

# The SALT Value Proposition

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## At-a-glance

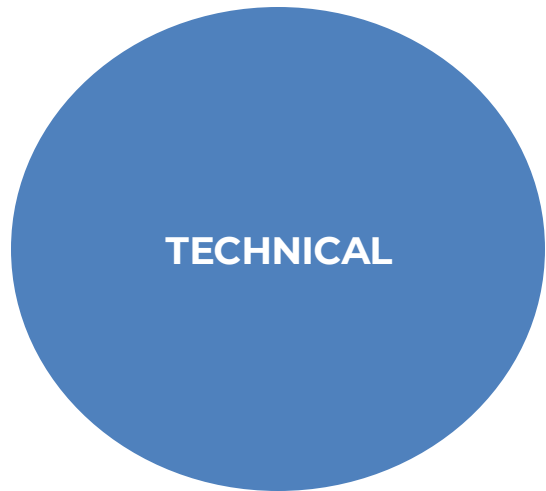
- Due to market disruptions, industry shifts, cost reduction initiatives, acquisitions, divestitures, and innovation opportunities, companies are continuously reinventing their business models, which has state and local tax (SALT) implications.
- As a result, the tax function continues to be redefined and is increasingly becoming a strategic business enabler.
- Tax professionals need a strategic approach to stay ahead of and manage SALT burdens and capture the value SALT can bring to the table given the rapidly changing environment resulting from evolving business models as well as legislative and administrative policy changes.



# Tax Strategy

## Functional Components

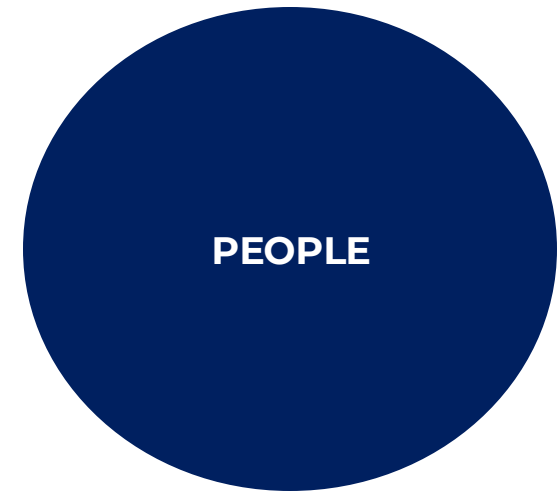
A long-term tax strategy has three functional components to enable an organization to drive value and manage risk. These three components are:



What we deliver



How and when we deliver



Who delivers

## Strategy Components

### TECHNICAL STRATEGY

- An industry leading effective tax rate
- Timely and accurate tax reporting and compliance
- Tax efficient entity integration strategies
- Effectively manage financial and reputational risk
- Superior business partnering:
  - Reactive – responsive, pragmatic, tax efficient solutions to answer the business's questions
  - Proactive – integrated with our business colleagues to be at the forefront of solving business issues and drive tax efficient business planning

# Strategy Components

## OPERATIONAL STRATEGY

- Operational teams will deliver with industry leading efficiency and accuracy
- Deploy tax technology tools to drive efficiency and manage control risk
- Strategic co-sourcing of global tax compliance
- Leverage external consultants/advisors
- Effectively manage tax relevant data input from source and structure data as needed for tax purposes
- Deliver tax requirements through system implementations
- Automate recurring and repeatable workstreams
- Leverage back office and/or middle office resources where appropriate

## Strategy Components

### PEOPLE STRATEGY

- “One Team” approach
- Aspire to be an employer of choice for tax professionals, the Best Place to Work!
- Foster an inclusive and safe environment that supports professional development and innovation (*i.e.*, risk taking)
- Unleash full potential of each team member while taking into account professional ambitions and interests
- Provide resources needed for success
- Support work life balance
- Leverage tools to enhance professional development, effective teaming and job satisfaction

## Why SALT is Essential



- Changes in operations always have a SALT impact – even when those changes are outside the United States. When these changes happen, there are opportunities and risks that need to be carefully evaluated.
- Having SALT at the table can bring insights and value to these operational undertakings beyond the tax implications.
- SALT involvement in planning discussions can not only alleviate costs, but also facilitate the identification of opportunities (both above and below the line) that may offset the costs of operational changes.