



From strategy to implementation

**Guiding you through
your transformation**



home.kpmg/be

Saturn V Moon Rocket 1:18 Scale, 1999, foamcore, hot glue, ink, 107 x 980 cm - Tom Sachs
Vanhaerents Art Collection, Brussels

From strategy to implementation

Our contemporary art collection

Our headquarters at Brussels Airport boasts a permanent exhibit of contemporary artwork from both Belgian and international artists, which we selected in cooperation with Vanhaerents Art Collection. The artwork is featured throughout this brochure.

Contemporary art fits nicely with our story. The artists of these works, created them in a globally influenced, culturally diverse, and technologically advancing world. Their art demonstrates a dynamic combination of materials, methods, concepts, and subjects that challenge traditional boundaries and defy easy definitions.

In the same way, this is how we, at KPMG, try to make the difference, every day.

You know, as well as I, that the business world is constantly changing. There is a minefield of regulations to tackle, shifting geopolitical balances, constant efficiency pressures and increased competition, from both home and abroad, to consider – and all of this is in addition to your organization's own growth agenda. Being flexible, dynamic and ready to respond are the modern-day conditions of business success.

Technology and innovation are now at the center of our business. The question is not whether the rapid technological developments will impact our business, but how fast. Innovation will radically change the way we work and live. To be prepared for the world of tomorrow, we have to start today.

Our goal at KPMG is to guide you as you tackle these changes, by providing a variety of services to assist you and your business. As a full services firm, we are able to support you in a variety of ways. We can help you to improve the performance of your organization; to seize and implement growth strategies that match your ambitions. In our risk filled world, we offer you the possibility to turn your risks into your advantage. To capture new opportunities and expand your business to new markets, we can guide you in cross-border restructuring and Mergers & Acquisition. And to prepare you for the next revolution and the era of big data, we can help you to transform your business and bring it into the digital age.

Our expertise is in many different sectors, including the corporate sector, healthcare & life sciences, energy & infrastructure, banking & insurance and the public sector. We have knowledge on the specifics of the Belgian regional companies and family owned businesses that are so essential to our economy. Each of these groups are confronted with sector and regional-specific questions and issues. Our specialized business units can help you find solutions.

It goes without saying that – whenever and wherever we assist you – we always take into consideration your specific concerns and make sure that we never lose sight of your strategic goals. It is through this rich and multidisciplinary approach, that our experts work together. That together we offer your business the customized and quality advice you need. Supported by our global network, we are ready to help you. To help your organization meet the challenges you face, at home or abroad.

Beyond advice, we are here to help you to rethink your strategy and transform your business today. We are here to help you to prepare for tomorrow.

Peter Lauwers

Head of Advisory – KPMG in Belgium

Our multidisciplinary approach



Corporate sector



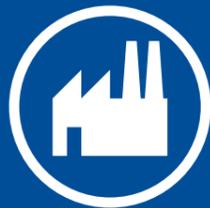
Healthcare



Life sciences



Energy



Infrastructure



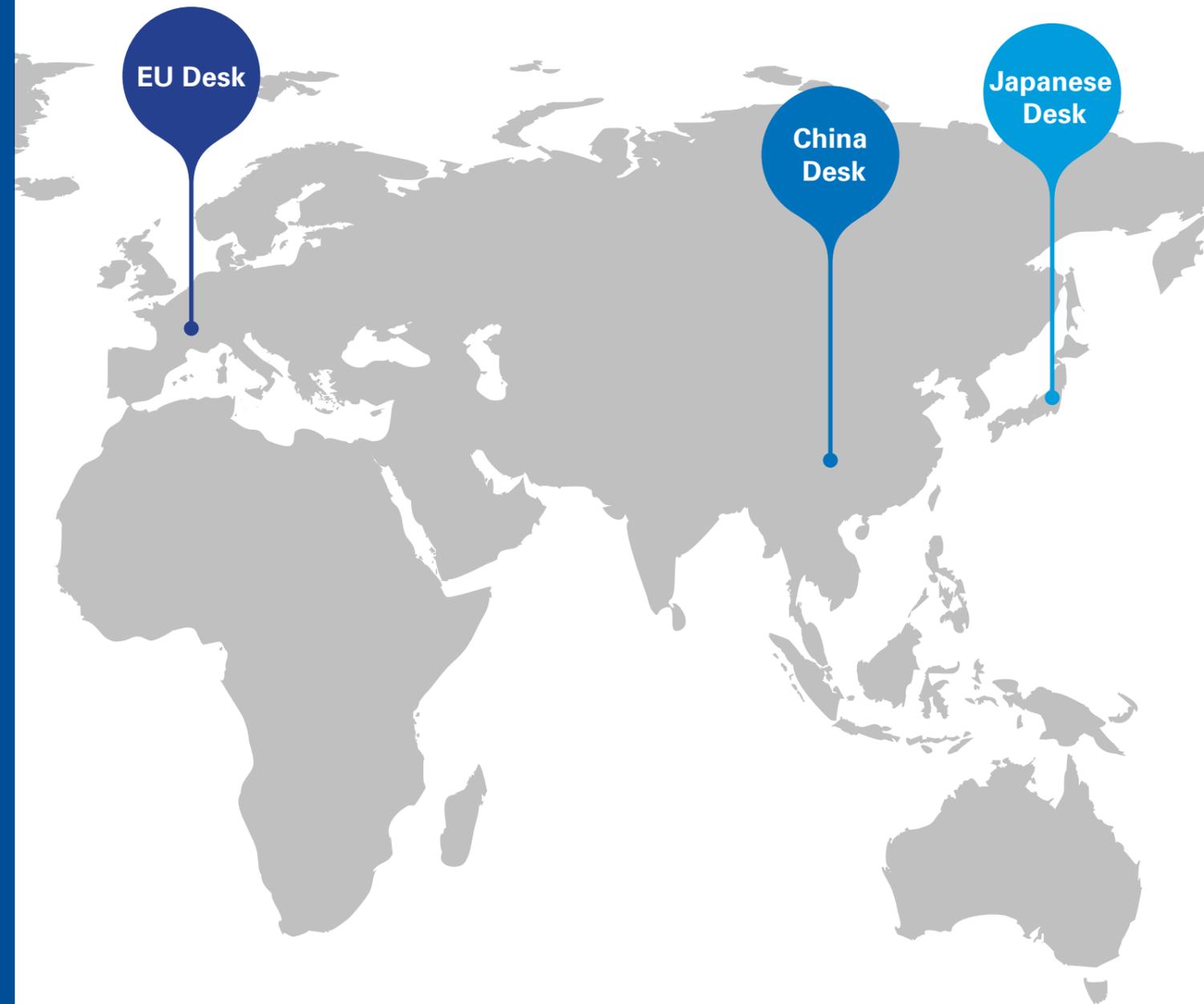
Insurance



Banking



Public sector



Are you ready for Industry 4.0?

Industry 4.0 has arrived, and it is reshaping the way we work. Products can be brought to market faster. By performing their own quality checks, machines are becoming smarter. Demand prediction through data mining is making the supply chain stronger.

Smart machines, materials and mass data: the fourth industrial revolution is upon us. And it brings with it rapidly changing business models and new industry views. It creates exciting opportunities, but also challenges. As new technology becomes more and more affordable it will change the way we work. Because Industry 4.0 means disruption, with smart technologies like advanced sensors, artificial intelligence, robotics and more. Companies that aren't ready to adapt could struggle to keep up and survive.

Get in touch with our Management Consulting and Technology Advisory specialists today to get prepared for Industry 4.0.

Here come the robots

Efficiency improvements, machine learning, digitization and collaboration are playing an increasingly important role in today's business. These drivers optimize costs, provide more insights to management and drive profitable growth, all while continuing to manage risk. How can you continue to improve processes and find savings?

From robotic process automation (RPA) to cognitive automation, digital labor is driving transformation. RPA leverages technologies to automate very rudimentary processes. This frees up time, enabling employees to focus on strategic initiatives. Beyond the back-office bots of RPA, the evolution to cognitive automation – sophisticated technologies that mimic human activities – can enable people, e.g. finance, to be a stronger business partner with the help of advanced predictive analytics and decision support capabilities.

Work smarter, grow faster, compete stronger

With increasing customer expectations, rapid market and technological change, along with, disruptions from new entrants, increasing risks and growing shareholder scrutiny, companies continually have to re-evaluate their strategies. Whether you are a CEO, CFO, COO, CIO or business manager, there will be challenges ahead. How can you seize and implement growth opportunities that match your company's financial ambitions? Here are some practical recommendations to help you. This way you and your business can work smarter, grow faster and compete stronger, but above all create real value for all your stakeholders.



Customers



Operations



Finance



People



In Fluidum, 1996, plaster and metal, 137 x 165 x 35 cm - Johan Tahon Vanhaerents Art Collection, Brussels



Customers

Engage with your customers on their terms

Digital disruption and rising customer expectations are creating unforgiving markets where loyalty is hard won and easily lost. If you can't deliver what your customers want, when and where they want it, they will go to someone who can. But there is no point in creating

a breakthrough customer experience if the new business model runs at a loss. So we help you to create sustainable growth and take into account a number of areas such as: your customer strategy, transforming into a customer-centric organization and developing technical solutions for your customers.



Operations

Improve your sector operations

While many big enterprises face common supply chain challenges, these issues land very differently from one sector to another. As a result, those responsible for the operational model and how it operates need to blend deep operational and sector experience. It will take an individualized approach to meet your objectives. However, here are a few takeaways that can benefit every organization.

- Operational excellence can drive not only cost savings, but improve business value, mitigate risks and create transparency in supply management.
- (Digital) Physical Asset Management delivers longer-term value by improving customer experience, operational efficiency and reducing the whole-of-life cost of individual physical assets and asset risks. And to top it off, the Global KPMG Asset Management Competence Center is based in Brussels, making the insights we have in this space easily accessible.

Innovate for results

We are in the middle of a digital revolution. To stay ahead, innovation should be at the top of every organization's agenda. To embed innovation in your organization, here are the key steps. Define an innovation strategy, put in place innovation governance, develop innovation processes and embed an (open) innovation culture. Since one of the key success factors is the front-end of innovation, it sets the stage for success: without ideas there will be no innovation. When you do this, innovation will help you to harness the collective brainpower of everyone inside (or even outside) your organization.

Enable margin improvement and ensure effective deployment of resources

Volatility in your marketplace requires business leaders like you to continually re-evaluate your operational strategy, to balance short-term cost improvements with long-term change. The key question you will need to answer is whether your organization is optimized to deliver your business strategy while still maximizing shareholder value.

FOUR COLORS FOUR WORDS

Four Colors Four Words, 1966, neon, 7 x 142 x 6 cm - Joseph Kosuth
Vanhaerents Art Collection, Brussels



Finance

Create clear, flexible, dynamic and value-oriented pricing strategies

How does your organization tackle pricing? For some, it is viewed as a tactical lever that starts and ends with setting prices. Others can get stuck when it comes to investing in the necessary skills and tools. The result? Value is left on the table and price wars can ensue. What we see is that, this is not because businesses have lost control of pricing, but because they never controlled it in the first place. So call our experts to see where you can get more value from your strategies.

Transforming your finance function to help transform your business

“85% of CEOs say applying financial data to achieve profitable growth is the greatest strategic value a CFO can bring to an organization.”

Today, beyond providing financial analysis and ensuring compliance with legal and regulatory requirements, the finance function plays an ever increasing role in aligning corporate decision-making to business strategy. As a CFO or a member of a finance team, you can see how the role of finance has evolved and continues to evolve from a transaction processing department to a strategic business partner. A partner responsible for driving growth and profitability, and for providing the business with the appropriate information to make better business decisions.

Our experts at KPMG can help you with the end-to-end transformation, from the strategic thinking to the implementation (even running some of the tasks). We can support you from the definition of a mission, vision and strategic goal setting to complete implementation and roll-out of leading practices and a new reporting or accounting system.



People

Leverage your people as a strategic asset

Every market leader understands that talent unlocks competitive advantage. But workforces and workplaces are changing, and so are the relationships between employers and employees. This change calls for a flexible and agile structure. How well are your people prepared to handle change? You may need to invest in different skills and develop new capabilities to stay ahead in your market. It might be time to inject evidence-based talent management into your business planning process.

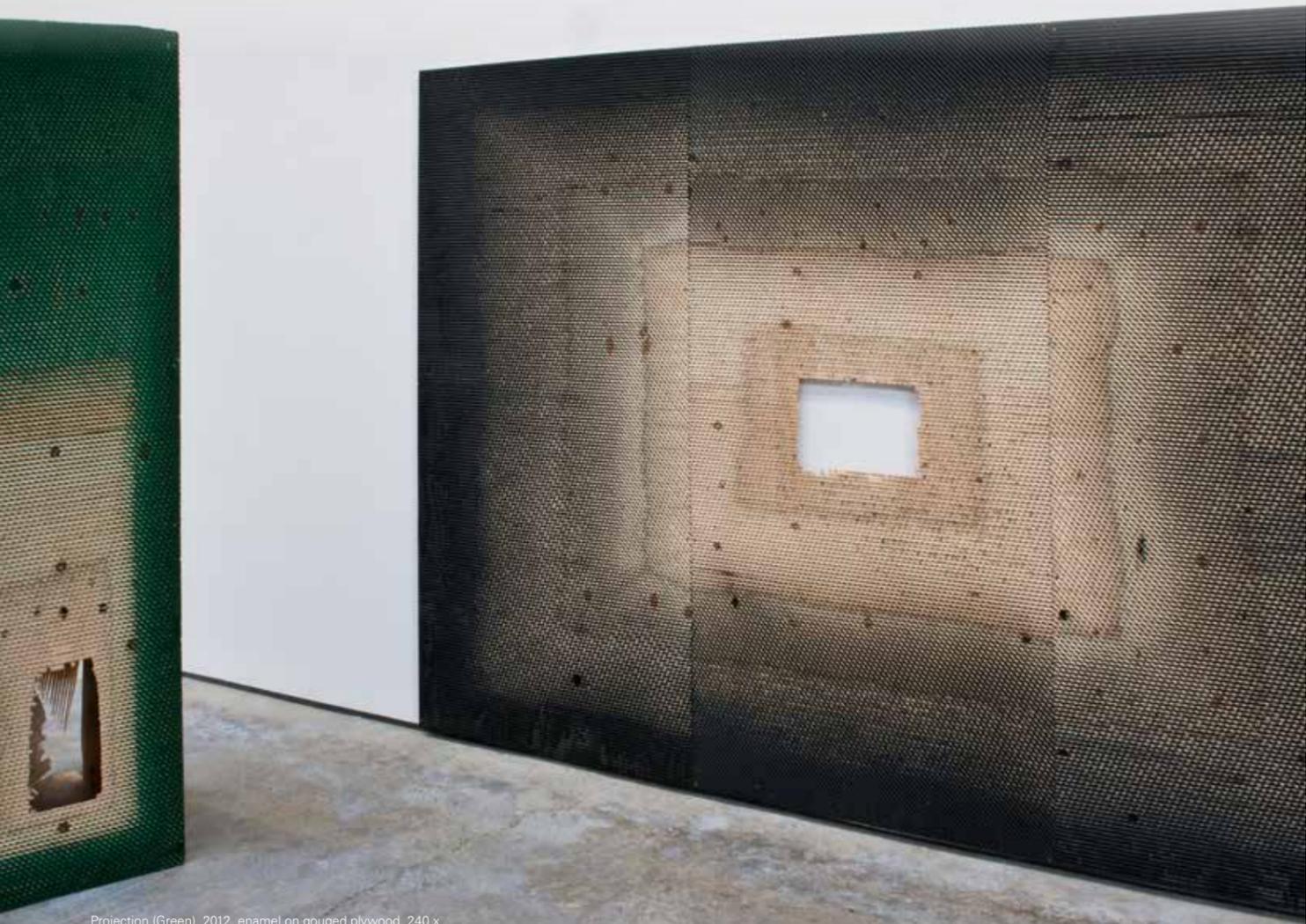
Create a culture of cash to seize opportunity in challenging times

Managing cash performance can help your organization quickly generate greater market value, operate more efficiently over the long-term, improve cost structures, enhance the balance sheet, and respond quickly both to turmoil and to opportunity.

The best approach to creating a cash culture in your organization will depend on your unique situation. Our breadth of skills, deep industry experience, and ability to bridge finance and operations can help you develop cohesion and consistency as you balance short-term urgencies with the long-term discipline needed to sustain cash performance. There is no better time to gain more control of your cash and working capital program and to position your organization to seize the opportunities.

Fast is too slow

Innovations are happening at the speed of light. The fourth industrial revolution is upon us. Every organization can reap the benefits of the digital era by making smart changes. These range from quicker decision making, rethinking your IT operating model and rationalizing IT environments to draw critical insights from data. All of these will require working seamlessly across your organization to prepare for the future.



Projection (Green), 2012, enamel on gouged plywood, 240 x 120 x 115 cm - Michael DeLucia
Vanhaerents Art Collection, Brussels

Prevent and protect

The protection of data has become a top priority and should be an indispensable topic on your board's agenda. The issue today is not if companies' data will be targeted. The question is, when? Protecting your business against incidents is not only essential to keep your clients' trust, it is becoming even more crucial in the light of compliance with privacy regulations. Knowing which skills you have both internally and externally is key for a rapid response to any data issue arising and for it not to have crippling disrupting effects on your operations. So, what do you do when a hacker runs off with your company's data? Do you have a response program in place? Are you going to notify the Privacy Commission? No matter where you are on your cyber security journey, we can help you reach your destination. Our expertise ranges from cyber security to maturity assessments to compliance, data privacy, information protection, IT attestation and Audit, and the governance of it all.

Data and insights

Creating value by turning data into actionable insights will continue to be key for your company. Getting the most out of data and analytics can have an impact on every aspect of your organization. In fact, according to Forrester Research the main drivers for the fourth industrial revolution depend very much on data and analytics. To help you succeed we focus on three key levers to strengthen your business: enhance trust in your data, generate business value from your data and provide the right information at the right time to help increase actionability and effective decision making.

Optimize and transform

What about transforming your technology management and digital processes? Sometimes a small evolution is all you need. Other times it takes more. We help you every step of the way be it a small shift to deep-altering changes by leveraging our expertise in IT strategy, portfolio/program and project management, IT financial management, enterprise solutions, technology enablement, IT sourcing, IT governance and IT service management.

Technology Innovation

Current evolutions in technology highly impact your business and operating model. However, technology innovation can be as simple as looking at something in a new way. Call on us to draft your innovation agenda, determine and evaluate business cases, and create fresh solutions. We help you stay in touch with the latest technological and digital trends such as robotics, cognitive solutions, HoloLens, IoT and Blockchain. From proof of concept to extended roll-out and integration, we are here for you.

Alliance with Microsoft

KPMG and Microsoft joined forces in 2015 to provide a fully integrated digital business solution that addressed both current and future challenges. The result? Reduction of red tape, easy access to data, a more flexible way of working and a future-proof business by digitalizing all of its processes. In Belgium, we have leveraged this partnership to bring our clients smooth transformation and effective customer support.



The Forrester Wave™
- Information Security
Consulting Services, Q3 2017.
KPMG achieves the highest
score for current offering and
strategy

KPMG named a Leader of The Forrester Wave™: Insights Service Providers, Q1 2017

Turning your approach to risk into your advantage

Taking risks is part of business – it's how you select and negotiate those risks that makes the difference between success and failure. In the past risk was considered an obstacle to be avoided which often resulted in being left behind. In today's rapidly changing environment, the status quo is no longer an option. To gain competitive advantage companies need a dynamic approach to risk management in order to move faster. Here's how we can help.



BURIAL AT SEA, 2004, DIGITAL VIDEOLOOP,
WHITE 13 INCH TELEVISION, DVD, 2 minutes,
35,56 X 38,10 cm - Paul Pfeiffer
Vanhaerents Art Collection, Brussels

Rethinking risk

The changing regulatory environment, the shifting political and economic climate and the disruptive power of technology are all transforming the nature of risk and risk management.

'Traditional risk and regulatory processes are no longer adequate to meet C-suite demands for assurance and security. Many are looking for risk and compliance solutions that impact and benefit the whole enterprise.'

Risk continues to be a top concern for many of you at the top of your organization. It affects every aspect of business. But the way organizations think about risk is shifting, as its implications become more complex. Traditional risk and regulatory processes are no longer adequate to meet leadership demands for assurance and risk. Many are looking for risk and compliance solutions that impact and benefit the whole enterprise.

KPMG's Risk Consulting professionals work with leading organizations to offer a deep understanding of the complexities of risk: its sources, its interdependencies and interrelationships, the speed at which it evolves and the implications of different ways of managing it. We also look at the opportunities it presents. Working closely with you, we identify both existing and potential enterprise-wide risk issues and help develop solutions that are fit for purpose.

Compliance: unwanted burden or secret weapon?

Business leaders still view the need to comply with legislation as an unwanted burden rather than a chance to define their company. We see it as a way to stand out from competitors in a world of heightened risk and global competition.

Historically when you hear the term 'compliance' many equate it to expense. That's right, it does cost in the short-term. What many fail to grasp however, is that done well, compliance can deliver a top-line benefit that comes from creating strategic advantage by placing risk management at the heart of your company, rather than at the edges.

The cumulative impact of regulation

Keeping up with changing regulatory standards has never been easy. And for multinational organizations, that deal with compliance in different jurisdictions this adds a layer of complexity. Agile companies see a changing regulatory landscape as a significant opportunity to examine processes, and boost investor and market confidence.

It is clear that regulation continues to drive the strategic agenda. Indeed, managing regulatory change is a major business issue in itself. KPMG offers a wide range of services to guide you from regulation to transformation.

Responding to changes in the financial sector

For those of you working in the financial services sector, more than before, you face multiple challenges. New regulatory requirements with a high cost of compliance and adverse economic conditions you have to deal with, and at the same time strategy and competitiveness have to remain strong. Customers are placing elevated expectations on banks that require high investments in digitization. And the new market participants like Fintechs could pose a threat.

In short, financial institutions face the perfect storm. To weather this storm, banks need to transform themselves to be more cost-efficient, more automated and become the regulatory compliant institutions that can bring the added value their customers are expecting.

At KPMG, we have the expertise to help your business navigate the financial landscape to reach a prosperous future. To help you make the right strategic choices sooner rather than later.

Financial, commercial and reputational loss is a constant risk for both public and private sector organizations

Fraud is a global problem that can break companies' reputations, cause losses and damage to the tune of millions of euros, and even ruin lives. It is a heavy economic and moral burden on society. When every employee and every business partner is vigilant and empowered to conduct business with integrity, fraud will subside. It is an objective worth aiming for.

Our report 'Global profiles of the fraudster' takes a closer look at the people who commit fraud, the sorts of fraud they commit and the manner in which the frauds are detected. The results show that the perpetrator of fraud tends to be working with the victim organization for more than six years, and often holds an executive position in operations, finance or general management.

The results also show that technology is a double-edged sword. Continuous advancements in technology enable fraudsters to devise increasingly clever ways to achieve their fraudulent objectives. And while fraudsters are only too keen to take advantage of technology to perpetrate fraud, we see little evidence that companies are using technology to prevent fraud. Data analysis and threat monitoring systems are

indispensable for combatting fraud because they can quickly detect abnormal or suspicious behavior.

The changing nature of business has created new risks and potential threats, such as the increasing sophistication of fraud and organized crime, theft and misuse of intellectual property. Furthermore, businesses have to cope with more complex legislation and regulations, developing challenges around technology, complex cross-border disputes and remain aware of the pitfalls from expanding into emerging markets.

Experienced business leaders like you work to ensure that they have effective approaches to mitigate these risks. We are prepared to help you. Whether you require an assessment of fraud and misconduct risks, an investigation of a forensic incident, assistance in the design of forensic data analysis tools, or an evaluation of your entire fraud risk management program, our services are intended to be targeted, scalable, and tailored to your needs.

Building confidence through internal audit

Evaluating new risks and opportunities at an increasingly faster rate demands new structures and skills in your internal audit team – and a more nuanced understanding of risk across your business.

With all these demands, we see the internal audit function is often elevated from pure compliance to a function that regularly reviews the risk profile for emerging risks and identifies trends as it keeps its finger on the pulse of business performance. As a chief risk officer, meanwhile, you become increasingly involved in strategic decision-making where the emphasis is as much on risk as it is on growth.

Leading organizations acknowledge that meeting these new challenges can actually protect and enhance business value and drive operational efficiencies. If you are looking for support to accomplish this, KPMG can help you to envision and implement a holistic model that adds value and meets the demands of regulators, your board of directors, and your key stakeholders.

Turning risk into value

Starting in the boardroom and working across your entire business, our Risk Consulting teams are experienced in managing diverse risk issues.

- We provide a holistic approach to risk to help your risk framework align with the business agenda, especially as people prepare to drive sustainable growth for their business in an environment where trust and credibility are critical to success.
- We work to protect and enhance business value by helping you manage risk in an agile and effective way, cut costs and improve business performance.
- We assist in end-to-end compliance solutions and help you transform regulation into a strategic advantage.
- We have market-leading teams, technologies and solutions to help your business manage risk effectively - and maximize the opportunities it can provide.
- We believe risk and compliance is more than a box-ticking exercise – it is a critical investment that can underpin an organization's long-term growth, value and sustainability.

Navigating through a complex and fragmented deals landscape

Deals are paramount for companies seeking to capture new opportunities and extract value in a market that is rapidly changing. But deals today are no longer simple transactions. They demand answers to new questions.

The latest regulations, evolving data protection laws and new cross-border trade agreements are just a few of the many challenges companies face today. Then, there's data. Growing exponentially, it needs to be analyzed more closely to uncover potential issues. And as deal speed is constantly increasing, all of this needs to be done faster than ever.

From your business strategy to your acquisition strategy, your plans for divestments or for raising funds, or even your need to restructure, every decision must be made in light of your entire business, your sector and the global economy.



Diane, 2013, concrete (statue), acrylic paint, Azores crocheted lace, 210 x 50 x 60 cm - Joana Vasconcelos Vanhaerents Art Collection, Brussels

Trending in the deals landscape

Megatrends are changing the world we live in, leading to changing business models and markets. Your company can adapt by developing, buying, selling and fixing businesses, as well as funding this kind of investment.

What is driving these trends? Sociological and demographical evolutions are changing consumer behavior and business models and markets accordingly, while technology creates new possibilities for companies, which results in new business models and markets. On top of that, regulatory changes disrupt and change industries, opening or closing markets.

In the coming years, we can expect an abundance of investment money in private equity and corporate companies investing in core activities and divesting non-core activities. Further softening of the debt market with increasing debt levels and wider acceptance of less traditional debt structures such as unitranche and mezzanine are also on the horizon.

Ranking as one of the leading provider of M&A services, KPMG can help you navigate the challenges of the deals landscape.

Buying a business: Take a bold new path

How do I maximize shareholder value and returns? What businesses can I acquire in my target markets? What is my plan for delivering the deal value? How do I plan for a successful Day 1? These are just some of the key questions you must consider when buying a business.

Buying a business requires an individualized, strategic approach. As you execute your company's growth strategy through acquisitions you will reach a number of decision points. From identifying target markets and potential targets to running an efficient transaction process and realizing upside or synergy value, we help you confidently navigate the complexities of buying a business, unlocking value at every stage.

Selling a business: Protect what is valuable

When it comes to selling a business, a successful strategy requires active portfolio management and a well-planned divestment process. Our Deal Advisory professionals are forward-looking specialists with a broad range of skills, deep industry expertise, and a view on the future, to help you stay in front of the issues and avoid loss of value. From helping you understand the potential risks and rewards of

a divestiture to supporting you in minimizing value leakage, we assess your situation and support your negotiating position to maximize the sales price and execute the deal with minimal disruption to the remaining business operations.

Funding a business: Planning to win

A robust capital structure and access to competitive and flexible funding provide the cornerstones to any strategic plan. Ensuring your capital structure and financing arrangements are consistent with both your objectives and risk appetite is critical to delivering your strategic plan and driving value for your business stakeholders.

How do I manage stakeholder communications to maintain lender and shareholder support? What sources of finance (debt / equity) may be available? How do I maximize shareholder and stakeholder value? Our integrated team of specialists helps you focus on the key questions to develop and implement capital structuring transactions and raise capital in alignment with your goals.

Fixing a business: Inspire transformation

Every company faces challenges. A step in the wrong direction can sometimes have significant effects on corporate performance and company value. To overcome operational or financial challenges and improve performance, you need to quickly stabilize your cash and liquidity positions and take a realistic view of current options.

Whether overcoming operational or financial challenges to improve performance or developing a practical insolvency plan, our team is here to take you step by step to make sure you find the most value in turning your business around.

Contact



Peter Lauwers
Partner, Head of Advisory
KPMG Belgium

T: +32 (0)3 821 18 15
E: plauwers@kpmg.com



Daniël Paireon
Partner, Head
of Management Consulting
KPMG Belgium

T: +32 (0)3 821 19 41
E: dpaireon1@kpmg.com



Jorn De Neve
Partner, Head of Deal
Advisory
KPMG Belgium

T: +32 (0)2 708 47 78
E: jdeneve@kpmg.com

home.kpmg/be

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Substrat17 II, 2003, C-print, 278x 185 cm, ed. 2/3 - Thomas Ruff
Vanhaerents Art Collection, Brussels