



Continued Evolution of a Connected Tax Operating Model

2023 Financial Services Tax Conference

July 12, 2023
1:30 p.m. and 3:00 p.m.

Shaping the future:
**convergence
& collaboration**
2023 Financial Services Tax Conference

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Agenda

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Challenges facing today's tax function

02

Redefining your optimal operating model

03

Opportunities to leverage

04

Q&A

Challenges facing today's tax function

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Tax is changing...

There is no shortage of challenges and opportunities facing today's tax functions. Carrying on as in the past is not a viable option. How does your operating model support the needs of your organization?

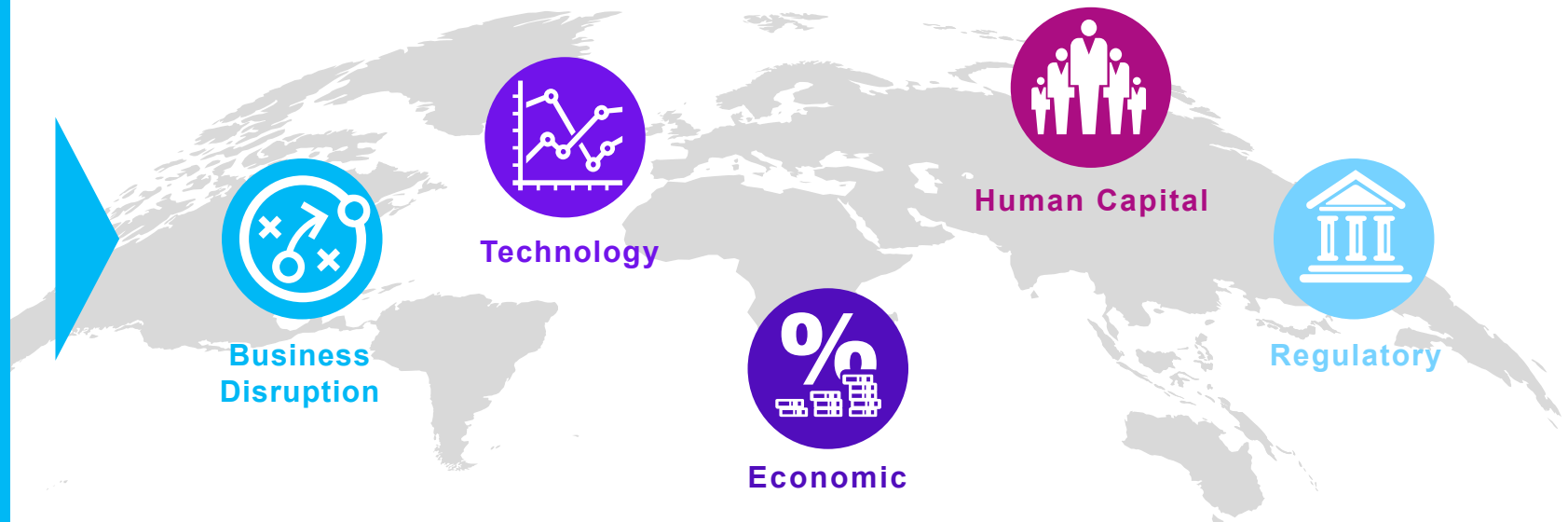
The challenge

The volume and pace of change is unprecedented. Complex and uncertain times need different tools and skills.

Yet, investment has lagged, workload has increased, and resources are scarce.

You need to be compliant and ready for the digital world of tomorrow.

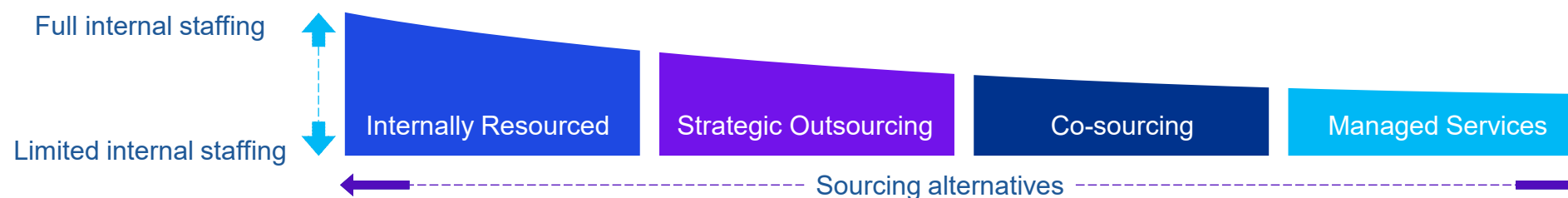
Global trends disrupting the tax function



02

Redefining the optimal operating model

The Opportunity – Redefining your optimal operating model



The key principles

Our overall approach is designed to generate capacity for the internal team to focus on strategic objectives driving outsized value



Technology

Technology to support your people and process



People

Resource model should provide leverage combined with technical expertise at scale



Process

An iterative process redesign drives efficiency cycle over cycle



Governance

Robust governance model promotes a true alliance culture

03

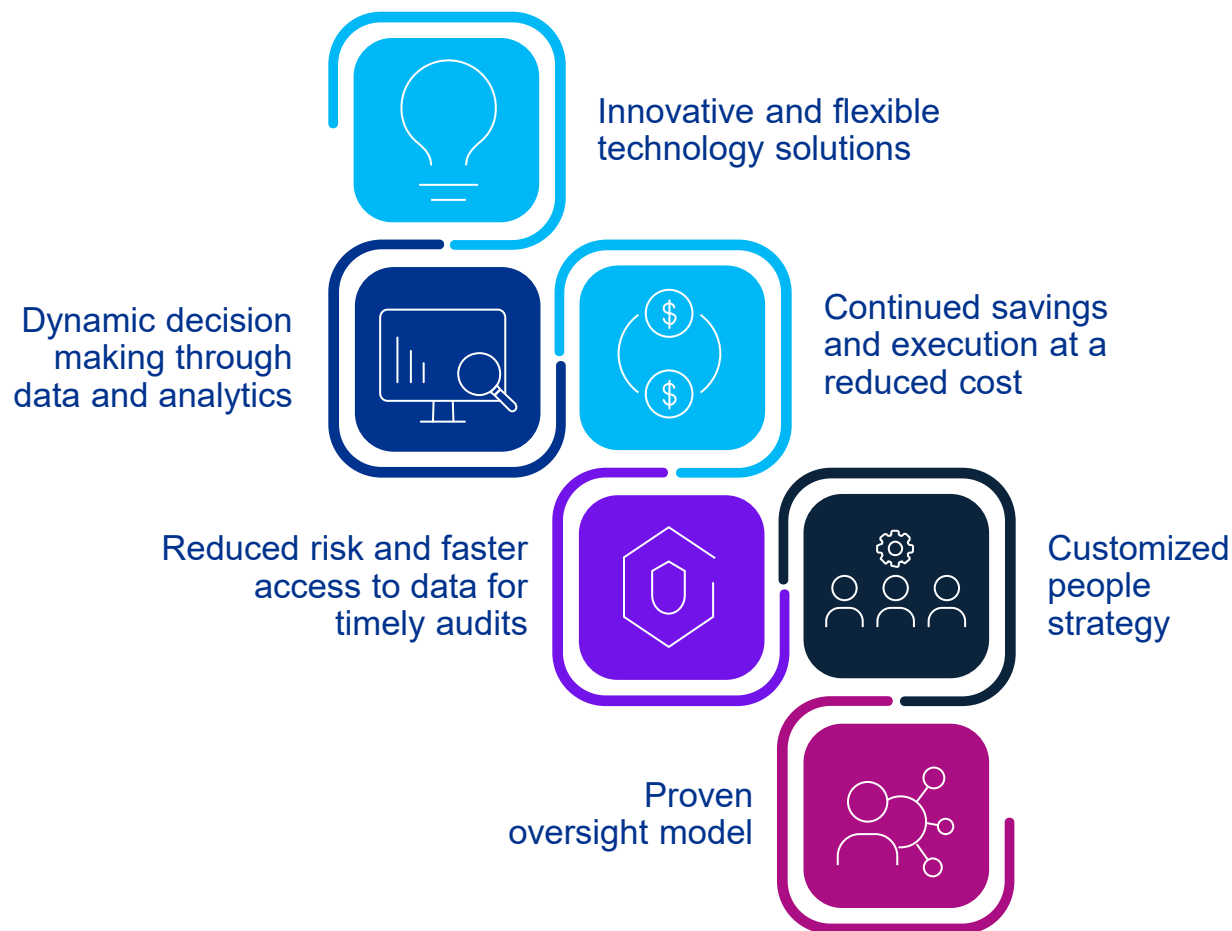
Opportunities to leverage

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Opportunities to leverage

Opportunity to reduce cost, manage risk and add value by strategically leveraging Big Four investment in people, process and technology.



Effective management of the total cost of compliance

Access to investment in technology including applications and infrastructure

A comprehensive data strategy that starts with transforming data collection and ends with improved analytics to drive planning and insight

A balanced delivery model that provides access to global professionals and expertise

Scalability and portability

Creating an effective governance model — quality and visibility over tax function

Q&A

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Thank you!

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