

**Deloitte.**



EMEA TMC client  
conference

Hyperion Tax Provision  
implementation and  
country-by-country  
reporting

The Crystal, London  
9-10 June 2015

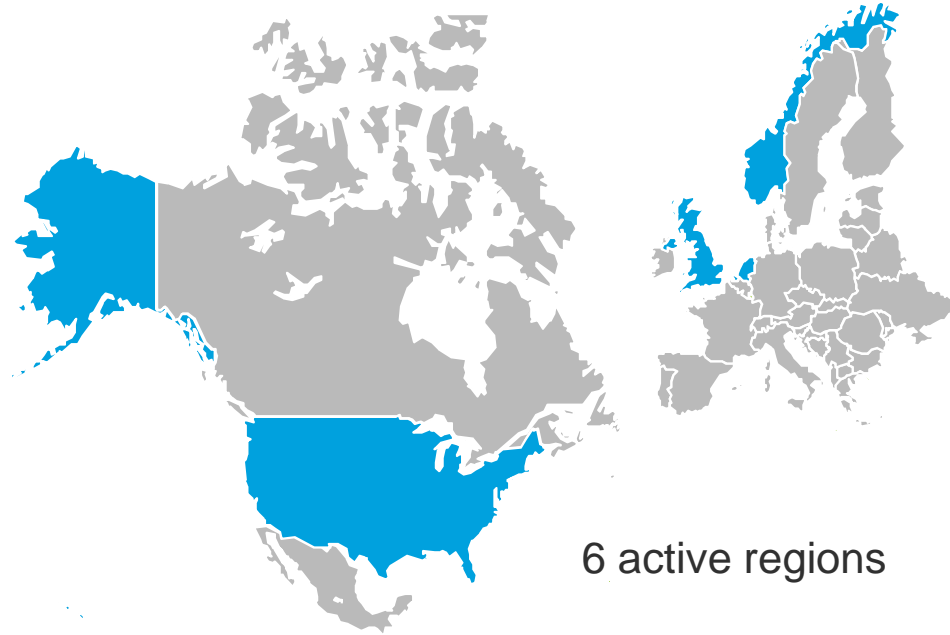


# Agenda

- **Fugro – current situation & objective**
  - **Technologies**
  - **Project Approach**
- **Country by country reporting**
- **Lessons learned & takeaways**

# Fugro

## Current situation & objective



**Current**

**Decentralised**

**Project based**

**Objective**

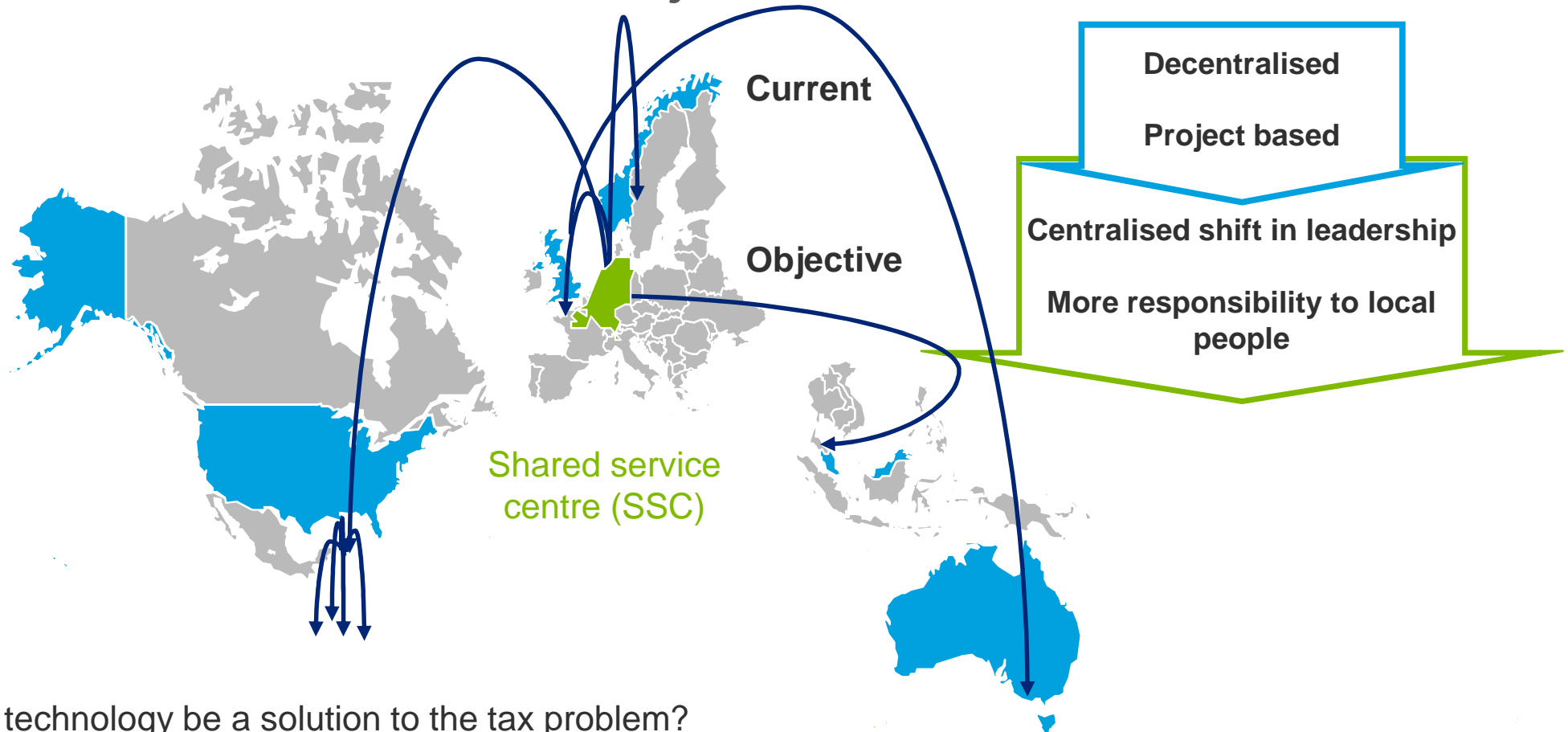
**Centralised shift in leadership**

**More responsibility to local people**



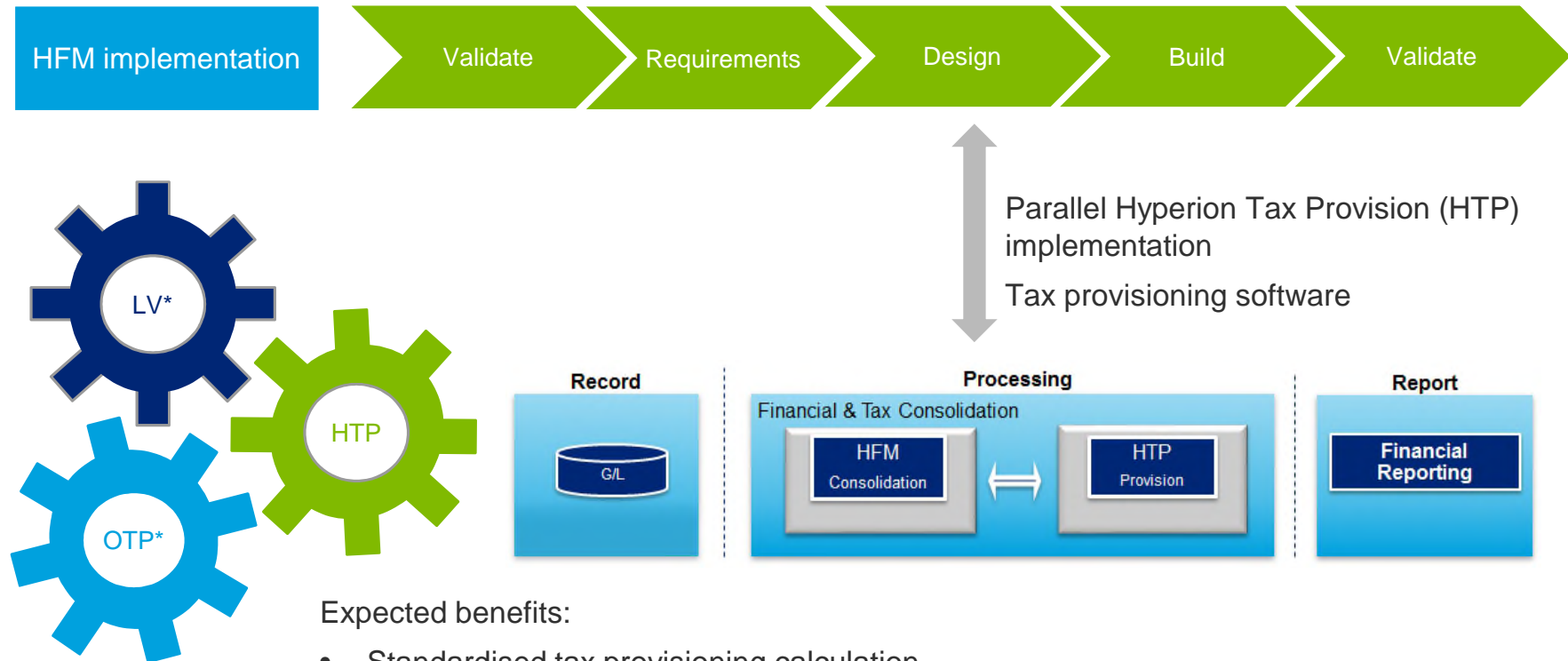
# Fugro

## Current situation & objective



Could technology be a solution to the tax problem?

# Technologies



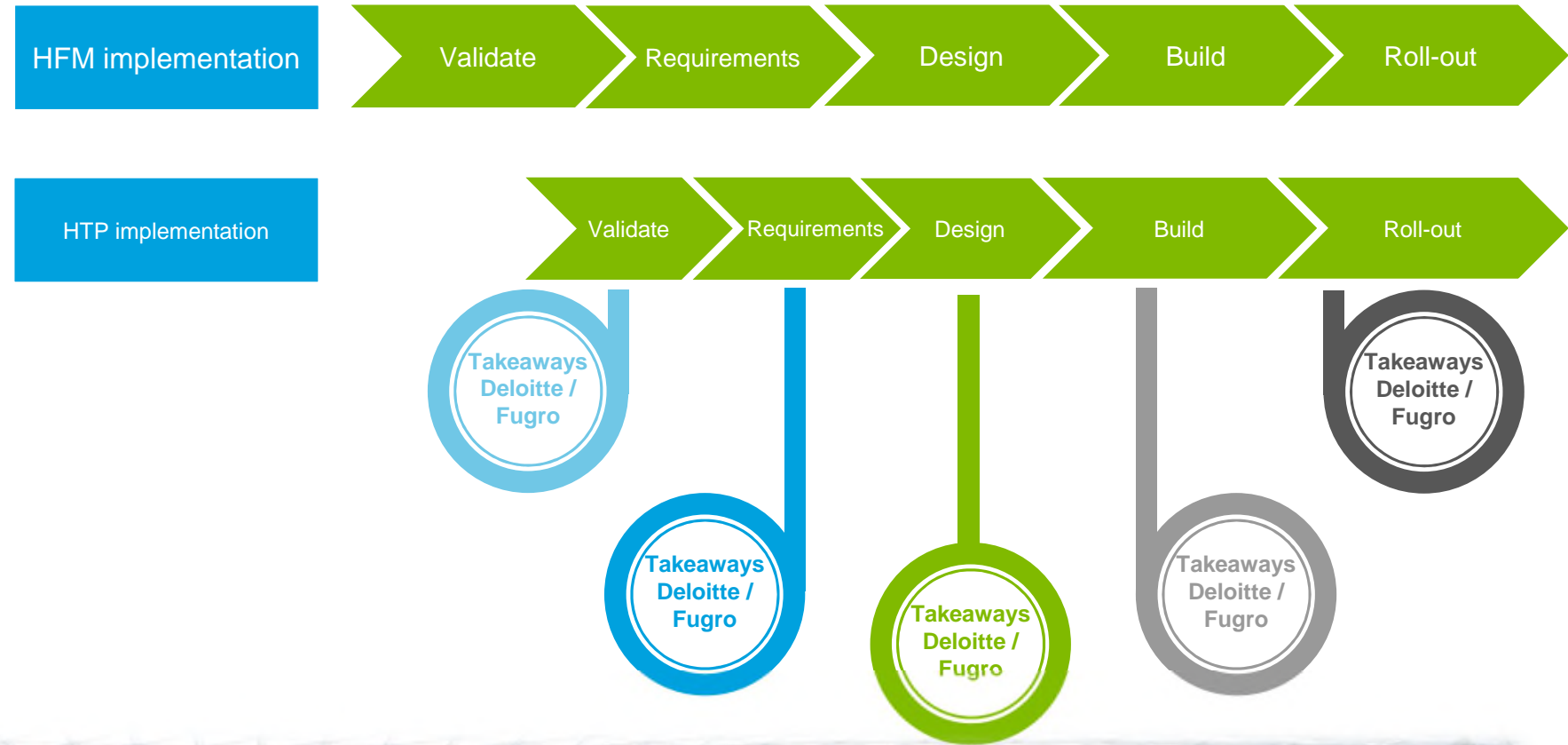
Expected benefits:

- Standardised tax provisioning calculation
- Full integration with Hyperion Financial Management (HFM)
- Fully compliant with all accounting standards
- Detailed monitoring of controls
- Tax sensitised database with opportunities for the future

\*LV - Longview

\*OTP - ONESOURCE Tax Provisioning

# Project approach



# Country-by-country reporting

## Data gathering schedule within HTP / HFM

The Country by Country schedule as built by Deloitte Netherlands extracts the already available data within both HFM and HTP (this can be extended to the general ledger) in a smart and efficient manner to create data gathering schedule that reflects the proposed OECD country-by-country report.

The current schedule is filled by three types of data gathering, namely:

- Manual input data\*
- Automated data pulled from HFM
- Automated data pulled from HTP

# Country-by-country reporting

## Tax technology

### INPUT

#### SOURCE DATA – generating data

- Where and how do I find my data?
- How do I acquire more and better quality data in less time?
- What do I need to record in order to report?
- How do I find the data concerning intra-group transactions?
- How do I arrange the tax function to efficiently collect the data?
- How do I manage that the figures in all countries are based on the same definitions?
- How do I get the tax figures from my systems containing commercial figures?
- How can I relieve some of the pressure for closing the periods?
- How can I order my increasing volume of data?

Data can be generated / collected by :

- ✓ Manual labour and Office technology (Excel)
- ✓ Consolidation systems or other (e.g. HFM / HTP, SharePoint, etc.)
- ✓ Data analytics
- ✓ Enterprise resource planning (ERP) systems in which tax is fully integrated

### PROCESS

#### DATA COLLECTION

- How can I collect all relevant data?
- How can I collect from different sources?
- Can I adjust or enrich the collected data?
- What additional calculations are necessary
- How do I consolidate the figures?
- How do I manage and analyse my tax Information?
- How do I manage the connected workflow and processes involved?

#### CALCULATION

#### CONSOLIDATION

### OUTPUT

#### REPORTS

- How can I fulfil the high regulatory requirements on CbC reporting?
- What do I want to know for tax management purposes
- How can I report when I am under constant public scrutiny?
- How do I calculate and make visible the relevant ratios?
- Is my CbC reporting detailed enough?
- How and what do I disclose to the tax authorities?



## Lessons learned for Fugro environment

- Align with stakeholders (IT / Finance)
- Properly research current IT landscape
- More details of regional data (Uncertain tax positions)
- Push down responsibility to local people
- Opportunity for CBCR solution

## Eye openers

- A lot can be learned about the organisation throughout such a project (awareness)
- Opens opportunities of new areas to involve tax

# Takeaways

- Be a strategic business partner as tax department
- Focus yourself on tax technology solution
- Do not forget to redesign your processes
- Connect IT landscape before rolling out the new technological solution





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