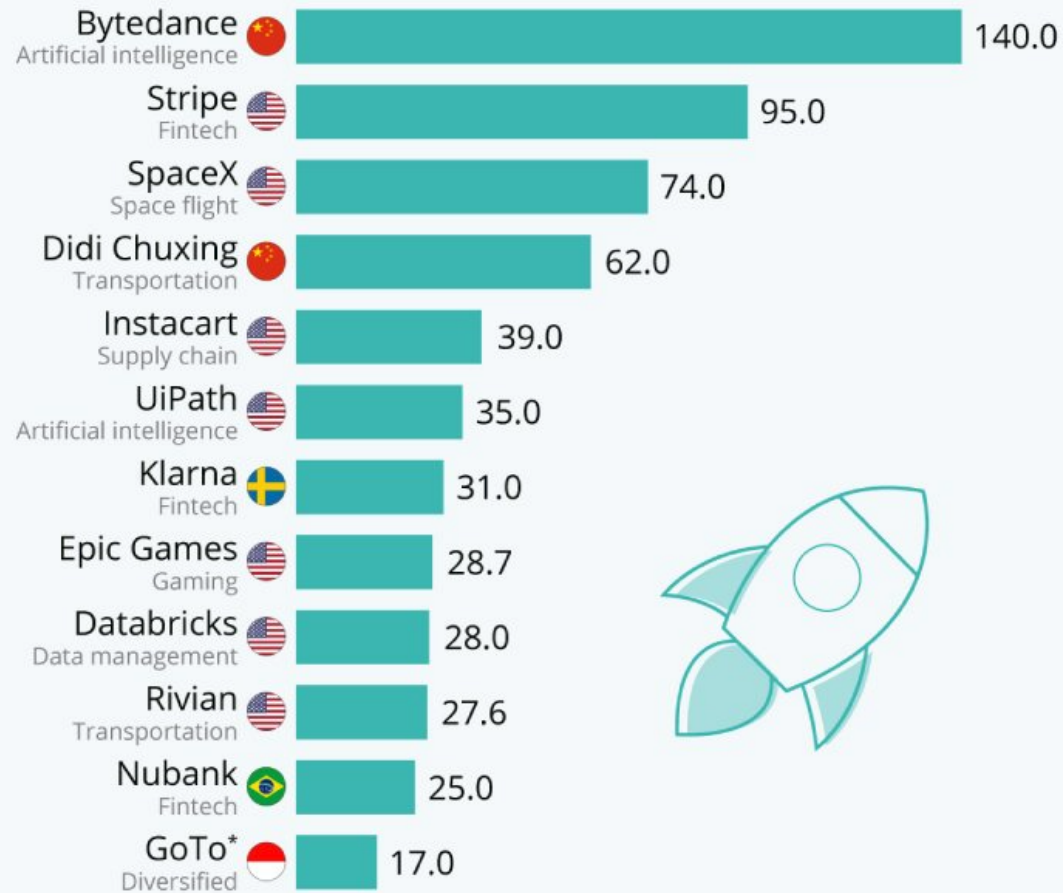


A photograph of a metal can lid being poured into a metal can. A small green plant is growing out of the soil inside the can. The scene is set against a plain, light-colored background.

START UP LOSSES: TRANSFER PRICING PERSPECTIVE

The Highest-Valued Startups in the World

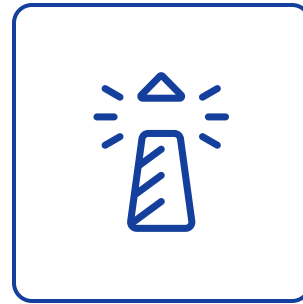
Startup companies worldwide by valuation (in billion U.S. dollars)



* Gojek and Tokopedia combined valuation after merger
Currently private companies (including whisper valuations)
As of April 2021

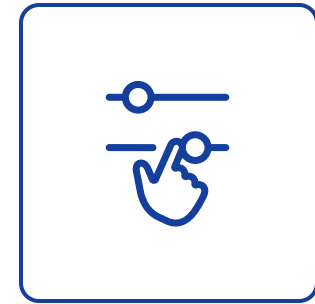
Source: CB Insights

START UP LOSSES- KEY REASONS



Internal factors

- Product Research cost
- Marketing cost to establish brand
- Market penetration (low price entry)
- Operational inefficiencies
- Dispute among co-founders
- Overall failed business strategy



External factors

- Economic recession
- Foreign exchange losses
- Product-market misfit

TRANSFER PRICING POLICY EVALUATION

When a company regularly incurs losses while the Group as a whole is profitable, it can trigger scrutiny if the losses are genuine.

A company incurring **recurring losses** would cease operations unless the business continuance is important for the group as whole. The company may also have to **demonstrate** how the inter-group transactions are not the reason for its recurring losses. Losses due to **commercial rational** not linked to related party relationship and for a limited period of time can be justified



TRANSFER PRICING POLICY EVALUATION

A company's **character** could also be of an **entrepreneur** assuming significant business risk and the same should be documented in the FAR analysis

Incurring losses or earning lower than anticipated margins may be justified in some cases if for a reasonable period, if the company can demonstrate the same as its **business strategy to achieve market penetration**. However, this should be demonstrated through improved margins in later period



START UP WITH RECURRING LOSSES

Early stage companies with related party transactions should maintain below documents for TP evaluation

- Role and Risk matrix for functions performed and risk assumed
- Forecast on its demand estimation
- Industry size, competitors and critical success factors
- Identify cost factors not linked to related party relationships and its impact on recurring losses
- Search for comparables in similar life cycle
- Economic adjustments (working capital, risk, capacity utilisation)



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