



# **From Garage To Global**

**Expanding The Right Way**

**NAIR & CO.** 

**DOWJONES**  
A NEWS CORPORATION COMPANY



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## **Nexenta**

- **Leader of Open Storage market. Delivering enterprise class storage via a software only model that delivers improved storage functionality without vendor lock-in.**
- **“Fastest growing storage start-up ever.” The Register, 3.4.11**
- **Growing 400% year on year, adding 2x in head count. Launched sales in 2008.**
- **Currently 110 employees; 3,000 commercial deployments; 205 partners of which 126 are non North America**
- **Q4 2010 non North America sales were >50% of total sales.**
- **Customers include the largest Cloud in Asia – offered by Korea Telecom.**
- **[www.nexenta.com](http://www.nexenta.com)**



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## **TransLink Capital**

- **Silicon Valley based VC firm focused on early to expansion stage IT investments with offices in Tokyo, Seoul and Beijing**
- **Partners have extensive investment and operations experience in US and Asia, leading US investment operations for Asian technology companies**
- **Unique value-add model of validating opportunities in Asia PRIOR to investment**
- **Strategic partners include carriers, device, component, mobile, and online companies in Japan, Korea, and Greater China**
- **15 companies invested to date, including Carbonite, Enterprise DB, Eye-Fi, LensVector, Livescribe, Nexenta, SoundHound, Sandforce, and XSigo**
- **[www.translinkcapital.com](http://www.translinkcapital.com)**



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## **GUNDERSON DETTMER LLP**

- **Law firm serving entrepreneurs, emerging growth company and venture capitalists**
- **Primary focus is to assist clients in solving business problems, executing business strategies and achieving critical business objectives**
- **Firm has more than 100 lawyers in four offices – Silicon Valley, Boston, New York and San Diego**
- **Firms represents companies in every stage of development – form startup through entry into public markets and beyond**
- **[www.gunder.com](http://www.gunder.com)**



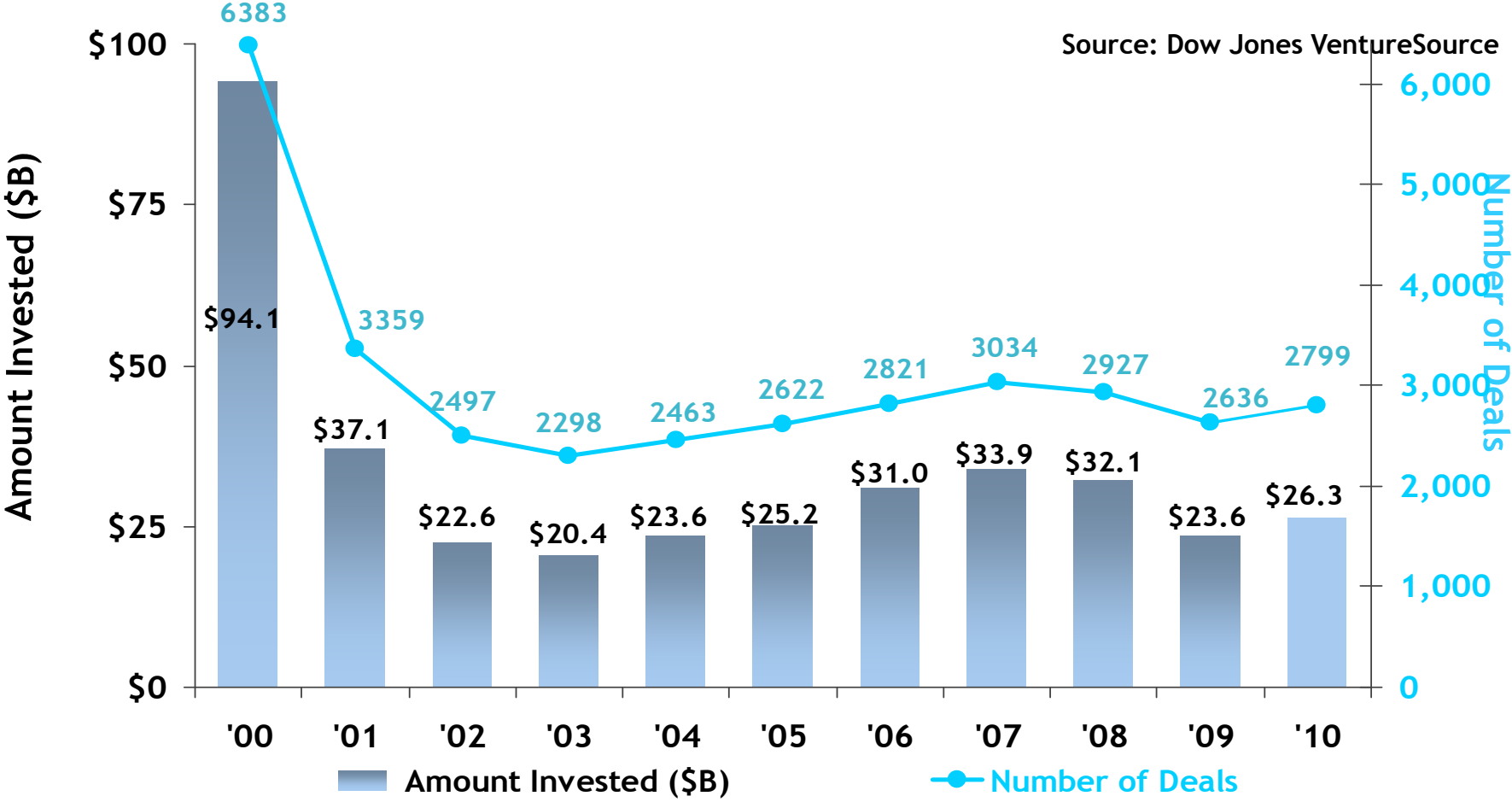
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## **Nair & Co.**

- **Established in 1994, Nair & Co. acts for more than 740 companies and supports nearly 4,000 operations 50+ countries.**
- **Over 450 employees in India, U.K., China, Japan, Singapore and U.S.**
- **Team of experts includes tax and employment lawyers, accountants, compensation and benefit consultants qualified in a variety of countries**
- **Strong Tax Consulting, Accounts Compliance, Tax Compliance, Human Capital Consulting, and Corporate Governance groups spread out globally**
- **Nair & Co. recognized as a top 100 international outsourcing service provider by the International Association of Outsourcing Professionals in 2009.**
- **[www.nair-co.com](http://www.nair-co.com)**

# Startups Realizing They Must Expand Beyond U.S.

*Deal Flow and Equity into Venture-Backed Companies*





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## **Initial Things To Think About/Consider In Expanding Abroad**

- **Are you ready? What questions should you ask yourself?**
- **Where should you go? Which countries are easiest/hardest to penetrate?**
- **What role can and should investors play in this process?**
- **Do you have partnerships in place? How does one go about setting one up?**



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## **Key Things To Consider When Going Abroad**

- **Going Rates of Remuneration: You Hire As An Informed Employer**
- **Type of Entity To Be Set Up**
- **Employment Documentation and Associated HR Infrastructure**
- **Tax Infrastructure**



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## **Communication Issues....**

- **Setting up an office: How do you manage & staff it correctly?**
- **What structures work and don't work for keeping communication flowing between those offices and U.S. headquarters?**
- **How often should U.S. executives go overseas? How do you ensure that things are being run right and there is no trouble?**



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## **Accounting issues to be think about...**

- **Identification of All Important Filings and Deadlines**
- **Running of Payroll and Maintenance of Management Accounts**
- **Preparation of Year-end Local GAAP Accounts**
- **Preparation of Associated Filings i.e. Corporate Taxes, Payroll, ESPP (where relevant)**

## Key International Deadlines: 2011 Calendar

Country	Monthly Payroll Tax Deadlines	Annual Payroll Filing Deadlines	Expenses/Fringe Benefits Tax Returns	Stock Options Return	Statutory Accounts	Corporate Tax Returns	VAT Returns
Australia	21st of each month	Aug 14	May 21	Aug 14	Apr 30 (within four months from year end.)	Jul 15	Quarterly; 28 days after quarter-end/ monthly; 21 days after month end for large businesses
China	7th of each month	Monthly <sup>(1)</sup>	NA	Income tax withholding and reporting required on purchase	Monthly; within four months of end of fiscal year on April 30	Quarterly; 15 days after quarter-end; annually on April 30	Monthly; 15 days after month-end
France	NA; no withholding requirement for local employees	Jan 31	With Payroll	With Payroll	Jul 31	Apr 30 <sup>(6)</sup>	Normally Monthly; Relevant deadline is set between 15th and 24th after month-end
India: <sup>(5)</sup>	7th of each month	Quarterly; July 15, Oct 15, Jan 15, May 15 <sup>(2)</sup>	NA	With Payroll	Jul 31	Sep 30	Six monthly, quarterly, monthly; between 15th and 24th <sup>(3)</sup>
U.K.	19th of each month; 22nd for electronic payments	May 19	Jul 6	Jul 6	Sep 30	Dec 31	Quarterly; 30 days after quarter-end (plus seven days for online returns)
Japan	10th of each month	Jan 31	Jan 31	With Payroll	Feb 28	Feb 28	Annual Consumption Tax Return Feb 28 <sup>(4)</sup>
Netherlands	Last day of each month	Jan 31	N/A; Done with Payroll	Done with Payroll	Feb 01 2012	June 01 <sup>(7)</sup>	Monthly. Quarterly (Quarterly VAT due <= euro 15,000); due by end of month following month/quarter end.
Germany	10th of each month	Done monthly; not annually	N/A; Done with Payroll	Done with Payroll	May 31	May 31	Monthly/ Quarterly



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- **Challenges of Multi-country Accounting**
- **Liabilities When U.S. Personnel are Directors of Foreign Entities**
- **Risks to Ds/Os include both Criminal and Civil Liability**
- **Overseas Subsidiaries: Global vs. Local coverage**
- **Corruption , D&O Insurance, Data Privacy and Security**



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**OTHER THINGS TO THINK ABOUT..**





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## **Q&A**

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