



Grant Thornton

An instinct for growth™



Audit



Tax



Advisory



Business Process
Solutions



Corporate Secretarial

An invitation to grow

Grant Thornton Uganda

2018



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Foreword



‘Grant Thornton Uganda is driven by a simple ambition: to be the only choice for dynamic businesses.’

Ours is a firm of ambitious and dynamic professionals passionate about helping dynamic organisations unlock their potential for growth, while working together as a cohesive local and global network of experts.

At Grant Thornton, we work collaboratively, act with agility, inspire ourselves and others and take responsibility for our actions while promoting a consistent culture of excellence in everything we do.

Our vast clientele and the steady increase in the growth of our business is a testament to this.

Anil Patel

Managing Partner

Grant Thornton Uganda

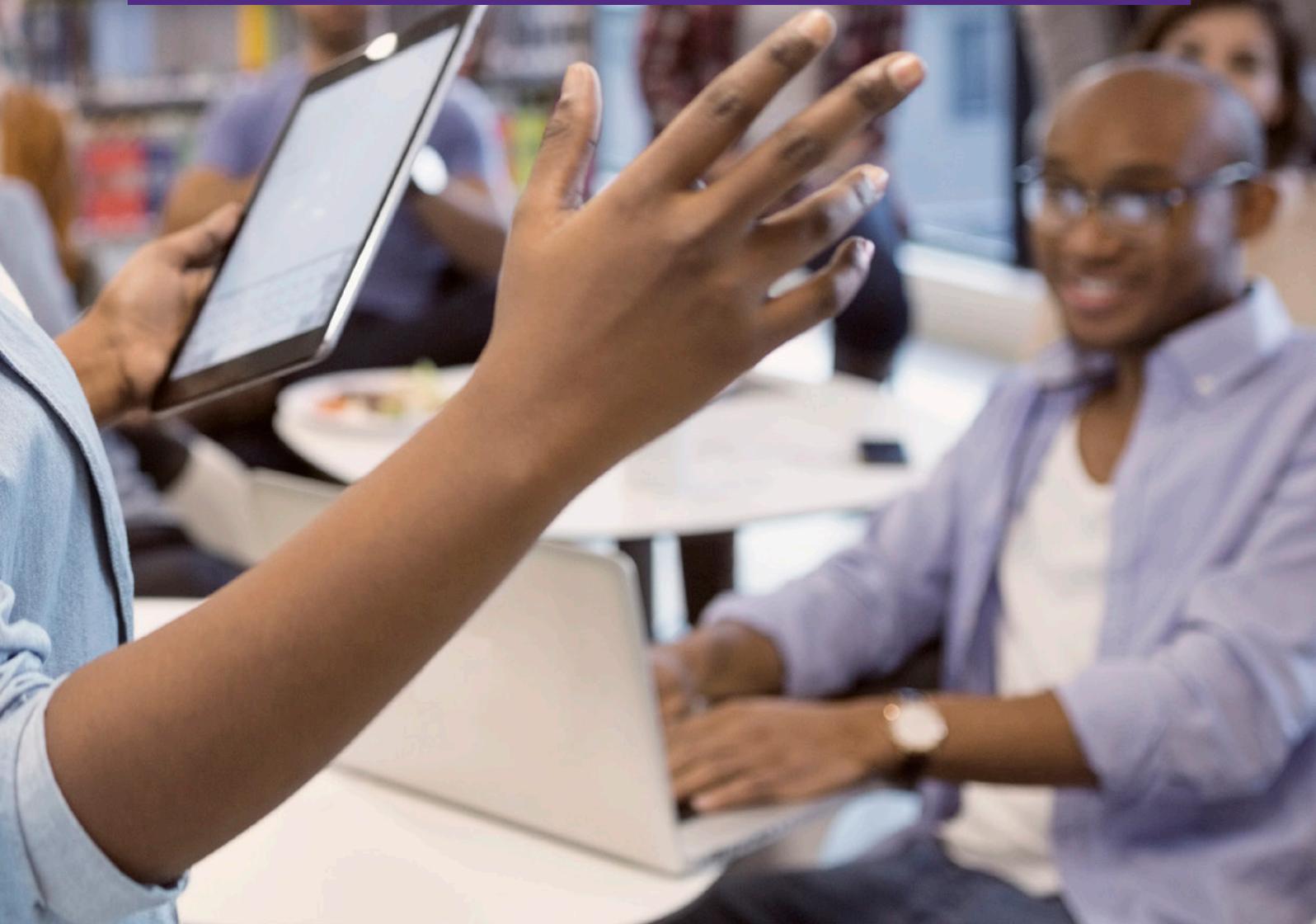


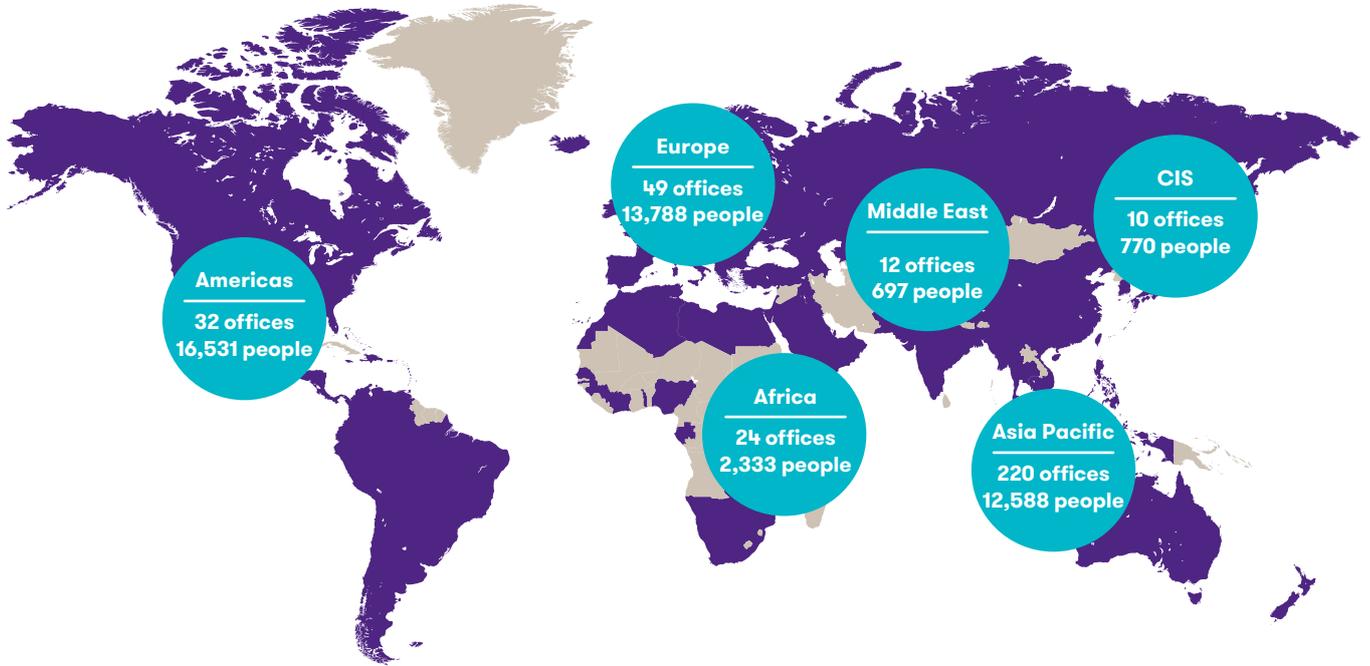
About Grant Thornton

Grant Thornton is one of the world's leading organisations of independent assurance, tax and advisory firms.

These firms help dynamic organisations unlock their potential for growth by providing meaningful, forward-looking advice. Proactive teams, led by approachable partners, use insights, experience and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them to find solutions. More than 50,000 Grant Thornton people across over 135 countries are focused on making a difference to the clients, colleagues and the communities in which we live and work.

Visit gtuganda.co.ug today to find out how we can help you.





Our distinctive client experience sets us apart



US \$5bn
(2017 revenue)



50,000+
people

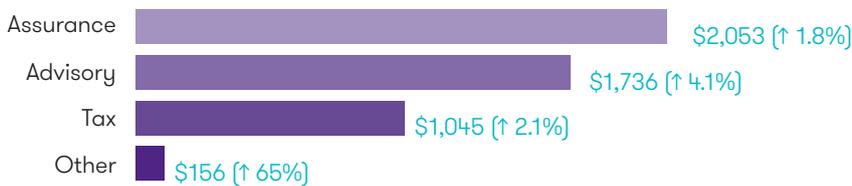


732+
offices



135+
countries

2017 global revenue by service line (million US\$)



Greater partner attention for clients

(member firm partner to people ratio)



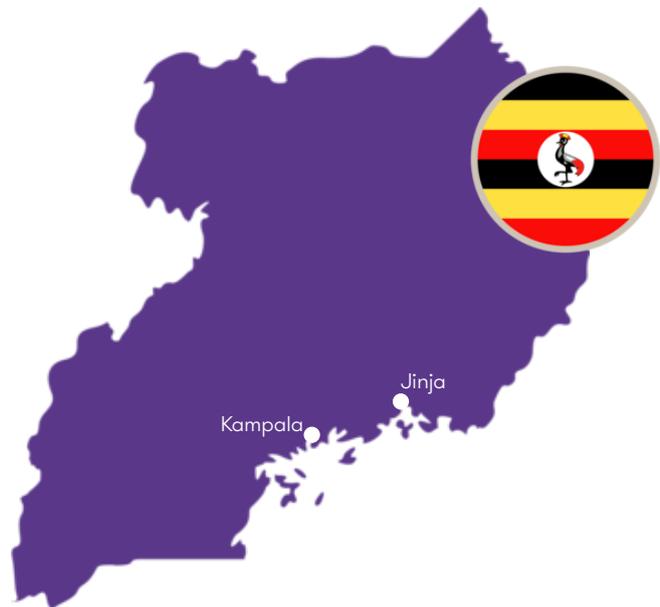
Local feel, global team

“Established in 1939, we have progressed expeditiously from a traditional audit, accounting and tax practice to offering a broad range of advisory services to our dynamic clients.”

A focus on Grant Thornton Uganda

Grant Thornton in Uganda is a leading provider of audit, tax, advisory and business process solutions services. With two offices in Uganda and a team of over 120 people, we apply strong technical guidance and breadth of experience to ensure that clients receive a truly different experience.

Our teams have more experience built into them because of a tighter leverage model than our competition. Specifically, our operating model ensures that all our engagements are partner-led and supported by experienced directors and managers. Clients recognise this difference through our understanding of their business and ability to bring meaningful ideas to address specific needs.



Key figures and facts

 \$3m revenue in 2017	 2 offices across Uganda	 +120 employees in Uganda	 6 partners and directors
 ICPAU Licenced Firm	 Large international client base Our clients include both international and local businesses. We have extensive experience in servicing foreign clients in Uganda.	 Office locations • Kampala • Jinja	
 Our services <ul style="list-style-type: none">• Audit• Tax• Advisory• Business Process Solutions• Corporate Secretarial			

How we work with you

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

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

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

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

Corporate Social Investments



#GTinthecommunity
.....
Unlocking the potential
for growth in our
local communities
.....
Act - Commit - Share

At Grant Thornton, we are passionate about the communities where we work and live. Growing Together in the community is our commitment to community engagement.

Our corporate social investments (CSI) promotes the difference everyone can make by being passionately involved in their communities. Every day, communities worldwide receive innovative and generous services from inspiring Grant Thornton people. Driving our commitment is our global steering committee of CSI advocates that develop the global guiding principles that shape our community engagement.

Unlocking potential

Across Grant Thornton, we are involved in:

- Education: helping communities and people grow, develop and unlock their potential
- Healthcare: giving our time to initiatives important to our communities
- Supporting people in poverty by collaborating with charities and non-governmental organisations.

We use the following approaches on our social responsibility day:



- **Act:** Take action by volunteering our time or making a financial contribution toward a socially responsible cause



- **Commit:** Make a commitment to take action in the future



- **Share:** Take the time to share our success stories and commitments on social media



Global partnership

Grant Thornton works in partnership with The Global Fund for Children. The Global Fund for Children helps small, innovative, grassroots community-based organisations unlock their potential and achieve sustainability. Through the partnership, organisations receive support from our people in areas such as finance, governance and HR.

Ongoing CSI Projects - Uganda

Grant Thornton Uganda is funding the construction of a classroom block, water tank, sanitary and planting of trees for the Namulonge Senior Secondary School in Namulonge.

We hold Blood Donation Drives throughout the year in partnership with the Indian Association with an aim of collecting more than 300 Units of Blood every drive.

GROWING TOGETHER

Global strategy 2020

What is our strategy?

By 2020 we want to be the leading adviser to dynamic organisations

How will we achieve it?

By unlocking the potential for growth in our people, our clients and our communities

We have two top priorities:

Growing Together with our people

A WORLD-CLASS GLOBAL APPROACH TO TRANSFORMATIONAL LEADERSHIP



I AM FREE TO BE AUTHENTIC

GREATER MOBILITY OF OUR PEOPLE AROUND THE WORLD



I AM INSPIRED TO MAKE A DIFFERENCE

AN EXCEPTIONAL PEOPLE EXPERIENCE THAT INSPIRES AND MOTIVATES



WE ARE BETTER TOGETHER

MY GROWTH IS CONTINUOUS



Growing Together with our clients

AN EXCEPTIONAL CLIENT EXPERIENCE AT EVERY STAGE OF THE CLIENT JOURNEY



WE DISCOVER WHAT'S IMPORTANT TO YOU AND MAKE IT IMPORTANT TO US



PRAGMATIC SOLUTIONS TO HELP YOU IMPROVE AND GROW



AGILE AND RESPONSIVE



COLLABORATIVE TEAMS WITH A DIFFERENT MINDSET

At the same time we will be:

Growing Together with our markets and communities

A GLOBAL INDUCTION AND ORIENTATION EXPERIENCE

MORE INTERNATIONAL CLIENTS

CLIENT-CENTRIC SOLUTIONS THROUGH COLLABORATION ACROSS SERVICE LINES, INDUSTRIES AND GEOGRAPHIES

Growing Together across our organisation

TECHNOLOGY AND PROCESSES THAT INCREASE OUR CONNECTIVITY AND ENABLE US TO WORK SEAMLESSLY AND SECURELY AT HOME AND ACROSS BORDERS

GLOBAL ACADEMIES TO DEVELOP OUR BUSINESS SKILLS AND CONFIDENCE

CAPABILITY IN KEY MARKETS

Why is this strategy important?

We care about the work we do for clients, the impact we have in society and the way we treat people. And we are committed to shaping a vibrant economy.

Seize the opportunity and be a part of it. This is our time.



**Helping your
business grow**

Audit & Assurance

Grant Thornton is committed to provide clients with a high-quality audit of their financial statements. In designing a tailored audit programme customised for the business, we will combine the collective skill and experience of our audit professionals to deliver an audit that is efficient and provides assurance to your key stakeholders.

Our approach is maintained to all relevant standards and we are supported by well-resourced teams. You can rely on our partner-led team to deliver with conviction - they bring technical excellence, commercial acumen and experience of managing similar assignments.

Financial statements audit

For stakeholders, providers and investors of your company, it is fundamental to have an independent professional opinion at a determined date with the aim of encouraging credibility of their financial statements.

An audit includes an adequate understanding of the internal controls with the purpose of planning the audit and determine the nature, reach and extension of the services procedures.

IFRS diagnosis & implementation

International Financial Reporting Standards (IFRS) not only help the transparency and uniformity of the financial information of multinational companies or public companies, its implementation can also give competitiveness to medium and small private companies with a desire for expansion.

Our audit and assurance services include:

- Financial statement audits
- Financial statements review
- Public sector assurance and consulting
- Grant audit
- Project audit
- Stock audit
- Certification services
- Special purpose audit
- Reporting on controls at a service Organisation



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Audit quality



Global audit quality

Grant Thornton views audit quality as an essential element of our business. The global network has tools, support and controls in place to ensure that member firms consistently deliver high-quality audits. These include:

- **Strategic direction:** an aligned global assurance strategy, 'Leading with quality', focused on delivering efficient high-quality audits
- **Client acceptance and continuance:** established processes and procedures to help ensure members firms only accept high-quality clients
- **Global audit methodology and technology:** an audit methodology to meet international standards as a minimum, and supporting state-of-the-art proprietary software, backed by a commitment to remain industry-leading through ongoing investments
- **IFRS (International Financial Reporting Standards) support:** A full-time global IFRS team to provide member firms with training and guidance
- **Global audit quality monitoring:** dedicated global monitoring team to review the audit quality of member firms on a regular basis
- **Global audit training:** globally developed programmes, such as a three-part online ISA proficiency series and face-to-face sessions on IFRS, audit methodology and independence, to ensure member firms have consistent learning.



Global audit methodology and technology

Grant Thornton's global audit methodology:

- provides a clear linkage to auditing standards using ISA-based terms
- applies an account-based approach to address the risk of material misstatement
- allows the tailoring of audit risk of each client's profile

Grant Thornton's global audit tool:

- offers flexibility and scalability to perform audits of all types and sizes
- puts global and local methodology guidance at auditors' fingertips
- allows for rapid responses to regulatory changes
- enables auditors to perform higher quality audits more efficiently
- gives auditors the ability to provide clients with better insights



IFRS support

An IFRS interpretations group and a financial instruments working group (made up of member firms' IFRS experts), provide advice, guidance and support to the Global IFRS team.

The team promotes consistency across all member firms by:

- offering face-to-face training programmes and e-learning resources
- operating an IFRS help desk service
- providing an IFRS checklist and an IFRS Interim Reports checklist
- publishing extensive technical interpretive guidance, newsletters and other tools and resources, internally and externally, free of charge.



Information Technology General and Automated Controls (ITGCs & ITACs)

Our team ensures the reliability and integrity of the data and processes which will lead to efficiency of our clients' systems and processes to operate within a well-controlled environment.

Our team will identify, evaluate and validate controls, report areas of improvement along with our recommendations.

Tax

With the global spotlight shining increasingly on tax and its application, businesses and organisations today increasingly need sophisticated tax solution which contribute to their bottom line. Additionally a clean tax record with the revenue authority serves to maintain a good perception in the eyes of an entities stakeholders.

Grant Thornton tax specialists have the ability to help you achieve your business goals, keeping in mind the requisite tax legislation. The team provides world class advice to large multinationals, private companies and individuals across multiple industry sectors.

Our approach includes:

- A solution driven methodology that goes beyond the technical issues and seeks to understand client's needs. This allows for a more unique approach to tax issues that provide a win-win outcome for the client and the revenue authority a-like;

- Communication with "no surprise" approach where we endeavour to ensure that the client is well informed of the status of an assignment at all times;
- Leveraging the experience we have gained in the country to assist clients in various industries in exploring alternative options or enhancing their current strategy from a tax perspective;

Tax Compliance:

Due to the nature and administration involved in tax compliance, more often than not, the need for a seasoned tax

expert is required to act as an effective go-between a tax payer and the revenue authority. The fact that both the expert and the revenue authority speak the same language reduces the lag-time on any case being handled and allows the client to focus on their business.

Our services include:

- Tax Identification Number (TIN) registration and deregistration
- Direct Tax compliances
- Representation to the authorities
- Global mobility compliances



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Tax Consulting:

Tax consulting provides assistance in ensuring that high risk categories of transactions are accorded the correct tax treatments prior to execution. Our specialists help in bringing effective tax planning solutions to the table from a local and international perspective. As a client, you would be able to select from our arsenal of proactive tax solutions that fit your requirements.

Our primary services include:

- Transfer Pricing
- International tax consulting
- Tax health check
- Tax opinion
- Tax planning and restructuring
- Exemptions, Refunds, Objections management and revenue audit management

Transfer Pricing

With the introduction of the Transfer Pricing Regulations in 2011, the revenue authority has been making significant strides towards ensuring that transactions between related parties are maintained at “arm’s length”.

Taxpayers now more than ever need to give special attention to this matter and mitigate the risks associated with pricing adjustments between related parties to avoid penalties and additional tax liabilities.

Our tax experts are on hand, not only to assist with the preparation of the relevant documentation for legal purposes, but also to represent tax payers before the revenue authorities.

International Tax

We are able to leverage our global footprint to provide you with holistic tax solutions as per your needs. Investing in one country and ascertaining the tax risks associated with the investments against the tax obligations in your home country is a practice that is considered as essential in the decision making process of an investment.

We have good experience in handling tax planning of inbound and outbound investments, cross border tax restructuring, report and risk management and many more.

Tax health check

A review of a business tax compliance over a regular period of time serves to assist the business in highlighting not only what their potential tax liabilities are, but also in plugging up unnecessary tax leakages in the form of interest and penalties. It is also seen as an opportunity to provide training to finance and accounting teams on tax matters that are not easily understood or part of the daily activity of the team.

We offer such services to ensure that businesses can benefit from our berth of knowledge and expertise on any and every tax matter that is identified.

Tax opinion

Tax legislation in some cases can be ambiguous or unclear, especially for people who do not practice tax on a daily basis. Businesses and investments often need support in analysing legislation and explaining how it affects their businesses.

We use our understanding of your business to provide bespoke advice to the specific issues. Our opinions are backed by extensive research, innovative solutions, regular interaction with the revenue authorities and where necessary, additional written rulings can be sought from them depending upon its significance.

Tax planning and restructuring

Tax planning is far from being just a matter of accounting considerations. In fact, tax planning can be complex, especially when different jurisdictions are involved. An effective tax planning strategy will reduce your tax liabilities without which, unexpected tax problems can arise and tax liabilities occur.

We provide tax planning and consulting services with an aim to deliver cost-efficient and creative solutions for our clients, which will optimize your tax exposures.

Advisory

We help to solve problems, manage risk and seize new opportunities by offering a range of services across operational, transactional and forensic advisory.

At Grant Thornton, we offer a comprehensive range of advisory services to help you achieve your goals. We help you create, transform and protect value. From finding ways to finance growth to understanding how to manage risk and regulation; from identifying opportunities to optimise operations, we provide the expert support you need to thrive in a fast changing world.

Our approach to offering the best quality service possible is assured by:

- our breadth of services and capabilities
- industry and subject matter expertise
- clear communication
- global reach with local know-how.

Transactional Advisory services

We can help you understand the value triggers behind successful transactions. Our collaborative focus has dynamic teams with a wide financial, trade and operative background.

We offer specialist advice to management and shareholders of companies on a range of issues arising from the growth, development and financial needs of a business including:

Our services include:

- Business process reviews
- mergers and acquisitions advisory
- Capital markets
- Due diligence

- Feasibility studies
- Debt advisory - Project financing
- Valuations
- Commercial and strategic intelligence



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Business risk services

Our risk management service allows companies to progress faster and efficiently towards growth. Risk management is a structured focus to manage uncertainty associated to a threat through a sequence of activities that include risk evaluation, development strategies to manage the risk and risk mitigation by means of managerial resources.

Our services include:

- Internal Audits
- Enterprise Risk Management (ERM)
- Governance and Risk Management
- Regulatory services
- Risk modeling services
- Expert dispute resolution and advisory

Business consulting services

The environment for business is changing faster now than at any time in recent history. Forces such as globalisation and rapid technological change are disrupting traditional business models and creating huge challenges for organisations, both privately owned and publicly listed. At Grant Thornton, we help our clients understand these forces and their impact, and formulate solutions to keep them ahead of disruptive change.

Our business consulting services help organisations improve operational performance and productivity throughout the growth life cycle.

Our services include:

- Productivity improvement
- Change and program management
- Financial Management
- Strategy and Markets
- Human Capital



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Forensic audit

The complexity of organizations, the speed of transactions, the high rotation of key employees and other organizational risks are some of the main factors responsible for the high rate of frauds in companies.

Our services include:

- Accounting fraud
- Forensic accounting
- Special inquiries of fraud and management
- Implementation of counter fraud controls
- Assigned accounting experts.

Information Technology (IT) advisory

Our IT experts can help you navigate the complexities and provide you with robust, independent assurance that your IT risks, key management priorities, strategies and core systems are being appropriately managed.

We help our clients with:

- Financial Audit IT integration
- IT Internal Audit
- Cyber security
- IT Security Awareness Training
- Data Privacy Compliance Audit
- ICT Post-implementation Review
- ICT Projects Assurance
- Mobile & Application Security Testing
- IT Compliance Frameworks



Khushboo Dave

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Business Process Solutions

Businesses frequently decide to outsource in order to focus on their core competencies, while improving performance and lowering costs of their non-core activities. Saving time and money, business process solutions can allow time to concentrate on what's really important for your business.

Our approach involves a variety of services aimed at keeping your focus where you want it most: on meeting your strategic objectives. With access to experts throughout the Grant Thornton network, you will get high quality seamless and coordinated outsourcing projects delivered efficiently, comprehensively and confidentially.

Our business process solutions include:

- Bookkeeping/financial accounting
- Tax compliance within outsourcing
- Payroll and personal administration
- Fund Management
- Human resources solutions
- Business process outsourcing (BPO)/ shared service Centre (SSC) consulting and processing engagements.
- Compilation of financial statements.



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Financial Accounting outsourcing

At Grant Thornton, we guarantee confidentiality, trained and continuously evaluated staff, operating simultaneously, covering different locations in the country, and services designed to your needs.

Benefits:

- allows reduction and control of operational costs
- minimizes errors and provides stability to management
- free internal resources
- standardized and, therefore, eliminates duplicity of tasks
- optimizes processing time
- allows access to new technologies
- offers 100% support, privacy and confidentiality

Payroll outsourcing

Grant Thornton's payroll service have been designed to offer you different outsourcing and payroll solutions that will help you create a more efficient business model.

Benefits:

- you'll be able to access your information in real time online
- you own your information: we deliver digitally all your data
- elimination of errors and manual intervention without transferring information via email
- improvement of processing controls of payroll, guarantee of productivity and transparency of flows

- as many users as the client requires, according to profiles and permits
- you'll be able to integrate the payroll of all your offices regardless of geographical distances between them
- generation of different reports
- we guarantee the security and privacy of your information.

Monthly compliances

Grant Thornton's Compliance is well equipped with experienced personnel to handle the monthly compliances such as Value added Tax (VAT), Withholding Tax (WHT), National Social Security Fund (NSSF) and Pay As You Earn (PAYE) among others to ensure that the Clients are fully compliant and can focus on the actual activities of their Business.

Benefits:

- saving costs on additional resources
- Timely filing and payment of monthly statutory dues
- minimizes errors and provides stability to management
- optimizes processing time
- offers full support and confidentiality

Compilation of financial statements

Grant Thornton can assist dynamic organisations with the preparation of IFRS compliant Financial Statements so that the Client does have to hire additional experienced resources to perform the work.

Secretarial services

As a commitment to provide one door stop services to all your business needs, Grant Thornton Uganda's secretarial team, together with our tax professionals, provides services that new business establishment needs from very start of their operations.

Grant Thornton Uganda's corporate secretarial experts work directly with our in-house tax experts to help clients select and establish entity for their particular business.

Our secretarial services include:

- Company Incorporation/entity setup
- Secretarial compliance and consulting
- Liquidations
- Agreements and MOUs
- Business licenses
- Work permit processing.



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Our Industries

At Grant Thornton Uganda, just like all our member firms across the globe, we provide services to almost all sectors of the economy.

Agriculture

- Flowers
- Fish
- Tea growing and manufacturing
- Vegetables and fruits
- Sugar

Financial Services

- Commercial Banks
- Forex Bureau
- Life and Non-life Insurance
- Investment Companies
- Pension Funds
- Insurance

Energy

- Solar Power

Food & Beverages

- Sugar
- Milling
- Bottled water
- Food processing

Healthcare

- Hospitals
- Pharmaceuticals

Hospitality and Tourism

- Hotels
- Casinos and gaming
- Tour Operators
- Travel Agencies

Infrastructure development

- Power generation
- Electro-mechanical contractors
- Road
- Water

Manufacturing

- Steel
- Paint
- Plastics
- Printing, Publishing & Packaging
- Textiles
- Machinery
- Electric

Mining Oil & Gas

- Explorations
- Consulting
- Logistics

Not-for-profit

- Schools
- Not for Profits
- Trust

Professional Services

- Logistics
- Telecommunications
- Security
- Software

Real estate & Construction

- Construction
- Property developers
- Real Estate

Retail

- Electronics
- Automobile
- Oil & Petroleum
- Hardware
- Chemicals
- FMCG
- Solar systems
- Furniture

Transportation

- Aviation
- Transport

Client Survey

You will have a better client experience, but don't take our word for it. Grant Thornton Uganda and member firms around the world measure client satisfaction on an annual basis, and in comparisons of the industry standard benchmark, the Net Promoter Score™ Grant Thornton clients around the world continuously rank as highly satisfied.

Grant Thornton Uganda undertakes a client satisfaction review annually to ensure that our teams are delivering an exceptional experience for our clients. The average client satisfaction rating for our clients were 93%.

Reasons you can trust us to deliver:

- Clear communication and interaction with you at all times.
- Pro-active advice and recommendations
- Thorough understanding of your business
- Exceptional people
- Seamless quality of audit, tax, advisory, business process solutions and secretarial services
- High value for fair fees.

"Grant Thornton Uganda has been our auditor and tax advisor for almost four years now. We are very satisfied with the services and attention they provide. They have really assisted us in the area of tax compliance and they are always ready to help, with most valuable professional advice combined with a deep understanding of our business dynamics. The partners make communication very easy, and we feel very comfortable having Grant Thornton by our side!"

Beatriz Meijide
CAFO Africa & Indian Ocean
Camusat Uganda

"We have always enjoyed continuous professional services which is a result of tremendous efforts put in by GT Uganda Team. We have come a long way together and have a long way ahead of us with many milestones to be achieved on the way for both organizations!"

Parag Shah
Group CFO
Madhvani Group Limited

"At AHF we are continually impressed by the results of your dynamic professionalism and enviable work ethic. Your commitment to engagements that makes you stand out as a preferred partner of choice, has contributed to the growth of our program in Uganda. We look forward to a continued working relationship."

Margareta Marro,
Director of Global Accounting
AHF, Los Angeles, CA Angeles

"We have a wonderful experience working with Grant Thornton Team as our External Auditors & Tax Consultants. The firm exhibits an instinct for mutual growth and developing relationships through a highly professional approach".

Ajay Kumar Panth
Managing Director
Bank of India (Uganda) Limited

"In the last 25 years of my experience in Business and having worked with the top accounting firms, I have found Grant Thornton Uganda to be very professional in their approach. The Dedication and knowledge of the Partners and their team is remarkable. The in-depth guidance they have provided to our company based on the international accounting standards have been priceless in making us a 100% complaint company. "

Vinay Dawda
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Grow relationships and revenue beyond Uganda

As a cohesive global organisation we give you access to consistent level of quality and a seamless service wherever you choose to do business.

As a member firm of Grant Thornton International Ltd, we deliver connections which help you to leverage the powerful contacts, client base and revenues which are available around the globe, supporting you to grow your business overseas

Some of our recent accolades include:





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