

# YOUR PARTNER FOR GROWTH IN ASIA



# DEZAN SHIRA & ASSOCIATES

Your Partner for Growth in Asia

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# ABOUT US

## Our Practice

Dezan Shira & Associates is a pan-Asia, multi-disciplinary professional services firm that provides clients with the corporate, professional, and technology services that are essential for navigating Asia's complex regulatory environments. We assist multinationals with all aspects of establishing, maintaining, and growing their businesses in the region.

Founded in 1992, the firm is in its third decade of operation, and has grown to include dozens of technical practices with more than 600 professionals, located across 15 countries throughout Asia.

## Asia Offices

We support clients' operations in Asia from our 27 offices, strategically located throughout China, Hong Kong SAR, India, Indonesia, Mongolia, Singapore, Vietnam, and the United Arab Emirates, as well as from our 14 Dezan Shira Asian Alliance™ offices throughout Australia, Bangladesh, Cambodia, Japan, Laos, Malaysia, Myanmar, Nepal, the Philippines, South Korea, Sri Lanka, Thailand, and Türkiye. Together, we are one of Asia's largest integrated providers of corporate services with more than 40 offices and 600 professionals.

## Global Reach

We ensure our clients and business partners receive dedicated attention through our branch offices in the US, Germany, and Italy, staffed by personnel with extensive Asia experience. Furthermore, as members of leading accounting, tax, and legal professional networks, we offer one-stop services in 155 countries worldwide.

**30+**  
Years' experience

**40+**  
Offices

**600+**  
Professionals

**10,000+**  
Entities managed



## Our Clients

The corporate clients that we serve operate across dozens of industries and originate from more than one hundred countries around the world. Nearly 70% of our customers maintain global headquarters in Europe or the Americas, while Asia-invested firms make up our fastest growing customer segment.

Our practices cater to start ups, mid-cap companies, family firms, listed corporations, and larger multinationals. We work as comfortably with entrepreneurs and owners as with executives and department managers.

The expertise that our professionals apply stems from supporting clients in the region for more than 30 years. Our versatile depth of knowledge and strong practice familiarity helps us better serve our clients' present and future needs within Asia's developing markets.

## Industry Sectors

- Education
- Healthcare
- Manufacturing
- Food and Beverage
- Professional Services
- Information Technology
- Trade and E-Commerce
- Entertainment and Sports
- Environment and Cleantech
- Non-Governmental Organizations



## Our Services

Our services are tailored to help executives and decision-makers manage the legal, financial, and technological hurdles that international firms face with market entry and operations in Asia's unique markets and jurisdictions.

With more than 600 lawyers, accountants, auditors, HR professionals, business intelligence, and technology experts in Asia, our services are fully integrated across our services lines and global offices.

Our unique, cross-disciplinary advisory model provides clients with deeper insights and expedited knowledge, enabling them to adeptly seize opportunities and navigate change. This advantage empowers them to confidently pursue their goals and secure a competitive edge in Asia.



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# ACCOUNTING

Companies today require accounting functions to be forward-looking and tailored to their needs. We specialize in technology-driven, client-centric approaches for managing our customers accounting compliance in Asia.

Our comprehensive accounting solutions include tailored packages for bookkeeping, treasury services, accounting software and ERP support, as well as optional in-house finance management, tax, payroll, and digital technology services.

With decades of accounting experience in the region, we understand the importance of keeping our customers' accounting practices compliant and ensuring that our delivery helps each client focus on their core business.

## Automation, Digital Accounting, and ERP

We are experts in digital accounting. Our in-house technology teams help clients add digital accounting capabilities with smart, secure, and integrated systems.

We provide light-weight accounting apps or ERP solutions, integration, and localization services to help clients achieve their compliance through technology, and drive value for their business.

## Accounting and Bookkeeping

- Bookkeeping
- Financial Reporting
- Statutory Filing
- Consolidation of Accounts
- GAAP Adjustment
- Multi-country, Multi-office Management
- Virtual CFO Services

## Treasury Management

Well-managed treasury functions are vital to any business. Our dedicated client managers can assist customers to facilitate bank payments, cross-border remittance and collection, and help add independent party oversight of proper fund deployments.

- Custodian of Seals and Chops
- Payments and Reimbursement Claims
- Traditional and e-Banking Processing
- Transaction Filing & Currency Declaration
- Bank and Petty Cash Reconciliation
- Signatory and Approval Services



# AUDIT AND FINANCIAL REVIEW

Internal and statutory audits are a core concern every business year. Our qualified teams provide audit and in-depth review expertise in line with local and international standards.

Dezan Shira & Associates' qualified audit specialists are experienced with International Financial Reporting Standards (IFRS), and the Generally Accepted Accounting Principles (GAAP) applicable to the jurisdiction of audit and review work. Our expertise centers on statutory audit work, audit assistance, and in-depth internal audits.

## Treasury Management

- Treasury Management
- Cash Management Review
- Purchase and Payment Control
- Staff Disbursements Audit
- Cash Flow Management

## Financial Statement Audit

- Internal and Management Audits
- GAAP Review and Conversion
- Inventory Audit and Observation
- Fixed Assets Audit and Observation

## Special Purpose Review

- Accounting Health Checks
- Sarbanes-Oxley Advisory
- Financial Compliance Review

## Yearly Statutory Audits

- Annual Statutory Audit Assistance
- Statutory Audit Documentation Arrangement and Preparation
- Statutory Audit Review

## Internal Control and Risk Advisory

- Internal Control Review
- Internal Control Advisory
- Internal Control Training
- Fraud Prevention
- Fraud Investigation
- Risk Management Advisory



# BUSINESS ADVISORY

Every organization faces business and relationship risks that must be managed. We address the legal perspective to help guide your company's corporate, commercial, and employer positioning amid Asia's regulatory environments.

Our Business Advisory practice helps clients navigate Asia's regulatory landscapes and business environments from market-entry throughout their business stages. We expertly guide clients in areas relating to due diligence, legal contracts, intellectual property, policy formation, M&A, transaction advice, negotiation, and dispute resolution, either as a dedicated engagement or blended advisory from in-house legal, HR, audit or tax teams.

## Commercial and Contract Advisory

- Contract Preparation
- Commercial Negotiation
- Cross-Border Transactional Support
- Legal Translations
- Contract Dispute Resolution
- Litigation and Arbitration Support

## Labor and Employment Advisory

- Labor Policies and Contract Preparation
- Employee Incentive Plans Design and Drafting
- Labor Termination Consultation
- Labor Dispute Resolution
- Work Permit and Residence Permit

## Corporate Advisory

- Market Entry Regulatory and Investment Advisory
- Corporate Establishment and Structuring
- Organizational Restructuring and Divestiture
- Intellectual Property
- Repatriation of Funds and Financing Options

## M&A and Joint Venture Advisory

To address multi-disciplinary projects, we offer blended advisory services together with our in-house tax, audit, HR, and technology practice counterparts within a project taskforce model. This approach helps us advise clients across a wider range of issues at speed, to better meet their diverse range of needs.

We cover a range of cross-disciplinary issues:

- Company Background Check
- Legal, Financial, HR and Operational Due Diligence
- Joint Venture Negotiations
- Joint Venture Dispute Resolution
- Mergers and Acquisitions



# BUSINESS INTELLIGENCE

Business intelligence is often the first step when considering where and how to invest or trade in Asia. Our professionals play a key role in producing the decision-making information you need to help guide your strategic business direction.

## Multi-Country Benchmarking

Our pre-investment research and advisory helps position clients to make better informed decisions about the locations in Asia that are optimal for them to invest in. We address key multi-jurisdictional business matters in Asia, including:

- Applicable DTA & Free Trade Agreements
- Cost of Doing Business
- Consumer Segmentation and Preferences
- ESG and Sustainability Advisory
- Labor Market Costings and Analysis
- Location, Infrastructure, and Logistics Analysis
- Market or Industry Sizing
- National Regulatory and Licensing
- Economic Studies and Tariff Engineering

## Business Matchmaking

- Identification of Target Partners
- Long List Screening
- Outreach & Evaluation
- Meeting Facilitation

## Location Selection Services

Selecting a location for a new operation in a foreign market can be a daunting task. We help to address location suitability by analyzing and comparing tailored sets of local cost, regulatory, tax, competitive, supply chain, and other factors, to identify optimal entry and location options. With top choices identified, we can also help clients take the next step towards their new destination. We offer:

- Entry Strategy Development
- Location & Investment Zones Comparison
- Pre-Investment Advisory and Planning
- Pricing Study & Product Marketplace Analysis

## Supply Chain Engineering

As supply chains shift and evolve in Asia, companies must often reassess and plan for changes in resiliency, talent, and costs across different locations. To enable your business to make vital supply chain decisions, we provide comparative studies and analysis:

- Multi-country Cost Studies
- Identification (Suppliers; Vendors; Distributors; Customers)
- Local Regulatory Compliance
- Supply Chain Analysis, Advisory and Optimization





# CORPORATE ESTABLISHMENT AND GOVERNANCE

An investment's incorporation and legal structure can significantly influence its future agility and success. We help clients achieve optimized, well-planned structures that give their business a competitive edge in Asia.

Dezan Shira & Associates provides advice regarding the legal incorporation of your investment. This important legal process, when combined with our tax planning services, provides businesses a superior and integrated corporate establishment process under a single provider.

## Corporate Structuring

As one of the leading firms for registering foreign-owned businesses in Asia, we are equipped to advise clients regarding the optimal options for structuring a company to meet their objectives. Our teams advise on all matters relating to establishment, cross-border asset transfers, relocation, as well as mergers and acquisitions. This includes:

- Corporate Structuring
- Corporate Establishment
- Company Liquidation and Deregistration
- Organizational Restructuring and Divestiture

## Corporate Functions

- Corporate Secretarial
- Nominee Director
- Other Nominee Roles

## Corporate Governance and Compliance

- Corporate Governance System Establishment and Policies Drafting
- Amendment of Company Registration
- Resolutions, Articles of Association, Internal Rules
- Business Compliance
- Corporate ESG and Sustainability
- Anti-Corruption and Anti-Bribery Training and Investigations
- Anti-Money Laundering Review
- Internal Control Review and System Establishment
- Whistleblowing Investigations
- Response to Regulatory Investigations



# DUE DILIGENCE

Managing risks can be more challenging to achieve in emerging markets. We provide integrated due diligence expertise according to local and international practices to help clients navigate investment risks in Asia.

We provide integrated, professional legal, financial, and HR due diligence services to assist clients with limiting the risks they may face in business. This includes assessing the credibility of suppliers, purchasers, and business partners, evaluating the value and risk of companies, and conducting due diligence internal and external reviews.

## Legal Due Diligence

- Incorporation information of target companies
- Shareholders' information of target companies
- Resolutions, meeting minutes, etcetera
- Fixed assets and intangible assets
- Credits and debts
- Major contracts
- Operating approvals, certificates, and qualifications
- Insurance status
- HR policies, labour contracts, social insurance contributions
- Litigation, arbitration, administrative punishment records

## HR Due Diligence

- HR Health Check
- HR Policy Review
- HR Compensation and Benefits Review
- HR Legal and Compliance Review

## Financial Due Diligence

- Accounting Policy Review and Analysis
- Financial Data Transparency Review
- Taxation Review and Risk Analysis
- Internal Control and Process Review
- Consideration Valuation and Analysis

## Operational Due Diligence

- Site Visits and Interviews
- Corporate Health Checks
- Compliance Checks
- Operational Assessment and Risk Analysis
- Information, Technology and Systems
- Power, Energy, Water, and Other Utilities
- Anti-Corruption and Anti-Bribery Investigations



# HR, RECRUITMENT AND PAYROLL

Building teams and managing people compliantly requires local expertise and resources. Our professionals in HR, Payroll, Recruitment, and HRMS assist clients with managing their human resources effectively and in full compliance.

Our specialized HR teams enhance clients' internal capabilities in Asia by leveraging crucial local expertise and knowledge of procedures and practices. We assist companies to expertly manage HR processes according to the most current regulations and handle multi-party and cross-disciplinary issues, so they can build and manage operations in Asia that are compliant and highly effective.

## Recruitment Services

Our certified and experienced recruitment professionals guide clients' team-building projects with a commitment to the highest standards.

- Executive Search
- Recruitment Process
- Recruitment
- Outsource (RPO)
- Multi-country Recruitment
- Salary Benchmarking

## Global Mobility and PEO Services

We facilitate client mobility across Asia, offering PEO, immigration support, and tax planning services in over a dozen countries.

- Professional Employer Organization (PEO)
- Onboarding & Declarations
- Employer of Record (EOR)
- Payroll Processing
- Recruitment and Placement
- Ongoing HR & Admin Support
- Immigration Visa Services
- Expense and Claims
- Individual Tax Equalization
- Online Payslips and Admin\*
- \*available in some countries*

## Human Resources Administration

Our HR admin services provide efficient local execution and “administrative relief” so companies can focus on upstream value:

- HR Administration
- Employee Benefits Management
- HR Health Review
- Background Checks

## Payroll Services

Our experts help simplify your managed payroll processing amid unique local regulations, requirements, reporting, and languages:

- Payroll Services
- International Payroll
- Individual Income Tax Advisory
- Payroll Health Checks
- Compensation Strategy Consulting
- Compliance Monitoring

## asiaadmin<sup>®</sup>, The HR and Payroll App for Asia

asiaadmin<sup>®</sup> is a cloud-based HR and payroll application that provides companies with a single corporate HR portal to manage all their HRM needs in Asia. The platform features robust, secure, and customizable tools that are easy-to-use for admins and staff alike and are designed to be locally compliant across multiple offices. Its modules include:

- HR Management
- Staff User Check in
- Payroll
- Approvals Management
- Leave and Rosters
- Mobile App
- Reimbursements
- BI Dashboard

# INTELLECTUAL PROPERTY

Intellectual Property is a vital cornerstone for managing strategic value in and across new markets. Our experts help companies increase their protection, overcome IP challenges, and identify opportunities to maximize their value in Asia.

Dezan Shira and Associates is a strategic IP advisory firm. We offer a comprehensive suite of IP services throughout a dozen countries in Asia and are an authorized trademark agency in China.

Our advisors leverage their expertise across legal and market entry domains to provide deep capabilities for IP advisory and filing for trademarks, copyrights, and patents. We offer companies a one-stop solution with tailored, cost-effective IP solutions that help to secure their most valuable intangible assets, enabling them to master their strategy in Asia with ease, and from guidance they can trust.

## IP Advisory

- IP Research
- IP Portfolio Management and Exploitation
- IP Valuation, Investment and Commercialization
- IP Infringement Investigation and Analysis
- IP Strategy, Enforcement & Dispute Management
- Online Business IP Protection
- IP Sales, Licensing & Tech Transfers
- Patents
- Customized IP Training & Workshops

## IP Registration

- Trademark Registration, and Renewal
- Trademark Assignment
- Appeal for Review on Trademark Refusal
- Trademark Opposition Application
- Trademark Cancellation and Invalidation
- Response to Trademark Opposition, Cancellation, and Invalidation
- Copyright Work and Copyright Registration
- Computer Software Copyright Registration
- IP Customs Registration

# MERGERS AND ACQUISITION

Navigating an M&A transaction in Asia successfully requires overcoming unique regulatory, transparency, and other “emerging market” factors. We specialize in dedicated and cross-functional M&A project support.

Our strategic and project-based M&A solutions are geared to assist clients pursue better value-optimized targets and engage in superior risk-managed strategies, as they form partnerships and acquire or sell Asia business investments.

Comprised of forward-thinking M&A professionals, our practice delivers advisory for complete project support, or for specific deal stages. Our specializations include performing reliable assessments, evaluations, and due diligence, forming efficient financial, tax, and risk-reduction models, deal negotiation, and ensuring compliance with M&A and regulatory procedures. Our methods identify critical feasibility issues and maximize success positioning.

We also engage projects with cross-disciplinary advisory task force models. This approach provides deeper understanding of underlying risks and opportunities in a deal. With fewer parties involved, this approach can accelerate key stages of a buy- or sell-side project.

## M&A Advisory

- Identification
- Market Assessment & Strategic Options
- Brokerage & Matchmaking

## Evaluation

- Valuation Support
- Due Diligence

## Execution

- Deal Structuring
- Bid & Negotiation Support
- Transaction Advisory & Document Preparation
- Transaction Approvals & Filings

## Post-Merger Integration and Maximization

- Legal
- Financial & Taxation
- Human Resources
- Technology



# OUTBOUND DIRECT INVESTMENT

When expanding overseas, Asian companies face an array of market and regulatory challenges. Our tailored outbound investment advisory teams help investors to invest abroad with confidence.

Dezan Shira & Associates provides specialized and comprehensive outbound investment advisory services to assist Chinese and Asian companies to research, acquire, expand, or operate overseas. We apply our vast network of global resources and understanding of overseas market entry to help clients manage outbound investment risks and opportunities.

## Outbound Investment Regulations Advisory

- Government Regulations
- Filing and Approval
- Money Transfer Advisory

## Mergers & Acquisitions (M&A)

- M&A Strategy and Structuring
- Finding the Right Targets and Partners
- Operation Transformation Advisory

## Market Research

- Market Entry Strategy Advisory
- Entry Regulations and Licensing
- Industrial Zone Identification and Benchmarking

## Due Diligence

- Background and Credit Check and References
- Legal, Financial and HR Due Diligence

## Corporate Establishment and Structuring

- Corporate Structure & Registration
- Joint Venture Negotiation

## Cross Border Tax and Transactions

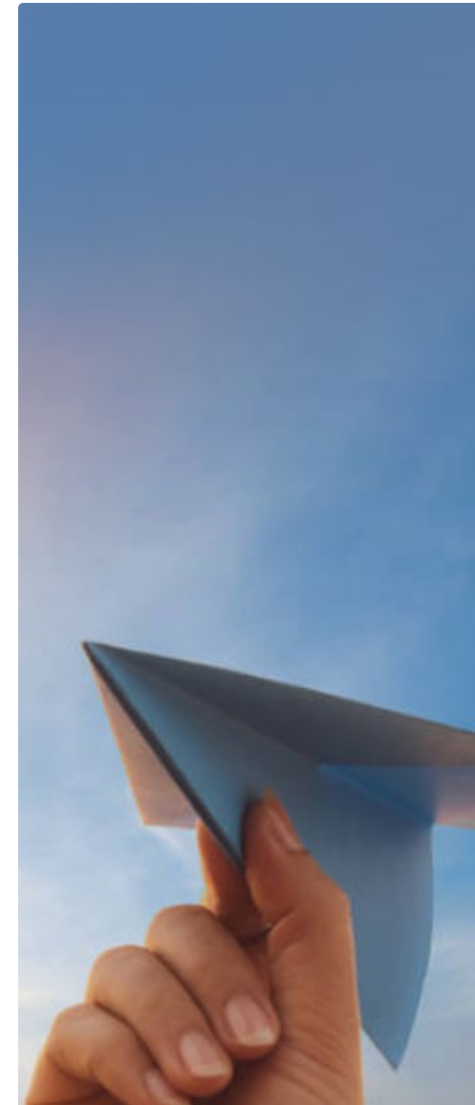
- Corporate Tax, Indirect Tax
- Transfer Pricing
- Double Taxation Agreements

## Accounting and Finance

- Bookkeeping & Financial Reporting
- Budgeting & Financial Analysis
- CFO & Finance Manager Functions

## HR Management

- Individual Income Tax
- Payroll, Compensation & Benefits
- Salary Benchmark Studies



# RISK MANAGEMENT AND COMPLIANCE

Established companies require dependable solutions to ensure strong risk management and compliance. We help clients create sustainable value in Asia by better addressing their areas of operational, financial, and reputational risk.

Our Compliance and Risk Management teams specialize in managing and assisting with the creation, review, and implementation of companies' practices and policies that position them to better meet local and corporate regulatory requirements, prepare for unexpected risk, and build sustainable corporate value in Asia.

## Financial Reviews

- Accounting and Inventory Audits
- Internal and Management Audits
- Financial Compliance Review
- Sarbanes-Oxley Advisory

## Internal Controls

- Internal Control Review
- Internal Control Advisory and Training
- Risk Management Advisory

## Fraud Prevention

- Anti-Fraud Planning
- Fraud Prevention Training
- Fraud Prevention and Investigation
- Fraud Prevention Policy Advisory

## ESG and Sustainability

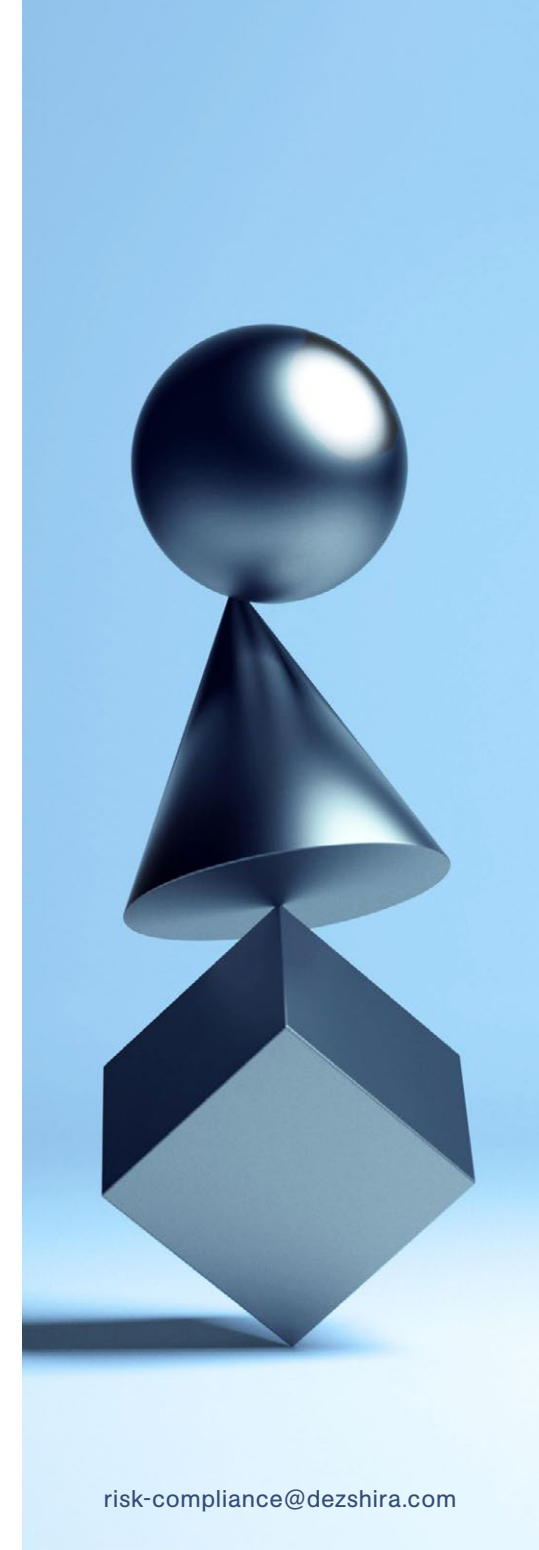
Our ESG compliance teams help companies with customized advisory and implementation that assists companies to develop global ESG strategies, mechanisms for ESG control, and local execution.

Our expertise includes:

- ESG Advisory
- Risk & Resilience Management
- Decarbonization Pathways

## ESG Sustainability Performance Monitoring

- IBM Envizi Sustainability Performance Software
- ESG Reporting
- ESG Monitoring
- Emissions Management



# TAX

Tax planning considerations and regulations are complex and often changing, particularly in emerging markets. We help companies expertly navigate Asia's corporate, indirect, individual, international tax, and transfer pricing domains.

In emerging Asia, the pace of tax reforms is often rapid, and local tax practices and enforcement are at times inconsistent. Combined, this presents a landscape that can be difficult for investors to navigate to maximum advantage through each step in their company's lifecycle.

Dezan Shira & Associates' tax teams consist of industry-experienced tax accountants, lawyers, and former tax officials that provide clients with a deep understanding of Asia's tax environments, across a full spectrum of professional advisory and ongoing tax services.

## Corporate Tax

- Ongoing Tax Compliance and Reporting
- Updates on New Changes in Legislation and Policy
- Tax Review and Health Check
- Tax Incentive Assessment and Application
- Tax Controversy and Dispute Resolution

## International Tax and Cross-Border Transactions

- Legal Entity Holding Structure Planning
- Profit Repatriation Planning and Advisory
- Application of Double Taxation Agreements
- Cross-Border Trading and M&A Advisory

## Transfer Pricing

- Related Party Contract / Agreement Review
- Performance of Benchmark Studies
- Transfer Pricing Documentation Preparation
- Transfer Pricing Planning
- Transfer Pricing Documentation (TPD)
- Transfer Pricing Risk Assessment and Data Analytics
- Tax Controversy and Dispute Resolution
- Advance Pricing Agreements (APA)

## Indirect Tax (VAT, GST, etc.)

- Advising on Transactions
- Guidance with Issuing and Receiving Digital Tax Receipts
- Application for Indirect Tax Exemptions and Incentives
- Customs, Tariffs, and Free Trade Agreement Advisory

## Individual Income Tax

- Tax Planning and Optimization Services
- Expatriates / Non-Resident Tax Advisory
- Preparation of Individual Income Tax Reconciliation Filing and Tax Filing on Overseas Income
- Advisory on Expatriate Individual Income Tax Filing for Non-employment Income





# TECHNOLOGY

Operating in Asia requires that companies navigate the region's local technology solutions, compliance regimes, and languages. We provide the resources and solutions that businesses need to function well ahead of the pace.

Dezan Shira & Associates' in-house technology practice provides clients with specialized advisory, solutions, and support services for cloud, cybersecurity, business applications, enterprise systems, and network infrastructure. We are ISO27001 certified, and deliver solutions across many platforms including Microsoft, IBM, and more than a dozen cloud, software, and hardware OEMs.

## Information Systems

- Accounting and Payroll Systems
- Expense and E-Invoice Management Systems
- ERP Advisory, Implementation, and Customization
- Enterprise Sustainability Performance Software
- Low-code Development, Automation, and AI
- IS Helpdesk Support

## IT Consulting

- IT Compliance Advisory
- IT Process, Policy, Procedure Build and Review
- Network Architecture Design and Optimization
- Website and App Registration
- IS Integration and Advisory

## Cybersecurity

- Data Compliance Advisory
- Data Protection and Risk Assessment
- Cybersecurity Audit
- Cybersecurity Awareness Training

## Cloud Services

- Cloud Hosting and Maintenance Services
- Microsoft 365 Setup, Migration, and Support Services
- Cloud-based ERP License Maintenance (SaaS)
- Cloud-based Apps, Automation, and Power BI

## IT Infrastructure and Engineering

- Start-up and Office Setup
- Internet and Network Setup
- Local Procurement, Maintenance, and Support
- IT Helpdesk Service





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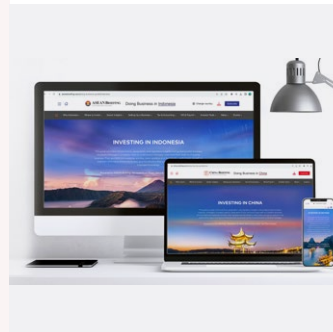


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# RESOURCES FOR INVESTORS

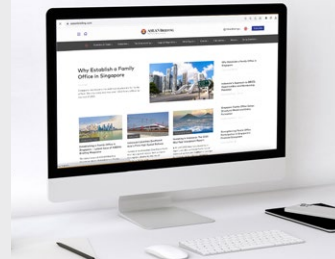
Established in 1999 as a subsidiary of Dezan Shira & Associates, Asia Briefing publishes articles, publications, and doing business guides that provide companies and individuals with the latest regional business and regulatory news, expert commentary, and guidance about conducting business throughout Asia's emerging markets. Authored by the firm's in-house experts and editors, Asia Briefing covers more than a dozen countries in Asia through its six regional brands.



Doing Business in Asia Portals by Country



Downloadable Business Guides by Country



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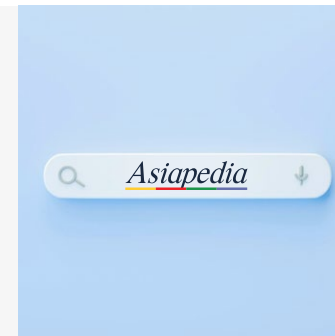
Technical Country Guides for HR and Payroll, and Tax and Accounting



Videos, Podcast, and Interviews from across Asia



Email Subscriber Weekly and Regional Monthly News and Updates



Searchable Asiapedia Article, Publication and Media Resource Library

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