Preparing for the next wave

The EY 24th Annual Health Sciences Tax Conference

December 7-10, 2014
Disney’s Yacht Club Resort
Orlando, Florida
The EY 24th Annual Health Sciences Tax Conference

Who
Health sciences company executives seeking an understanding of tax matters and other developments affecting the industry should attend this conference.

Why
Ernst & Young LLP tax professionals, current and former government officials, your colleagues from peer organizations and industry experts will offer insights on trends in the health sciences industry and provide guidance on tax strategies, planning and compliance. Continuous market changes, post-election tax legislative and regulatory developments, and the ever-increasing responsibilities placed on tax and financial executives and in-house legal counsel make this a challenging time for health sciences tax professionals. This conference will better equip you to meet the challenges ahead.

What
The three-day conference will provide an in-depth analysis of new developments in both domestic and international tax policy and regulatory issues. Conference sessions will be structured as separate industry-sector tracks that address trends and topics of special interest to for-profit and tax-exempt health care providers, pharmaceutical, biotechnology and medical device companies. In addition, this year’s conference will provide comprehensive panel discussions in each segment relating to the impact of health care reform and pending tax reform proposals.

Where
Disney’s Yacht Club Resort
Orlando, Florida
December 7–10, 2014

Enrollment is limited and spaces will be filled on a first-come, first-served basis.

For questions, please contact Jessica Seute at jessica.seute@ey.com or Maureen Wallace at maureen.wallace@ey.com.
How

Register at ey.cvent.com/24thannualhealthsciencestax
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General sessions

Tax and industry legislative and regulatory update
Gary Gasper, Washington Council Ernst & Young, Ernst & Young LLP, Washington D.C.
Helen Morrison, Ernst & Young LLP, Washington D.C.
Mark Rountree, Ernst & Young LLP, Dallas, Texas

For most of 2014, things were relatively quiet on the tax and industry legislative and regulatory front. However, with the results of the November mid-term elections, Congress and the Administration's renewed focus on tax policy (e.g., curbing “inversion” transactions), the looming effective dates for the “employer mandate” and other key IRS filing requirements of the Affordable Care Act, and the ever-increasing scrutiny of the operations and pay practices of tax-exempt health systems, 2015 portends a far more active and challenging legislative and regulatory environment. This moderated panel discussion will educate and equip you to effectively address the coming legislative and regulatory challenges and changes. Specifically, the session will address the following questions: How will the results of November mid-term Congressional elections change the Federal tax legislative landscape after the elections?

- What is the future of tax reform and tax extenders?
- What areas of tax legislation should tax directors of health entities follow and engage in?
- What does an organization need to do to proactively address the looming Affordable Care Act employer mandate provisions, interactions with Federal and State Exchanges, and the voluminous and onerous employee tracking, monitoring and annual IRS reporting responsibilities?

Sustainable high performance: building capacity in a world of relentless demand

Think for a moment about your typical workday as a tax or financial professional. Do you wake most days feeling exhausted and sleep-deprived? Check your email before you get out of bed? Run from meeting to meeting with no time in between? Is your Inbox full and overflowing? Is your to do list growing rather than shrinking? Are you constantly being asked to do more with less? Do you find that there is never enough time to attend to your most important work priorities? Is the pressure and stress of getting things done, and getting things right, greater than ever before?

In a world of increasing demand and diminishing resources, people are working more hours, spending more time outside work tethered to digital devices, and taking less time to reflect, renew and prioritize. As a result, they’re increasingly exhausted, overwhelmed, and disengaged.

In 2014, it seems the way we’re working is no longer working.

Tony Schwartz, founder and CEO of the Energy Project and one of the world’s leading experts on helping business professionals fuel sustainable high performance, will introduce you to a scientifically-based approach to building your personal capacity and give you a practical, actionable roadmap for how to move from survival and burnout zones into a high-performance zone. This session will cause you to seriously rethink and reorganize the way you rest, refuel, and organize your daily workflow so you can perform better, more optimally and more sustainably.
Preparing for the next wave

The EY 24th Annual Health Sciences Tax Conference

Tax-exempt provider focus

Keeping up with the Form 990

Jennifer Rhoderick, Ernst & Young LLP, Indianapolis, Indiana
Jennifer Richter, Ernst & Young LLP, St. Louis, Missouri

Will it ever end? Is bigger better? The Form 990 is now even more complex, more transparent, more onerous!

The Form 990 continues to change and grow in complexity. Ever since the new Form 990 was released in 2008, the IRS continues to update the form with more reporting requirements, including new rules brought about by the Affordable Care Act and the initiative to provide oversight to supporting organizations under the Pension Protection Act. Learn about this year’s latest developments, including the new Schedule A public support test computations and disclosures on all types of supporting organizations, including the minimum distribution requirements for some supporting organizations. We’ll also include “other” changes to the form – some are esoteric, and some could be compliance headaches!

Incentives: The government funding source often untapped by non-profits

Kara Adams, Ernst & Young LLP, Irvine, California
Jessica Craw, Ernst & Young LLP, Columbus, Ohio
Myriam Simmons, Ernst & Young LLP, Stamford, Connecticut
L’Quentus Thomas, Stonehenge Capital Company, LLC, Columbus, Ohio

This session will highlight some of the federal, state and local incentives available to tax-exempt organizations that have the potential to reduce capital costs and operating expenses. Items covered will include new markets tax credits, hiring and training incentives, property tax abatements, child care facility credits and other common incentives often overlooked in the nonprofit environment.

Section 501(r) and Schedule H – “to infinity and beyond”?

Steve Clarke, Ernst & Young LLP, Washington, D.C.
Kathy Pitts, Ernst & Young LLP, Birmingham, Alabama
Jeanne Schuster, Ernst & Young LLP, Boston, Massachusetts
Ray Bunyard, Baylor Scott & White, Dallas, Texas

In addition to the general Form 990 session (“Keeping up with the Form 990”), this session will focus on the expanded Schedule H changes to reflect the further implementation of the section 501(r) requirements for:

• Financial assistance policies
• Limitation on charges
• Billing and collection
• Community health needs assessments

Our panelists will also bring their observations garnered from working with trade and industry groups, such as the American Hospitals Association and American Institute of Certified Public Accountants Exempt Organizations Resource Panel.

Employment tax update

Larry Abowitz, Ernst & Young LLP, Iselin, New Jersey
Jennie DeVincenzo, Ernst & Young LLP, Iselin, New Jersey
Tom Meyerer, Ernst & Young LLP, Washington, D.C.

Virtually all hospitals and health care systems are large employers and have all experienced challenges with employment taxes. Whether it’s compliance issues, IRS or state examinations, or implementing new legislation, exempt organizations are not immune from these issues. We will share our perspectives, insights and approaches regarding the various payroll and employment tax challenges facing exempt organizations today. This session will include new developments in employment taxes, including refund opportunities, IRS and state audit activity, same-sex gender and domestic partner benefits, and Affordable Care Act reporting requirements.
Tax-exempt provider focus

Update on 403(b) plans, employee benefits and executive compensation

Bill Murphy, Ernst & Young LLP, Cleveland, Ohio
Wayne Kamenitz, Ernst & Young LLP, Iselin, New Jersey
Tery Kennedy, Ernst & Young LLP, Cleveland, Ohio

Participants attending this session will learn about current developments in executive compensation and employee benefits, and the latest IRS initiatives and trends affecting executive compensation and qualified plans, including:

- IRS Revenue Procedure 2013-12 – Employee Plans Compliance Resolution System, and comments on experiences
- IRS Revenue Procedure 2013-22 – Issuance of opinion and advisory letters for 403(b) plans updated by Revenue Procedure 2014-28
- DOMA Notice 2014-19
- Revenue Ruling 2014-19 valid rollovers
- Proposed tax law changes to employee benefit plans and executive compensation
- Current trends and focus for IRS examinations of qualified plans, including 403(b) plans
- Most common errors found on IRS examinations of qualified plans and required corrections

Issues in population health management and clinical integration, including ACO's

Debi Heiskala, Ernst & Young LLP, San Diego, California
Joyce Hellums, Ernst & Young LLP, Austin, Texas
Tricia Bires, University Hospitals Management Services Center, Shaker Heights, Ohio

The changing face of healthcare in light of market conditions and the legislative and regulatory environment is causing many organizations to revamp the way they are structured to deliver their services and deal with their stakeholders. This session will shed light on many of the tax issues involved in formulating an appropriate structure, including:

- the use of Accountable Care Organizations
- tax implications of choice of legal entity
- tax exemption issues
- private benefit and inurement concerns
- unrelated business tax ramifications

Alternative investments including international reporting

Leo Naughton, Ernst & Young LLP, New York, New York
Lisa Parnell, Ernst & Young LLP, Dallas, Texas
Robert Vuillemot, Ernst & Young LLP, Pittsburgh, Pennsylvania

Tax-exempt entities holding investment portfolios commonly look to alternative asset classes, including private equity, hedge funds, real estate funds and others, to diversify their investment strategies and enhance their investment returns. In recent years, investments in energy funds and master limited partnerships have become more prevalent, creating new issues with respect to unrelated business income tax and reporting. This session will review the many reporting, compliance and other tax issues (foreign and domestic) resulting from these types of investments, and techniques and strategies organizations should consider to deal with the challenges posed by alternative investments.

Assorted tax topics – things you may not want to miss

Ben Pitchkites, Ernst & Young LLP, Indianapolis, Indiana
Saul Tilmann, Ernst & Young LLP, Chicago, Illinois
Mike Vecchioni, Ernst & Young LLP, Detroit, Michigan

This session will cover a potpourri of topics that is often, easily overlooked by tax-exempt organizations. Among the items to be covered are:

- Current issues for group purchasing organizations
- Group returns for exempt organizations
- FATCA
- Unrelated business income developments
Preparing for the next wave

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Tax-exempt provider focus

Mergers, acquisitions, joint ventures and other transactions – trends and issues

Bridget Bourgeois, Ernst & Young LLP, Atlanta, Georgia
Gary Horowitz, Ernst & Young LLP, Iselin, New Jersey
Erik Reynolds, Ernst & Young LLP, Denver, Colorado
Cindy Leon, Catholic Health Initiatives, Englewood, Colorado

The US health care system is undergoing game-changing transformation as the industry grapples with the challenge of putting costs on a sustainable trajectory. Health care as we know it is being fundamentally disrupted by two megatrends: new incentives and pay-for-performance models to address the sustainability challenges, and the emergence of big data and new patient-empowering technologies. This disruption of health care is driving and accelerating new models of care and forcing collaboration across health care sectors, as well as attracting nontraditional entrants from a wide range of industries. In this session, you will learn more about these evolving transaction trends and issues, as well as the tax implications associated with each.

Issues facing health plans

Tricia Johnson, Ernst & Young LLP, Cincinnati, Ohio
Helen Morrison, Ernst & Young LLP, Washington, D.C.
Kevin Nowell, Presbyterian Healthcare Services, Albuquerque, New Mexico
Leslie Zion, Intermountain Healthcare, Salt Lake City, Utah

Provisions in the Affordable Care Act have a tremendous impact on health plans owned by exempt organizations. This session will provide perspectives from both taxable and tax-exempt plans, reviewing some of the major implications of these provisions, including the effect of section 162(m)(6), the exchange premium tax, complying with the requirements of the PCORI fee and Transitional Reinsurance Fee, and discussion regarding the so-called “section 9010 health insurance providers fee.”

Sales and use/excise taxes for tax-exempt and for-profit health care provider organizations

Candice Bartle, Ernst & Young LLP, Dallas, Texas
Debbie Ochocki, Ernst & Young LLP, Fort Worth, Texas
Michael Wasser, Ernst & Young LLP, Boston, Massachusetts

With the increased focus at the federal and state levels on transaction-based taxes, this session is designed for tax-exempt and for-profit health care provider organizations looking to get their arms around the cumbersome process of managing federal, state and local transaction tax exemptions in the health care sector. We will discuss a systematic way of analyzing the available sales/use tax exemptions for nonprofits, hospitals and other health care facilities, and leveraging those exemptions for the maximum benefit for your business. We will cover recent updates in sales/use tax related to the health care industry. We will also provide information to consider when reviewing your business operations from an excise tax perspective to determine if your company is eligible for additional tax savings, such as medical device excise tax and fuels taxes. Specifically, this session will address:

- Sales/use tax healthcare update — recent sales/use tax updates relevant for the health care sector
- Nonprofit and health care exemption sales/use tax refresher and update — high-level review and discussion of nonprofit and health care exemptions available
- Excise tax update — broad range of federal and state excise tax topics applicable to health care — medical device excise tax, nontaxable fuels excise tax and various other excise tax topics
Tax-exempt provider focus

The tangible property regulations – practical ways for exempt organizations to comply

Jack Donovan, Ernst & Young LLP, Washington, D.C.
Alison Jones, Ernst & Young LLP, Washington, D.C.
Michael Saunders, Adventist Health System – Sunbelt, Altamonte Springs, Florida

Exempt organizations strategizing about how they will go about implementing the final tangible property regulations for the 2014 tax year should join this session, where Ernst & Young LLP panelists will be discussing best practices for making sure that the implementation of the regulations by tax-exempt organizations is complete, yet practical.

ACO governance models – the tax implications of their impact on funds flow

Myllyn Tufte, Ernst & Young LLP, Chicago, Illinois
Tricia Bires, University Hospitals Management Services Center, Shaker Heights, Ohio
Kelly Thornburg, Covenant Management Systems, LP and Austin Regional Clinic, PA, Austin, Texas
Jeff Singleton, Ernst & Young LLP, Phoenix, Arizona

Accountable Care Organizations have increased in number (over 600) and size (Leavitt Partners estimates 20.5 million covered lives) over the past three and a half years. Today’s ACOs come in many different organizational and governance structures, from physician-led, to jointly held physician and hospital-owned, to only hospital owned or something altogether new. Governance models play a large role in the success of an ACO to achieve clinical and financial outcomes. The presenters will discuss three governance models, the impact on flow of funds and the tax implications arising from these arrangements.

IRS update: fallout from the IRS exempt organizations earthquake of 2013

Steve Clarke, Ernst & Young LLP, Washington, D.C.
Katherine Kurtzman, Ernst & Young LLP, Chicago, Illinois
Mike Rachael, Ernst & Young LLP, Atlanta, Georgia

Over the past year and a half, the IRS Exempt Organizations (EO) division has come under intense public and congressional scrutiny for its methodology and delays in processing applications for tax-exempt status. As a result, the EO division has been substantially restructured and realigned with other IRS divisions to promote greater consistency and efficiency in processing applications and providing guidance. This session will explain this restructuring, related IRS initiatives and implications for tax-exempt health care organizations.

Update on tax legislative and ACA employer mandate issues for EOs

Alan Ellenby, Ernst & Young LLP, Chicago, Illinois
Heather Meade, Washington Council Ernst & Young, Washington, D.C.

Tax-exempt organizations have long had the attention of Congress. This past year has seen some wide-ranging proposals that could have a significant effect on all kinds of exempt organizations, including hospitals and other health care organizations. Similarly, virtually all health care organizations are considered “large employers” for purposes of the Affordable Care Act, and have significant information tracking and reporting responsibilities. Panelists will review key aspects of the ACA, including an overview of the final 4980H regulations, identification of employees requiring coverage, employer reporting requirements (IRC 6056 and IRC 6055), transitional rules and HHS Exchange-related regulations, as well as bring participants up-to-speed on some of the major legislative proposals, and assess the current legislative climate relative to the tax-exempt and health care sector.
Tax-exempt provider roundtable discussions

In response to participant requests for more networking opportunities, our program will include roundtable discussions facilitated by EY and health organization leaders. In these smaller, regionally based group settings, participants will share experiences and issues with peer organizations. In the tax-exempt provider track, these sessions consist of the following groups:

Northeast region
Chris Boggs, Ernst & Young LLP, Indianapolis, Indiana
Angie Moore, Ernst & Young LLP, Indianapolis, Indiana
Bob Vuillemot, Ernst & Young LLP, Pittsburgh, Pennsylvania
Vernette Gray, Yale-New Haven Hospital Inc., New Haven, Connecticut

Southeast region
Ben Pitchkites, Ernst & Young LLP, Indianapolis, Indiana
Kathy Pitts, Ernst & Young LLP, Birmingham, Alabama

Southwest region
Brenda Griesemer, Ernst & Young LLP, Phoenix, Arizona
Joyce Hellums, Ernst & Young LLP, Austin, Texas
Raymond Lee, Ernst & Young LLP, Austin, Texas

Central region
Diane Bean, Columbus, Ohio
Jim Steen, Ernst & Young LLP, Pittsburgh, Pennsylvania
Lucille White, Ernst & Young LLP, Chicago, Illinois
Mary Beth Colatrupgio, Nationwide Children's Hospital, Columbus, Ohio

West region
Eva Gass, Ernst & Young LLP, San Diego, California
Debi Heiskala, Ernst & Young LLP, San Diego, California
Steve Rutti, Ernst & Young LLP, Phoenix, Arizona

Tax-exempt bonds update:
Wrestling with regs and reporting

Ken Garner, Ernst & Young LLP, Fort Worth, Texas
Kendall Schnurpel, Ernst & Young LLP, New York, New York

Requirements concerning tax-exempt bonds have been with us for a long time, but many organizations still struggle with complex regulations and reporting requirements. This session will address issues such as:

• Developing and implementing policies and procedures for effective post-issuance compliance
• Calculation and documentation for private business use
• Preparing for an IRS bond examination
• Effective preparation of Schedule K
• Current regulatory or judicial adjustments
For-profit provider focus

**Partnerships: emerging structures and current developments**

| Scott Luecke, Ernst & Young LLP, Minneapolis, Minnesota |
| David Miller, Ernst & Young LLP, Dallas, Texas |
| Dan Jensen, HCA Healthcare, Nashville, Tennessee |

This panel will address the most significant recent developments in partnership taxation, including the proposed regulations under section 752. The panel will also address the dramatic increase in the use of partnerships in public transactions with a focus on “Up-C” structures.

**Accounting for income tax developments and hot topics**

| Brian Foley, Ernst & Young LLP, Chicago, Illinois |
| Joan Shumaker, Ernst & Young LLP, New York, New York |
| Mary Volpe, Ernst & Young LLP, Iselin, NJ |

This panel will discuss the income tax accounting implications of legislative and regulatory developments, new accounting standards and business transactions that can impact your company’s effective tax rate. Topics to be covered include areas of focus by the SEC, including disclosures pertaining to the effective tax rate and valuation allowances, as well as the significant, new FASB standard on revenue recognition. Panelists will also discuss best practices for maintaining deferred taxes and the most common risk areas resulting in misstatement of tax accounts.

**In the home stretch(er) – finishing tangible property regulation**

| Brandon Carlton, Ernst & Young LLP, Washington, D.C. |
| Alison Jones, Ernst & Young LLP, Washington, D.C. |
| Scott Mackay, Ernst & Young LLP, Washington, D.C. |
| Kristy Tinsley, Ernst & Young LLP, Nashville, Tennessee |
| Brian McCullough, Acadia Healthcare, Nashville, Tennessee |

As taxpayers nationwide prepare to file thousands of Form 3115s to comply with the final tangible property regulations for the 2014 tax year, join our panel to discuss implementation issues, filing considerations and best practices for making sure that your implementation of the regulations is complete and practical.

**The evolving model of IRS examinations**

| Mark Mesler, Ernst & Young LLP, Atlanta, Georgia |
| Frank Ng, Ernst & Young LLP, Washington, D.C. |
| Dave Courtney, Ardent Health Services, Nashville, Tennessee |

We will discuss how the IRS has undertaken significant efforts to reform its audit process. Notably, it has incorporated a risk-based approach to many mid-market audits through its Compliance Management Operations. More recently, it has begun a pilot to bring a similar model to many of the largest cases. The IRS continues to deploy its Issue Practice Groups to provide guidance for domestic issues. The International Practice Networks, including the Transfer Pricing Operation, continue to enlarge their influence in the examination process. Finally, we’ll discuss the latest changes to the Compliance Assurance Process (CAP).
State tax developments and policy trends impacting health care providers

Brad Withrow, Ernst & Young LLP, Nashville, Tennessee
Steve Wlodychak, Ernst & Young LLP, Washington, D.C.

This session will focus on state tax policy discussions and the current status of tax proposals generally and as they affect tax policy. We will also cover key judicial and administrative developments around the country, as well as emerging trends that pose challenges and opportunities for health care organizations.

ACO governance models – the tax implications of their impact on funds flow

Jeff Singleton, Ernst & Young LLP, Phoenix, Arizona
Mylynn Tufte, Ernst & Young LLP, Chicago, Illinois
Tricia Bires, University Hospitals Management Services Center, Shaker Heights, Ohio
Kelly Thornburg, Covenant Management Systems, LP and Austin Regional Clinic, PA, Austin, Texas

Accountable Care Organizations have increased in number (over 600) and size (Leavitt Partners estimates 20.5 million covered lives) over the past three and a half years. Today’s ACOs come in many different organizational and governance structures, from physician-led, to jointly held physician and hospital-owned, to only hospital owned or something altogether new. Governance models play a large role in the success of an ACO to achieve clinical and financial outcomes. The presenters will discuss three governance models, the impact on flow of funds and the tax implications arising from these arrangements.

Managing tax function stakeholders: CFOs, audit committees and others

Wade McGregor, Ernst & Young LLP, Nashville, Tennessee

With continued and increasing focus on quality financial reporting, internal controls, company reputational risk and the impact of taxes on cash flow, the tax function is getting visibility at higher and higher levels within organizations. The tax executive who waits for the phone to ring risks having to deal with unpleasant surprises from stakeholders. This risk is compounded by the fact that outside of the tax function, there is often little understanding of the complexity and volume of issues to be addressed by tax executives and their teams. So why not take ownership of this process and go on the offensive. This panel explores ways to manage the various stakeholders in order to weather inevitable storms, and make sure the great work you do is understood and appreciated.

For-profit provider roundtable discussion

In response to participant requests for more networking opportunities, our program will include a roundtable facilitated by EY and health organization leaders. In this smaller group setting, participants will have the opportunity to share experiences and issues with peer organizations. In the for-profit provider track, the roundtable discussion leaders will be:

Jack Donovan, Ernst & Young LLP, Washington, D.C.
Wade McGregor, Ernst & Young LLP, Nashville, Tennessee
Dan Penrith, Ernst & Young LLP, Washington, D.C.
Mark Rountree, Ernst & Young LLP, Dallas, Texas
Accounting for income taxes: hot topics and developments for life sciences companies

Joan Schumaker, Ernst & Young LLP, New York, New York
Brian Foley, Ernst & Young LLP, Chicago, Illinois
Bernadette Abdow, AbbVie, Chicago, Illinois
Tricia Brosnan, Pfizer, Inc., Peapack, New Jersey

This panel will discuss the income tax accounting implications of legislative and regulatory developments, new accounting standards and business transactions that can impact your company’s effective tax rate. Topics to be covered include the new accounting standard on revenue recognition, OECD developments on base erosion and profit sharing, and SEC comments on the effective rate reconciliation, outside basis in foreign subsidiaries and valuation allowances. Panelists will also share insights on recent business transactions, such as the income tax complexities arising from intra-entity transfers, asset acquisitions outside of a business combination, business combinations, license arrangements and collaboration arrangements.

Beyond TP: global controversy

Karen Holden, Ernst & Young LLP, New York, New York
Sarah Churton, EY, London, England
Don Whitt, Pfizer, Inc., Peapack, New Jersey

The tax and controversy landscape outside the US continues to change at a rapid pace. The OECD Base Erosion and Profit Shifting (‘BEPS’) report and state aid inquiries are having an impact in Europe and beyond. This panel will look at law changes impacting many common planning strategies, such as intercompany debt financing, and the use of hybrid entities. The panel will take you on a multi-territory tour of country perspectives on some of the 15 action points identified in the BEPS report’s Action Plan (‘BEPS Action Plan’). We will review the current tax landscape and identify any recent or proposed unilateral action being taken so far in response to the BEPS Action Plan, including (i) action items relating to harmful tax practices (impacting ruling practices); (ii) BEPS monitoring; and (iii) the development of a multilateral instrument.

What’s shaking? State and local tax hot topics for the life sciences industry

Keith Eisenstein, Ernst & Young LLP, New York, New York
Dan Lipton, Ernst & Young LLP, Boston, Massachusetts
Mollie Miller, Fresenius Medical Care, Waltham, Massachusetts

This session will include a discussion of cutting-edge issues and topics impacting life sciences companies. The topics covered will include, but not be limited to, the state income/franchise tax issues and opportunities related to virtual partnerships, the sweeping New York State corporate tax reform and sales/use tax structuring opportunities.

Cash tax planning amid corporate tax reform and heightened IRS controversy

Brendan Cox, Ernst & Young LLP, Philadelphia, Pennsylvania
Erica Goldberg, Ernst & Young LLP, New York, New York
David Helmer, EY Global, London, United Kingdom
Scott Mackay, Ernst & Young LLP, Washington, D.C.

As the debate in Washington over tax reform continues, it is becoming clearer that the effects of such reform are likely to vary across industries. This session will highlight relevant federal tax planning considerations for the life sciences industry in a highly uncertain tax policy and legislative environment. Examples of the areas to be covered which impact the life sciences industry include industry insights regarding the tangible property regulations, accounting methods and the research credit.
Life sciences focus

Intercompany effectiveness: the evolving role of the tax function

Robbert Kaufman, Ernst & Young LLP, New York, New York
Hadley Leach, Ernst & Young LLP, Boston, Massachusetts
Tatyana Pashova, Ernst & Young LLP, New York, New York
Jeff Holtz, Johnson & Johnson, New Brunswick, New Jersey
Jan Riet, Carestream, Rochester, New York

In the past, tax functions have typically been responsible for establishing transfer pricing policies and documenting year-end compliance. Often, other functions within the organization are responsible for implementing the policies and setting intercompany prices. In many cases, the tax function has little to no visibility into the details of intercompany pricing and accounting processes, both of which are critical to achieving transfer pricing compliance. With increased regulatory and taxing authority audit pressures, many companies are re-examining the role of the tax function in operationalizing transfer pricing. In this session, we will examine emerging trends in organizational roles/responsibilities and share leading practices to help in determining the “best fit” for your organization.

Cross-border transactions: current market trends in the deal space

Colleen O’Neill, Ernst & Young LLP, New York, New York
Bryan Glanzberg, Ernst & Young LLP, New York, New York
Joe Gruber, Pfizer, Peapack, New Jersey
Gary Henningsen, Merck, Whitehouse Station, New Jersey

Global biopharmaceutical and medical device companies are rethinking their corporate and capital structures in light of market pressures. The focus on EPS and other metrics by the C-suites results in tax-efficient structuring as a key tax department priority. This panel will cover these market trends and the related underlying tax issues.

Indirect taxes: riding the wave of changes in corporate structures

Jennie DeVincenzo, Ernst & Young LLP, Iselin, New Jersey
Michele Raber, Ernst & Young LLP, Iselin, New Jersey
Rebecca Truelove, Ernst & Young LLP, New York, New York
LaToya Edwards, Zoetis, Florham Park, New Jersey
Steve Rauch, Pfizer Inc., Peapack, New Jersey

Gain insight into the hidden indirect tax considerations, risks and opportunities surrounding corporate structural changes. Whether simplifying your legal entities, acquiring companies, divesting or realigning your current organizational structure, there are many facets of indirect taxes to consider. These are often overlooked, leaving companies to merely be reactive post-transaction. Specifically, we will address the planning and impact of these transactions with respect to employment tax, credits and incentives, property tax, and sales and use tax.
Life sciences focus

Divestiture transactions in the life sciences industry – tax and tax accounting considerations

Martin Huck, Ernst & Young LLP, Washington, D.C.
Joan Schumaker, Ernst & Young LLP, New York, New York
Andre Petrunoff, Pfizer, Inc., New York, New York

This panel will address current divestiture trends in the market, with a focus on issues and solutions involving tax accounting and tax structuring. The panel will discuss structuring transactions in anticipation of a sale or spin and tax accounting considerations for intercompany transactions, and the preparation of carve-out tax provisions in separate financial statements. Panelists will also discuss the changed landscape regarding IRS rulings and opinions.

Emerging federal tax issues relating to Affordable Care Act implementation, research tax credit, patent defense costs, and other matters

Cedric Bernardeau, Ernst & Young LLP, New York, New York
Alan Ellenby, Ernst & Young LLP, Chicago, Illinois
Fred Gordon, Ernst & Young LLP, Washington, D.C.
Chris Ohmes, Ernst & Young LLP, Washington, D.C.

This session will address recent federal tax developments impacting Life Sciences companies including:

- What life sciences companies need to know regarding the continued rollout and implementation of the Affordable Care Act in 2015 and beyond, including:
  - Legislative and regulatory developments
  - Trends in employer-provided health care coverage
  - ACA 2015 implementation for large employers, including compliance with the employer mandate excise tax and information reporting
  - Other taxes and fees applicable to health insurance issuers and employers sponsoring self-insured health care plans, including the PCORI fee and the Transitional Reinsurance Program fee
  - A discussion of the current issues surrounding the branded prescription drug fee and the medical device excise tax, including IRS exam activity and the likelihood of future guidance
  - Important judicial developments and treasury guidance with respect to research and experimental costs
  - A discussion of the uncertainty surrounding the tax treatment of patent litigation costs incurred by generic and brand drug companies.
  - As the life sciences industry continues to evolve and expand, it is more important than ever for companies to remain ahead of the curve with respect to new developments of potential impact. Our team of professionals will help you navigate through the complexities posed by these issues, and will share best practices to help you meet your challenges.

FATCA – yes, it really does apply to your organization

Dawn McGuire, Ernst & Young LLP, Boston, Massachusetts
Debbie Pflieger, Ernst & Young LLP, Washington, D.C.
Frani Aufiero, Shire Pharmaceuticals, Wayne, Pennsylvania

All foreign entities in your organization must be classified for FATCA purposes. All payments made to foreign persons by either US or non-US entities must be properly documented to avoid FATCA and minimize NRA withholding liabilities. Plus, as the result of FATCA, the old “eyeball test” for identifying US-exempt recipients has been changed significantly. This session will cover all these topics and more.
Life sciences focus

The OECD Base Erosion and Profit Shifting (BEPS) initiative and transfer pricing

Natalia Perez, Ernst & Young LLP, New York, New York
Siv Schultz, Ernst & Young LLP, New York, New York
Craig Sharon, Ernst & Young LLP, Washington D.C
John Hickey, Johnson & Johnson, New Brunswick, New Jersey
Barry O'Sullivan, Merck, White House Station, New Jersey

This panel will address the following topics: overview of BEPS action items relevant to transfer pricing and key issues that will affect Life Sciences companies; final OECD intangible property guidelines and outstanding areas of agreement; what companies are doing to prepare for country-by-country reporting; and the outlook for controversy in a BEPS environment and recommendations to manage risk.

Understanding the tax impact of joint ventures and collaborations within the life sciences industry

Jon Glazer, Ernst & Young LLP, Boston, Massachusetts
Fred Gordon, Ernst & Young LLP, Washington, D.C.
Mark Volpe, Regeneron Pharmaceuticals, New York, New York

This session will focus on the federal tax impact of joint ventures and collaborations within the Life Sciences industry against the backdrop of relatively recent IRS guidance and the robust level of M&A activity within the industry. Our panel will discuss the market drivers for such arrangements, including the continuing impact of the “patent cliff” and the need to remain competitive through expansion into emerging markets, as well as increased demands by stakeholders to streamline operations and focus on core competencies. Industry representatives will share their insights into best practices and business issues to be aware of. Tax issues will include an (i) understanding of the possible characterization, for federal tax purposes, of such arrangements; (ii) international tax issues where a co-collaborator is a foreign party; (iii) the interplay with other Internal Revenue Code sections, such as the research tax credit and the domestic manufacturing deduction; (iv) the tax treatment of upfront, milestone and royalty payments made under such arrangements to both parties; and (v) other tax issues to be aware of. Our panel will conclude with a discussion of proactive steps that can be taken by Life Sciences companies upon entering into such arrangements to mitigate or prepare for potentially adverse tax results.

Trends in global compliance and reporting – how life sciences companies are supporting their business operations, transforming the record-to-report finance process and managing in the age of increasing global transparency

Matthew Duncan, Ernst & Young LLP, San Jose, California
Ashlee Durocher, Ernst & Young LLP, Las Vegas, Nevada

Life Sciences companies are continuing their expansion into new and emerging markets, transforming their finance operating models and grappling with complex regulatory, accounting and tax changes with increasing uncertainty and enforcement risk. At the same time, companies are expecting their global finance and tax organization to better support the business, continue to identify planning opportunities, manage risk and drive efficiencies. We will spend our time sharing how companies are managing these changes, including specific examples from Life Sciences industry companies.

Life sciences roundtable discussions

In response to participant requests for more networking opportunities, our program will include roundtable discussions facilitated by EY and health. In response to requests for additional networking experiences, our program will provide participants with the opportunity to select from two roundtable discussions, each facilitated by Ernst & Young LLP and industry tax leaders. In these smaller group settings, participants will have the chance to share experiences and issues with peer organizations. Options for the life sciences track include the following:

Domestic tax
Coleen Blakely, Ernst & Young LLP, New York, New York
Michele Raber, Ernst & Young LLP, Iselin, New Jersey
Steve Delsordo, Johnson & Johnson, New Brunswick, New Jersey

International Tax
Chris Finnerty, Ernst & Young LLP, New York, New York
Ana Mingramm, Ernst & Young LLP, New York, New York
Dirk Stalenhoef, Ernst & Young LLP, New York, New York
Tony Schwartz
President and CEO, The Energy Project
New York, New York

Tony Schwartz is the CEO and founder of The Energy Project, which helps companies fuel sustainable high performance by better meeting the needs of their employees.

Tony's most recent book, Be Excellent at Anything: The Four Keys to Transforming the Way We Work and Live, was a New York Times and Wall Street Journal bestseller. His previous book, The Power of Full Engagement: Managing Energy Not Time, co-authored with Jim Loehr, spent four months on The New York Times bestseller list. Tony launched a weekly column for The New York Times in 2013 titled "Life@Work." Tony is a contributor to numerous publications including The Huffington Post and Harvard Business Review, and for three years, he wrote the most popular blog on HBR.org.

Tony began his career as a journalist. He has been a reporter for the New York Times, an editor at Newsweek, a staff writer at Esquire, and a columnist for Fast Company. He also co-authored the #1 worldwide bestseller The Art of the Deal with Donald Trump, and wrote What Really Matters: Searching for Wisdom in America.

Tony has delivered keynotes to audiences around the world and has worked with leaders at dozens of organizations including Google, Apple, Coca-Cola, Wells Fargo, EY, Tupperware, and Genentech, as well as the World Economic Forum, Teach for America, the Cleveland Clinic and the National Security Agency.
General session presenters

Mark V. Rountree
Ernst & Young LLP, Dallas, Texas

Mark is a Partner with Ernst & Young LLP in Dallas, Texas. He currently serves as America's Markets Leader Exempt Organizations Tax Practice. In addition, Mark serves as the lead tax partner for a broad range of high profile for-profit (public and privately-owned) and tax-exempt hospitals and health systems, physician groups, non-healthcare charitable organizations and other health care providers. Mark has also led EY’s Affordable Care Act services practice for the Southwest Region.

Mark’s career with Ernst & Young LLP spans 27 years. His service includes a two-year assignment in Ernst & Young LLP’s National Tax Department in Washington, D.C., as well as two years as the firm’s National Director of Healthcare and Exempt Organization Tax Services. In his national roles, Mark monitored regulatory and legislative developments of importance to the industry. He was also extensively involved in client representation before the National Internal Revenue Service office and legislation development coalitions on intermediate sanctions and other legislative issues impacting the industry.

Mark’s recent experience includes assisting large corporations with their readiness for and compliance with the Affordable Care Act provisions, tax representation in IRS audit and dispute resolution matters, as well as tax planning in the areas of accounting method planning and changes, state and local tax structuring and planning, for-profit/tax-exempt joint venture structuring and risk assessments, tax accounting and FIN 48 provision analysis, and merger and acquisition transactions.

Mark received a BBA in Accounting (with honors) and a Masters of Taxation degree from Baylor University. A CPA since 1988, he is a member of the AICPA, the Texas Society of CPAs, the DFW Hospital Council and the Health Care Financial Management Association.

Helen H. Morrison
Ernst & Young LLP, Washington, D.C.

Helen H. Morrison works in Ernst & Young LLP’s Washington, D.C., National Tax Department as a principal in the Compensation and Benefits practice. In this role, Helen assists clients in addressing compliance and management of health care reform, executive compensation and other key employee benefits tax-related matters.

Prior to joining Ernst & Young LLP, Helen served from 2007 to 2012 as the Deputy Benefits Tax Counsel in the Office of Benefits Tax Counsel for the US Department of the Treasury. She played a lead role in the Administration’s tax-related initiatives on health care reform and the Treasury Department’s implementation of these provisions enacted as part of the Affordable Care Act. She also served as a senior Treasury advisor on executive compensation matters, including the Section 409A deferred compensation rules, Section 457A rules on deferred compensation for companies in “tax indifferent” jurisdictions, and other tax-related compensation matters.

Before Helen joined the Treasury Department, she was a partner and Employee Benefits Practice Leader in the Chicago office of Deloitte LLP, and prior to that, she was a partner in the Employee Benefits Practice of McDermott, Will & Emery.

Helen is a member of the Illinois bar association. She earned her Bachelor’s degree from Trinity College, Hartford, Connecticut, and her JD from Illinois Institute of Technology/Chicago-Kent College of Law. She served as a law clerk to the Honorable Hector M. Laffitte of the US District Court in San Juan, Puerto Rico from 1985 to 1987.

Gary J. Gasper
Washington Council Ernst & Young, Ernst & Young LLP, Washington, D.C.

Gary J. Gasper is one of the leaders of Washington Council Ernst & Young. He provides services related to federal tax legislative and regulatory matters, primarily involving corporate taxation, financial products, tax-exempt bonds, employee benefits (including retirement and health care issues) and insurance taxation. Gary frequently assists clients on a variety of matters before Congress, the White House, the US Treasury Department and the Internal Revenue Service.

Gary served in both the Clinton and Bush Treasury Departments. From 1989 to 1993, he served as Senior Tax Advisor in the Office of Tax Policy at the Department of the Treasury and as Assistant to the Internal Revenue Service Commissioner. He previously worked at a leading national law firm and served as an attorney-advisor to the Honorable Judge Perry Shields of the U.S. Tax Court. Gary also served as Tax Advisor to the National Commission on Economic Growth and Tax Reform (the Kemp Commission) and has been the past Chairman of the ABA Tax Section Government Relations and Tax Policy Committees.
Health science industry presenters

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Preparing for the next wave

The EY 24th Annual Health Sciences Tax Conference

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Registration

Registration information
Both your conference and hotel registration will be completed online through the Ernst & Young LLP registration site. Please do not register for your hotel stay directly with the Disney’s Yacht Club Resort.

Conference registration
Fees for the conference are US$1,195. The fee covers all scheduled sessions and conference materials. It also covers the Sunday night reception, breakfast each day, lunch on Monday and Tuesday, as well as Monday night dinner and entertainment. It does not include hotel accommodations, travel or recreational activities. To enroll online, please go to https://ey.cvent.com/24thannualhealthsciencestax

Hotel registration
Hotel registration will be completed at the same time as conference registration through the conference website, https://ey.cvent.com/24thannualhealthsciencestax. Our hotel for the conference is Disney’s Yacht Club Resort, 1700 Epcot Resorts Blvd., Lake Buena Vista, FL 32830. A conference rate of $199 for single and double occupancy (plus applicable taxes and resort fees) per night will be available for accommodations.

Note: To be assured a room at the conference rate, please make your reservation by Friday, November 7, 2014. After that date, reservations will be accepted on a space available, rate available basis. Should you have any problems booking your accommodations through our registration site, please contact Jessica Seure at +1 786 382 7850 or jessica.seure@ey.com.

Cancellation policy
Cancellations received before November 21, 2014 will receive a full refund, less a $100 administrative charge. Substitution of a registrant is accepted at any time. Unless notice of cancellation is received prior to November 21, 2014, refunds will not be given to registrants who do not attend the conference.

Continuing professional education (CPE) credit
Attendees will qualify for a minimum of 16 hours of CPE credit towards AICPA requirements.

CPE certificates will be sent to attendees who request one within three weeks of the close of the conference. Information regarding CPE credit should be verified with your individual state.

Attendee list
We will be distributing the list of registered attendees (names and companies only) to all who attend the conference. The list will not be shared with other organizations. If you do not wish to be included in the listing, please send an email to jessica.seure@ey.com.
Accommodations, receptions and recreation

Disney’s Yacht Club Resort

Disney’s Yacht Club Resort themed after seaside New England hotels of the later 1800s has a truly nautical look and feel with hardwood floors, brass fittings and luxurious accommodations. Complete with a lighthouse at the end of the Yacht Club dock that circles Crescent Lake, the hotel has an understated elegance about it.

If you like fine dining, you will be in the center of it all. Both the Yacht Club and Beach Club resorts have many fine locations, as does Disney’s Boardwalk just across Crescent Lake, and the international flavor of World Showcase in Epcot. If you like to swim, The Yacht Club shares the best pool, Stormalong Bay. This 750,000 gallon pool/mini-water park complete with “shipwreck” water slide, sandy bottom, whirlpools, and water currents is right on property. It is a great place to have fun or relax. You can also rent a variety of watercrafts from the Bayside Marina at the hotel.

The Yacht Club is within walking distance of Epcot, Disney’s Boardwalk, the Swan, and the Dolphin hotels. It is also just a short boat ride away from the Disney’s Hollywood Studios.

There are many land activities at the Yacht Club like volleyball, croquet, campfire sing-alongs, and “movies under the stars” all on property. The Ship Shape Health Club is included with your resort stay. Equipment includes Nautilus, Hammer Strength and aerobic machines as well as a spa, steam room, sauna and massage therapy. Jogging trail maps are also available for those wanting to enjoy the fresh outdoors. If tennis is your game, two lighted tennis courts are offered along with complimentary equipment.

Please do not register for your hotel stay through the Disney’s Yacht Club Resort website. Both hotel and conference registration will be done via the EY registration site.

Conference and hotel details

Check-in time – 4:00 p.m.
Check-out time – 11:00 a.m.
Disney’s Yacht Club Resort
1700 Epcot Resorts Blvd.
Lake Buena Vista, FL 32830

For further information about the hotel, please visit its website: https://ey.cvent.com/24thannualhealthsciencestax

EY has reserved rooms at Disney’s Yacht Club Resort for our conference attendees at a negotiated rate of US$199 per night for single/double occupancy (excluding taxes).

Should you have problems booking your accommodation through our registration site, please contact Jessica Seure at +1 786 382 7850 or jessica.seute@ey.com.

Receptions/dinner

The conference begins with a casual dinner reception on Sunday evening, at the Disney’s Yacht Club Resort. You’ll have the opportunity to pick up your conference materials and enjoy dinner while mingling with other conference participants and guests.

Only in Florida can you put your toes in the sand in December. Join us Monday night as we embrace the open-air and celebrate the spirit of a New England clambake. Gather round with new friends and old on the hotel beach and enjoy this seaside feast.

We’ll celebrate with spellbinding dancers, music, and fun outdoor activities unique to Disney’s Yacht Club Resort. This traditional fire-pit-on-the-beach clambake will be an evening to remember. You won’t want to miss it!
Recreation

On Tuesday afternoon, you’ll be free to enjoy the attractions of Walt Disney® Theme Park and all the Orlando area has to offer. To get your conference discount tickets to local attractions, please go to this link: https://disneytickets.disney.go.com/store/ey1214

Golf

The Annual Ernst & Young Golf Tournament will be held at Disney’s Lake Buena Vista Golf Course. This classic country-club course winds through fresh pine forests, greens and the lakes of Walt Disney World Resort.

Teeing off over boats navigating the canal and enjoying views of an enchanting lighthouse is typical of the distinctive character of this course. Look for the island green on the 7th hole for a golf experience that truly reflects the philosophy of the course’s design. With all its character, the Lake Buena Vista 18-hole course is enjoyable for golfers of all abilities.

The tournament is limited to the first 40 registrants. Please register online through the conference website as soon as possible to secure your spot. The $50 entry fee includes green fees, golf cart, golf balls, tees and transportation, unlimited use of the practice range and snacks and beverages. Rental clubs are available for $20+tax per set; rental shoes are complimentary with set if required.
## Conference session schedule

### Sunday, December 7
- 5:00 p.m. Registration opens
- 6:30 p.m. Opening night reception

### Monday, December 8
- 7:30 a.m. Breakfast and registration
- 8:30 a.m. Welcome and opening remarks
- 9:00 a.m. **General session:** Tax and industry legislative and regulatory update
- 10:15 a.m. Break/move
- 10:45 a.m. Breakout session #1
- Noon Lunch
- 1:00 p.m. Breakout session #2
- 2:15 p.m. Break/move
- 2:30 p.m. Breakout session #3
- 3:45 p.m. Break/move
- 4:00 p.m. Breakout session #4
- 5:15 p.m. Conclusion
- 6:30 p.m. Monday evening event – Clambake

### Tuesday, December 9
- 7:30 a.m. Breakfast and registration
- 9:00 a.m. Breakout session #5
- 10:15 a.m. Break
- 10:30 a.m. Roundtables
- 12:30 p.m. Lunch and recreation

### Wednesday, December 10
- 7:00 a.m. Breakfast
- 8:00 a.m. Breakout session #6
- 9:15 a.m. Break/move
- 9:30 a.m. Breakout session #7
- 10:45 a.m. Break/move
- 11:00 a.m. **General session:** Sustainable high performance: building capacity in a world of relentless demand
- 12:30 p.m. Closing remarks and go-the-distance prize drawing
- 12:45 p.m. Adjourn
Breakout session checklist

The following list of breakout sessions will help you plan your schedule at the conference. Use it to keep track of the sessions you want to attend, and refer to it when you register for those sessions online. Upon your arrival, you will receive a schedule confirming your breakout session selections. Please register by November 8, 2014, to ensure space in the sessions of your choice. To help you quickly identify sessions of particular relevance to your type of organization, we have coded the sessions as follows:

<table>
<thead>
<tr>
<th>TE</th>
<th>FP</th>
<th>LS</th>
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<td>Tax-exempt provider focus</td>
<td>For-profit provider focus</td>
<td>Life sciences focus</td>
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**Monday, December 8**

**Breakout session #1 — 10:45 a.m. - noon**
- TE | Keeping up with the Form 990
- TE | Incentives: the government funding source often untapped by non-profits
- FP | Partnerships: emerging structures and current developments
- LS | Accounting for income taxes: hot topics and developments for life sciences companies

**Breakout session #2 — 1:00 p.m. - 2:15 p.m.**
- TE | Section 501 (r) and Schedule H - “to infinity and beyond”
- FP | In the home stretch(er) — finishing tangible property regulation
- LS | Beyond TP: global controversy
- LS | What's shaking? State and local tax hot topics for the life sciences industry

**Breakout session #3 — 2:30 p.m. - 3:45 p.m.**
- TE | Employment tax update
- TE | Update on 403(b) plans, employee benefits and executive compensation
- TE | Issues in population health management and clinical integration, including ACO’s
- FP | Accounting for income tax developments and hot topics
- LS | Cash tax planning amid corporate tax reform and heightened IRS controversy
- LS | Intercompany effectiveness: the evolving role of the tax function

**Breakout session #4 — 4:00 p.m. - 5:15 p.m.**
- TE | Alternative investments including International reporting
- TE | Assorted tax topics — things you may not want to miss
- TE | Mergers, acquisitions, joint ventures and other transactions
- FP | The evolving model of IRS examinations
- LS | Divestiture transactions in the life sciences industry—tax and tax accounting considerations
- LS | Emerging federal tax issues relating to Affordable Care Act Implementation, research tax credit, patent defense costs, and other matters

**Tuesday, December 9**

**Roundtables — 10:30 a.m. - 12:30 p.m.**
- TE | Tax-exempt provider roundtable - northeast region
- TE | Tax-exempt provider roundtable - southeast region
- TE | Tax-exempt provider roundtable - southwest region
- TE | Tax-exempt provider roundtable - west region
- TE | Tax-exempt provider roundtable - central region
- FP | For-profit provider roundtable
- LS | Life sciences roundtable: domestic tax
- LS | Life sciences roundtable: international tax

**Breakout session #5 — 9:00 a.m. - 10:15 a.m.**
- TE | Issues facing health plans
- LS | Cross border transactions: current market trends in the deal space
- LS | Indirect taxes: riding the wave of changes in corporate structures

**Tuesday, December 9 (Cont.)**

**Breakout session #6 — 8:00 a.m. - 9:15 a.m.**
- TE | IRS update: fallout from the IRS exempt organizations earthquake of 2013
- TE | Tangible property regulations - practical ways for exempt organizations to comply
- FP | ACO governance models - the tax implications of their impact on funds flow
- LS | FATCA – yes, it really does apply to your organization
- LS | The OECD Base Erosion and Profit Shifting Initiative (“BEPS”) and transfer pricing

**Breakout session #7 — 9:30 a.m. - 10:45 a.m.**
- TE | Update on tax legislative and ACA employer mandate issues for EO's
- TE | Tax exempt bonds update: wrestling with regs and reporting
- FP | Managing tax function stakeholders: CFOs, audit committees and others
- LS | Understanding the tax impact of joint ventures and collaborations within the life sciences industry
- LS | Trends in global compliance and reporting – how life science companies are supporting their business operations, transforming the record-to-report finance process and managing in the age of increasing global transparency
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