Building a better working world
A guide to our services in Greater China
At EY, we are committed to building a better working world - with increased trust and confidence in business, sustainable growth, the development of talent in all its forms, and greater collaboration. EY wants to build a better working world through actions and by engaging with like-minded organizations and individuals. This is our purpose - and why EY exists as an organization.

Globalization is shaping our world: it is expanding horizons as trade, technology and investment increasingly connect countries and companies around the globe; and it is compressing time and distance as people and products move - and ideas spread - faster than ever before.

To ensure we are efficient and effective, the EY network is organized into 26 business units, called Regions, in terms of both people and revenues. These Regions, almost all of which are purposely not single countries, are grouped into four geographic Areas:

- Americas
- Asia-Pacific
- Europe, Middle East, India and Africa (EMEIA)
- Japan

This structure is streamlined - it allows EY to make decisions quickly, and promotes the execution of EY strategy and the provision of exceptional client service wherever in the world EY clients do business.

In the Greater China Region, the EY network brings together practices in mainland China, Hong Kong, Macau, Taiwan and also Mongolia, making EY an integrated professional services network. Meanwhile, EY, one of the largest professional services organizations in Greater China, has been present in the region for 50 years and in that time EY has achieved many major milestones: opening the first Hong Kong member firm office in 1968 as Arthur Young and in 1981, being one of the first international organizations to establish operations in mainland China.

EY is able to support you through the member firms’ 27 offices in EY Greater China Region: Beijing, Hong Kong, Shanghai, Guangzhou, Macau, Shenzhen, Chengdu, Hangzhou, Nanjing, Shenyang, Suzhou, Tianjin, Wuhan, Xi’an, Changsha, Dalian, Qingdao, Xiamen, Zhengzhou and Haikou. In Taiwan, EY offices are located in Taipei, Taoyuan, Hsinchu, Taichung, Tainan and Kaohsiung - and in Mongolia the EY member firm’s office is located in Ulaanbaatar.

With 18,000 professionals in Greater China, EY is committed to bringing together the right people, at the right time, and in the right place to give you the seamless, high-quality service you need. That is how we make a difference.

**EY Greater China Region**

- **People**: 18,000+
- **Partners**: Around 600
- **Years of operation**: 50
- **Office locations**: 27

* As of 31 December 2018
Global facts

People 260,000+

Office locations 700+

Countries 150+

Global revenue

Total revenue US$34.8b +7.4%

Assurance US$12.6b +4.4% FY18 v FY17

Tax US$9.0b +6.4% FY18 v FY17

Transactions US$3.6b +13.9% FY18 v FY17

Advisory US$9.6b +10.1% FY18 v FY17

* As of financial year ended 30 June 2018
As of financial year ended 30 June 2018

61% 18% 21%

Bots
2,000

Data scientists
2,000

Data and analytics professionals
20,000

EY Greater China network

Fortune Global 500 – percentage of index served

Audit client  Non-audit client  All other companies
18%  21%  61%

Note: Compiled according to number of companies
Source: Fortune

Forbes Global 2000 – percentage of index served

Audit client  Non-audit client  All other companies
30%  26%  44%

Note: Compiled according to number of companies
Source: Forbes

* As of financial year ended 30 June 2018
Ernst & Young Hua Ming opened new branches in Hangzhou, Nanjing, Qingdao and Tianjin.

Ernst & Young Hua Ming opened new branches in Xi'an and Changsha.

From 1 July, Ernst & Young is known as EY, with a new logo and tagline matching the purpose: Building a better working world. And the Ernst & Young Hua Ming being converted into Ernst & Young Hua Ming LLP.

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Ernst & Young was one of the first professional services networks to set up operations in mainland China when the China representative member firm office was established in Beijing.

The Taylor practices became member firms of the Ernst & Young network.

Arthur Young, a predecessor to Ernst & Young, established the first Hong Kong member firm.

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Recent key investments and growth in EY Greater China Region

**EY wavespace™ in Greater China**
Two wavespace flagship centers opened in Shanghai and Hong Kong.

**New branch in Haikou**
Ernst & Young Hua Ming set up a new branch in Hainan. It is the 27th office in the EY Greater China Region.

**“Digital technology” information platform**
EY launched the “Digital technology” information platform, bringing together EY professional insights on hot topics such as artificial intelligence (AI), robotic process automation (RPA), smart manufacturing, blockchain, big data, and financial technology, to help companies navigate in the digital world.

**“EY Belt and Road Navigator” information platform**
EY launched the information platform to share B&R related market and sector insights, government policy updates, investment guides, country reports on opportunities and challenges, and seminar events, helping Chinese enterprises navigate along the B&R.

**EY and Caohejing Accelerating Enterprises Growth Center**
EY unveiled a program for high-growth enterprises, together with Shanghai Caohejing Hi-tech Park, to facilitate, cultivate and support the emerging businesses.

**Xi’an High-tech Zone – mainland China’s New IPO Incubation Platform**
Ernst & Young (China) Advisory Limited and Xi’an High-tech Zone officially signed an agreement to kick start the “Xi’an High-tech Zone – mainland China’s New IPO Incubation Platform” project to assist local enterprises in entering the capital market.

**The EY Family Business Circle**
EY established the EY Family Business Circle, bringing together family business leaders to build a network for the new era.

**“EY Belt and Road Navigator” information platform**
EY launched the information platform to share B&R related market and sector insights, government policy updates, investment guides, country reports on opportunities and challenges, and seminar events, helping Chinese enterprises navigate along the B&R.
Awards and accolades

**Brand Finance**
EY was ranked among the top 100 in 2018 Brand Finance Global's Top 500 most valuable brands. The EY brand value increased by 28% year-on-year to US$17.1 billion. It was also the first time EY was given an AAA+ brand rating.

**Fortune**
In 2018, EY was ranked on the list of Fortune 100 Best Companies to Work For for a record 20 consecutive years.

**Universum**
EY has been named world’s most attractive professional services employer for the third consecutive year - and the third most attractive employer overall - in Universum’s annual World’s Most Attractive Employers ranking. Additionally, in 2018, EY has improved its ranking on Universum’s top 50 list of global employers for engineering and IT students, moving up to number 37 overall.

In 2018, EY was recognized as one of the top 10 most attractive employers by business and commerce students in both mainland China and Hong Kong.

In 2018, EY was also rated as one of the most attractive employers by engineering and IT students in Hong Kong - placing us ahead of other Big 4 organizations.

**Great Place to Work Institute**
For four consecutive years, EY has been recognized as one of the Top 25 World’s Best Workplaces by Great Place to Work. In Greater China, for the third year in a row, EY is recognized as one of the Best Companies to Work For in 2018.
EY supports its people and the communities. EY aspires to have a leading people culture everywhere in the world. We are regarded as one of the best places to work:

- **DiversityInc**: EY came first on DiversityInc's 2017 Top 50 Companies for Diversity list.
- **The Times**: In 2018, EY was recognized as one of the Top 50 Employers for Women for seven consecutive years.
- **WEConnect International**: In 2015, EY was named the Diversity and Inclusion Corporate of the Year by WEConnect International.

At EY, we understand that there is more to business than making profit. Business can lead in driving changes in society and the environment, and strive toward building a better working environment.

- **Hong Kong Family Council**: In 2015-16, EY was recognized as one of the Distinguished Family-Friendly Employers and won the Award for Breastfeeding Support in Hong Kong.
- **The Hong Kong Council of Social Service**: EY has been awarded the Caring Company Logo in Hong Kong since 2006.
- **World Green Organisation**: In spring 2018, the EY member firms in Hong Kong were awarded the World Green Organisation’s Green Office Label.

EY is regarded as one of the best knowledge management enterprises and client service providers.

- **AsianInvestor**: EY has been awarded the Best auditor (Funds and Tax) at AsianInvestor’s Asset Management Awards for five consecutive years.
- **International Tax Review**: EY was recognized with eight awards at the annual International Tax Review Asia Tax Awards in 2018. EY Greater China teams won the China Tax Firm of the Year, China Tax Disputes and Litigation Firm of the Year and Hong Kong Transfer Pricing Firm of the Year. EY was also awarded the Asia Tax Innovator of the Year for two consecutive years.
- **Questex Asia**: In the 2017 CFO Innovation Awards, EY was awarded the Best in Tax Advisory (top-tier) in the category of the Partner of the Year Awards.
- **China Mergers & Acquisitions Association**: In 2015, EY was awarded the best corporate finance advisory services by the China Mergers & Acquisitions Association.
- **Research Center for Technological Innovation, Tsinghua University and Shenzhen Landray Software**: EY won the 2018 China Most Innovative Knowledge Enterprise (MIKE) award and was named one of the innovative and knowledge management organizations in mainland China.
- **Teleos and The KNOW Network**: By 2017, EY won the Global Most Admired Knowledge Enterprise (MAKE) award for the 19th time since 1998, the Hong Kong MAKE award for 10 years in a row, the China MAKE award for four consecutive years as well as the Best in Technology Deployment Award in Hong Kong for two years in a row.
Experience leads to wisdom. In addition to practical work experience, which is key to career development at EY, EY supports the people through flexible work arrangements. EY wants the people to be passionate in what they do, to strive for excellence in teamwork, and to achieve team objectives and their personal ambitions.

Engagement

Having high-performing teams is fundamental to how EY provides exceptional client service. At EY, we provide many learning opportunities, practical work experience, and career development guidance to EY people, helping them realize their potential and preparing them to become future business leaders. When EY people contribute to the development of EY clients’ businesses and the business world, they will also realize their personal career aspirations.

Development

At EY, we believe that only by bringing together professionals with diverse backgrounds and different perspectives can EY maximize the power of high-performing teams and drive business growth in the global marketplace. Focus on diversity and inclusiveness is central to the culture at EY, and is integral to how EY serves clients, nurtures people, and builds a better business world.

Inclusiveness

With the demographic shift in the workforce, as well as an increasingly globalized economy, the “war of talent” – the competition to attract and retain the best people – is becoming more intense. At EY, an effective response is to equip management executives with global work experience, strengthen EY people’s leadership skillsets, and develop their capabilities, building leaders for a diverse workforce.

EY is committed to delivering exceptional professional services to the global clients, which requires attracting strong talent and developing high-performance teams. Therefore, EY is committed to creating a diverse and inclusive work environment that enhances people engagement and helps EY people realize their potential.
Entrepreneurs make a difference. They not only have great ideas, but also the drive to make them a reality. They use their fresh thinking and hard work to create positive social change - bringing new concepts and products to market, and creating jobs and wealth.

EY commitment to entrepreneurial companies, in both emerging and developed economies around the world, helps ensure that we are working with more of tomorrow's global leaders, today.

**EY Entrepreneur of The Year™ (EOY)**
The EOY awards program is one of the world's most prestigious business accolades for entrepreneurs as it honors entrepreneurs who inspire others with their outstanding vision, leadership and achievement. Today, the EOY awards program has expanded to more than 145 cities in 60 countries and regions, with awards presented to over 1,000 of the most successful and innovative entrepreneurs around the world. The China program, launched in 2006, is recognized for honoring entrepreneurs in China who achieve success by combining ability with opportunity.

**EY Entrepreneurial Winning Women™**
EY always places great value in building a better working world. EY believes that investing in entrepreneurs is vital to job creation, economic growth and financial inclusion across the globe, and women entrepreneurs play an important role in this. The EY Entrepreneurial Winning Women Asia-Pacific program is an executive leadership program that identifies a select group of high-potential women entrepreneurs whose businesses show real potential to scale - and then helps them do it. Entrepreneurial Winning Women join an elite business network of the best high-growth companies across the Asia-Pacific Region and participate in a customized executive leadership program with year-round activities. Launched in 2008 in the US, the original EY Entrepreneurial Winning Women program has expanded to 46 countries and regions around the globe, bringing many exceptional success stories.

**EY Accelerating Entrepreneurs program**
The EY Accelerating Entrepreneurs program is designed to assist fast-growth startups from around the world in scaling their business, helping accelerate entrepreneurs through the next steps of their growth journey to becoming the global market leaders of tomorrow. The program includes one-on-one guidance, insight sharing and networking. EY uses convening power and a leading-class network to assist fast-growth startups in accelerate their business growth in a global marketplace.

**EY Fudan Most Promising Chinese Enterprises (MPE)**
At EY, we have long recognized the value of the entrepreneurial spirit. The MPE program has been held since 2011 and is widely recognized by the community. The program's micro website covers nomination categories, the evaluation process, previous award-winning companies, information and reports, and as an information platform for companies and the community to know more about the project.
Globalization continues to transform the business landscape and impact companies around the world. For China, the advancement of the Belt and Road Initiative (BRI) has brought fresh opportunities of overseas investment for Chinese companies. The 19th National Congress of the Communist Party of China also indicated that China would facilitate international collaboration by encouraging enterprises to accelerate their engagement along the Belt and Road (B&R). Undoubtedly, China’s role in the global economy will be increasingly mature and globalized. However, the global economic situation is still uncertain and challenges may arise due to cultural differences, language barriers, financing difficulties and regulatory issues. Chinese companies need to respond in a timely manner to these challenges while navigating a complex and dynamic outbound transaction environment.

The EY China Overseas Investment Network (COIN) has both witnessed and facilitated Chinese enterprises seeking opportunities outside China. The highly integrated structure allows EY to deploy dedicated teams with strong experience and deep industry knowledge to provide seamless and high-quality services to EY clients.

EY has assisted many Chinese companies with their globalization strategy, working on many of the most significant Chinese outbound transactions. In the past few years, EY has acted as advisor on a number of high-profile China outbound investment transactions around the world.

As a global professional services organization with rich experience, EY offers a wide spectrum of one-stop professional services from planning and deal execution to post-deal integration. The high-performing EY professional teams can help Chinese enterprises manage the risk, strengthen the control, and establish a systematic investment management framework to safeguard their investments along the B&R.

In 2017, EY launched the “EY Belt and Road Navigator” – an information platform to share all B&R related market and sector insights, government policy updates, investment guides, country reports and seminar events. EY hopes to help Chinese enterprises navigate along the B&R to better understand the opportunities and challenges, and most importantly, achieve steady and sustainable growth.

Scan the QR code and stay up-to-date with the latest news.
Innovation and digitalization

Digitalization is disrupting every industry and every country around the globe. Its pace of impact and disruption is accelerating. The companies that survive and thrive during the digital revolution will be able to capitalize on great opportunities in the future.

The advent of intelligent automation is revolutionizing existing business models and processes worldwide. These disruptive changes have also given rise to five EY Digital offerings to clients: disruptive change, agile business, innovative supply chain, launching cognitive functions and designing trust systems. Leveraging the major innovations affecting business operations: AI, RPA, blockchain, smart analytics, cloud computing, the Internet of Things (IoT), virtual reality (VR) and drones. EY services will assist you to accelerate your business growth and stay ahead of the digital transformation.

With EY experience in risk management and performance improvement, EY continues to devote resources to cybersecurity, as well as building a network of digital innovators across the globe, bringing clients insightful business ideas and innovative thinking. EY assists clients to develop and execute an agile business strategy that helps them to adapt to the constantly changing digital environment, thereby seizing opportunities and managing risks at every stage of their value chain. Together, EY can help clients deliver better outcomes and long-lasting results, from strategy to execution.

Innovation is about continuous learning and adapting. But how do you move from start-up thinking to real-life doing? This is where the EY digital professionals come in. EY helps build new business offerings and finds innovative solutions for clients. The exceptional and ongoing collaboration between EY consultants and clients results in better working business.

EY focuses on five campaign themes of digital services:

- **Responding to disruption**
- **Ignition to cognition**
- **Agile business**
- **Trust by design**
- **Reinventing the supply chain**

In 2017, EY has launched wavespace flagship centers worldwide. EY wavespace is a global network of growth and innovation centers, which are focused on specific disruptive growth strategies and technologies impacting industries. In the Greater China Region, two flagship centers in Shanghai and Hong Kong have officially commenced service. By generating better questions, wavespace centers can inspire innovative ideas and create a new experience. EY brings together multidisciplinary talent and capabilities from all the EY service lines, providing a seamless and global experience and resources from around the globe to clients, with an aim to help them navigate the transformative age.

For more information, please scan the QR code below:
How can EY help at each stage of your listing journey?

From initial conception to going public, EY professionals and proven methods can assist you in addressing the practical issues and main areas involved in the listing preparation and value journey. EY customizes an extensive listing services package based on your needs by leveraging established and cross-service listing methods. By fully understanding your company and grasping the details and complexity of the listing process, EY will walk you through every step of the listing.

EY is one of the market leaders in assisting Chinese companies to list in Hong Kong, mainland China and the US with a wealth of experience.

- **Strategy**: Consolidate your company's operational goals with the financial plan
- **Tax**: Help establish a tax-optimized listed shareholding structure to control tax-related risks effectively
- **Finance**: Prepare all financial related fundamental processes
- **System**: Help establish appropriate support systems to meet reporting and regulatory requirements regularly
- **Function**: Help manage investors relations, compliance officer, board of directors and responsibility committee
- **Leadership**: Help establish credibility and board independence
- **Time**: Design your company's listing value journey

**Note**: Compiled according to amount of funds raised for the period from 1 January to 31 December 2017
**Source**: Listed company information compiled by EY

**Note**: Compiled according to the number of listed companies for the period between 1 January and 31 December 2017
**Source**: Listed company information compiled by EY

**Note**: Compiled according to amount of funds raised for the period from 1 January to 31 December 2017
**Source**: Dealogic and EY
EY has diverse teams of consultants and industry professionals with a global mindset from a collaborative culture. EY strives to understand clients’ issues and ask better questions in the pursuit of enhancing their businesses' operations, gaining a competitive edge in the industry.

In order to assist EY clients to maintain their leading position in the industry and stay competitive in the current business world, we devote significant time and resources to forecast market trends and estimate their impact on industries. At EY, we are committed to sharing EY industry knowledge, specific experience and views with clients, and meeting your company’s needs in auditing, taxation, transactions, and consulting services.

EY covers the following sectors:

- Automotive & Transportation
- Banking & Capital Markets
- Consumer Products & Retail
- Government & Public Sector
- Health
- Insurance
- Life Sciences
- Media & Entertainment
- Mining & Metals
- Oil & Gas
- Power & Utilities
- Private Equity
- Real Estate, Hospitality & Construction
- Technology
- Telecommunications
- Wealth & Asset Management
When your focus is on the fine detail, can you still see the big picture?

ey.com/assurance #BetterQuestions

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

To grow and succeed in a global marketplace, companies need to comply with increasingly complex and diverse regulatory requirements and demands from stakeholders. At EY, we offer high-quality independent assurance services, providing important information to investors and other stakeholders, sharing clear and profound insights with the audit committee, and offering timely and constructive opinion to the management. EY professional audit services are as follows:

External Audit
At EY, we offer detailed audit services to clients leveraging the latest technology and leading-edge perspectives. Professional teams perform the EY global audit methodology to tailor the audit plan for clients, focusing on the business areas that have a significant impact on the company’s financial statements and risk assessment. The auditing method is efficient, also effective, in a sense that an early identification of problems and opportunities for improvement in business and internal control allows EY to focus the audit effort on the most risky areas. EY commitment to research and investment in technological innovation seamlessly integrates advanced technologies into the audit services, improving the digital experience of clients, and providing quality and outstanding customer service. EY uses advanced data analysis tools and sophisticated data analysis to identify abnormal trends or risk areas, sharing deeper insights and detailed analyses with EY clients.

Forensic & Integrity Services
EY has a rich experience of providing investigation and compliance services, forensic due diligence, claims and dispute arbitrations, digital information discovery, forensic data analytics, privacy and cyber response for clients in Greater China. At EY, we are committed to putting integrity at the heart of the compliance programs to help companies maintain integrity and reduce risk in their business practices. The dedicated EY teams across the globe of fraud examiners, forensic accountants and electronic data analysts includes local professionals with a deep understanding of the Greater China market environment, and professionals with extensive regional and international experience.

Financial Accounting Advisory Services
Changes to accounting guidance can impact business decision-making. Companies need to anticipate the impact of key business decisions on their accounting and financial reporting. EY professionals not only provide companies with guidance on International Financial Reporting Standards (IFRS) and the governance and regulatory issues in the “big data” era, but they are also experienced in assisting companies respond to complex transactions and accounting processes.

EY teams assist clients with the following areas:
- Accounting and financial reporting
- Accounting systems, RPA and data analytics
- Financial transaction accounting, initial public offerings and capital markets
- Consolidated reports, commodity trading and professional training

Climate Change and Sustainability Services
The opportunities and challenges of sustainable development are gradually transforming businesses’ perspectives of environmental and social issues. Chinese companies are beginning to manage environmental, social and governance (ESG) issues in a more proactive and mature way.

Employing extensive resources from the global EY network, and in-depth understanding and experience of China’s sustainability and climate change issues, EY provides your business with a series of customized services including ESG management consultation, and advisory and assurance services in the area of responsible investment, green finance, carbon management, environmental impact assessment and valuation, as well as sustainable supply chain management, with an aim to help your business explore how it can achieve its sustainability goals.

Cost Engineering Services
EY holds the Class-A qualification of the Engineering Cost & Consulting Qualification Certificate issued by the Ministry of Construction of the People’s Republic of China. EY has built a core service team of registered cost engineers and certified public accountants, with cost engineering services over the broad course of their construction projects, special audits on project management, as well as engineering cost assurance and consulting services for various construction projects.
Should tax keep pace with transformation, or help shape it?

ey.com/tax  #BetterQuestions

The better the question. The better the answer. The better the world works.
The tax function of businesses is an important cornerstone of financial management, which enables them to make beneficial business plans and realize their potential for sustainable growth. Businesses need a transparent reporting system to establish a tax strategy that is both regulatory compliant and can be integrated with business drivers. At EY, Tax Services teams have extensive experience in helping EY clients, and work closely together to provide integrated services in areas ranging from tax planning, compliance and reporting, to tax technology services. EY professional tax services are as follows:

**Corporate Tax Services**
EY offers advice on tax planning and assists clients in its implementation, as well as domestic and foreign investment structure planning. EY also assists clients in effectively replying to tax audits.

**Human Capital**
EY Staff Mobility services assist clients in managing a range of complex issues related to compliance, reporting and risks involved in global staff mobility. In addition, EY provides consulting services such as HR organizational structuring and compensation plans to help companies establish their global employee development program to match the needs of their corporate strategy.

**Global Compliance and Reporting**
EY assists clients’ tax and financial management in complying with tax regulations, statutory accounting and reporting standards, and related regulatory requirements around the world.

**Indirect Tax Services**
Indirect taxes play an increasingly significant role in companies’ tax-saving supply chains. At EY, professionals provide clients with a variety of indirect taxation advice to help clients understand the impact of these taxes and reduce their related costs.

**International Tax Services**
The EY international tax professionals are committed to assisting management executives in making global tax arrangements in accordance with their overall business strategy, while identifying the opportunities that can help improve their financial performance. EY also assists clients in cross-border investment arrangements during their global expansion.

**Tax Technology Transformation Services**
The dedicated tax technology transformation teams provide a range of services for the digital management of EY clients’ tax functions, including the strategy planning of tax digitalization, tax process optimization management, tax reporting automation, tax risk analysis and warning alert, robotic process automation and so on.

**Transfer Pricing**
EY helps companies to review, document, manage and maintain their transfer pricing policies and processes to match their corporate strategy. EY professionals provide support from supply chain restructuring, transfer pricing strategy planning, and single/multilateral transfer pricing dispute arbitration, to transfer pricing documentation compliance assistance. EY works with companies to build integrated strategies that address the current tax risks and help their businesses achieve their potential.

**Transaction Tax Services**
Every transaction has tax implications, whether it is an acquisition, disposal, refinancing, restructuring or IPO. Understanding and planning for these implications can mitigate transaction risk, increase opportunities and provide crucial negotiation insights. EY Transaction Tax Services work closely with the professionals of transaction advisory services to help EY clients navigate the tax implications of their transactions and to provide broad tax services support throughout the transaction life cycle.

**Legal Services**
In a business environment that is increasingly global and complex, companies need to ensure that they get advice to manage issues as efficiently and effectively as possible. EY Law services practitioners work closely with Assurance, Tax, Transactions and Advisory colleagues to provide commercially-focused advice that assists EY clients’ businesses to thrive in different markets, with the aim of reducing legal and other risks.
Is the funding for growth right before your eyes?

ey.com/transactions  #BetterQuestions

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

How organizations manage their capital today will define their competitive position tomorrow. EY offers integrated and objective advisory services that are designed to help you make better decisions about how you strategically manage capital and transactions. EY provides transactions advisory services:

**Corporate Finance Strategy**
A clear growth strategy is essential to drive the rapid and sustainable development of an enterprise. In formulating a strategic development plan, an enterprise should consider organic and inorganic growth strategies to optimize its business portfolio. EY Corporate Finance Strategy teams assist clients in the development of practical business strategies based on their needs and market position. Using EY Full Potential Paradigm™ methodology, EY is equipped to systematically analyze market prospects and potential, identify the competitive landscape of the market, and provide critical and relevant industry insights.

**Lead Advisory**
EY Lead Advisory teams are equipped with extensive transaction experience, and can assist clients with a streamlined project management through the entire deal life cycle. EY services typically include assistance with the development of a tailor-made negotiation strategy; the design of an appropriate transaction structure; the organization and management of the due diligence process; the negotiation of transaction terms; and the closing of the transaction. EY stands by clients from the beginning to the end of the transaction process, and EY services are intended to help them strengthen and realize the value and strategy associated with their investment objectives.

**Transaction Support**
EY focus is to assist clients assess the sustainability of the target company’s growth and profitability, quality of cash flows and assets, and identify potential hidden liabilities and contingencies. EY also provides clients with support in the negotiation of key transaction terms, as well as post-closing integration and financial reporting.

**Transaction Tax**
Every transaction has tax implications, whether it comes to a merger, acquisition, disposal, refinancing, restructuring or initial public offering (IPO). Identifying, understanding and planning for tax risks and implications is critical to support deal negotiation and structuring considerations, in addition to help managing risks associated with a contemplated transaction. EY Transaction Tax teams assist clients in navigating the tax implications of a transaction.

**Valuation, Modeling & Economics**
EY Valuation, Modeling & Economics teams assist clients to make informed investment or exit decisions and comply with authoritative accounting, tax and regulatory requirements.

**Operational Transaction Services**
An effective integration and/or a divestment can significantly enhance the value of an enterprise and its capital flexibility. EY teams assist enterprises in reviewing their portfolios to identify opportunities for strategic investments or divestments of assets that are no longer core to their business strategy. EY assists clients in gradually implementing long-term goals and achieving synergies.

**Restructuring and Turnaround**
EY restructuring and turnaround services are intended to assist clients in their response to distress and complex issues. EY teams advise clients with complex financial and operational restructuring and turnaround initiatives, and EY services can help accelerate an improvement in liquidity, credit availability and returns to stakeholders.

**Digital Services**
Enterprise digital transformation is inevitable in the rapidly evolving digital world. EY teams can assist in the formulation of actionable digital transformation strategy, development of M&A roadmaps and determination of investment channels, and most importantly, the making of sound decisions to help clients’ businesses thrive in the digital economy.
Is the most valuable perspective the one you don’t have?

ey.com/advisory  #BetterQuestions
How do you become a disruptor before you become disrupted?

In a world of unprecedented complexity and opportunity, organizations are looking to make new connections and find new ways of innovating. EY Advisory is continually seeking better ways of working as EY collaborates with clients to help them solve their complex industry issues and capitalize on opportunities to grow, improve and protect their businesses. EY’s collaborative approach, combined with EY global connectivity and understanding of industry issues, inspires us to ask better questions, design better answers and realize long-lasting results. EY Advisory services are as follows:

**Performance Improvement**
The current business environment presents a constant stream of challenges and opportunities. Against this backdrop of change, the market’s expectation is for sustained, year-on-year growth. To reach their potential, organizations must continuously improve their performance and sustain that improvement.

- **Finance** – assist enterprises in improving financial operations, enhancing financial management frameworks, building shared service centers, designing and implementing cost management and respective financial systems
- **Customer** – support enterprises to formulate market and customer strategy, improve customer service management, enhance marketing and sales performance and raise profitability
- **Supply Chain** – help clients improve the supply chain performance, from strategy formulation to whole-process implementation, reducing cost and increasing revenue
- **Strategy** – enhance companies’ market value, offering business positioning and development strategy
- **People and organizational change** – assist enterprises in organization optimization and enhancing corporate value

**Risk**
Good risk management does not slow an organization down – it helps the organization go faster. How can EY help taking you to where you want to be?

- **Cybersecurity** – help clients address the challenge of managing information and cybersecurity risk
- **Internal Audit** – support enterprises to identify internal control issues, implement strategic assessments, solutions, and enhancements
- **Risk assurance** – provide independent assessment services for businesses in decision making
- **Risk transformation** – help clients identify, prioritize and design suitable frameworks to manage risk and improve the effectiveness and efficiency of their risk management programs

**Information Technology (IT)**
Companies nowadays focus on managing IT across the organization, keeping their business operations cost-effective. An organization’s success is becoming more dependent on how IT delivers tangible value to the business. Experienced EY professionals can help you rethink how you design, deploy and manage technology.

- **IT planning** – assist enterprises in corporate IT management planning to accelerate the achievement of corporate strategic goals
- **System implementation** – assist clients in IT system and platform selection, planning and setup
- **Innovation and intelligent management** – help companies deploy advanced technologies such as artificial intelligence (AI), blockchain and big data analytics to provide support for corporate innovation and enhance competitive advantages
Technology inspires innovation, how do financial services help clients build a FinTech Ecosystem?

ey.com/financial  #BetterQuestions

The better the question. The better the answer. The better the world works.
Financial Services

Financial Services is the largest segment of the EY industry-focused services. EY industry professionals are dedicated to providing all-round services comprising assurance, tax, transactions, and advisory support to financial services institutions.

Insurance

EY provides audit services to the world’s leading insurers and offer advice for financial institutions that require support in actuary, risk management, financial change, performance enhancement, transactions, compliance and financial reporting services, helping them continuously optimize their business operations and adjust strategies relevant to the current competitive environment. In addition, EY has established the Global Insurance Center to bring together. EY resources across the globe and share information and experience of industry innovation.

Wealth & Asset Management

With the rapid development of FinTech, clients’ managements need to keep updating their mindsets and innovative thinking to ensure constant competitiveness. At EY, we have a team of professionals from a strong global EY network in the wealth and asset management industry. Through integrating personnel and resources, EY can anticipate and respond to market changes in the industry and provide a broad range of services to financial institutions.

FinTech

EY has established the FinTech task force in China, and have since maintained close communication and cooperation with regulatory agencies, financial institutions and technology companies in the FinTech ecosystem. This keeps EY abreast of FinTech developments and applications, enabling us to actively develop and explore the application of the latest technology in financial business and management. EY quality services include assisting:

- Corporate FinTech transformation design (business model, operating model and technology platform)
- Corporate FinTech infrastructure (big data analytics and artificial intelligence, blockchain, digital platform and robotic process automation)
- FinTech solutions/product offerings (smart marketing, big data risk management, regulatory technology/ FinTech sandbox, digital transformation, financial robots, operating robots and other robots)

EY actively embraces changes and innovation, combining the latest digital technologies with traditional financial audit, consulting, taxation, and transactions services. EY Banking and Capital Markets, Insurance, and Wealth and Asset Management professionals across the globe are located in major geographic hubs, and dedicated to providing quality services to financial institutions.

Banking and Capital Markets

Amid the shifting global economic situation and significant regulatory reforms, financial institutions are facing manifold challenges but also having numerous opportunities. EY is committed to assisting banks and securities companies in China and around the world, to meet the evolving challenges and opportunities.
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