

EY Advisory &
Consulting Co., Ltd.
Corporate profile

Advisory Connected

Connections between the old and the new, between technology and people, between vastly different fields, between people with very different knowledge and experience - all with the aim of creating new ideas, solutions and models. Our strategy Advisory Connected continues to build and strengthen those connections - so that we can continue to be one of the world's leading consultancies and play our part in Building a Better Working World.



There are two significant changes, mega-trend forces and digital disruptions happening globally that are having an impact. Both mega-trend forces and digital disruptions are asking our clients about how they can grow, and more importantly, become more relevant in the digital age.

A key part of EY's global strategy is becoming more connected. Our strength is a strategy which is based around being connected. If a client needs a solution that they cannot get in Japan, we can connect within minutes to that solution outside of Japan. We believe the future belongs to the connected, and we know that we have a strategic advantage as the most connected consulting firm in the world. We now have strong foundations in place, meaning we can aspire to be a more competitive and faster growing business, both with our outbound and inbound clients.

Building a better working world is our purpose. That means that we believe that our support to clients lead to build a better working world. Leaderships and teams consist of diversified members with multicultural background and which support to solve our clients most complex problems.

We will bring the whole of EY's assets to you, so you can become more relevant, grow, and be more profitable. This applies not only to EY Advisory & Consulting, but to our global network across all.

Bill Farrell
Chairman and President,
Representative Director





About EY Advisory & Consulting

Of EY's four main service lines – Assurance, Advisory, Tax and Transaction Advisory Services – the Advisory service line in Japan is operated by EY Advisory & Consulting Co., Ltd.



Industries

The specialized teams at EY cover a wide range of industry characteristics. These teams collaborate with each of our service offerings, bringing together the teams of experts needed to tackle corporate challenges that require deep expertise.

- ▶ Automotive & Transportation
- ▶ Banking & Capital Markets
- ▶ Insurance
- ▶ Government & Public Sector
- ▶ Health
- ▶ Power & Utilities
- ▶ Life Sciences
- ▶ Media & Entertainment
- ▶ Technology
- ▶ Real Estate, Hospitality & Construction
- ▶ Sogo-Shosha
- ▶ Diversified Industrial Product
- ▶ Telecommunications
- ▶ Wealth & Asset Management
- ▶ Consumer Products & Retail

Specialty services

Cutting edge solutions

Continuous, unpredictable changes in the market and business environments create a variety of needs both inside and outside of the corporate world.

At EY, professionals from each field of expertise respond to those needs by providing the latest services, utilizing multifaceted approaches to propose and implement global strategies.

Performance Improvement



Intelligent Automation

We support clients for improvement of business process efficiency, enhancement of business process governance, and creating high value-added activities by leveraging process automation technologies including RPA. We provide clients with end-to-end support including intelligent automation strategy design, post automation organization and talent strategy, tool/system implementation and the maintenance of operational stability.



Agile Business Transformation with SAP

The key to digital transformation is not deploying IT solutions; it is leveraging the latest in digital and IT technology to structure your organization and processes in ways that enable quick adaptation to changes in business conditions.

Agile Business Transformation is the term EY uses to refer to the process of creating an adaptable organization. We provide support for digital transformations which enable the latest in SAP technology throughout the entire process, from conception and planning to implementation.



Digital Strategy and Innovation

EY provides global support to clients as they create digital strategies, R&D strategies and new business strategies based on emerging technologies and innovation strategies; as they plan for an innovative organization and develop the human resources to staff it; as they introduce artificial intelligence or IoT using machine learning or deep learning; as they perform analytics or engage in business model transformations; and as they establish and manage corporate venture capital.



Supply Chain Reinvention

Supply Chain Reinvention is a framework which facilitates the use of advanced technology in supply chain transformations, the allying of optimal ecosystems. We use solutions tailored to each layer of the end-to-end supply chain (strategy, architecture, operation and resilience) to provide support for the improvement of corporate performance.



Data Analytics

Decision-making based on evidence and data is vital to the continued growth of business. EY supports that through a wide range of data science solutions. Our capability includes designing analytic framework through identification of business challenges, investigation and evaluation of algorithms tailored to specific goals, scientific decision-making under uncertainty using statistics and simulation modeling, drafting of data utilization strategies, research and PoC of cutting edge technologies, and implementation of machine learning models into products and services.



Risk



Cybersecurity

We provide a comprehensive range of services for Cyber Resilience, from the development of cyber risk management (CRM) to the provision of protection against threats, the detection of impending threats and incident response services.



Financial Crime

The greatest challenges facing domestic and international financial institutions are ensuring compliance with AML/CFT and financial sanctions, actions necessary due to geopolitical risk and uncertainty, the increased scope of penalties imposed by US authorities and the upcoming FATF Mutual Evaluation of Japan. As a member of EY's global Financial Crime Solutions team, we adopt a global perspective toward readiness as we assist clients with such preparations.



Third Party Risk Management

Outsourcing services to third parties offers a variety of benefits such as, the ability to reduce costs and to improve productivity. However, at the same time, the impact to cyber security risk, compliance risk, and the ability to comply with international regulations needs to be considered.

EY TPRM professionals, working together in Japan and around the world, leverage our global expertise with technology to help our clients more efficiently and effectively manage their third party risk management (TPRM) programs.



Geo-Economics Strategy

The battle for superiority security between the US and China is expected to intensify following the enactment of the US Government's National Defense Authorization Act (NDAA) for Fiscal Year 2019. Companies with global businesses will need to act strategically in light of the geopolitical risks posed by both countries. EY evaluates the risks posed to businesses by regulation from the standpoints of exports, investments, and the protection of information, and supports clients in the formulation and execution of strategic response plans.

People



Future of Work with Digital

EY supports client efforts in the domain of human resources by leveraging alliances with leading software companies like SAP, Microsoft, IBM, Anaplan and Service Now to help improve employee productivity and to enrich and streamline personnel rotations and deployment, labor cost management, skill management and career management.

Our services

Connecting businesses to the future

Capabilities

Our more than 1,500 experienced professionals leverage their cutting-edge, global perspective and ability to execute to collaborate on providing the optimal advisory services to solve the increasingly complex challenges companies face.

Our organizational structure allows us to assemble the optimal team for each project by linking together professionals across 12 capabilities and 15 industries, which means we can agilely respond to a wide variety of corporate challenges.

■ Strategy

Business consists of a diverse and complex set of variables, and it is now more important than ever for businesses to adopt an agile management strategy in order to quickly respond to changes in the business environment. EY provides support to formulate and implement optimal strategies through its global network of experienced consultants.

■ Finance

CFOs and corporate finance operations are expected to work alongside management to tackle the rapidly changing competitive environment as well as a wide range of business challenges. EY provides assistance to enhance CFO functions and build more efficient and leaner finance operations to help achieve strategic goals.

■ Supply Chain & Operations

The key to ensuring flexible adaptation to the ever-evolving global business environment is building more innovative supply chain networks. We leverage the strengths of our global network to support a wide range of transformations, from the formulation of strategies for global supply chain network development to solving issues embedded in each supply chain function.

■ Customer

Focusing on changes in customer dynamics, EY provides clients with support for the analysis, design and execution of detailed initiatives with the aim of optimizing channel structure, truly monetizing customer data, and strengthening the trust between clients and their customers by transforming cross-channel marketing, sales and services.

■ Technology

While corporate competitiveness is now driven by technology, its whirlwind pace of development presents a very difficult question in how to apply it properly. EY's expertise spans all areas of technology, enabling it to provide comprehensive services from strategy planning to implementation support and help its clients leverage technology to improve business competitiveness.

■ People Advisory Services

Changes in business and society are making it more important than ever to have an organization that can put the right person in the right place at the right time. EY helps clients maximize corporate value through its comprehensive people advisory services, from strategic planning to organizational and talent development.

■ Performance Improvement Services

■ People Advisory Services

■ Risk Advisory Services



■ Risk Transformation

The importance of risk management is increasing as the business environment becomes increasingly complicated. EY supports clients on adapting themselves to an uncertain society through robust business and IT risk management services (e.g. risk strategy planning, project risk management, the enhancement of risk management.).

■ Cybersecurity

EY provides holistic cybersecurity countermeasures using its cross-border structure, which includes far-reaching locations such as the US and Israel, to provide advisory (including current system evaluation), the establishment of systems and structures, and as-a-service solutions including governance, defense, breach detection, resilience and other actions representing the entire range of cybersecurity countermeasures.

■ Actuarial Services

EY's qualified actuaries with deep insight and extensive experience provide wide-ranging and cross-border actuarial services to insurers through our global network.

■ Internal Audit/Internal Control

To address the changing business environments in which its clients operate, EY provides support with developing internal controls, and performing internal audit and other monitoring activities. We also help address client-specific risk areas and management initiatives, including sourcing risk management with external service providers, and contract risk management among companies.

■ Financial Services Risk Management

EY uses its global network and relationships with regulatory agencies around the world to help financial services organizations enhance their governance, quantitative and qualitative risk management readiness (market, credit, liquidity, operation, conduct and underwriting), compliance readiness and IT system risk management.

■ Technology Risk (SOCR)*

IT function outsourcing, including the use of cloud services, is rapidly accelerating. As this continues, a key success factor for IT service providers will be their ability to address data security concerns. EY helps clients tangibly demonstrate how they fulfill their responsibilities as service providers.

* *Technology Risk (SOCR): The assessment reports are issued by Ernst & Young ShinNihon LLC, a member firm in the EY group. Please contact us for more information regarding this process*

About EY Japan

EY Japan collectively refers to EY member firms in Japan. EY Japan Godo Kaisha was established in 2017 with capital contributed by member firms in Japan. Under the banner of EY Japan, highly experienced professionals from Ernst & Young ShinNihon LLC, Ernst & Young Tax Co., Ernst & Young Transaction Advisory Services Co., Ltd. come together to create the optimal teams for each engagement to provide exceptional client services.

EY Japan legal entities

- ▶ Ernst & Young ShinNihon LLC
- ▶ Ernst & Young Tax Co.
- ▶ Ernst & Young Transaction Advisory Services Co., Ltd.
- ▶ EY Advisory & Consulting Co., Ltd.
- ▶ Ernst & Young Real Estate Advisors Co., Ltd.
- ▶ Ernst & Young Solutions Co., Ltd.
- ▶ Ernst & Young Shin Nihon Public Affairs Co., Ltd.
- ▶ EY Japan Co., Ltd.
- ▶ EY Japan Godo Kaisha

EY Japan at a glance



7,824
FY18 people^{*1}



120.8 billion
FY18 total revenue (JPY)^{*2}



3.3%
FY17 to FY18
total revenue increase^{*3}

* 1 As of 30 June 2018

* 2 1 July 2017 to 30 June 2018

* 3 Rate of change in revenue from FY17 (1 July 2016 to 30 June 2017) to FY18

Japan Business Services (JBS)

Our JBS group supports Japanese companies as they address the growing relevance of overseas subsidiaries, with a team of approximately 450 Japanese-speaking professionals (of which nearly 100 are secondees from Japan) located in over 70 major cities around the world. JBS leverages the EY global network to provide seamless services both at home and abroad.

About EY

Global

EY refers to the global network of Ernst & Young Global Limited, which is comprised of three Areas: the Americas (North, Central and South America), Asia-Pacific, and EMEIA (Europe, Middle East, India and Africa). We provide support for our clients, our people and realization of our communities' potential in order to make a difference.

About Asia-Pacific

The EY Asia-Pacific Area consists of 23 markets and EY Japan is the largest Region (business location) in the Area. In a continuously growing Asia-Pacific, through leveraging our rich pool of human resources and professional expertise and by amplifying digital investment, we provide agile and enhanced global services for our clients who are accelerating their business expansion from Japan to the Asia-Pacific, and to the rest of the world.

	FY18 people ^{*1}	FY18 total revenue (JPY) ^{*2}	FY17 to FY18 total revenue increase ^{*3}
Global	261,559	3.48 trillion	7.4%
Asia-Pacific	43,772	410 billion	10.5%

* 1 As of 30 June 2018

* 2 1 July 2017 to 30 June 2018

* 3 Rate of change in revenue from FY17 (1 July 2016 to 30 June 2017) to FY18

Building a better working world

EY is committed to doing its part in building a better working world.

The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders.

In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

About EY

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About EY Advisory & Consulting Co., Ltd.

EY Advisory & Consulting Co., Ltd. is an EY member firm in Japan. Collaborating with EY professionals of diverse expertise from around the world, we provide comprehensive advisory services optimized to meet our clients' business challenges using an innovative, global perspective and a commitment and capability to deliver, go to www.eyjapan.jp/advisory/.

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