

# The SGV advantage

In everything we do; we nurture leaders  
and enable businesses for a better Philippines.

#SGVforABetterPhilippines

**SGV**

Shape the future  
with confidence



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## Strength in Numbers

Over 78 years of quality service sum up the Firm's professional track record that remains unmatched in the country and in the region.

Nearly 6,000 people providing the best services, including professionals who are experts in their respective fields.

Over 35,000 SGV alumni credit the firm for their professional development and growth.

## SGV & Co.

- The leading and largest professional services firm in the Philippines
- Offers integrated solutions drawn from diverse and deep competencies in assurance, tax, strategy and transactions, and consulting

## Respected Locally

- Trusted by the most prestigious Filipino and international business organizations

## Recognized Globally

- A member practice of Ernst & Young Global
- Registered with the Public Company Accounting Oversight Board (USA)
- The Assurance service line of SGV & Co. has been ISO 9001-certified since 1996

## A Purpose Driven Firm

At SGV, we put our Purpose of nurturing leaders and enabling businesses for a better Philippines at the heart of everything we do. This Purpose is our aspirational reason for being and acts as our 'North Star' - guiding our nearly 6,000 people through today's rapidly changing world.

We envision to deliver value-added and integrated services to our clients - becoming a partner in their organization's as well as in the region's development. The insights and services we provide inspire trust and confidence in capital markets and support our clients and the communities where our people live and work. In doing so, we play a critical role in building a better working world for our people, for our clients and for our country.

We see a better Philippines where the economy prospers, and lives are uplifted. To do our part, we help build trust and actualize potentials with:

- People who demonstrate integrity, respect, teaming and inclusiveness
- People with energy, enthusiasm and the courage to lead
- People who build relationships based on doing the right thing

Our high-performing teams across our four integrated service lines, work together to fulfill our Purpose and create a positive difference. Likewise, we are committed to continuously improving the quality of all our services by investing in our people - inspiring them to become the transformative leaders the world needs.



### **Assurance**

Assurance inspires the confidence and trust that help enable a complex world to work. We help to support organizations in promoting investor confidence, managing regulatory responsibilities and supporting long-term, sustainable economic growth. In doing so, we protect and serve the public interest and promote transparency.

Our Assurance services comprise Audit, Review and Related Services; Financial Accounting Advisory Services; Forensic & Integrity Services; Climate Change and Sustainability Services; and Technology Risk Services.

### **Tax**

We offer a full range of tax compliance, accounting compliance and reporting, payroll accounting and operate, tax advisory, tax planning, tax outsourcing, transfer pricing and customs services.

We also provide work before the Bureau of Internal Revenue, the Bureau of Customs, the Department of Finance, local governments, and other agencies such as the Subic Bay Metropolitan Authority, the Bases Conversion Development Authority, the Philippine Economic Zone Authority, and the Department of Trade and Industry. Our tax advice on cross-border transactions; corporate restructuring on acquisitions, mergers and consolidations; financial products and arrangements; transfer pricing; contract review; and estate planning make us valuable to our clients.

### **Consulting**

In Consulting, we are building a better working world by transforming businesses through the power of people, technology and innovation. To become the world's leading transformation consultants, trusted to help our clients generate long-term value, we have developed a distinctive approach to transformation called Transformation Realized which harnesses the core drivers of transformation to create long-term value. It places humans@center, leverages technology@speed and enables innovation@scale.

We drive the transformation of our clients' businesses by developing solutions across our eight core Fields of Play: Strategy & Transformation, Customer & Growth, Supply Chain & Operations, Finance, Risk, Technology, Cybersecurity, and Organization & People.

### **Strategy and Transactions (SaT)**

We help our clients prepare and execute the best deal for their company. Our Strategy and Transactions professionals help them enhance and maximize enterprise value. In each business area, we provide technical expertise and in-depth knowledge. Whether they are a small, mid-sized or large company, our services and professionals can guide them in making the right business transactions for their company's optimal growth.

### **Financial Services Organization (FSO)**

FSO works with clients in the banking, capital markets, insurance, wealth and asset management sectors. As today's financial services market is global, constantly changing and highly regulated, we offer a dynamic approach to help manage uncertainties and the opportunities these present. The SGV/EY-Philippines office is one of the key FSO locations in the Asia-Pacific. The Asia-Pacific FSO operates across four markets: ASEAN, Greater China, Korea and Oceania and four Service Lines: Consulting, Assurance, Tax, and Strategy and Transactions. Our strong global teams, local capabilities and seamless collaboration bring innovative problem-solving, breakthrough performance gains and sustainable value creation to our clients and stakeholders.

# Fields of Play



*Note: \*Legal services are provided only in markets where permitted.*

We put our clients at the center of our strategy, operations and processes, helping you achieve your organization's transformation agenda through our Fields of Play. We take a connected and holistic view of different client sectors and the broader business landscape to help you maximize new opportunities and manage risk - creating long-term value and sustainable growth.

Our Fields of Play reflect the functional groupings of an organization and the relationships we foster in client engagements as we work with key executives - CEOs, CFOs and other members of the board - to address your most pressing issues. We provide a seamless array of services integrated across our four service lines, bringing together the wide range of competencies of our people.

# Buyer-based Fields of Play



## Strategy & Transformation

We help clients execute their company growth strategies by utilizing our Transformation

Realized approach. This encompasses a set of capabilities to drive new growth and enables companies to achieve transformative performance.

Service lines: Assurance, Tax, Consulting and SaT



## Transactions

We enable fast-track value creation for inclusive growth.

This facilitates strategic growth and portfolio management through better integrated and operationalized acquisitions, joint ventures, alliances and divestments. We help clients make the most of the transactions they enter by providing guidance throughout the entire process, from decision-making to post-closing. We also help them reimagine their tax and finance functions to achieve a sustainable corporate tax function that meets their specific needs.

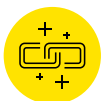
Service lines: Assurance, Tax and SaT



## Customer & Growth

We help clients map their customer journey, identify the touchpoints that matter, and design and implement a unique customer experience that delivers on the client's brand identity and promise.

Service line: Consulting



## Supply Chain & Operations

We help clients reinvent and transform their supply chain functions and outcomes

across the business through the use of EY-developed solution assets and emerging technologies. This Field of Play links solutions across our key capabilities and competencies, including Global Trade, Tax, Technology and Digital.

Service lines: Assurance, Tax and Consulting



## Sustainability

We help companies understand the risks and opportunities arising from climate change

and sustainability issues. We help them respond to these issues by understanding and evaluating the broader value impacts and outcomes, identifying the opportunities, and supporting the reporting of nonfinancial performance risks.

Service line: Assurance and Consulting



## Cybersecurity

We help clients transform the IT risk, cybersecurity and data privacy functions and

outcomes in the business, including cyber risk, compliance and resilience; data protection and privacy; identity and access management; and technology risk, technology resilience and technology controls.

Service line: Assurance and Consulting



## Tax

We help clients understand and manage their tax compliance and reporting obligations

responsibly and proactively by assessing, improving and monitoring their tax function's processes, controls and risk management while helping them maintain effective relationships with tax authorities.

Service line: Tax



## Finance

We help clients transform the finance functions and financial outcomes of the business,

including reporting, profitability, cost management, credit risk, liquidity risk and actuarial. We utilize highly skilled global resources to help our clients define a tax operating model that may further their strategic efforts and bring innovation and transformation to their tax function.

Service lines: Assurance, Tax, Consulting and SaT



## Risk

We guide clients towards embracing disruption, embedding a risk optimization

mindset and differentiating themselves through trust - helping them transform the risk and controls functions and outcomes of their businesses. We provide services that assist them in protecting their businesses, customers and shareholders by deploying innovative technology, advanced analytics and effective reporting mechanisms. We also help them manage third-party risk with the use of extensive strategic solutions that can be tailored to suit their needs.

Service lines: Assurance, Tax and Consulting



## Technology

We help clients transform their IT function and IT-related outcomes. We also assist in their digitalization strategies.

Service lines: Assurance, Tax and Consulting



## Audit & Governance

We help clients build stakeholder confidence and trust, managing regulatory responsibilities and driving long-term, sustainable growth.

Service line: Assurance, Tax, Consulting and SaT



## Legal & Investigations

We provide holistic guidance around strategic business decisions, investigative support and capabilities, reducing the gap between business advisors and legal counsel and offering support services that increase efficiency and reduce costs of routine legal activities. We optimize our clients' legal function to align it with their broader digital business transformation goals.

Service line: Assurance and Tax



## Organization & People

We help clients transform their HR and people functions to achieve business outcomes, enabling a better workforce experience and new ways of working.

Service lines: Assurance and Consulting

# Assurance

## Our Market Share

### SGV audits:

- ▶ 51 of the Top 100 corporations
- ▶ 401 of the Top 1000 corporations
- ▶ 17 of the top 31 banks
- ▶ 39 of the top 55 holding companies
- ▶ 28 of the top 63 food manufacturers
- ▶ The top financing company operation
- ▶ 12 of the top 22 mining and quarrying companies
- ▶ 9 of the top 21 life and non-life insurance companies
- ▶ The top wired (landline) services
- ▶ 2 of the top 3 mobile telecommunications services
- ▶ 25 of the top 41 real estate companies
- ▶ The top two water supply services
- ▶ The top hotel
- ▶ 7 of the top 8 fast-food restaurants
- ▶ The top two television broadcasting and relay stations
- ▶ 5 of the top 10 domestic and international airlines
- ▶ The top café/coffee shop
- ▶ 15 of the top 41 manufacturers of semiconductor devices and other electronic components
- ▶ 6 of the top 21 department stores
- ▶ 39 of the top 54 electric power generation, transmission, and distribution companies

Source: 2023 edition of *BusinessWorld Top 1000 Corporations in the Philippines*



## Maintaining Your Trust

To grow and create value, your company must have the trust of its customers, lenders and investors.

The integrity of your company's financial information and the reliability and security of your technology are critical components in garnering this trust and gaining access to global capital markets. Whether you are managing issues associated with globalization, addressing technology vulnerabilities in the connected economy, or looking to assure the fairness of your financial information – SGV & Co. can help.

With an entrepreneurial mindset, our globally integrated teams deliver innovative, sector-specific and tailored services to build trust for our clients. Our professionals are trained on our digital audit methodology, data analytics and documentation tools, developing solutions based on the value proposition of Assurance.

We have also invested substantially in innovating and digitalizing our global risk-based methodology and the related technology-based service and knowledge tools and enablers. The methodology is supplemented by comprehensive standards and quality controls that are applicable to every client engagement.





## Audit, Review and Related Services

### External audit services

We provide independent assurance on financial and nonfinancial information to meet regulatory and other stakeholder requirements utilizing world-class business process-based methodologies and supporting tools. Our Global Audit Methodology and Documentation Approach is a risk-based approach that focuses on the drivers of the business, the associated risks, and the potential effects on financial statements accounts, and delivers a consistent, high-quality audit anywhere in the world.

### Review services

We provide review services by performing inquiry and analytical procedures that provide the company with a reasonable basis for expressing limited assurance that there are no material modifications that should be made to the statements in order for them to be in conformity with generally accepted accounting principles or, if applicable, with another comprehensive basis of accounting. This service generally includes limited review of interim financial statements.

### Security offerings

We provide assurance services with respect to equity or debt securities offerings by audit clients, including prospectus review, consent to include our report in connection with our audit or review of financial statements, proforma financial information, and issuance of comfort letter.

### Agreed-upon procedures

We perform agreed-upon procedures, in accordance with relevant professional standards, applied to financial or nonfinancial data to which the accountant and the client and any appropriate third parties have agreed, and to report on factual findings. These agreed-upon procedures reports may include: confirmation of customer balances included in a listing of accounts receivable and reporting on the findings; attendance at a physical inventory count and performance of test counts and reporting on the findings; and recalculation of debt covenants and reporting on the findings.

### Extended audit services

We provide customized assurance services beyond the traditional external audit scope, such as services on branch project audit, audit of a specific account, and inventory and fixed asset count.

### Financial Accounting Advisory Services (FAAS)

Our services are designed to help you build effective and efficient finance functions and address the issues caused by changing regulatory requirements and market conditions. Through the innovative application of technology and data analytics tools, we can support you with regulatory, governance and accounting issues and attest impacts that result from an audit. Our integrated service offerings and focused sector experience can help you determine, monitor and disclose financial and nonfinancial insights to your stakeholders, upholding the CFO agenda and providing you with insights to support compliance with evolving financial reporting requirements.

### Finance support services



- ▶ **Corporate treasury and commodities.** We help companies shift toward centralization of the treasury management function. We provide broad services for a variety of finance functions, such as treasury, hedging, risk management, derivatives and commodity trading.
- ▶ **Consolidation and reporting.** We provide assistance in every aspect of the consolidation and reporting process, helping businesses achieve faster, higher quality reporting, control risks and develop their financial acumen. Clients achieve this by standardizing internal controls, reducing dependency on individual employees, reorganizing processes and implementing tools for a fast close process.
- ▶ **Remediation services.** Restoring confidence in financial reporting can rebuild market confidence, mitigate the risk of future occurrences and signal to investors, regulators and stakeholders that the company is heading in the right direction.

Remediation services is about alleviating financial reporting risk areas, identifying root causes, and implementing corrective actions to reveal and preempt possible pitfalls. With our knowledge of accounting and reporting, process standardizing and leading services, our remediation teams can help find ways to reduce deficiencies that might affect the timely production and quality of financial reports.

- ▶ **Corporate governance and regulation.** Governance processes in a company are triggered by globalization, expanding risk factors, developing technologies and society's expectations. We can help companies by providing up-to-date knowledge of corporate governance trends and approaches for effective oversight and management.
- ▶ **Training services.** We provide a range of business-specific training services for companies, delivering technical knowledge and a global perspective. We are constantly updating our training curriculum to reflect changing guidelines and emerging trends.

### Systems, process and analytics



- ▶ **Analytics and data intelligence.** FAAS analytics is the collection, combination and exploration of financial data to help organizations create insights that support their decision-making processes. This may allow them to improve accounting data integrity and quality, helping them produce more reliable reports and insights within the accounting, finance, governance and regulatory space. Our team supports clients by applying advanced analytics within an organization's finance and accounting activities. We help identify business insights and hidden patterns in financial data so clients can benefit from a more agile and accurate decision-making process, with greater confidence and transparency in financial reporting. Analytics services can also be applied to financial instruments and corporate treasury, financial processes, audit support and sustainability.

- ▶ **Advanced processes.** We support companies in the design and implementation of automated internal control systems, including internal control workflow, which establishes continuous process assurance while increasing efficiency. Dashboarding and reporting are part of this service, together with advanced analytical features, such as data mining, statistical analysis for identification of relationships and statistical correlations, and artificial intelligence.

### Accounting and reporting



- ▶ **Accounting advice.** We provide organizations with support when entering into contracts, combining deep commercial and accounting insights, helping management make the most appropriate commercial and accounting decisions.
- ▶ **Accounting change.** We help address your complex technical accounting questions. We can help your company navigate large-scale financial reporting changes, from moving to a new accounting framework (e.g., due to regulatory change or as cross-border transaction) to adopting a new accounting policy (e.g., revenue recognition, financial instruments, leasing or insurance contracts).
- ▶ **Government and regulatory accounting.** We cover all aspects of accounting and financial reporting exclusively for the government and public sector, including International Public Sector Accounting Standards (IPSAS), International Financial Reporting Standards (IFRS) and Philippine Financial Reporting Standards (PFRS). This includes the transition from cash accounting to accruals accounting or reporting under an internationally recognized set of accounting standards.
- ▶ **Management accounting.** We help companies align their internal reporting with their accounting policies. It may include management reporting or reporting on individual long-term contracts covering both financial and nonfinancial data.

- ▶ **Accounting policies and procedures.** Accounting policies are the cornerstone of an organization's financial control environment, bridging the gap between technical accounting literature and business practice. This includes a quick assessment and analysis of existing policies, assistance in creating a completely new and customized accounting manual, and deployment and training support for the team.

### Transaction accounting



We help companies enhance value by supporting management as they execute transformational events, such as an acquisition or divestiture, to inspire stakeholder confidence and reflect well on the business, its brand, management and directors. Transaction accounting services comprise financial reporting and accounting assistance, including white papers, analyses and models related to significant capital events, such as mergers and acquisitions (M&A), joint ventures, divestitures, and sales of stock and debt. Support can be provided during due diligence by identifying accounting and financial reporting policies and issues that should be investigated during diligence; it could also include helping management develop content for white papers and assess the accounting implications of alternative considerations. Other areas where companies may need help are in the complex issues surrounding purchase price allocation accounting, as well as legal entity and group reconstruction, financial reporting process improvement, accounting policy manual alignment, GAAP conversions and disclosure effectiveness.

### Managed services



Managed services are structured as a strategic long-term arrangement to provide a select set of value-added services addressing the client's most challenging requirements. The services are output-based and give companies access to SGV teams, industrialized processes and technology on a longer-term and non-project basis. We help clients plan the appropriate use of managed services for increased efficiency and continuous improvement. Managed services are

broadly categorized to three clusters: Reporting, Transaction accounting and Finance of the future. Certain FAAS services could be offered as managed services with a longer-term, multi-client and non-project-based delivery.

### Technology-enabled accounting and reporting solutions



FAAS combines IT capabilities, industry insights, and accounting and reporting knowledge to support you in an efficient, effective and differentiated way. Projects are typically centered on one of these three activities:

- ▶ Providing an EY application or tool
- ▶ Tailoring commercial applications for your specific needs
- ▶ Helping you get more from your existing applications and tools

FAAS can assist you with industrialized, customized templates or bespoke developments. Industrialized products are tools offered globally which can easily be configured to help your organizations' finance and accounting departments. Examples of these tools are the Process Mining tool (a technology that analyzes performance data in order to improve process flows), a software application that is an automated end-to-end processing of invoices by applying Artificial Intelligence (AI), and Policy Sphere (a web-based tool that can serve as a multidimensional central repository for policies, other related documents, governance and approval workflows), among others. Bespoke developments are tools that are developed by FAAS professionals as a part of the delivery of specific engagements and are designed for that particular engagement only.

We can also assist in management reporting and key performance indicators (KPIs), which include defining an internal reporting framework for your management reporting, business planning and corporate scorecards. This service helps set a clear direction of the path to either minor or significant change to the abovementioned processes, aligning where possible. Internal and external reporting and developing new processes can be further adjusted in the future as required. Amending your KPIs to new measures of performance may also

have an indirect implication on segment reporting requirements. In this case, it may also be necessary to amend the perimeter of the business being measured and ascertain the appropriate asset and liability allocations. It is also important to ensure that accepted transfer pricing techniques are applied to income and costs from the new segments.



### Forensic & Integrity Services

We understand how organizations navigate complex environments; how pressures, attitudes and culture influence employee actions; and how to leverage data analytics to improve compliance and investigation outcomes. We are committed to making integrity the cornerstone of a better working world.

- ▶ **Investigation and compliance.** Experienced in forensic accounting, technology systems and risk management, we investigate areas where clients suspect there is a problem. We also help clients manage risk, investigate alleged misconduct, measure the financial implications when issues arise, and provide support when necessary.
- ▶ **Transaction forensics.** Our Forensic Diligence professionals assist organizations and legal counsel in identifying and mitigating financial, operational and reputational risks inherent to mergers and acquisition transactions. We provide due diligence services primarily related to anti-corruption, FCPA due diligence and investigate potential issues with cross-border transactions.
- ▶ **Claims & disputes.** We help companies and their legal counsel prepare the calculations, analyses and strategies required for complex commercial disputes. Ultimately, we help safeguard the value of an organization's business and help generate legitimate gain from their contracts and transactions.
- ▶ **Forensic data analytics.** We work in engagement teams to carry out both reactive and proactive forensic analysis on large amounts of data that involve data linking, statistics and predictive modeling. Our engagement activities include business understanding, data collection and import, quality review, and data visualization and reporting.

- ▶ **Privacy & cyber response.** We perform computer forensic analysis using the latest technology to assist investigations and discover electronic evidence. This includes data acquisition and validation, processing of data, and forensic analysis and reporting.
- ▶ **Discovery.** Our Discovery, information governance and forensic professionals can help answer the "who, what, where, when and how" questions that help organizations meet their discovery and compliance needs.



### Climate Change and Sustainability Services (CCaSS)

We help clients identify, manage and deliver sustainability strategies that address nonfinancial matters such as environmental and social risks. We assist our clients in building their resilience to navigate the ever-changing business environment and create long-term value.

- ▶ **Sustainability advisory and supply chain.** We help organizations understand their emerging sustainability, supply chain or environment, social and governance (ESG) risks (e.g., human rights, modern slavery, resource constraints, climate change, conflict minerals). We also help build resilience and strengthen their 'social license to grow' so that they can survive and thrive in an increasingly competitive and accountable operating environment. This includes sustainability maturity assessment; stakeholder engagement, prioritization, analysis; materiality assessments and benchmarking; advice on sustainability risks in the value chain; supply chain sustainability management; assisting in identifying human rights risks in the supply chain and advising on risk management and reporting; training, development and capacity building; policy development and research; and portfolio sustainability risk assessment.
- ▶ **Nonfinancial reporting advisory and assurance.** We help organizations transition to new ways of communicating their sustainability performance and address the demand of other key stakeholders for greater and more meaningful assurance over nonfinancial disclosures. Advisory services include the development of sustainability, integrated annual

reports and other communications, collection and collation of nonfinancial data, report benchmarking, integrated reporting advice and development. Assurance services cover nonfinancial disclosures, reported metrics, principles and information, internal, management and board communications, and product claims.

- ▶ **Outcomes measurement.** We help companies understand and evaluate the broader value impacts and outcomes associated with their operations, programs and projects. These include developing an outcomes measurement framework; impact analysis including aid and social return; strategies and programs to meet social and natural capital impact objectives and shared value; community investment, aid and partnership strategies; natural capital assessments and valuations; and building internal capacity to measure and report impact.
- ▶ **Climate change.** In today's environment, businesses can no longer ignore the physical and regulatory impacts of climate change on their operations. We help organizations maximize opportunities by efficiently meeting compliance requirements, managing risks and thinking strategically. This includes green bond advisory and assurance; greenhouse and energy audit; energy management, modelling and audits; energy monitoring; carbon target development; marginal abatement cost curves; assessing the life cycle of products and services; climate risk and vulnerability assessments; climate change adaptation strategies and processes; and policy and program evaluations.
- ▶ **Environment, health and safety.** We assist organizations in making strategic and operational decisions that drive the effective management of environment, health and safety, with an aim to prevent incidents, or in the worst of outcomes - a workplace fatality or environmental catastrophe. This includes statutory, compliance and internal HSE audits; EHS due diligence; gap analysis against legislation or internal policy; developing, implementing and reviewing HSE Management Systems and assurance frameworks; safety culture and behavioral maturity assessment; and resource efficiency, waste and packaging advice.

## Technology Risk Services

As confidence and trust in data and technology are becoming a greater societal concern, understanding risk arising from the implementation and use of technology is increasingly important to accelerating business performance and achieving sustainable growth. The ability to understand these risks and bridge the knowledge gap that often exists between business and IT is the core strength of Technology Risk professionals. Specialized knowledge of IT is integral to the execution of high-quality audits and the need to safeguard internal controls. Technology Risk helps decision-makers to attain confidence and embed trust through third-party communications on internal control and regulatory compliance to customers (and their external auditors), investors, management, regulators and other stakeholders.

## Financial Audit Information Technology (FAIT)



Through this service, we gain a better understanding of technology risks and assess the related controls to help management implement better controls. Better controls and insights result in better information. Better information helps people make faster and more confident decisions.

This service involves performing IT-related procedures in support of financial statement audits and/or as part of the integrated audit, including evaluating IT general control design and operating effectiveness and testing application controls. We examine management controls within an IT infrastructure, in conjunction with a financial statement audit, internal audit or other form of attestation engagement. IT audits allow for:

- ▶ Understanding IT-enabled business change (what is changing and why)
- ▶ Deconstructing the flow of transactions and data in business processes from initiation to reporting
- ▶ Critically analyzing business processes to identify where risks could occur
- ▶ Assessing controls in place to address those risks
- ▶ Advising on opportunities to enhance processes or controls, leveraging the significant technology investments made by clients

Through these efforts, we provide insights, candid observations and permitted services to help translate uncertainty into confidence, especially in the areas of emerging technologies and risks.

## Attestation Services - System & Organization Controls (SOC) Report and Agreed-Upon Procedures (AUP)



SGV helps businesses strengthen ties with customers, investors, partners, and other key players by enhancing the trustworthiness of communication about their internal controls. Our Attestation Services are independent evaluations designed to:

- ▶ Verify the accuracy of management's assertions regarding IT processes and controls.
- ▶ Assess business processes and controls against established attestation and specifically agreed-upon procedures standards.

Through our System & Organization Controls (SOC) offerings, following assurance and attestation standards, we evaluate the robustness of:

- ▶ Controls at service organizations pertinent to user entities in the context of financial reporting governance.
- ▶ Safeguards concerning security, privacy, confidentiality, availability, and processing integrity.
- ▶ The controls within manufacturing, production, or distribution enterprises that are integral to clients' vendor risk management strategies.
- ▶ The extent of an entity's cybersecurity risk management program and the effectiveness of its cybersecurity controls.

We also perform Agreed-Upon Procedures, aligned with applicable professional guidelines, concerning financial or nonfinancial information set forth by the company, SGV and any relevant third parties, and we provide clear reports on our factual discoveries.

SGV's Attestation Services empower organizations to cultivate and project assurance in their systems and processes. This, in turn, fosters trust, helping them maintain existing customer relationships and attract new clientele.

## Expanded Assurance Services



- ▶ *Cybersecurity Program Assessment (CPA)*

A comprehensive, independent assessment of the company's cybersecurity risk management program to identify recommendations for improvement. Similar to an

audit, which provided the Board (and other stakeholders) with heightened confidence in the completeness and accuracy of the financial statements, this assessment will provide the Board with independent, objective insights into the design and implementation of cyber risk management activities. CPA 2.0 Framework has a total of 25 domains and covers 500 control objectives.

- ▶ *Regulatory Readiness and Framework Assessment*

Assessment of organization's compliance with various regulations and laws that are in place. Through regulatory readiness assessment, we ensure that the organizations can remain compliant with various regulations and laws that are in place in different jurisdictions. The exercise ensures that the organization's chosen framework accommodates evolving security standards.

- ▶ *Pre-Implementation Assessment*

Assessment of business and IT process risks and controls to identify internal control gaps prior to a system go-live. The audit committee and management expect us to have a point of view on the risk to internal control over financial reporting and/or the audit prior to the go-live when companies undertake major system implementation. This will lead to early identification of potential design issues which will allow the company to address them prior to go-live and potentially avoid costly remediation in production.

- ▶ *Post-Implementation Review*

Assessment of business and IT process risks and controls to identify internal control gaps post the system go-live (after stabilization period). The audit committee and management expect us to have a point of view on the risk to internal control over financial reporting and/or the audit post go-live when companies underwent a major system implementation. This will lead to an assessment if the new system was delivered to address the business requirements (including financial reporting) and determine areas where the client can maximize the use of the system.

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# Tax



## Driven to Exceed Your Expectations

As today's business environment becomes increasingly complex with a host of tax rules and regulations, it is imperative that businesses equip themselves with the best advice to compete effectively and efficiently.

Now more than ever, enterprises need to find new ways to align their tax strategies with their overall business needs while meeting their compliance obligations wherever they arise. Our Tax Services can help you make these things happen by assisting you in identifying and implementing the best possible approach to all tax and business concerns.

Aligned with the Firm's Purpose, the SGV Tax Team is composed of trusted advisers committed to delivering solutions to address the most complex problems of our clients. We provide leading-edge, digitally enabled Tax and PAS services to advance our clients' business strategies.

## The New Normal

The pandemic has transformed the business landscape - putting severe pressure on businesses. This unfamiliar and challenging terrain presents significant risks as well as unique opportunities to serve clients and support their growth agenda. We help clients traverse a multitude of issues caused by tax and regulatory amendments and volatile geopolitical changes.

We are well-positioned to respond to the new challenges that organizations face because we have shifted our perspective, modified our structure and improved our teaming to better serve our clients.

## Long-Term Value and Tax

There is also a refocus in the business world shifting towards long-term value creation. Organizations that anchor their strategies to meaningful purpose, with a focus on creating long-term, sustainable impact across stakeholders, are best positioned to benefit from, demonstrate and measure the value they create.

The tax function also needs to keep pace with the growing corporate focus on long-term value and reset to this new norm. Today, we are seeing a growing interest in measuring and benchmarking the contribution that businesses make to society through the taxes they pay. How a company approaches its tax obligations is a critical component of long-term value and one that has major implications for all stakeholders.

In SGV, we see long-term value as the holistic business concept that links strategy to purpose and describes the financial, customer, people and societal value that a company creates across a broad group of stakeholders. From a Tax perspective, we know that the role of the tax function has become a more visible, more integral and more strategic one, with an increasingly important seat at the boardroom table. Now, as companies recover, rebound and reset, to ensure that they are anchored in purpose, our Tax Services will play a key role in contributing and enabling our client's long-term value creation across their stakeholders.

## Global Compliance and Reporting (GCR)



### Business Tax Compliance

Our tax professionals can provide assistance in determining a company's tax liabilities and preparing/reviewing the related returns and attachments (e.g., BIR Form No. 1709-Information Return on Related Party Transactions). As an alternative, our Staff Loan services can provide specialized tax expertise to extend real-time and responsive services to meet various tax needs.



### Tax Accounting and Risk Advisory Services

We can assist in the calculation and analysis of a client's current and deferred income taxes in accordance with applicable tax and accounting standards for the client to consider and approve for the purposes of financial reporting. We can also assist clients in evaluating, implementing and/or maintaining the impact in the accounting for income taxes resulting to current and/or new accounting standards.



### Tax Health Check

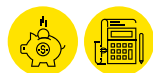
Our tax professionals provide a diagnostic evaluation of a company's tax position, practices and procedures to determine whether they comply with Philippine tax laws and regulations. The objective of the undertaking is to identify potential tax exposures and recommend corrective actions.

## Payroll Accounting and Operate (POS)



Our services provide end-to-end payroll delivery using our technology platforms. We provide accurate, on-time pay for employees, a consistent and manageable process, and dependable compliance with statutory requirements.

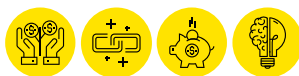
## Accounting Compliance and Reporting (ACR)



We assist companies in various aspects of their accounting operations with our ACR services. Our Statutory Reporting Services help companies in the preparation of statutory financial statements or other financial information. Among others, we assist entities in closing accounting records, producing a trial balance, reconciling the account balances to the underlying records and identifying adjusting entries, and reconciling statutory financial

statements to group reporting through our Financial Statement Close Process. Meanwhile, Bookkeeping Services aim to assist in maintaining accounting records for the entity using manual books, our computerized accounting system (CAS) or the entity's own CAS.

## Tax and Finance Operate (TFO)



TFO is a technology-driven tax service delivery model that helps organizations reimagine their tax and finance functions resulting in a sustainable corporate tax function that meets each company's specific needs. It utilizes highly skilled global resources to help companies define a tax operating model that may further their strategic efforts and bring new innovation and transformation to their tax function. Our approach can increase the agility of an organization in responding to changes while providing access to leading edge technologies and innovation. Services may range from more traditional tax outsourcing focused on compliance preparation in non-core territories to broader TFO agreements that may include HQ country and other major countries. TFO agreements are typically more extensive in their scope, with options to operate end-to-end processes (including data extraction and cleansing), strategic planning and value-add activities.



### Independent Certified Public Accountant (CPA) Verification Services

We assist taxpayers who have claims for refund or who have tax assessments by providing a detailed review of the documents supporting their claims for refund or position against the assessments and presenting these to the Court of Tax Appeals. This helps facilitate the presentation of evidence in Court.



### Tax Assessment Assistance

We assist taxpayers in the preparation of the tax schedules/reconciliations in connection with the examination of the taxpayer's books of accounts and other accounting records related to all internal revenue tax liabilities in a specific period.



### Tax Seminars\*

We organize seminars to equip your people with a "Back to Basics" understanding of the Philippine tax system. The seminars focus on the principles and fundamentals of how various types of taxes operate with details

on their implementation and administration. Included in the seminars are discussions on current issues to update participants with the latest pronouncements of various tax agencies. Other seminars also cover tax issues on local government taxation, how to handle claims for refunds and assessments.



### Tax Performance Advisory Services / Tax Technology and Transformation

We assist our clients with the strategic and operational challenges facing their tax functions. We also help our clients improve the effectiveness of their tax function and in the implementation and/or optimization of tax processes and software tools. Tax Performance Advisory services include tax function process improvement reviews, process design, software implementation and enhancement, and tax data enablement.

## International Tax and Transaction Services (ITTS)

### International Corporate Tax Advisory



We provide globally consistent and cost-effective corporate income tax advice on all aspects of cross-border transactions such as financing, investments and reorganizations including acquisitions, spin-offs and joint ventures. More specifically, we assist our clients in developing tax structures which can mitigate the tax consequences of international transactions (such as the use of tax treaties), as a result of the interplay of taxing rules and involvement of various jurisdictions, and optimize the overall structure by providing advice on tax-efficient repatriation of dividends, interest and other forms of income; funding, utilization and reinvestment of profits and exit mechanisms. In all cases, we also identify and consider the local and offshore tax regulatory risks, anti-abuse measures and other base erosion and profit-shifting policies to ensure compliance of any transaction or investment structure with said policies or regulations.



### Tax Planning Engagement\*

We help companies identify opportunities or areas where they can effectively generate tax savings within the parameters allowed by law. Tax planning can be done in the areas of regular and minimum corporate income taxation, withholding tax on compensation, fringe benefits taxation, and 5% gross income tax (GIT) study, among others.

\* Tax Seminars can also be conducted by Business Tax Services

\* Tax Planning Engagement can also be conducted by Business Tax Services





### Tax Due Diligence Review

We provide a wide range of sell-side and buy-side Tax Due Diligence Services. Initially, we can perform a sell-side review of a company's tax position in order to give the Seller an advance indication of potential tax exposures and afford them time to rectify significant issues before the company is formally put up for sale. After the Sell-Side Tax Due Diligence Report has been completed, the Seller may require the preparation of a Tax Fact Book or a Vendor Due Diligence (VDD Report). A Tax Fact Book outlines key facts, attributes, and potential issues in relation to the tax position of the company but does not opine or give a risk rating for such issues. A VDD Report is posted in the dataroom and made available to potential Purchasers. It is intended to give an advance and independent assessment of the company's tax position. The ultimate Purchaser may rely on the VDD Report, subject to sufficient reliance procedures and sign-offs. Sell-side Services may include: (1) a review of the tax assumptions in the Seller's financial model; (2) the provision of inputs to the tax-related sections of the transaction documentation; and (3) a discussion of alternative structures to sell the shares of the company or just the unwanted assets, or to exit the business. Sell-side Services can include due diligence services for the sale of assets or in the case of banks and financing companies, the sale of non-performing assets.

Buy-side Tax Due Diligence Services aim to review and analyze the potential tax liabilities, exposures, receivables, and tax attributes of a target company or business to be acquired, or of the borrowing/issuing company (in the case of a buy-side tax due diligence commissioned by finance providers). Buy-side Services can include: (1) a review of the tax assumptions in the Buyer's financial model; (2) the provision of inputs to the tax-related sections of the transaction documentation; and (3) a discussion of alternative structures to acquire the share of the Target or just the assets, or to enter into a joint-venture with the Seller to operate the Target business.



### Tax Refinancing Services

We provide tax advice related to the extraction of cash from corporate or private equity investments through debt or equity exchanges, buy back of debt or equity, the raising of debt or equity financing, or other refinancing exercises. This includes advice on cross-border financial products and transactions, including derivatives, foreign currency, redeemable preferred shares, and other hybrid instruments.



### Non-Bankruptcy Restructuring Services

We provide restructuring services to creditors and debtors. We advise banks and financial institutions to assess the tax exposures impacting the financial viability of distressed debt and the availability of tax attributes to offset future tax liabilities. We provide structuring alternatives to help debtors prepare unwanted assets for disposition or to exit from one or more lines of business to improve cash flows, reduce operating costs, and to better manage risks.

### Real Estate Investment Trust (REIT) Advisory



We provide REIT Advice to both potential REIT Sponsors and to investors in REIT Securities. We look into the REIT-able assets of a REIT Sponsor and advice on the mode of transfer to a REIT that will yield the most reasonable tax results. We guide the Sponsors and the REIT in the initial public offering, looking into the growth model that takes into account the tax-free reorganizations under the Tax Code. We also provide advice to a REIT Investor in its entry to a REIT Structure either as a holder of Investor Securities or itself as a potential Sponsor. We also provide structuring alternatives that allow a potential Sponsor to comply with the reinvestment requirement under the REIT Law.



### Tax Free Reorganizations and Legal Entity Restructuring

We provide advice to a group of companies who may want to break up lines of business, wind-up legal entities, or enter into a merger, using the tax-free structures under Section 40(c)(2) of the Tax Code. We provide a detailed step plan that allows the client to monitor the myriad of documentary requirements, issues and possible tax challenges, so that the timely responses or submissions can be formulated to ensure the ease of implementation of the plan.



### Investment Advisory Services

Our tax experts help prospective investors determine the most cost- and tax-effective vehicle/structure for Philippine inbound and outbound investments. We also assist in the related registration requirements. Likewise, we help plan and implement strategies to reduce tax liabilities for taxpayers doing business in multiple taxing jurisdictions.

We can also help develop or review existing financial models for companies to ascertain the tax implications of different alternatives being considered in the acquisition of investment portfolios.



### Transfer Pricing Services

We provide organizations with a professional assessment of whether their existing intercompany pricing policies comply with tax laws and regulations by reviewing existing transfer pricing methods and recommending the adoption of the optimal model. Likewise, we help formulate planning ideas to ensure that pricing policies comply with regulations in different taxing jurisdictions to reduce risk of double taxation and arrive at an optimal supply chain structure. We also provide an integrated, multi-country approach to meet substantiation requirements to efficiently document transfer pricing policies. We also assist clients in handling transfer pricing audits of tax authorities by evaluating the validity and merits of their tax findings and helping in the resolution of transfer pricing issues. We offer the following transfer pricing services:

- ▶ Transfer Pricing Documentation (TPD) covers our assistance in the preparation of a TPD, which shall have the following sections, as may be applicable and required by the Philippine TP regulations: (1) Organizational Structure; (2) Nature of the business/industry and market conditions; (3) Controlled transactions; (4) Assumptions, strategies and policies; (5) Cost Contribution Arrangements; (6) Comparability, functional and risk analyses; (7) Selection of the transfer pricing method; (8) Application of the transfer pricing method; (9) Background documents; and (10) Index to documents. In case the company is part of a group, which has a global/regional TP documentation, we can customize it to come up with a TPD for the local company in compliance with local documentation requirements.
- ▶ Benchmarking Study, which is a segment of a full transfer pricing study, involves a search for comparable transactions or companies and benchmarking to establish an arm's length range of prices/profitability.
- ▶ TP Policy Implementation Assistance involves assistance in implementing the TP policy established in the TP documentation.
- ▶ TP Advisory Services involve the advice/opinion on specific TP issues, review of intercompany agreements from a TP perspective, and high-level review of TP studies/documentations prepared by the company or other parties.
- ▶ TP Audit Assistance involves assessing the validity of BIR TP findings, preparation of a reply to such findings, and representing clients before the BIR on transfer pricing assessments issued against clients.

- ▶ TP Planning involves helping clients design and implement changes in operating models to deliver performance within a tax-efficient structure through the identification and quantification of potential benefits of the change in operating model from a TP perspective; the development of a TP methodology for the new operating model consistent with the value drivers of the business; the design of mechanics for the implementation of the TP methodology; and the development of a TPD platform and preparation of TPD.



### Entity Compliance and Governance Services

Our team of experienced lawyers can assist in complying with SEC reportorial requirements pursuant to the Revised Corporation Code and related issuances. We can conduct corporate health checks and help registered entities ensure that their corporate books are in order, including assistance in the drafting of minutes, resolutions, appointments, resignations, notices, proxies, waivers, certificates and other related corporate documents. We also offer services in relation to incorporation of subsidiaries and establishment of branches of foreign corporations, including post-registration applications. We provide advisory services on any amendment of the Articles of Incorporation and By-Laws to include increase and decrease of the authorized capital stock, mergers and reorganizations, and dissolution through shortening of the corporate term.

### Business Tax Services (BTS)



#### Private Client Services

We equip clients to make better business decisions by bringing insights to the forefront. We recognize the unique needs of private businesses and their owners.

We support our clients' ambitions with tailored tax services to unlock potential and enable them to create, preserve and transition value across generations. We provide distinctive services across all tax disciplines to clients, whether business-owning family, the leader of a private business or the owner of substantial private wealth and capital, to address private and business matters amidst the complex range of tax matters impacting business operations and private wealth.

We support the client's drive to define their own success as they create sustainable financial, societal and human value through our tax services that create, preserve and transition value across generations while developing a philanthropy strategy that fits in with the wishes of the family. We understand their resoluteness to protect wealth that has been built up over many years.

We offer a wide variety of services that are associated with supporting the ownership, management and preservation of privately-owned businesses and wealth.

These include:

- ▶ Personal and family tax advisory
- ▶ Business tax advisory
- ▶ Structuring
- ▶ Compliance and reporting
- ▶ Family and business governance
- ▶ Crafting of Family Constitution
- ▶ Wealth transfer and succession planning/estate planning
- ▶ Asset protection
- ▶ Family office advisory and support services
- ▶ Process improvement
- ▶ Capital raising
- ▶ International expansion and acquisitions
- ▶ Sensitive wealth transfers and philanthropic planning
- ▶ Personal, compliance and business tax planning services to owners, families, family businesses, private equity and asset management stakeholders as well as high net worth individuals



### Estate/Family Wealth Planning

We offer advice on how to effectively reduce gift and estate taxes. We provide tax planning for wealth transfer, succession planning for family-owned businesses, tax advice on creation of trusts, and preparation of estate and donor's tax returns.



### Center for Tax Policy

The Center for Tax Policy is a one-stop resource for tax reform, policy and legislation. Our leaders provide forward-looking views on the drivers and business implications of today's most important tax policy and fiscal issues. We can help organizations track and assess tax policy and reform issues affecting their businesses, providing services that range from monitoring legislation and strategic planning to representation and economic modeling.



### Tax Advocacy/Controversy Work

We assist clients in liaising with the tax authorities for requests for rulings or opinions from the Bureau of Internal Revenue and the Department of Finance and in handling controversies and

disputes arising from tax assessments. We can also represent enterprises in filing administrative claims for refund from the national and local governments as well as provide assistance in obtaining tax credit certificates from the authorities.

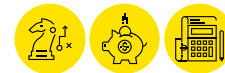
We also provide assistance in the sale and/or purchase of tax credit certificates by handling and verifying the related documentary requirements as well as liaising with the tax authorities.



### General Advisory Services

We offer sound and expert advice on a wide range of tax matters such as those relating to corporate organizations and reorganizations, build-operate-transfer projects, joint venture agreements; various contracts and financial products; revenue legislation and rules. We also provide advice and assistance with the registration and reporting requirements of government agencies relating to tax and/or investment incentives granted under various investment laws and regulations as administered by the Securities and Exchange Commission, Department of Trade and Industry, Board of Investments, Bangko Sentral ng Pilipinas, Philippine Economic Zone Authority, Clark Development Corporation, Subic Bay Metropolitan Authority, and the Local Government Units, among others.

### Quantitative Services (QS)



#### Incentives Grant and Tax Reforms

The opportunities in the Asia Pacific region are boundless as the region continues to be a major driver of the global economy. For companies seeking to invest and expand their operations in the Philippines, the availability of incentives continues to be a key consideration.

Our tax professionals aim to support investors in identifying and leveraging opportunities from available tax incentives in the Philippines. Among others, we assist investors in the evaluation and review of the design and structure of proposed projects to determine eligibility for current incentive grants. Our QS Team helps in the preparation and presentation of the incentives grant application with the appropriate Investment Promotions Agencies (IPAs). Once approved, our QS Team assists in the periodic preparation of compliance reports required to be filed with the IPAs. We also help review and monitor compliance of the investors' projects against the terms and conditions of the grant, and other related regulations of the IPAs to ensure continuous enjoyment of the incentives.

Lastly, on account of current stimulus packages and proposed reforms on tax incentives, our QS Team helps companies assess and prepare for the impact of these developments to the investors' registered projects and planned expansion.

### Cost Segregation Study

In collaboration with our EY Cost Segregation Group, our tax professionals assist companies in identifying the different types of fixed assets and categorizing the fixed assets cost to the respective pre-agreed accounting categories in order to maximize fixed assets depreciation tax benefits. Our Team could also assist in the analysis, review and construction of fixed assets.

### People Advisory Services



#### Individual Tax and Immigration Services

Our tax and immigration people work together to provide highly integrated mobility services to address and support mobility needs locally and globally. Our up-to-date knowledge on individual taxation, immigration, labor policies, laws and regulations, and access to recent developments ensure both corporate and individual regulatory and risk compliance. We provide comprehensive employment, tax and immigration services to help clients proactively manage organizational changes. This includes assistance with individual income tax compliance through tax residency assessment, preparation of individual Philippine income tax returns, individual tax advisory, employment tax and benchmarking studies, US income taxation requirements for individuals (including US Form 1040s), and employee/employer Philippines reportorial requirements.

We offer assistance in securing visas or work permits, registrations with the Philippine tax authority, transactions with immigration and labor bureaus and other government agencies and provide advice on the company's immigration process. SGV provides a globally consistent, cost effective immigration service with limited reliance on third party vendors, leveraging our international tax, social security, and assignment management professionals in ways that are unique in the global market.



#### HR Regulatory Compliance

We can assist clients in complying with the requirements of various government regulatory agencies dealing with employer-employee matters.

This would include assistance with preparing periodic reports required by the Philippine Social Security System (SSS), Philippine Health Insurance Corporation (PhilHealth), Home Development Mutual Fund (HDMF) and Department of Labor and Employment (DOLE), as well as routine updates.

We can also provide employee compensation benchmarking as well as a review of corporate employee handbook and policies.



#### HR Regulatory Healthcheck

Our professionals can do an assessment of the company's compliance with regulatory requirements of SSS, PhilHealth and HDMF as well as perform tests of reasonableness of amounts of contributions remitted to the agencies. Our work will entail, among others:

- ▶ Post-review of all filings made by the company to the abovementioned agencies to check the completeness thereof and the timeliness of report submissions
- ▶ Review of information disclosed in the reports to ascertain quality of data provided as well as completeness thereof
- ▶ Perform diagnostics to assess whether amounts remitted as contributions to the SSS, PhilHealth and HDMF are reasonable and to check whether the basis used for determining both employer and employee contributions are correct

### Indirect Tax Services/ Global Trade & Customs



#### Global Trade & Customs Services

Our Global Trade & Customs Team assists clients in various matters related to dealings with the Bureau of Customs (BOC). We assist our clients in handling Post Clearance Audits, controversies and other disputes with the BOC (such as filing protests/refund and responses against demand letters). This includes assisting clients in availing the BOC's Prior Disclosure Program (PDP) to avoid the steep penalties that may be imposed during the audit. We also conduct Customs Compliance Review which can help companies prepare for a customs audit or a voluntary disclosure, potentially minimizing deficiency customs duties assessment and/or penalties. We can likewise assist importers/exporters in securing the necessary permits, accreditation (e.g., importer accreditation, Super Green Lane,

and Authorized Economic Operator), clearances, and licenses related to import/export requirements. We also provide general customs advisory services to assist clients in addressing routine or special customs issues encountered by relevant stakeholders including those raised by the BOC.

Through our Pre-Importation Planning and Review Services, we can help businesses proactively plan future importations to potentially minimize customs duties. We can assist in determining appropriate valuation and classification of importations, as well as other compliance requirements to ensure timely release of the imported goods from the BOC. In order to avoid further controversy during the importation process, we also assist clients in securing advance rulings pertaining to valuation, classification, and origin (for purposes of availing preferential tariff rates under relevant Free Trade Agreements).

We provide various customs data analytics services to help clients detect compliance risks or identify savings opportunities in the clients' import supply chain. Global Trade Analytics provides importers with visibility over their imports and related duties and taxes over multiple jurisdictions. Importation Data Analytics covers cleansing, reconciliation and/or review of importation data as well as importer profiling. This may be paired with a customs compliance review or executed as a stand-alone project.



#### Indirect Tax Compliance (GVRT & VAT Analytics)

We assist our clients in determining or reviewing their VAT (indirect tax) liabilities and/or payments, and in preparing/reviewing the related returns. Our Global VAT Reporting Tool (GVRT) software provides a digital link between VAT source data and the VAT returns, allowing complex testing and analysis of the VAT data, analytics and visualization through dashboards, and automation of the VAT return preparation process itself. We also perform VAT data analytics to help our clients identify and address VAT compliance issues, including data quality and consistency issues.



#### Indirect Tax Advocacy Services

We assist our clients in handling VAT audit as well as VAT refund claims. Our team also provides assistance relating to excise tax compliance such as securing Authority to Release Importation, special permits and other compliance documents.

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# Consulting



Is the best route to long-term value creation led by people, innovation or technology?

■ ■ ■  
The better the question. The better the answer.  
The better the world works.

## Consulting

In Consulting, we are building a better working world by transforming businesses through the power of people, technology and innovation. We help clients realize long-term value through transformations that place humans at the center, deploy technology at speed and innovate at scale.

## Transformation Realized

Transformation Realized is our approach to helping companies enhance their ability to adapt and create more agility in their operating model to deliver and sustain engines of long-term value creation. It helps companies understand and connect with customers through richer experiences, and leverage and deploy new technology faster.

# We help clients see the future of their businesses.

When we talk about the future-back approach, we challenge our clients to think differently. With purpose as a central guide, we explore the future and their vision, working through future-back scenarios that can flex and adapt, following a path to maintain relevance today - and 15 years from now.

Through Transformation Realized, we'll help businesses apply that same transformative mindset and consider:

## Humans@center

Prioritizing the human factor by focusing on six key drivers of human behavior can increase the likelihood of transformation success to 73% - a 2.6x improvement.

Placing humans@center of their organization to focus on how their "human communities" - whether customers, stakeholders or employees - experience their organization.

## Technology@speed

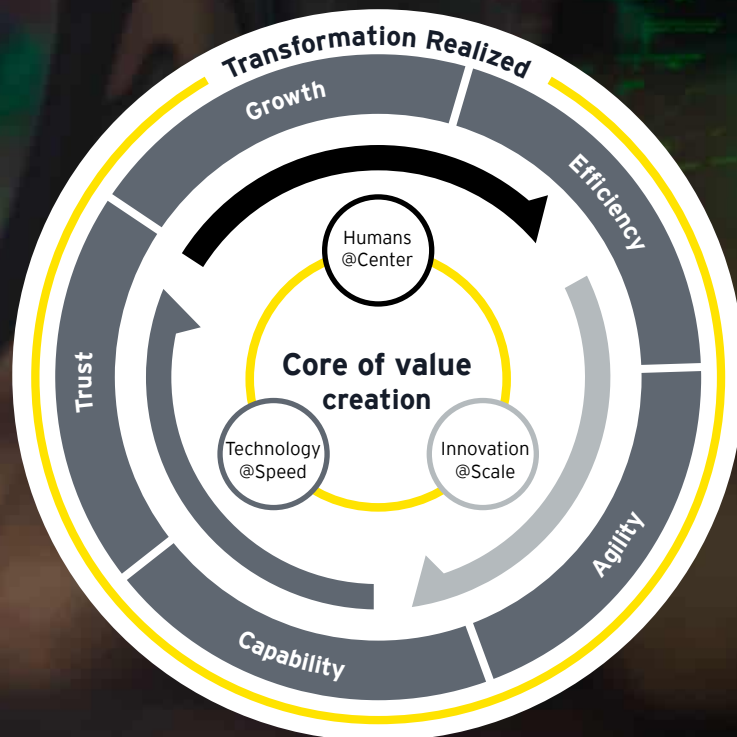
Rapidly and efficiently deploying emerging and cloud technologies and leveraging ecosystems to address customer and employee experiences, transform business models, and extract maximum value to drive competitiveness and growth.

Leveraging technology@speed and assess how they can embrace new technologies to redefine and reinvent key processes, services, products or even their entire business. This has the potential to generate value, while maximizing the "human" experience.

## Innovation@scale

Challenging typical sector boundaries, and being far more nimble to ideate, pilot and implement radical changes to the existing business model.

Enabling innovation@scale and consider how they can build a culture of innovation within their organization to equip themselves for continuous change, to think differently about how they do what they do and to identify how they can reshape it for the future.



Through this approach, businesses can drive value within their organizations and position themselves for exponential growth, reframing their future and thriving in a market of accelerating and complex change.

# Transformative Solutions

Our Transformative Solutions provide a roadmap for our clients to navigate from the present to a future where they create and protect sustainable long-term value for a broader set of stakeholders. Each Solution brings together the best thinking, capabilities and products from inside and outside EY to represent a comprehensive solution to take to our clients.

In **Business Consulting**, we deliver long-term value to our clients, people and EY by transforming businesses through the power of exceptional business insights, talent and experiences.

## Strategy & Transformation

The Strategy and Transformation Field of Play (FoP) addresses key issues facing the CEO, Chief Strategy Officer/Corporate Development Leader, or Business Unit Leader: identifying the right overall strategy to generate value for the business or for individual business units and driving the transformation of the business or business units to achieve the identified goals.

- ▶ Business Reinvention
- ▶ Transformation Delivery



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## Customer & Growth

The Customer and Growth Field of Play (FoP) helps clients transform their customer-facing commercial functions and outcomes in the business, including transforming sales, marketing, channels, pricing, digital products/services and experiences.

- ▶ Customer Experience
- ▶ Commercial Excellence
- ▶ Product & Service Innovation



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## Sustainability

Value-led sustainability means creating long-term value for all stakeholders; protecting and creating value for business, people, society and the world as a whole.

- ▶ Sustainability Transformation



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## Finance

The Finance Field of Play (FoP) helps clients transform their finance functions and drive value creation by making finance more agile (responsive, insightful and efficient) to support better scalability, decision-making and enterprise-wide performance.

- ▶ Digital Finance
- ▶ Value & Performance Management
- ▶ Compliance & Regulatory Value Protection
- ▶ Global Business Services



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## Supply Chain & Operations

The Supply Chain and Operations FoP helps clients reinvent their end-to-end supply chains, business processes and business services outcomes to deliver cost savings with increased resilience across complex ecosystems of suppliers and customers.

- ▶ Supply Chain Strategy, E2E Transformation, Global Trade & Tax
- ▶ Planning & PLM Transformation
- ▶ Procurement Transformation
- ▶ Logistics & Fulfillment Transformation
- ▶ Manufacturing Transformation
- ▶ Enterprise Asset Management
- ▶ Intelligent Operations



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In **Risk Consulting**, our purpose is to generate long-term, profitable growth by delivering strategic risk management for our clients through a comprehensive, technology driven risk offering.

## Risk

The Risk Field of Play helps clients transform the risk and controls functions and outcomes of the business including enterprise risk, enterprise resilience, compliance, internal audit, and controls. It protects value across stakeholders in the long term.

- ▶ Enterprise Resilience
- ▶ Integrated Risk Management
- ▶ Internal Audit Transformation
- ▶ Internal Controls Transformation
- ▶ Ethics & Compliance Transformation
- ▶ Sustainability Governance, Risk & Compliance
- ▶ Financial Crime



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In **Technology Consulting**, we deliver long-term value to our clients, our society and our teams by applying the power of technology, data and ecosystems to unlock human potential and transform businesses.

## Cybersecurity

The Cybersecurity Field of Play (FOP) helps clients to transform their approach to IT risk, cybersecurity and data privacy functions. This enables clients to build security and resilience in systems, data and identity, so organizations can take more risk, make a transformational change and enable innovation with confidence.

- ▶ Cyber Transformation
- ▶ Data Protection and Privacy
- ▶ Cyber Operations
- ▶ Cyber Incident Resilience and Response (CIRR)



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## Technology

The Technology Field of Play helps clients transform the IT function and IT-related outcomes to enable business transformation, including technology architecture, operations, on Cloud, modernization in Cloud and enterprise resource planning, digital engineering, data and artificial intelligence strategies.

- ▶ Enterprise IT Transformation
- ▶ Cloud and Legacy Transformation
- ▶ Data and AI Transformation



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## People Consulting

We help our clients transform their organization, organically or a result of a transaction, by enabling global workforce planning and talent development, and managing their mobile workforce.

## Organization and People

The Organization and People Field of Play helps clients transform their organization, people and HR function to enable business strategy and outcomes. This includes organization and workforce transformation, change experience and learning, culture and leadership, HR transformation, systems, rewards and people mobility.

- ▶ People Experience
- ▶ Organization & Workforce Transformation
- ▶ HR Transformation
- ▶ People Mobility



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## We are a Global Transformation Leader

We support global and regional clients and conduct engagements across the world through our affiliation with EY. Our Consulting services are highly rated by the global analyst community.

Named by the International Data Corporation (IDC) as a Leader in:

- ▶ Worldwide, EMEA, and Americas Business Consulting
- ▶ Worldwide Change Consulting Services
- ▶ Worldwide SAP Implementation Services and SAP Next-Generation Implementation Services
- ▶ Worldwide Cloud Professional Services 2020 Vendor Assessment
- ▶ Worldwide Business and Industrial IoT Consulting and Systems Integration Services
- ▶ Asia-Pacific Managed Security Services
- ▶ Asia-Pacific Professional Security Services - Advisory, Assessment, and Awareness
- ▶ Worldwide Risk Consulting Services

Named by the ALM Intelligence as a Leader in:

- ▶ Capital Projects & Infrastructure Consulting
- ▶ Corporate Services Consulting
- ▶ Sourcing Strategy Consulting
- ▶ Joint Ventures & Alliances Consulting
- ▶ Business Strategy & Planning Consulting
- ▶ Portfolio & Capital Strategy Consulting

Named by Gartner as a Leader for:

- ▶ Data and Analytics Service Providers
- ▶ SAP S/4HANA Application Services, Worldwide

Named by HFS Research as:

- ▶ #3 in the Top 10 Digital Workplace Design Services
- ▶ #4 in the Top 10 ServiceNow Services
- ▶ #5 in the Top 10 SAP SuccessFactors Services
- ▶ #3 in the Top 10 Enterprise Blockchain Services
- ▶ #5 in the Top 10 IoT Service Providers

Named by Forrester as a Leader in:

- ▶ RPA Services
- ▶ Cybersecurity Consulting Services in the Asia-Pacific

# Strategy and Transactions



## Reimagining our client's ecosystems, reshaping their portfolios and reinventing them for a better future

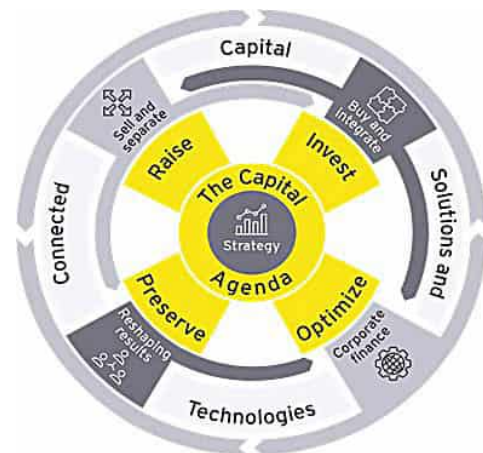
Our Strategy and Transactions (SaT) team can enable clients to navigate complexity by reimagining their ecosystems, reshaping their portfolios and helping them reinvent themselves for a better future. Most critically in recent times, we can help clients manage the crisis and stabilize their business in the short-term. We can also help clients navigate the downturn, positioning them for recovery or allowing them to “look beyond” to future transformation through M&A and divestments.

Our SaT professionals advise strategies to raise, invest, optimize and preserve capital. We work with you to evaluate opportunities, make your transactions more efficient, and enhance and maximize enterprise value. Whatever the size, nature or location of your company - and your deals - we can help you in every step of the deal life cycle.

SaT provides clients with a capital and transaction strategy to enable fast-track value creation for inclusive growth through our Capital Agenda framework that helps our clients find answers to today's toughest strategic, financial, operational and commercial questions.

Whether clients are preserving, optimizing, raising or investing, our Connected Capital Solutions (CCS) are our five go-to-market offerings that enable them to drive competitive advantage and increased returns through improved decision-making.

The CCS includes: Strategy Realized, Corporate Finance, Buy & Integrate, Sell & Separate and Reshaping Results, and are underpinned by the Connected Capital Technologies.



- ▶ **Raise:** How can we win the competition for scarce capital?
- ▶ **Invest:** How can we seize growth opportunities and competitive advantages?
- ▶ **Optimize:** How can we increase and maintain investor confidence?
- ▶ **Preserve:** How can we better anticipate and adapt to market conditions as they change?



## Strategy

**Enabling fast-track growth and portfolio strategies that help you realize your full potential for a better future.**

From market viability assessments to investment strategies to portfolio optimization, we help you drive profitable growth. Our highly integrated strategy capabilities help you identify new market and product opportunities, better understand current and future customer bases and optimize performance while minimizing risk.

Our capabilities:

- ▶ Portfolio and business unit strategy
- ▶ New market growth opportunities
- ▶ Strategic business model evaluation
- ▶ Digital transformation strategy
- ▶ Route-to-market design
- ▶ Pricing optimization strategy
- ▶ Customer segmentation
- ▶ Sales and marketing effectiveness
- ▶ M&A strategy
- ▶ Commercial diligence
- ▶ Capital allocation strategy
- ▶ Tax strategy
- ▶ Full Potential Paradigm™



## Corporate Finance

**Supporting better decisions around financing and funding capital expansion and optimizing capital efficiency.**

Value creation is at the heart of our Corporate Finance CFO proposition. It aligns with our Capital Agenda and delivers optionality, risk mitigation, efficient operations and financial planning across all aspects of the capital agenda - from raising to investing, to optimizing and preserving capital.

From raising capital to fund large infrastructure projects to increasing value for shareholders, we have the people, analytics and tools to help you better allocate your capital and key investment decisions.

Our capabilities:

### Valuation Services

Strategic planning and transactions are critical moments for companies, and we provide senior management with objective valuation advice to support their decision-making processes.

## Financial Modeling

We advise clients in conceptualizing and developing modeling solutions that provide greater confidence to their key decisions.

**Model Build** - We develop financial models for use in support of investment decisions, finance raising, business planning, development feasibility, valuations and/or disposals.

**Model Review** - We enhance the value of financial models by providing comfort to internal and third party users as to its logical integrity and mathematical accuracy. We also provide comfort on accounting and tax assumptions and agreement with other specified documentation.

### Urban Development Advisory

We help our clients design future cities from end to end, using techniques in vision planning, detailed master planning, real estate strategy, economic and financial modeling, and key stakeholder engagement. Our modular approach towards building cities in block stages is designed for iterative development, to ensure that the design and planning of a Future City is adaptive to the evolving context over the medium-long term time horizon.

### Infrastructure Advisory

Our Infrastructure Advisory services focus on supporting the entire infrastructure development from strategic planning to exit. We work with both governments and private sector players to provide financial advice through option appraisals, risk identification and management, development of financial models, funding options and negotiation support.

Other capabilities:

- ▶ Forecasting, planning and analytics
- ▶ Capital allocation and portfolio review
- ▶ Corporate finance transactions
- ▶ Optimization: cash flow and P&L
- ▶ Optimization: balance sheet
- ▶ Risk mitigation and corporate financial operations



## Buy and Integrate

**Enabling strategic growth through better integrated and operationalized acquisitions, joint ventures and alliances.**

We help you identify the right assets to buy and integrate at the right price, and at the right time, to fully realize the value of the transaction. Whether full acquisition, joint venture or alliance, we work with you to quickly provide an effective and efficient new or integrated entity.

Our capabilities:

### M&A advisory – buy-side

On the buy-side, we provide strategy and execution support to clients seeking to increase their business services, scale of operations, access to new markets, diversifying their product range and investing excess cash – from target search, due diligence, bid preparation and submission, negotiation and closure.

Other capabilities:

- ▶ Commercial, cyber, financial, IT, operational, HR and tax due diligence
- ▶ M&A integration
- ▶ Joint venture set-up and planning
- ▶ Operating and organizational model design
- ▶ Readiness support
- ▶ Synergy assessments
- ▶ Transaction analytics



## Sell and Separate

**Enabling strategic portfolio management and better divestments that help you improve value from a sale of an entire company, carve-out, spin off or joint venture.**

Our strategic portfolio management advice helps you decide what and when to monetize. Our divestiture services help deliver full value from a divestiture, whether you are a corporate or a private equity fund, as we help you limit disruption, manage remaining cost structures and allow you to focus on future growth. We

execute across the broad divestiture life cycle, including strategy, separation and stabilization upon deal closing. We enable management to craft the value story and deal model, market to buyers, optimize tax attributes to buyer and seller, prepare carve-out financials and develop operational separation plans.

Our capabilities:

**M&A advisory - sell-side**

We provide strategy and execution support to clients seeking to sell, merge or divest their business or selected assets as part of our sell-side advisory services – from exit readiness, investor search, due diligence coordination to negotiations and closure.

Other capabilities:

- ▶ Portfolio strategy, optimization and management
- ▶ Divestments, carve-outs and spin-offs advice
- ▶ Equity story development
- ▶ Preparation for negotiation and execution
- ▶ Improvement of the remaining business
- ▶ Tax structuring
- ▶ Bridging of audited financials to deal-basis financials
- ▶ Readiness assessment and day one planning
- ▶ Operational separation planning
- ▶ Presale diligence, including advanced analytics



**Reshaping Results**

**Providing trusted leadership in urgent, critical and complex situations to rapidly solve business challenges, sustainably improve results and help you reshape for a better future.**

We work closely with clients motivated to transform financial and/or operational performance through value creation, value preservation or value recovery; and where a sustainable outcome is desired.

All sectors are facing disruption. Certain trigger events cause disruption to become business critical issues. Companies must build resilience to prepare for, and respond to, these trigger events before options evaporate and the risk of losing control increases.

Reshaping Results is SGV/EY's set of solutions to help stakeholders facing these trigger events. It is a broad experienced capability that we bring to clients, which is underpinned by a variety of competencies working in collaboration on delivery.

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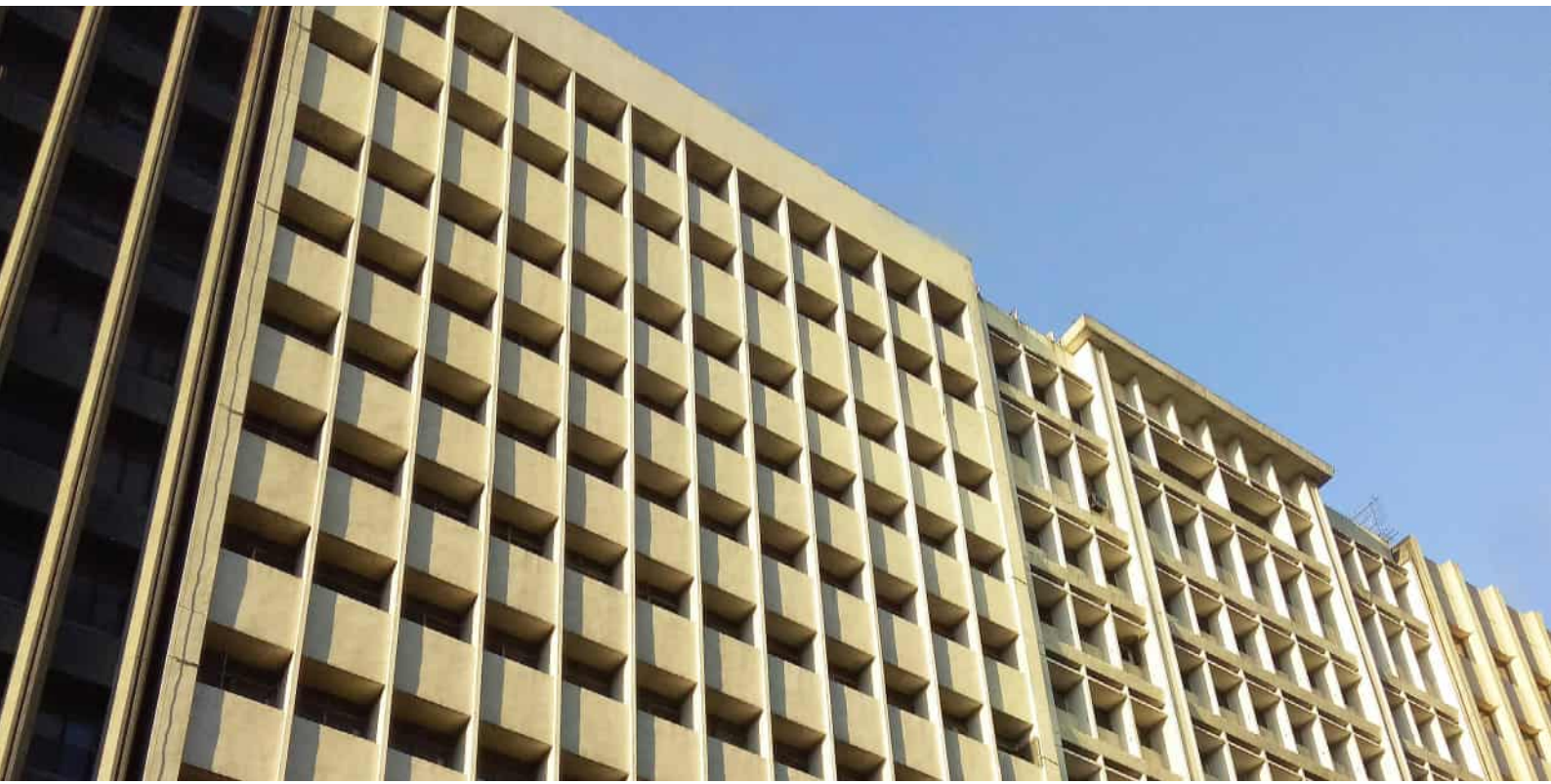
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## SGV | Shape the future with confidence

SGV is the largest professional services firm in the Philippines. In everything we do, we nurture leaders and enable businesses for a better Philippines. This Purpose is our aspirational reason for being that ignites positive change and inclusive growth.

Our insights and quality services help empower businesses and the economy, while simultaneously nurturing our people and strengthening our communities. Working across assurance, tax, strategy and transactions, and consulting services, SGV teams ask better questions to find new answers for the complex issues facing our world today.

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