professionals deliver advice and solutions related to strategy, actuarial and financial analysis, underwriting and claim operations, information systems, and data mining predictive modeling.

## **Global Employer Services**

As your company grows and becomes more global in scope, employment issues become more complex. Among the most serious challenges your company faces today is compliance with multifaceted tax laws and labor regulations. The Global Employer Services (GES) practice of Deloitte Tax offers well-rounded plans and development strategies that can help you transform your global employment programs in a tax- and cost-efficient manner.

## **Human Resources Services Delivery**

We advise clients on how to maximize the efficiency and effectiveness of their HR service delivery model and operation of the HR function, ranging from process design to self-service applications and enabling technologies. Considerations include insourcing, outsourcing, and offshore solutions.

## **Organization and Talent**

Clients engage us to address the critical elements of organizational effectiveness, including workforce planning and analytics, talent management, workforce strategies, the people dimension of transformation, and virtual workplace management. We also help improve key components of change leadership, including leadership development, technology and process adoption, learning and development, culture, knowledge management, capability transfer, and communications.

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We help clients in their efforts to examine every angle of their service delivery models, from real estate to shared services, outsourcing to offshoring, to create lasting value, year after year.

#### ***Talent***

Talent has become a C-suite issue that no longer rests solely on the chief human resources officer's desk. Executives in every industry around the world are beginning to understand the importance of building a talent strategy that is linked to their business strategy. But how to get there?

#### ***Total Rewards***

Uniquely addressing overall business strategy, corporate culture, and global alignment of employee programs is critical. We provide design, delivery and performance improvement solutions to purchasers, providers, and administrators of employee programs. Our integrated approach includes technical experience in retirement, health care, compensation, communications, and tax.

#### ***Strategy & Operations***

Executable strategy requires fusing insightful thinking with disciplined execution to achieve breakthrough performance. Today, senior executives grapple with attaining profitable growth, strategically managing costs, and intelligently navigating risk. Such challenges require more than identifying new possibilities and making tough choices. They also require bridging the gap between vision and execution. Our Strategy and Operations teams bring deep industry experience, rigorous analytical capabilities, and a pragmatic mindset to our clients' most complex business problems. Our strategy capabilities span corporate and business unit strategy, M&A strategy, and sales and marketing. Our operational capabilities reflect the unique issues facing manufacturing organizations, service businesses, and infrastructure operations. These are joined with capabilities in finance, performance management, and business restructuring.

#### ***Finance***

CFOs have to balance more roles than ever before. Strategist. Operator. Catalyst. Steward. And their decisions are felt throughout the organization, whether in terms of resource availability, risk management, governance structures, or even managing important stakeholders. In that environment, it can be hard for CFOs to stay focused on creating value. That's where we can help. We can bring a "whole company" perspective of the finance function to help CFOs see opportunities and avoid obstacles that may have been hidden before. It's an approach that can have a significant impact on value creation both internally and externally. And it's what we do every day.

#### ***Infrastructure Operations***

For any service delivery model to produce cost savings that make a difference, it requires the right infrastructure and processes to back it up. And that means working through clear answers to some tough questions. What should we outsource – and where? Where does it make the most sense to build our next plant? How should we structure our shared services organization? And that's just for starters. We help clients in their efforts to examine every angle of their service delivery models, from real estate to shared services, outsourcing to offshoring, to create lasting value, year after year.

#### ***Integration, Divestiture & Restructuring***

Whether you're taking a company apart or putting one together, it takes a sure eye and a steady hand for it to work. For companies in the middle of integration, divestiture or restructuring, it also helps to have the right support – from one who knows ways to negotiate all the unexpected twists and turns. We bring the structured, disciplined approach clients need to help them keep everything on track. We believe that's how real value is forged in the midst of chaos.

#### ***Manufacturing Operations***

From product development and sourcing all the way through to distribution, it's never been more important to have all the moving parts of the value chain synchronized – no matter what role you are playing. But that takes a big-picture view – not to mention the right tools, technologies and processes – to bring even the best strategies to life. That's where we come

in. We help clients in their efforts to deliver more value at every step across their supply chain. Strategy, planning and distribution. Sourcing and procurement. Manufacturing and operations. Product development. And we do it by helping them balance strategy with a relentless focus on execution.

#### **Service Operations**

In the world of service, it's all about balance. You need an up-to-the-minute view of what your customers want. And you need to have all the processes and infrastructure in place to deliver it. Keeping up with either requires a disciplined approach – and the ability to shift direction at a moment's notice. From setting service quality levels to understanding what customers value and are willing to pay for, we know what makes service companies great. And we know ways to make all the moving parts of a service operation add up to real business value.

#### **Strategy**

It's hard enough to make the right calls in familiar situations. But what about when you're facing something you've never seen before? Making critical decisions from complex and often unstructured situations is not a daily routine for most leaders, whether acquiring a competitor, entering an adjacent market, attracting new customers, or improving your price point. Decisions like these usually have long-term consequences, and in most cases, the answers aren't black and white. We help companies in their efforts to understand their most important decisions from every angle, and we bring a pragmatic approach that helps them transform strategy into an executable plan to deliver sustainable business performance.

#### **Technology**

Business today depends on technology as never before – to drive transformation, productivity, and global operations. Any technology initiative not tightly linked to specific, measurable business goals risks delivering an empty promise. Technology is about transactional solutions handling day-to-day operations. And, it's a rich portfolio of applications and systems with wide functional breadth. Companies that integrate these assets for effective decision-making can drive their competitive advantage. Our teams take an intense industry focus working with business leaders to solve

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## Our teams take an intense industry focus working with business leaders to solve their toughest challenges through applied innovation ...

their toughest challenges through applied innovation – backed by worldwide resources, deep strategic alliances, and full-spectrum delivery across strategy, implementation, management and operations. The result? Technology's promise fulfilled.

#### **Technology Strategy & Architecture**

Most technology executives will admit that if they had to start from scratch, their technology strategy and architecture would probably look a lot different than it does today. While rebuilding from the ground up isn't an option for most, that doesn't mean there aren't smart, efficient ways to get a lot more from your technology portfolio. That's where we can help. Our Technology Strategy & Architecture practice helps our clients in their efforts to realize more value from major IT investments from the top down. When it looks like there's no room to maneuver, that's where we thrive – helping you find the right balance between process, technology, strategy, and architecture.



### ***Information Management***

These days, the quality of your data can determine the success (or failure) of your most important business decisions. The companies that can access the information they need, when they need it – and trust its accuracy – have the upper hand where it counts. Business performance. Regulatory compliance. Planning. Forecasting. And more. Companies today are creating and capturing more information than ever before – but that can make their challenge harder, not easier. That’s where we come in. Our Information Management practice uses a fully integrated approach to help our clients in their efforts to unlock the value buried deep in their data. We have the scale, scope, and capabilities to help you make it happen. And we’re ready to help.

### ***Systems Integration***

Despite all the time and money companies have poured into their systems in recent years, many still aren’t seeing the value they planned for when they made those investments. As fast as business changes, it’s not hard to see why. After a few years, or even by the time a new solution is in place, the environment can shift significantly. Our Systems Integration practice helps clients bring focus to their toughest integration challenges across the technology lifecycle. From requirements to architecture, testing to deployment and beyond, we bring an integrated, “whole company” perspective to every project. It’s the only way to unlock the value of big technology investments. And it’s what we do best.

### ***Oracle Packages***

A lot of companies choose Oracle solutions for their adaptability and functionality. But that doesn’t mean they are getting the full range of those benefits today. Getting real value from Oracle solutions requires tailoring them where it counts – to drive revenue growth, improve operating margins, enhance asset efficiency, and promote effective governance.

And that’s hard work, with so many different options for how to plug Oracle into your business. We have the industry-specific experience, as well as the knowledge and skills, to make a real impact on your efforts. Our technical knowledge of Oracle solutions, for example, comes with being designated by Oracle as a Certified

Advantage Partner. If you are ready to take your Oracle solution to the next level, we can help.

### ***SAP Packages***

For many companies, SAP is a lot more than an important relationship. It’s one of the cornerstones of their technology strategy. But some companies running SAP still aren’t getting the most out of their investment – chances are, whatever instance of SAP you have in place can probably deliver a lot more value than you’re currently getting. That’s because it can be hard to see the full range of potential applications – much less deliver on them.

From complex global implementations to rapid mid-market efforts, we can help every part of your business get more from your SAP solution. Starting at implementation and continuing through the life of the solution, we can support you in your efforts to achieve high quality, risk-mitigated solutions.

### ***Distinct Package Technologies***

New developments in technology – such as cloud computing and Software-as-a-Service – are changing the landscape of corporate IT. Trouble is, it can be hard to know how exactly to distinguish between fact and fiction with so many new developments coming so quickly.

Our Distinct Packages practice operates at the front line of these developments, identifying and working with the next generation of software vendors to help our clients in their efforts to take advantage of new technologies and approaches before their competitors make the first move.

### ***Technology & Process Management***

Sometimes choosing and implementing the right systems is the easy part. Things get interesting when it comes time to integrate them with the organization, from processes to people. That’s where the real value of technology lies. Our Technology & Process Management team helps our clients in their efforts to perform the hard work of wrestling technology strategy to the ground – bringing technology in line with operations, developing the plan for what happens after the go-live date, and focusing on sustainable, repeatable processes to realize the full value out of their investments. If your systems seem two steps removed from your core business, we should talk.

# Financial Advisory Services (FAS)

Deloitte FAS advises clients on managing business controversy and conflict, executing deals, and maintaining regulatory compliance. We provide services to companies throughout their lifecycle – from purchasing a company to investigating potential fraud.

Specifically, we help clients address serious business concerns involving fraud, forensic investigations, litigation and reorganization. Through Deloitte Corp Fin (DCF) LLC, our wholly owned securities brokerage subsidiary, we assist clients with originating and executing transactions and strategic investments for mergers and acquisitions, divestitures, and capital planning. We also advise businesses on valuation issues and other matters to help them remain compliant in today's rigorous regulatory environment.

Our dedicated FAS professionals bring vast experience, specialized skill sets, and deep industry knowledge to our clients. This personalized level of service, combined with the market reach and technical resources of the DTT member firms and their affiliates, enables us to respond to the complex and diverse needs of our clients around the world.

Our FAS services fall into two main areas: Advisory and Forensic & Dispute.

## Advisory

Our Advisory Services professionals help clients navigate through the complexities of corporate "lifecycle" events and transactions. We help companies identify, measure, and articulate the value of their assets by providing independent and well-supported valuations. This helps them understand the value of an entity, asset, or liability so they can make informed business and investment decisions. We also help clients to properly quantify and articulate values for financial reporting, taxation, transaction, financing, litigation, and strategic management purposes.

Through Deloitte Corporate Finance LLC, we offer investment banking advice to companies pursuing complex merger, sale, and divestiture transactions. We provide clients with boutique levels of service and industry knowledge integrated with the market reach and technical resources of the Deloitte Touche Tohmatsu member firms around the world.

And when a business is underperforming or facing financial loss, we can help – from the earliest stages of financial distress and turnaround through a reorganization or liquidation process. We provide in-depth business and financial advisory services to companies, their creditors, their equity holders, the legal community, bank syndicates, and other interested parties in both in-court and out-of-court reorganizations.

## Business Valuation

Our business valuation team performs valuations of business entities, intellectual property, intangible assets, common and preferred stock, and other securities along with partnership interests, private debt instruments, options, warrants, and other derivative products. These services are provided to assist clients with mergers, acquisitions and dispositions; taxation planning and compliance; financial reporting; bankruptcy and reorganization; litigation and dispute resolution; and strategic planning.

- **Audit Review Support – Fair Value:** SAS 57 or 73 reviews for audit clients
- **Book/Tax PPA Valuation:** Purchase price allocation for financial and/or tax reporting purposes inclusive of enterprise values, intangible assets, legal entities, real estate, personal property, and MACRS classifications; includes pre- and post-deal PPA advisory work



- **Business Financial Modeling:** Modeling assistance in support of business plan development, strategic investment decisions or other corporate and financial objectives
- **Federal Tax:** Assist in the valuation tax planning and/or for federal compliance purposes
- **FIN 45/46 Valuation:** Assist in the valuation of liabilities according to FIN45; valuation analysis according to consolidation rules for FIN46 for financial reporting purposes
- **Financial Instrument Valuation:** Assist in the valuation of financial instruments and structures, including debt, preferred stock, ESOPs, warrants and derivatives, excluding options, for financial or tax reporting or planning purposes
- **International Tax:** Assist in the valuation for international tax planning and/or compliance purposes
- **Personal Tax:** Assist in the valuation for personal tax planning and/or compliance purposes, including gift and estate tax valuations
- **Portfolio Valuation Services:** Includes valuation analyses of non-traditional, unique investments typically held in hedge funds
- **SFAS 123R/Equity Incentive Award Valuation:** Assist in the valuation of cheap stock and incentive award compensation for financial or tax reporting or planning purposes
- **SFAS 142/144 Valuation:** Provides goodwill and definite and indefinite lived asset impairment testing for financial reporting purposes
- **Shareholder Value Optimization:** Provides financial analysis designed to optimize shareholder value
- **State/Local Tax:** Assists in valuation for state or local tax planning and/or compliance purposes

**Capital Projects Consulting:**

Our Capital Projects Consulting practice provides specialized resources to assist in our clients' efforts to improve the delivery of capital projects and help meet their program objectives.

- **Construction Process Improvement:** Identify opportunities to improve the processes used to deliver capital construction projects, from planning and budgeting through design and construction
- **Construction Project Cost & Financial Control Assessment:** Conduct project cost and financial control analyses periodically during performance and following project completion to help improve capital project investment returns
- **Capital Projects Oversight:** Procure service providers, monitor critical project parameters, and recommend performance solutions, among other services

**Corporate Finance Advisory:**

Deloitte Corporate Finance (DCF) provides clients with responsive and sophisticated M&A advisory services as they pursue middle market transactions. Our engagement teams work closely with clients to assist them in identifying opportunities and risks.

- **Buy Side Services:** Advise strategic and financial buyers on mergers, acquisitions, and joint ventures
- **Capital Efficiency:** Assist in prioritizing and identifying opportunities to optimize portfolios of capital allocation projects
- **Capital Raising Services:** Structure and arrange a variety of financing alternatives for clients
- **Corporate Development Advisory Services:** Advise on a variety of corporate development strategic options, including an IPO, prioritizing shareholder objectives, enhancing corporate finance capabilities, and understanding current market valuation and paths to potential liquidity
- **Corporate Development Outplacement Services:** Provide corporate development services, most notably around identifying and pursuing M&A targets



- **Fairness Opinions:** Render a judgment regarding the fairness from a financial point of view of the consideration to be received by a stockholder – relative to industry and market conditions – in a corporate transaction
- **Sell Side Services:** Advise companies on the sale or divestiture of all or part of a business, from initial planning and marketing through due diligence, closing, and post-closing activities

**Real Estate Consulting:**

Our Real Estate Consulting practice helps companies make better real estate business decisions. We serve clients throughout nearly all industries, handling many types of property-related issues, including fee and leasehold interests, debt and equity positions, securities investments, and complex property analysis and valuation. We cover the full spectrum of real estate valuation services, from evaluating large and diverse portfolios to performing single-property analyses, as well as identifying and performing valuations of tangible and intangible real estate-related assets that include in-place leases, above and below market leases, and tenant relationships. Clients include owners, investors/ lenders, operators, intermediaries, and corporate real estate groups.

- **Lease Abstraction:** Abstract or validate data from commercial real estate leases into an electronic database

- **Lease Audit:** Test the validity of operating expenses and real estate taxes billed by a landlord to tenants by testing the landlord’s operating expense reimbursement methods on behalf of tenants and determining if landlords are adequately billing tenants; may also include percentage rent tests for retail properties
- **Real Estate Due Diligence:** Due diligence lease abstraction – financial and operational, validation of seller’s Argus run, CAM pool and cash flow testing, REIT income compliance check, Security Deposits validation, Option Encumbrances analysis, service contract testing, estoppel review
- **Real Estate Highest & Best Use Studies:** Analyze the productive use or uses of real estate, inclusive of the prevailing legal requirements, that are financially viable and that result in the highest return to the land
- **Real Estate Impact Studies:** Analyze economic or demographic data to estimate the extent of change in the targeted geography based on particular project or program interventions
- **Real Estate Market Studies:** Analyze markets, market assumptions, and/or financial indices affecting geographies, real estate, and/or businesses
- **Real Estate Securitization:** Analyze commercial mortgages to be securitized by testing cash flows, underwriting assumptions, and supporting documentation



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## Deloitte FAS advises clients on managing business controversy and conflict, executing deals, and maintaining regulatory compliance. We provide services to companies throughout their lifecycle – from purchasing a company to investigating potential fraud.

### *Reorganization Services:*

The Reorganization Services practice is a nationally recognized team specializing in providing in-depth business and financial advisory services to companies, their creditors, their equity holders, the legal community, bank syndicates, and other interested parties in both in-court and out-of-court reorganizations.

- **Bankruptcy Administration Services:** Advise companies in pre-petition preparation for and financial reporting in a Chapter 11 proceeding
- **Bankruptcy Examiner:** Serve as court-appointed bankruptcy examiners
- **Creditor Advisory:** Advise creditors on both in-court and out-of-court business restructurings
- **Debtor Advisory:** Advise debtors on both in-court and out-of-court business restructurings
- **Fresh Start Accounting:** Advise companies emerging from bankruptcy to record the financial effects of the Plan of Reorganization, including tax and valuation
- **Intermediary Advisory:** Advise intermediaries, such as law firms and financial institutions, on business restructuring issues
- **Lender Advisory Services:** Combine detailed due diligence findings and detailed financial analysis, augmented by asset appraisals and enterprise valuations, to assist lenders as they develop a

business case for internal review and approval of new and existing credit facilities

### *Tangible Asset Valuation:*

Our professionals provide various services related to fixed assets to assist clients with compliance reporting, specialty tax transactions, and strategic business purposes.

- **Cost Segregation:** Perform cost segregation analyses to help clients properly identify and classify expenditures eligible for accelerated depreciation deductions for federal income tax reporting purposes
- **Financing Appraisals:** Assist in valuation of loan collateral for financing purposes
- **Fixed Asset Management:** Assist companies in improving the integrity of their fixed asset data and to help implement leading industry fixed asset management practices
- **Insurance Appraisals:** Perform identification of the replacement costs/value of real and/or personal property for insurance purposes
- **Property Tax Valuation:** Assist clients in properly quantifying and articulating values for property tax purposes; help companies make informed business and investment decisions by assisting them in quantifying the value of an entity, asset, or liability

### **Forensic & Dispute Services**

Our Forensic Services professionals review accounting and business records and provide detailed analysis to help uncover essential facts and insights. We can bring to bear the range of our forensic investigation skill set to help our clients understand and analyze events or issues and prepare to deal with them. We have developed methodologies and strategies that help clients handle difficult circumstances.

With decades of dispute consulting experience and through thousands of cases of various types and descriptions, our Dispute Services practice has a solid track record of helping counsel with challenging financial and economic issues in complex litigation and other business dispute cases. We are trained to provide financial insight and clarity to counsel during the various stages of a business dispute, from case theory development and discovery to expert witness testimony.

***Analytic & Forensic Technology Consulting:***

Our Analytic & Forensic Technology (AFT) professionals help clients and their legal counsel collect, preserve, and analyze large and disparate data to support or refute the facts and allegations of commercial investigations and complex litigation. We combine our forensic accounting and investigative skills with advanced computer labs and cutting-edge technology to offer innovative solutions to our clients' complex legal problems.

- **Computer Forensics:** Collect, preserve, and harvest data from computer systems, including hard drives, servers and back-up media, to maintain and preserve authenticity and chain of custody for electronic records; perform data analysis to find potential evidence of malfeasance, such as information deletion, policy violations, or unauthorized access
- **Electronic Discovery:** Convert and organize large amounts of electronic data into a user friendly format that can be accessed and shared by end-users; typically used for document review and production during litigation, creating the electronic equivalent of a litigation war room in an on-line, real-time format
- **Data Analytics:** Analyze large amounts of data to identify patterns and anomalies that may lead to the discovery of evidence of malfeasance, including fraud; systematic approach to data analysis begins with assisting the client in locating, scoping, acquiring, testing, and verifying data with proprietary analysis tools and techniques employed to identify patterns and anomalies once the data has been verified and migrated to a stable platform
- **Legal Business Consulting:** Perform strategic planning, organizational design, outside/local counsel management, technology evaluations, and records management services to help corporate law departments and law firms reduce legal spending, enhance client service delivery, and increase operational effectiveness

***Anti-Money Laundering Consulting:***

The professionals in the Anti-Money Laundering Services (AML) practice have assisted clients with anti-money laundering issues for more than 20 years.



We have studied the myriad ways money launderers work – smuggling, counterfeiting, corruption, third-party fraud or theft/diversion by insiders, etc. – and we have the skills and experience to help clients implement detection and compliance programs.

- **AML Compliance Program Assessments:** Conduct an in-depth review of a financial institution's Bank Secrecy Act, Anti-Money Laundering and Office of Foreign Assets Control compliance program
- **AML Due Diligence:** Investigate potential AML issues and risks at acquisition targets; test sellers' AML compliance programs in preparation for sale
- **AML Know Your Customer Assessments:** Identify missing customer information to assist institutions in complying with Know Your Customer/Customer Information Program regulations and, when requested, complete these gaps; conduct customer due diligence
- **AML Risk & Control Services:** Conduct programmatic Anti-Money Laundering and Office of Foreign Assets risk assessments



- **AML Technology Consulting:** Advise and assist in system selection, technology business integration, and the development of transaction monitoring rules
- **AML Training:** Develop and deliver Anti-Money Laundering compliance training
- **AML Transaction Analysis (Look Back):** Analyze whether or not suspicious activity (or currency transaction activity requiring a Currency Transaction Report) was identified accurately and handled in accordance with applicable reporting regulations

**Anti-Fraud Consulting:**

Our integrated approach to fraud control helps organizations to understand their susceptibility to fraud risk, identify high-risk fraud areas, develop a fraud control plan to address areas of critical fraud risk, monitor the ongoing effectiveness of fraud risk mitigation, and respond to actual instances of fraud.

- **Audit Review Support – Fraud:** Assist the audit team to plan the audit and evaluate the results of audit testing in an effort to detect fraud

- **Fraud Awareness Training:** Design and deliver fraud awareness programs to educate employees about fraud prevention, detection, and deterrence
- **Fraud Control Advisory:** Design control programs to help prevent and detect fraud
- **Fraud Risk Assessment & Diagnostic:** Assess the risk of fraud to help businesses understand where they are vulnerable and to help address those vulnerabilities

**Business Intelligence Services:**

The Business Intelligence Services practice consists of highly trained investigators and intelligence specialists with extensive experience in due diligence, litigation support, fraud, and other investigations. We provide information on the background, integrity, and reputation of selected individuals and entities in a variety of contexts.

**Corporate Investigations:**

The Corporate Investigations practice conducts fact-finding investigations to help assess allegations of possible impropriety and respond to government regulators. Our professionals bring the financial acumen, forensic accounting and investigatory skills, and technological know how to conduct corporate investigations spanning many levels of complexity and breadth.

- **Corporate Investigations:** Analyze financial or accounting data and conduct interviews to identify financial or accounting irregularities and patterns of conduct
- **Asset Tracing & Recovery:** Trace and recover misappropriated or hidden assets as a result of fraud, bankruptcy, restructuring, or other events
- **Asset Misappropriation Investigations:** Assist management in the analysis of theft, defalcation, and other similar activity

**Document Review Services:**

Our Document Review Services professionals provide companies and their legal counsel with efficient and timely assistance related to document review and production in complex business disputes and investigations. We employ a metrics-based approach to track patterns and trends in the process, helping law firms and law departments make more informed decisions based on historical information.

***Foreign Corrupt Practices Act Consulting:***

Our Foreign Corrupt Practices Act (FCPA) Consulting practice helps organizations navigate FCPA risk and respond to potential violations. We have worked on a variety of FCPA engagements, including investigations, acquisition due diligence, and compliance program implementation and assessments in over 50 countries for some of the world's leading companies.

- **FCPA Due Diligence:** Investigate potential FCPA issues and risks at acquisition targets; test sellers' FCPA compliance programs in preparation for sale
- **FCPA Investigations:** Analyze financial records and conduct interviews to identify, understand, and assess alleged FCPA violations
- **FCPA Programs & Controls:** Develop or refine FCPA ethics and compliance programs

***Litigation Dispute Consulting:***

Corporations are faced with an ever increasing amount of litigation and complex business disputes. To prevail in this environment requires the skill and ability of experienced litigators supported by dispute consulting professionals who provide meaningful financial and economic analysis.

- **Arbitrator Services:** Serve as an independent arbitrator or neutral
- **Business Insurance Claims Preparation:** Provide advice and dispute resolution in connection with the preparation and submission of insurance claims
- **Construction Litigation:** Provide advice regarding construction disputes, litigations, and arbitrations, including serving as an expert witness
- **Dispute Consulting Services:** Provide advice regarding disputes, litigations, and arbitrations, excluding serving as an expert witness; excludes those subject matter areas specifically identified in other Litigation and Dispute Support market offerings
- **Economic & Statistical Consulting:** Conduct empirical and theoretical analysis of market, corporate and individual incentives and constraints for use in disputes and business decisions

- **Environmental Consulting:** Provide advice in connection with environmental matters, including disputes, litigations, arbitrations, and serving as an expert witness
- **Examiner & Monitor Services:** Serve as a court-appointed independent examiner or monitor
- **Expert Witness Services:** Provide expert testimony at trial and in other dispute resolution forums; excludes those subject matter areas specifically identified in other Litigation and Dispute Support market offerings
- **Intellectual Property Litigation:** Provide advice regarding intellectual property disputes, litigations, and arbitrations, including serving as an expert witness
- **Securities Litigation:** Provide advice regarding securities disputes, litigations, and arbitrations, including serving as an expert witness

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# Tax Services

A tax implication exists for every transaction a company undertakes, from trading to acquisition to offshoring. Even the most sophisticated global companies often struggle with balancing compliance details and long-term tax strategy. The tax specialists of Deloitte Tax – the largest tax practice in the United States – can help your company understand national and international tax structures and align your tax function with your business objectives.

## **Global Employer Services**

Employers today have to be vigilant and proactive when it comes to the web of regulations under the Internal Revenue Code, Employee Retirement Income Security Act (ERISA), and other similar federal and state statutes. At the same time, companies with international



operations must factor in compliance with comparable national and local laws of every country in which they either have operations, or to which their employees travel frequently. Those laws vary widely, too.

More than tax and regulatory specialists, Global Employer Services GES practitioners are business specialists who understand the tax landscape. Clients are advised on the people, process, and technology transformation issues they should consider as they design and deliver competitive employment programs.

Deloitte Tax's GES team offers well-rounded plans and development strategies that can help improve the tax efficiency of global employment programs.

## **Compensation and Benefits**

Compensation and benefits specialists can help address a complex array of tax laws and regulations, both new and old. Beyond strict statutory compliance with related tax laws, Deloitte's integrated team of specialists can advise companies as they explore opportunities that create transformation through discerning the total rewards that critical employees want and need. This motivates employees to successfully carry out a company's business and talent plan. And it results in the examination of ideas that provide cost-effective tax savings.

## **International Assignment Services**

A successful international assignment program requires companies to have effective tax regulatory compliance. Through Deloitte's extensive knowledge of tax laws in a variety of jurisdictions, specialized compliance skills, proprietary tax software, and tax consulting, the International Assignment Services team can advise companies as they focus on containing costs by delivering country-specific, tax-effective, and competitive compensation advice to assignees.

## **International HR Services**

Whether a company is creating its first international program for employees, re-examining the effectiveness of an existing program, or transitioning a program to address tax regulatory concerns, the International HR Services (IHR) team can provide advice around a robust global mobility program. The IHR team can provide services and consulting on industry practices that companies can consider as they facilitate the effective, efficient, and compliant mobility of their organization's critical talent. Through leveraging this team's specialization, companies can be advised as they undertake the alignment of their international program goals with their corporate and HR strategies.

## **Risk.Talent.Rewards**

The success of every organization is directly linked to its people. Deloitte's Risk.Talent.Rewards team provides advice with the goal of increasing the competitive advantage embedded in the global workforce of multinational organizations. This advice also pertains



to how an organization may improve on its ability to harness the energy and ingenuity of its human capital by transforming the design and delivery of remuneration and benefits programs, as well as through a more strategic deployment of talent.

- **Global Controls:** The Global Controls team provides observations and industry practices on processes and controls as organizations strive to minimize the tax and financial risks associated with complex cross-border remuneration and benefit programs.
- **Global Mobility:** In order to address immediate and long-term demand for global talent, the Global Mobility team can advise companies as they undertake the building of a global mobility function that aims to consistently achieve a high level of operational performance.
- **Global Rewards:** Deloitte's Global Rewards specialists can advise companies on their efforts to improve their global plans to increase the net benefits delivered, reduce the cost, manage risk, and address the unique challenges posed by internationally mobile employees.

#### ***Technology***

The GES Technology team takes great pride in driving leading edge business technology that facilitates transparency of tax reporting and helps to maximize

the effectiveness of companies and their teams. The tax tools are accessible in order to be multifaceted in delivering outstanding services to clients – their organization and international employees. These technology tools can be utilized globally by the practitioners in each of the other GES areas, providing greater process efficiencies. Through the GlobalAdvantage suite of tools, users can utilize the tax tools and customize their experience with rich, interactive functionality. Content can be tailored to suit individual user requirements. Useful information, interactive utilities, and news items are delivered within self-contained windows for program managers looking for up-to-date reports and metrics or assignees looking for the status of their individual tax returns.

Benefits of our GlobalAdvantage suite of tools include:

- Access to real-time information and service performance metrics
- Integrated global processes
- User-specific content that is interactive and meaningful
- Ability to facilitate communications between our expatriate services professionals and clients worldwide

#### **Federal Tax Advisory Services**

The professionals of the Federal Tax Advisory Services group assist companies in addressing their overall tax position and local, federal, and international tax reporting requirements. They understand the intricacies of tax regulations and their ramifications on business. They also invest the time to understand each organization's goals and the industry and economic trends affecting the business in order to deliver the right

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Even the most sophisticated global companies often struggle with balancing compliance details and long-term tax strategy. The tax specialists of Deloitte Tax can help your company understand national and international tax structures and align your tax function with your business objectives.

set of services. Our professionals integrate seamlessly with tax specialists in member firms worldwide. Our service approach includes providing a senior tax partner who understands the organization's business and culture as a single point of contact, helping to connect clients with the appropriate Deloitte resources.

Our Federal Tax Advisory Services are designed to assist organizations in addressing today's diverse and complex tax issues. These issues include tax compliance; tax accounting, including support for complying with financial accounting and reporting – income taxes and other regulations; tax controversy; tax management services; tax risk management; accounting for periods and methods, and others. In addition, our services address the special tax issues of different types of entities, including

Subchapter C and S corporations, passthroughs, joint ventures, partnerships, and private enterprises.

Through a national team of specialists, we also provide assistance for a range of complex tax matters, including those associated with federal credits and incentives; income tax withholding and documentation; financial instruments; earnings and profits, stock basis, Section 382, and loss disallowance. This national team also advises on tax matters related to post-merger integration, research and development, partnerships, inventory, Section 199, capital expenditures, meals and entertainment, net operating losses, and transaction costs recovery. In addition, this national team of specialists provides a number of highly focused reviews to help organizations explore tax savings opportunities. These include strategic tax reviews, whereby we analyze aspects of a company's worldwide tax situation; accounting periods and methods reviews; capital expenditure reviews; lobbying costs reviews; revenue recognition and receivables reviews; and Section 186 reviews.

Our services can be delivered on a stand-alone basis or combined with other services, depending on an organization's individual needs.

#### ***Private Client Advisors***

Deloitte's Private Client Advisors group provides detailed and objective tax and wealth planning advice to private companies and their owners, and affluent individuals and families. With more than 600 professionals nationally, the Private Client Advisors group is committed to serving wealthy individuals and private companies in the many facets of wealth accumulation and protection, including tax, estate, gift, trust, and charitable planning. Private Client Advisors, in collaboration with Deloitte's Private Enterprise Services, work to provide broad service delivery to private companies.

#### ***Private Enterprise Services***

Deloitte's Private Enterprise Services are designed to assist private companies with their business needs in a holistic manner – ranging from financial and tax reporting for the business to owner wealth management – by drawing on the extensive resources of Deloitte. Our depth and breadth of experience encompass an array of typical issues for growing enterprises such as business expansion, governance

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## Through leveraging this team's specialization, companies can be advised as they undertake the alignment of their international program goals with their corporate and HR strategies.

structure, and talent strategies. Our client experiences span various industry sectors and ownership arrangements such as investor-owned, closely held, and family businesses.

### **Tax Management Services**

From record to report, our Tax Management Services (TMS) group can assist tax departments with various operational matters. This group combines the experience and skill sets of our Tax Accounting Services, Cosourcing, and Tax Management Advisory Services teams. Our TMS group helps tax organizations move forward from current state to the next-generation tax function, supporting them in such areas as:

- Tax operational strategy and operations – Helping organizations align their tax operations with overall corporate and tax objectives
- Tax risk management – Helping organizations develop a measured and methodical approach to tax risk management, including the tax provision process
- Tax data and information management – Assisting with the design and implementation of tax-specific ERP applications, business performance management applications, and the implementation of tax record storage and recovery processes
- Tax technology and systems integration – Helping examine the range of tax-specific opportunities with regard to tax technology and systems
- Tax process improvement – Helping organizations explore areas of opportunity for refining, reducing, and eliminating redundant processes and driving improved performance
- Tax organization and resources – Helping lay the ground work for a tax organizational structure that can be scalable to address business changes

We can support organizations on discrete projects, assist in multiple areas, or even work with them on a cosourcing basis to help the tax function (both domestic and global) be a high-value contributor to the enterprise. Our objective is to help organizations achieve a streamlined, transparent, and efficient tax function – one that can handle compliance and planning issues while expanding its strategic support to the broader business enterprise.

### **International Tax and Transfer Pricing**

Within the area of international tax, the goal of any global organization should be to align worldwide effective tax rate reduction and efficient global cash management with the overall business strategy. By helping multinationals with these critical objectives, our professionals can deliver unparalleled value in global tax planning and compliance services.



### **International Tax**

Our International Tax practice offers a comprehensive approach to client service, giving clients' access to business, accounting, industry, and tax specialists who have deep understanding of challenges and issues faced today. We provide the resources needed, unhindered by geographic or organizational barriers. Companies benefit from the hands-on, in-depth experience, leadership, and responsiveness, anchored by the technical specialization of Deloitte professionals. Our global network can help companies address U.S. outbound and inbound tax issues and manage their worldwide effective tax rate. When it comes to managing, analyzing, and reporting the massive amounts of tax data that global companies struggle with regularly, our tax technology professionals offer exceptional customized service. Offerings include: U.S. Cross Border and Local Country Tax Planning; Tax-Effective Financing; Foreign Tax Credit Planning; Optimize Use of Offshore Cash; Efficient Repatriation of Offshore Cash; Global Value Alignment;

Global Supply Chain Consulting; Cross-border M&A services; International Tax Compliance; International Tax Quantitative Consulting; Global Trade Solutions; International Tax Accounting Competency; Global U.S. Investment; and Value Added Tax.

- **Global Strategies Group**

Our Global Strategies Group is dedicated to assisting in developing and executing global tax and treasury



strategy. Employing Deloitte's Global ST2EPS methodology, the group uses well-developed analytical models to identify, organize, prioritize, and measure multi-year planning opportunities, and then collaborates with you to customize the appropriate action plan. This approach is very effective in identifying opportunities to enhance existing tax and treasury strategy, including managing the uncertainty created by the recent tax proposals from President Obama's Administration. In response to the rapid pace of recent business transformation caused by the current economic environment changes, the Global Strategies Group is focusing on Global Value Alignment (GVA), in which it identifies increased opportunities for tax efficiencies relating to: globalization of business functions and related cost pools; location of assets and profit-drivers; integration of business processes and systems to reduce costs; and profits driven by intangible assets. This GVA focus is especially helpful in building long-term sustainable effective tax rate reduction.

- **Global Trade Solutions**

The efficient integration of customs and international trade processes into a multinational company's overall business goals, tax planning, and supply chain management can be crucial to its success. Our services help you navigate the complex maze of customs and trade rules, manage compliance risk, automate import and export processes, and maximize cost and duty savings opportunities associated with the production, import, and export of goods around the world.

- **Global U.S. Investments**

Investments by foreign businesses into the United States are often subject to taxes designed to level the playing field between those investors and U.S.-owned businesses. Deloitte has more than 100 Global U.S. investment specialists focused on inbound tax planning in the United States. Assisting them are hundreds of other Deloitte Tax professionals around the world in member firms of Deloitte Touche Tohmatsu who bring their "home country" knowledge. Based on your company's specific goals and business strategies, we can help you consider issues such as the overall structure of an investment or acquisition, the transfer pricing implications, opportunities for repatriation to a non-U.S. parent, and disposition of U.S. companies.

- **International Core of Excellence (ICE)**

Having access to accurate and relevant information about foreign tax systems is critical. Unfortunately, obtaining such information and guidance on a timely basis is an enormous challenge for U.S. companies doing business in multiple jurisdictions. This task is made still more complex by the need to understand how foreign tax rules interact with those of the United States. Our ICE team members are U.S.-based senior tax specialists from key foreign jurisdictions who can provide on-the-ground support to U.S. multinationals and help them address how foreign tax considerations impact their business drivers and world-wide tax planning. In a global environment where every opportunity for generating cash tax savings should be considered, managing local country taxes around the world is imperative.

- **International Mergers, Acquisitions & Restructuring**

Our International Tax Mergers, Acquisitions & Restructuring practice is focused on providing due diligence, structuring, and post-acquisition integration services to strategic and financial clients. In addition, current marketplace conditions have given us fresh perspectives on downturn restructuring activity as a counterpart to traditional M&A services. Deloitte offers a structured and disciplined approach, with clear strategic objectives, detailed implementation plans, and a focus on creating and capturing value.

- **International Tax Compliance**

International Tax Compliance has become more complex and resource-intensive due to changing technical regulations, e-filing, FIN 48, and increasing audit risks. Leveraging our International Tax Compliance group allows your company to manage these new complexities of the tax environment and re-deploy resources to higher value activities (especially being able to react to rapidly evolving and radically unique U.S. tax law proposals of President Obama's Administration) without having to hire, train, and retain additional internal staff.

- **International Tax Quantitative Consulting Solutions**

Complex calculations, combined with compound

legal structures and intercompany transaction flows, present significant barriers to executing key international tax processes. In addition, extracting the right tax data from your company's various systems and locations can be especially problematic. Even after the correct information is identified, aggregating and presenting that data to C-suite management can be another time-consuming and difficult task. Our International Tax Quantitative Consulting Solutions (IT.QCS) group delivers broad and innovative data management tools that address a wide variety of international tax problems.

With a unique combination of international tax and technology experience, our international tax professionals combine powerful technologies with customized models to help your organization address burdensome calculations accurately and efficiently.

- **Value Added Tax**

With more than 130 countries operating Value Added Tax (VAT) or VAT-type regimes, planning for indirect taxes such as VAT presents challenges and opportunities for any U.S. company conducting business across international borders. Deloitte Tax VAT services can help minimize your VAT exposure by designing a cohesive VAT strategy based on a firm understanding of the nuances in each jurisdiction.



### ***Transfer Pricing***

Our U.S. practice has more than 230 transfer pricing tax specialists, including economists, attorneys, and tax professionals. This group incorporates strong international tax and economic knowledge with extensive government contacts, language skills, and specialized experience. Given the complexity of international tax rules, transfer pricing issues have become increasingly burdensome and risky for multinationals. We can help align transfer pricing solutions with overall global business objectives, develop a plan to address tax compliance risk and worldwide taxes, resolve potential disputes, and assist in regulatory compliance and documentation to support transfer pricing practices. Spurred by current global economic conditions, we have developed effective and highly cost-efficient services for revisiting existing transfer pricing practices. These practices examine global charge-out options, consider select advance pricing agreements, and evaluate global documentation practices. Offerings include: Transfer Pricing Documentation; Dispute Resolution (Advance Pricing Agreements and Competent Authority); International Tax Quantitative Consulting; and Global Value Alignment.

- **Advance Pricing Agreements**

An Advance Pricing Agreement (APA) mitigates the risk of transfer pricing adjustments, penalties, and double taxation by obtaining IRS and foreign tax authority approval of a company's transfer pricing. This applies to up to five prospective tax years and all open tax years. Deloitte has a global team of highly experienced and eminent APA tax specialists who can advise you as you obtain these agreements with the relevant tax authorities.

- **Competent Authority**

Because tax transfer pricing is subject to varying interpretation, multinationals commonly face transfer pricing audits, adjustments, and possibly penalty assessments. Transfer pricing adjustments can also lead to double taxation and unanticipated changes in effective tax rate. Our transfer pricing tax specialists understand the complexities of audit defense, tax treaty issues, and international tax dispute resolution, and can advise you as you obtain the best available results through the U.S. treaty competent authority process.

- **Global Documentation Services**

Companies are faced with ongoing budget and resource constraints that make compliance with required transfer pricing tax documentation a significant challenge. Our transfer pricing professionals can assist clients as they satisfy global documentation requirements by preparing global transfer pricing tax reports that emphasize consistency and sound economic analysis.

- **Global Value Alignment**

Global expansion and the rapid evolution of business transformation have created a new tax planning environment with increased opportunities for tax optimization for companies. These opportunities exist in areas such as globalization of business functions; globally managed functions and related cost pools; location of assets and profit-drivers; convergence of business processes and systems to reduce costs; Treasury initiatives to globally manage cash, investments, and risks; and more. As companies seek to improve their tax efficiencies as part of these business transformations, we can help develop a well-designed and sustainable transfer pricing tax policy necessary to achieve these goals.

### **Multistate Tax Services**

Our Multistate Tax team strives to deliver integrated tax approaches that align with a client's overall business objectives. Our professionals are committed to helping clients manage the broad range of complex state and local tax issues at all stages of a company's life cycle – from initial registrations to complex M&A transactions – providing insight based on our technical experience and wide-ranging industry backgrounds. Our Multistate Tax team includes more than 700 professionals nationwide, drawn from a mix of accounting, legal, industry, and state government backgrounds, including former high-ranking officials and auditors in state tax agencies. With this background, we have significant experience with state and local jurisdictions in all 50 states.

- **State Income, Franchise, and Gross Receipts Taxes**

State income, franchise, and gross receipts taxes are a constantly moving target. Rules vary widely among the states, which are becoming more creative in their attempts to increase their tax base with some state and local tax rates adding up to over 10 percent.

We are also seeing substantial changes in nexus and apportionment rules, and a choice by some states to replace their tax systems with gross receipts tax regimes. The compliance and accounting for these changes can be cumbersome. Too often these complexities become a drain on tax department resources and company profits.

- **State Tax Compliance Services**

The complexity of state taxes presents potential opportunities to both explore tax savings as well as address corporate tax compliance risk. Through our use of automated software and our in-depth knowledge of state taxation, we can help you pursue efficiencies in the tax process. Whether your in-house tax department needs support with the compliance process, or if outsourcing is an option for you, Deloitte's Multistate Tax team can help.

Recognizing the challenges facing our clients, Multistate Tax has also developed a proprietary Revenue Agent Report ("RAR") compliance application aimed at helping clients facilitate data collection, return preparation, and project administration associated with the state compliance requirements following an IRS audit. We have assembled a team of seasoned multistate tax specialists with in-depth RAR experience to work with our clients across the country to provide various levels of co-sourcing of the state RAR compliance process. Our process, experienced resources, and proprietary technology tool allow us to provide these services in an efficient and cost-effective manner.

- **Sales & Use Taxes**

Sales and use tax liabilities can be substantial both in good times and bad. State tax authorities continue to seek new revenue opportunities. Sales and use tax audits are on the rise, and assessments and penalties are increasing. For some companies, a failure to implement and apply proper sales and use tax practices may represent a significant liability, or even a material weakness in internal control over financial reporting. Multistate Tax can assist you in analyzing

the sales and use tax process, including collections, payments, and exemptions, possibly resulting in refunds or future cash savings.

- **Credits & Incentives**

State and local incentives and tax credits can present a significant opportunity if your company is entering new markets; acquiring or merging with another company; consolidating, divesting, or relocating facilities and operations; or simply growing. By exploring, securing, and implementing available credits and incentives, you can potentially avoid paying unnecessary taxes; obtain immediate tax refunds; manage operational costs; improve EBIT, net income, and shareholder value; and enhance the economic value of company initiatives. However, many different factors affect the specific types of credits and incentives that may be available to your company. Multistate Tax can help you sort through the potential benefits along with the related requirements.

- **Strategic State Tax Review**

As companies continue to evolve in today's dynamic marketplace, their operations and geographic footprints change rapidly. Consequently, having an effective tax structure that aligns with business strategy and operations is critical. Our process includes a detailed understanding of a company's business strategy and operations to help the company design and implement a multistate tax approach that not only aligns with business goals, but also seeks to accommodate growth.

If your company pays significant state and local taxes and operates in multiple jurisdictions, it makes sense to explore your options through a Strategic State Tax Review. This involves a detailed review of state and local taxes, including: income, franchise, and gross receipt taxes; transactional taxes; telecommunications taxes; credits and incentives; excise taxes; and utility taxes. This approach focuses on potential opportunities that may arise from this broad-spectrum tax review.



- **Multistate Tax Transaction Services**

Virtually every business decision has a tax consequence. When your company is facing strategic business decisions such as forming an entity, buying or selling assets, or acquiring or merging with another company, are you considering the multistate tax consequences? Does the resulting multistate tax posture align with your company's business objectives and strategies? Given the complexities of major business transactions, a review of your multistate tax posture should figure prominently in your analysis when unique transactions arise. We can help you assess how your multistate tax planning and compliance activities align with the proposed transaction.

- **State Tax Controversy Services**

What tax issues keep you up at night or worry you during the day? The constant pressure of unexpected exposure? The frustration of resource constraints within your department? Longstanding procedural delays with taxing authorities? The absence of a broad substantive background on the issues? Many tax departments have limited resources and personnel. Competing tax return filing and other deadlines consume these resources. Tax planning and issue resolution often take a back seat to the day-to-day demands of compliance. At the same time, your management is calling for improved risk management and resolution of pending audits. Multistate Tax can provide assistance in analyzing your company's state tax audit exposure, helping develop responses to state tax auditor inquiries, meeting with state tax audit personnel, and seeking informal or formal state tax rulings and guidance.



- **Financially Stressed Company Services**

The economic downturn has affected even the strongest companies. As businesses experience increased economic stress, activities directed at sustaining and possibly enhancing company value create unique tax considerations. Understanding the potential multistate tax effect of these activities can potentially improve the decision-making ability of business leaders as they seek to preserve and increase enterprise value or acquire troubled companies.

Conversely, the failure to assess and address the relevant multistate tax considerations when a stressed company faces economic challenges could result in unexpected and unplanned financial statement impact, increased tax liability, and missed refund opportunities. Multistate Tax can provide valuable assistance in this area, including helping you analyze the unique federal and state tax differences between NOLs, debt restructurings, and issues associated with bankruptcy emergence.

# Offices

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Albany, NY	Denver, CO	Louisville, KY	Rochester, NY
Ann Arbor, MI	Des Moines, IA	Manhattan Beach, CA	Sacramento, CA
Arlington, VA	Detroit, MI	McLean, VA	Salt Lake City, UT
Atlanta, GA	Foster City, CA	Memphis, TN	San Antonio, TX
Austin, TX	Fort Worth, TX	Miami, FL	San Diego, CA
Baltimore, MD	Fresno, CA	Midland, MI	San Francisco, CA
Birmingham, AL	Ft. Lauderdale, FL	Milwaukee, WI	San Juan, PR
Boise, ID	Glen Mills, PA	Minneapolis, MN	Santa Ana, CA
Boston, MA	Grand Rapids, MI	Nashville, TN	Scottsdale, AZ
Buffalo, NY	Greenville, SC	New Orleans, LA	Seattle, WA
Camp Hill, PA	Harrisburg, PA	New York, NY	Silicon Valley practice, CA
Carlsbad, CA	Hartford, CT	Oakland, CA	St. Louis, MO
Cedar Rapids, IA	Hermitage, TN	Omaha, NE	Stamford, CT
Charlotte, NC	Honolulu, HI	Orlando, FL	Summit, NJ
Chicago, IL	Houston, TX	Parsippany, NJ	Tallahassee, FL
Cincinnati, OH	Indianapolis, IN	Philadelphia, PA	Tampa, FL
Cleveland, OH	Irving, TX	Phoenix, AZ	Tulsa, OK
Columbia, SC	Jacksonville, FL	Pittsburgh, PA	Waltham, MA
Columbus, OH	Jericho, NY	Portland, OR	Washington, DC
Costa Mesa, CA	Kansas City, MO	Princeton, NJ	West Palm Beach, FL
Dallas, TX	Las Vegas, NV	Raleigh, NC	Wilton, CT
Davenport, IA	Lincoln, NE	Reno, NV	Woodland Hills, CA
Dayton, OH	Little Rock, AR	Reston, VA	
Deerfield, IL	Los Angeles, CA	Richmond, VA	

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