

# An invitation to grow

Grant Thornton Belgium

2019





“Don’t be pushed by  
your problems, be led  
by your dreams.”

[Ralph Waldo Emerson]

**Koert Verbruggen**

CEO

Grant Thornton Belgium

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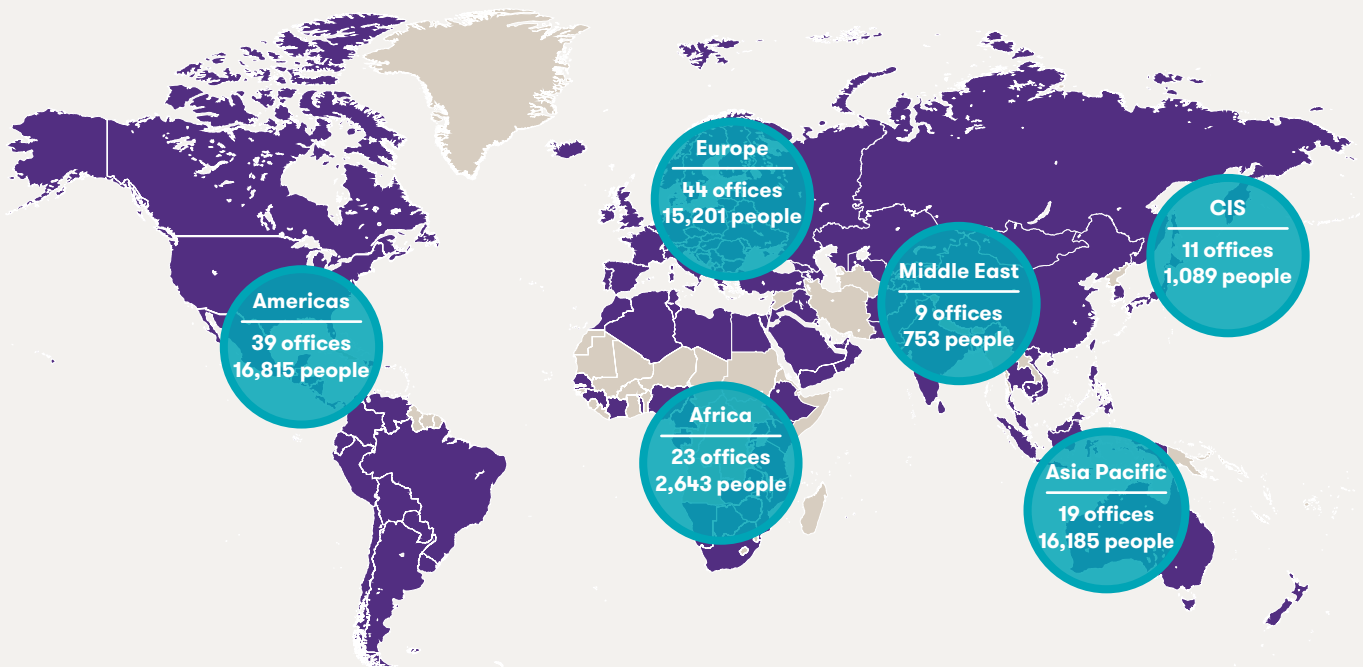
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# About Grant Thornton

We are a network of independent assurance, tax and advisory firms, made up of 53,000 people in over 140 countries. And we are here to help dynamic organisations unlock their potential for growth.

For more than 100 years, we have helped dynamic organisations realise their strategic ambitions. Whether you're looking to finance growth, manage risk and regulation, optimise your operations or realise stakeholder value, we can help you.

We've got scale, combined with local market understanding. That means we're everywhere you are, as well as where you want to be.



Our distinctive client experience sets us apart



US \$5.4bn  
(2018 revenue)



53,000+  
people



700+  
offices

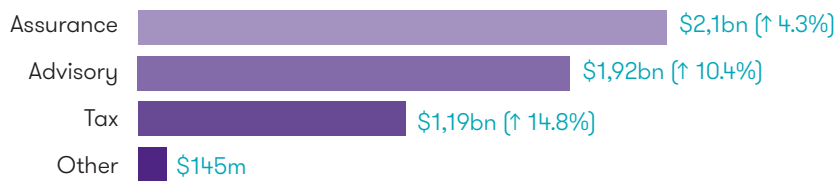


140+  
countries

## A different way of doing business

Privately-owned enterprises, listed companies and public sector organisations come to us for our global scale, quality, industry insight and deep technical expertise. But what sets us apart is our distinctive client experience which leads to more meaningful advice and a better working relationship.

## 2018 global revenue by service line (USD)



## Greater partner attention for clients (member firm partner-to-people ratio)



Source: International Accounting Bulletin 2018

“Grant Thornton has what it takes to help you drive excellence throughout your business. We collaborate, deliberate and innovate. Our people speak up, get creative and shake up the status quo. We believe in the power of fresh thinking and passionate people and we call that commitment Status Go.”

# Local feel, global team

Grant Thornton Belgium, the Belgian member firm of Grant Thornton International Ltd, is a full-service business adviser with strong expertise in audit, accountancy, tax & legal and advisory.

Our teams and member firms worldwide work and train together, sharing industry expertise, technical expertise and a commitment to excellence.



**Koert Verbruggen**  
CEO  
Grant Thornton Belgium

## A focus on Belgium

With 6 offices and 170 experts, and thanks to our unique open business model, we offer a full range of services to help clients of all sizes address the challenges and opportunities of growth.

Whether you are a business leader, SME, multinational or government institution, we at Grant Thornton Belgium truly understand your business.

Our multidisciplinary teams have a clear mission. We provide you with pragmatic and personalised advice that makes your life easier and enables you to really focus on your core business and growth opportunities.

Thanks to our high level of expertise, we are able to offer creative, tailor-made solutions that always guarantee the best value for money.

## Key figures and facts



**€20m**

turnover  
in 2018



**6**

offices across  
Belgium



**170**

employees  
in Belgium



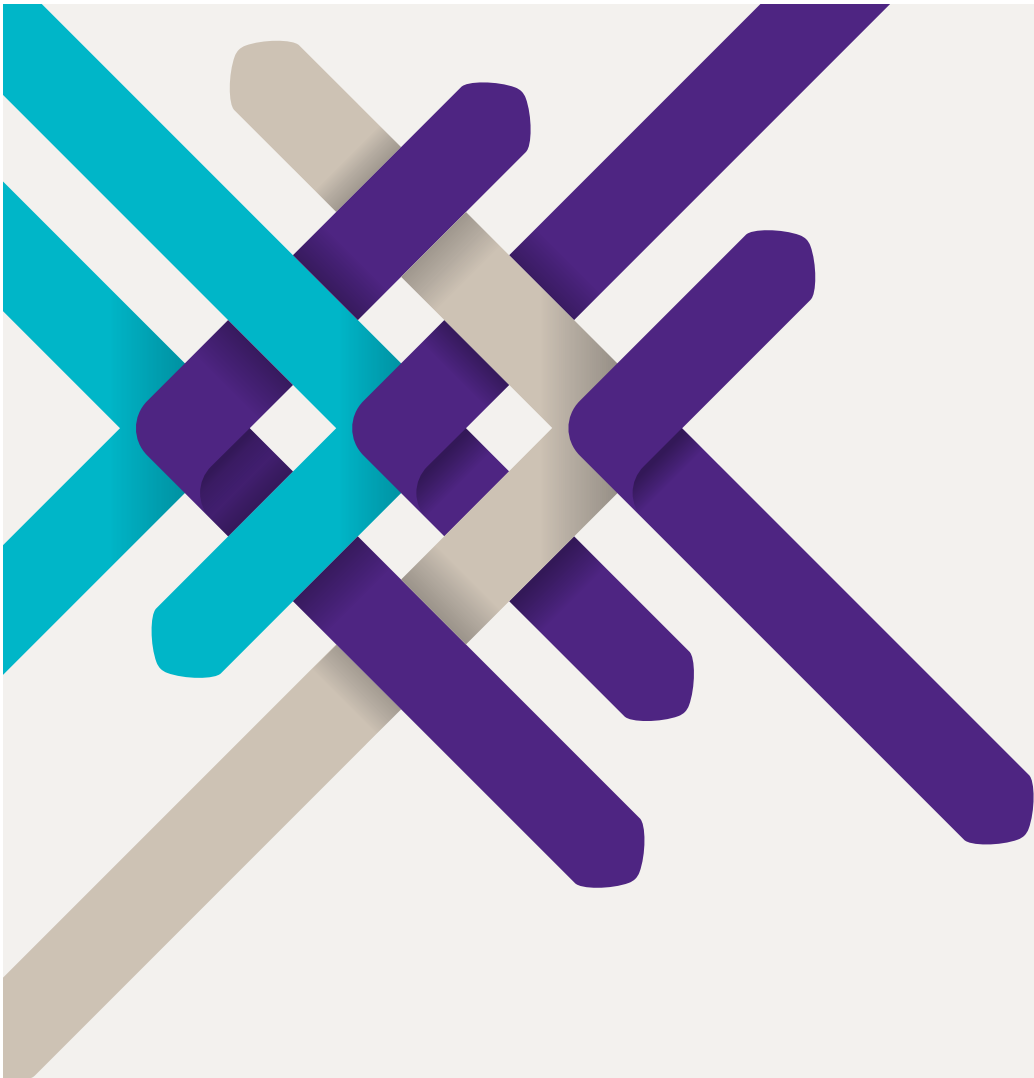
### Our services

- Audit & Assurance
- Accountancy & Reporting
- Advisory
- Tax
- Legal

### Office locations

- Antwerp
- Brussels
- Ghent
- Jumet
- Tournai
- Turnhout

“We truly understand your business. Our multidisciplinary teams offer creative and tailor-made solutions at high expert level that lead to more serenity, less worries and faster growth.”



# What makes us different for our clients



# How we grow together with our clients

Privately-owned enterprises, listed companies and their subsidiaries and public sector organisations come to us for our global scale, quality and deep technical expertise. They also value our knowledge of their regulatory landscape and industry standards. But what sets us apart is our client experience.



## We discover what's important to you and make it important to us

Our culture is built on a genuine interest in our clients – their challenges, growth ambitions and wider commercial context. You get the attention you deserve from approachable, senior professionals who ask the right questions, listen and provide real insight and a clear point of view.

### The bottom line

- A relationship-led approach with more time and attention from partners and senior advisers
- A deeper understanding of your business for more meaningful advice and recommendations



## Pragmatic solutions to help you improve and grow

Our teams bring ideas to the table, going beyond the technical issues to recommend ways to make your business better. Whether your goals include expansion, improving operational efficiency or building investor confidence, we balance a desire to do what's best for you in the future with an experienced sense of what's going to help you now.

### The bottom line

- Helping you think ahead and think more broadly
- Proactively identifying opportunities for improvement and growth



## Agile and responsive service

Our size and structure create advantages for you. We adopt a flatter structure, with shorter decision-making chains, empowered teams and no complex chains of command. We have all the necessary processes and controls but they're streamlined and efficient. Our teams are more responsive.

### The bottom line

- A faster response when you need quick answers and clarity
- Anticipating the answers you'll need before you ask



## Collaborative teams with a different mindset

Our people are open, accessible and easy to work with. We work through the issues alongside you, always with an independent perspective and challenging where necessary. Our collaborative style also enables us to assemble teams across service lines, industries and geographies to tailor our capabilities for you.

### The bottom line

- Teams and solutions built around your needs, not our structures
- A better working relationship with you and your team



# What makes us different for our people

# How we grow together with our people

Our people promise is why our people love to work and choose to stay with us, ultimately differentiating our organisation from our competitors.

For our ambitious people we offer an enjoyable working environment where they can develop themselves to their wished level, offering an equilibrated work-life balance, competitive rewarding, pride and happiness.



## I am free to be authentic

Our culture enables and encourages each of us to be honest to our personal values and purpose in our work lives. Being recognised and respected for the unique perspective that we each bring.



## I am inspired to make a difference

We know that each of us directly contributes to clients' growth, to the development of our colleagues, and to the communities where we work and live.



## We are better together

Collaboration with each other, with clients and with other professionals broadens our thinking and improves our approach. We enjoy learning about other people and applying that learning in our work.



## My growth is continuous

Development is achieved through stretch and challenge, offered with support and coaching that enables our people to be better than they believe they can be.



# Helping your business grow

# Our services at a glance

Our multidisciplinary expert teams work together and help you unlock your potential for growth.

## Audit & Assurance

- Financial statement audit
- Agreed-upon procedures
- IFRS reporting
- Statutory audit
- Internal audit

## Accountancy & Reporting

- Accounting & reporting
- CFO as a service
- Consolidation
- Outsourcing

## Transaction advisory services

- Business valuations
- Management buy-outs / buy-ins
- Due diligence
- Business planning
- Financial modelling

## Business risk services

- Internal audit & IT audit
- Risk management & internal control
- Forensic services
- GDPR & cybersecurity

## Business consulting services

- Organisational & process improvement
- Business plan & financial plan
- IT advisory, digital transformation & robotics
- Data analytics & process mining

## Tax

- Corporate tax
- VAT
- International tax & VAT
- Transfer pricing
- Global mobility services
- Compensation & benefits
- Private client services

## Legal

- Corporate & commercial law
- Employment law & social security
- ICT law & GDPR
- Corporate secretarial
- M&A assistance

# Audit & Assurance

Our audit practice delivers quality and deep insights. Our audit professionals draw on innovative technologies and processes to produce exceptional audit quality and best-in-class client service.

At Grant Thornton, audit quality comes first. We keep a laser focus on each company's specific industry and risk areas, and then customise audits to improve accuracy and efficiency, and enhance the value we provide.

We also are developing and delivering new and emerging technologies and processes to deliver far more value from

our audits. Tools like data analytics and robotic process automation are already enabling us to ingest and analyse greater volumes of data faster than ever before, generating strategic insights for clients that were never before possible. Industry-leading quality, tailored audit solutions and significant business insights - these are the reasons our clients put their trust in our audit teams.

Our full range of audit services and solutions provides assurance to investors and significant business insights to our clients.



**Gunther Loits**

Head of Audit & Assurance

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“Our dedication to quality leads every aspect of a Grant Thornton audit. It drives the careful design of the innovation we pursue, the fully customised approach of the service we deliver and the way we put technology to work for our clients.”

# Accountancy & Reporting

Businesses frequently decide to outsource in order to focus on their core competencies. This allows you to improve performance in a cost-effective way, driving cost-efficiencies in business usual operations, whilst also lowering the cost of non-core activities. Saving time and money, our services allow to concentrate on what's really important for your business.

With access to experts throughout the Grant Thornton network, you will get seamless and coordinated outsourcing projects internationally and locally scaled outsourcing projects delivered comprehensively, efficiently and confidentially to the highest standards.

Across all disciplines, we provide you with:

- Clear, factual, quality reporting
- Highly experienced and diligent professionals
- Independent, objective and practical advice
- A pragmatic and 'no surprises' approach
- Technical expertise and advice readily available
- Continuous communication
- Business support up to CFO level
- The most up-to-date technological solutions
- Timely responsiveness.



**Sigrid Viselé**

Head of Accountancy & Reporting

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“Our colleagues constantly pursue new ideas and embrace a culture of curiosity, agility and innovation. While colleagues in each service line bring specialised knowledge, experience and skills to their client engagements, our teams deliver the greatest value by collaborating across services to create innovative, tailored solutions to meet clients’ complex challenges.”

# Advisory

At Grant Thornton, we offer a comprehensive range of growth and advisory services to help our clients achieve their goals. We help them **create, transform and protect** value.

Our advisory services professionals are progressive thinkers who create, protect and transform value today so our clients have the opportunity to thrive tomorrow.

Our mission in advisory services is to help clients create value for their organisations, protect value against unnecessary risks and transform value through operations and technology investment. While business goals and strategies evolve, our services support clients in every stage of a company's life cycle.

Whether a client is considering a transaction to drive growth, developing and implementing the right controls to mitigate risk, or advancing finance

and technology infrastructure to improve performance and enable new capabilities, advisory services' teams of experienced and knowledgeable professionals help our clients achieve their goals.

To have maximum impact on your business at any stage, advisory services delivers the following value to you from 3 key interconnected business lines:

#### **Business consulting services**

Fine-tune your organisation for optimal performance through financial management, operations transformation, strategy, digital transformation and management, and business applications.

#### **Business risk services**

Identify, manage and mitigate risk through internal controls, internal audit, risk management, regulatory compliance, forensics, cyber and GDPR services.

#### **Transaction advisory services**

Open new horizons for competitive advantages and business profitability through diligence, corporate value consulting, strategic solutions and M&A tax consulting services.



**Els Hostyn**

Head of Advisory

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“Our commitment to creating, transforming and protecting value for our clients means we focus on providing vital, integrated solutions at every phase of our clients' life cycles, helping them overcome business challenges and seize opportunities to improve business value.”



# Tax & Legal

Our tax & legal services help you gain trust and stay ahead, enabling you to proactively manage your tax and legal affairs, transparently and ethically.

You want to achieve maximum results. As an entrepreneur or executive, you are flooded with complicated tax rules and legislation, and on top of all of this, frequent changes. How can you limit your risks and simultaneously leverage new opportunities? Our tax and legal consultants seek solutions that minimise your tax and legal exposure, manage your tax situation, meet compliance obligations, and seek tax and legal efficiencies. The collective knowledge of our tax and legal consultants guarantees optimal and up-to-date information, both on a local and international level.

Our tax & legal services include:

- **Direct International Tax** – We understand the complexity of the tax system, give a clear answer to all tax related questions with high-



**Frederik De Graeve**

Head of Tax & Legal

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end pragmatic advice through close collaboration between our tax advisers, accountants and legal advisers.

- **Transfer Pricing** - Helping clients to optimise transfer pricing policies and to comply with transfer pricing rules as legislation continues to develop.
- **Indirect taxes** - Providing services, at every stage of a business cycle, to clients that operate across borders making commercial transactions as well as advising clients looking to seize opportunities in new markets.
- **Private Client Services** - Our estate planning specialists can advise on the optimal positions and structures in all situations for clients thinking of transferring assets to the next generation in a legally correct and tax efficient way.
- **Corporate & Commercial law advisory** - There is no question that the guidance of experts in legal matters can give you considerable support and comfort whilst taking important steps. Our legal team can assist with the incorporation of companies, share transactions, company take-overs, mergers, business contracts, etc.
- **Tax & VAT compliance assistance** – Tax compliance is key in order to keep a business running. We assist our clients to comply with all formalities in a cost-effective and efficient way.
- **Employment law & social security** Our seasoned advisers have extensive experience in all aspects of employment and social security law, advising from the moment employees join the company until the termination of their employment. We also provide our clients with the most effective solutions in collective employment issues.
- **ICT law & GDPR** - We advise our clients about ICT contracts and assist them to become - and remain - GDPR compliant.
- **Global Mobility Services** - Helping clients proactively address the challenges of differing regulations so that international relocations meet very specific and complex tax rules.

“We want to give clients peace of mind so that they can focus on business opportunities. In the end that’s the real optimisation.”

# Your challenges

## Realise your strategic ambitions

- Challenging and exploring your strategic options to build value
- Evaluating new markets and commercial opportunities
- Planning and implementing strategic transactions – including mergers, acquisitions and disposals
- Delivering specialist due diligence services
- Providing valuations to support strategic decisions (organic growth, acquisitions, joint-venture opportunities)
- Identifying the most suitable exit strategy to maximise value

## Optimise operations

- Improving working capital management through process improvement such as optimisation of payment terms, alignment of accounting principles and valuation rules
- Identifying opportunities and setting up plans for direct cost savings
- Optimising the efficiency of your company
- Evaluating and improving your process efficiency

## Finance growth

- Advising on the best capital structures to support your strategy
- Preparing financial models for submission to funders (business plan)
- Introducing you to new funders (banks, investment funds, etc.)

## Maximise and protect wealth

- Financial and tax planning
- Supporting transition, succession and real-estate transactions, etc.
- Advising on international issues such as overseas investments, and international tax structuring
- Delivering independent investment advice
- Making the right choices
- Improving customer communications, from product and service design up to customer service

## Master risk

- Delivering insightful, value-added audits to reassure stakeholders and support your strategic goals
- Setting up and implementing effective control environments to manage the operational risks
- Supporting boardroom decisions around tax strategy

## Win the battle for talent

- Ensuring that you have the right people in the right roles being rewarded at the right level
- Developing tax-efficient reward packages that align performance with rewards (e.g. stock options, warrants)
- Creating a corporate culture where people get opportunities to grow and to contribute to their company's growth

# Contact us

Find out how we can help you unlock the potential for growth in your business.

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**Grant Thornton**

**An instinct for growth™**

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