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**KPMG** 安侯建業

# KPMG 安侯建業

## KPMG in Taiwan

### The Clear Choice



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# KPMG 安侯建業簡介



## KPMG 安侯建業主要包括 KPMG in Taiwan /

安侯建業聯合會計師事務所

**KPMG**

安侯企業管理股份有限公司

**KPMG Advisory Services Co., Ltd.**

安侯國際財務顧問股份有限公司

**KPMG Assurance Services Co., Ltd.**

安侯永續發展顧問股份有限公司

**KPMG Sustainability Consulting Co., Ltd.**

安侯法律事務所

**KPMG Law Firm**

安侯資訊顧問股份有限公司

**KPMG IT Advisory Services Co., Ltd.**

畢馬威財務諮詢股份有限公司

**KPMG Deal Advisory Limited**

## 我們的據點 Our offices



安侯建業歷經多年不斷地發展與成長，服務據點遍及台北、新竹、台中、台南、高雄及屏東等大城市，為國內具規模的會計師事務所及專業諮詢服務組織之一。

**KPMG in Taiwan now maintains island-wide offices in Taipei, Hsinchu, Taichung, Tainan, Kaohsiung and Pingtung.**



# About KPMG in Taiwan

KPMG 是一個全球性的專業諮詢服務組織，為客戶提供專業的審計及確信、稅務投資以及顧問諮詢服務，我們的專業人員將知識轉化為價值，以回饋客戶與資本市場。我們的會員事務所擁有 174,000 名專業人員，在全球 155 個國家為客戶提供專業的服務。KPMG 之獨立會員所為瑞士合作組織 KPMG International 之成員，KPMG International 不直接對客戶提供服務。

安侯建業聯合會計師事務所係張安侯會計師於民國 41 年創設，並於民國 60 年起加盟 Peat Marwick Mitchell & Co.，成為我國歷史最悠久的國際性會計師及專業諮詢服務組織之一。民國 76 年，PMI 與 KMG 全球合併並定名為 KPMG，成為全球最大的會計師及專業諮詢服務組織，安侯亦與 KMG 的台灣會員組織協和會計師事務所合併，定名為安侯協和會計師事務所。

民國 88 年 1 月 1 日，安侯協和會計師事務所與原 Coopers & Lybrand 的台灣會員組織—建業聯合會計師事務所合併，定名為安侯建業會計師事務所。民國 98 年 12 月 25 日，因應會計師法修正，安侯建業會計師事務所更名為安侯建業聯合會計師事務所。

民國 75 年設立安侯企業管理股份有限公司，旨在為企業提供有關企業顧問諮詢服務。民國 94 年 6 月設立安侯國際財務顧問股份有限公司，以提供專業的財務顧問服務。

民國 102 年成立安侯永續發展顧問股份有限公司，提供企業永續相關服務。民國 103 年成立安侯法律事務所，提供商務法律服務，民國 104 年成立安侯資訊顧問股份有限公司及畢馬威財務諮詢股份有限公司，提供客戶全方位服務及解決方案。

KPMG is a global network of professional services firms of KPMG International. Our member firms provide audit and assurance, tax practice and advisory services through specializing in different industries, expertise who deliver value for the benefit of their clients and capital markets. We operate in 155 countries and have 162,000 professionals working in member firms around the world.

The independent member firms of the KPMG network are affiliated with KPMG International, a Swiss cooperative. KPMG International provides no client service.

KPMG in Taiwan was founded in 1952 by Mr. Andrew A. H. Chang. The firm entered into an association with Peat Marwick Mitchell & Co. in 1971, making it one of the oldest internationally affiliated accounting firms in Taiwan. In 1987, with the worldwide merger of Peat Marwick International (PMI) and Klynveld Main Goerdeler (KMG). In 1987, the firm merged with KMG's practice in Taiwan and became a member firm of KPMG.

Effective January 1, 1999, the firm merged with the Taiwan member firm of Coopers & Lybrand.

KPMG Advisory Services Co., Ltd. (formerly KPMG Consulting Co., Ltd.) was established in 1986 to provide business advisory services. KPMG Corporate Finance Co., Ltd. (formerly KPMG Financial Advisory Services Co., Ltd.) was established in 2005 to provide professional financial advisory services.

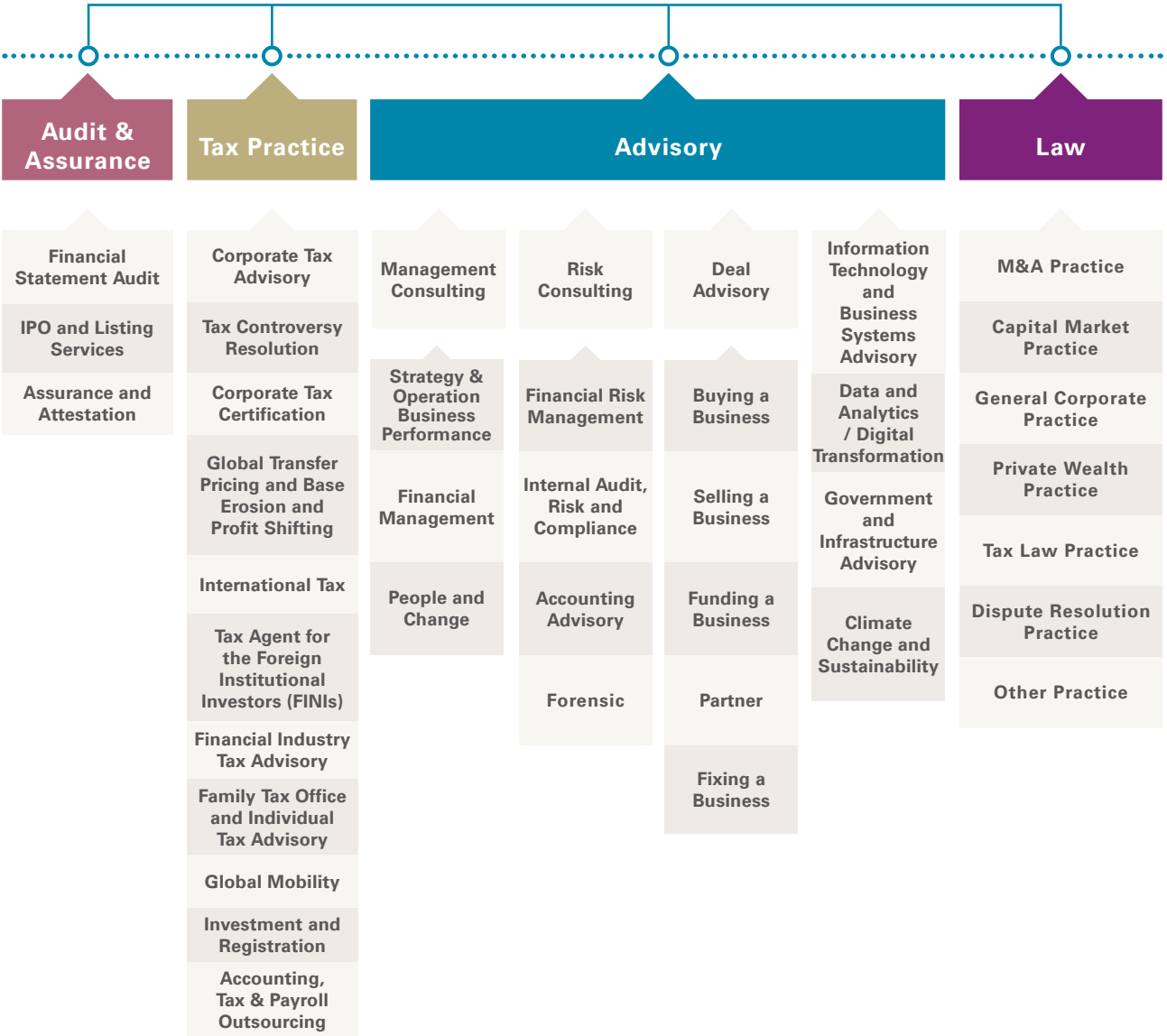
KPMG Sustainability Consulting Co., Ltd. was established in 2011 to provide enterprises growing sustainability. KPMG Law Firm, founded in 2014, joined the business legal services. KPMG IT Advisory Services Co., Ltd. and KPMG Deal Advisory Limited were established in 2015 to provide a wide range of business services and solutions.





# Our Core Services

Our core services rest upon three dedicated divisions offering specific services in the following areas :



## 行業專業知識 Industry Knowledge

KPMG 的行業專業化架構使得我們得以針對客戶的需求做多方面的分析，並能從不同的角度提供客戶具建設性的見解與建議。這個架構適用於審計及確信服務、稅務投資服務、顧問諮詢服務，並藉由我們的全球據點使服務網絡更加完整。由於客戶面臨瞬息萬變的商業環境，我們將核心服務分成下列的行業別：

Our industry-driven structure has enabled us to develop an intensive understanding of our clients' businesses and to provide them with an informed perspective on the issues they face. This structure extends across our Audit & Assurance, Tax Practice, and Advisory Services and is underpinned by our geographic strength. Our sectors are structured along the following industry groupings to reflect the dynamic and changing business environments in which our clients operate :

### 金融服務行業

KPMG 提供金融相關產業銀行、保險業等全面性的服務，包括審計及確信、稅務、顧問服務等，以協助客戶瞭解及處理產業所面臨到的主要問題，所涵蓋的服務如下：

- 策略規劃
- 績效改善
- 審計確信服務
- 稅務服務
- 投資銀行服務
- 稽核服務
- 資訊風險管理
- 交易服務
- 新版巴塞爾協定導入
- 內部稽核
- 法規遵循
- 併購整合與實地查核
- 資料分析與數位金融服務

### 消費性產業

我們的消費性行業主要包括了三種產業類別，分別是：

- 消費性產品
- 零售業
- 食品業

### Financial Services

KPMG's Financial Services practice is coordinated formally on an international basis to foster cohesion, consistency and an ability to deliver a wide-range of quality professional services including :

- Risk Management
- Business Process Improvement
- Audit & Assurance Services
- Taxation Services
- Corporate Finance
- Information Risk Management
- Compliance Services
- Transaction Services
- Basel II Implementation
- Internal Audit Services
- Regulatory Assistance
- Merger Integration and Commercial Due Diligence
- D&A / Digital Transformation

### Consumer Markets

Our Consumer Markets practice covers the following industry sectors :

- Consumer Products
- Retail
- Food & Drink

### 科技、媒體與電信業

KPMG 在科技、媒體與電信業中，擁有廣泛且深入的實務經驗，瞭解相關產業的營運模式及供應鏈，足以提供客戶具遠見的規劃、深入的洞察和專業的服務，並以協助客戶成為產業領導者為我們的目標。我們的科技、媒體與電信服務涵蓋以下產業：

- 電子資訊設備 & 半導體製造業
- 軟體設計開發
- IT 諮詢服務
- 網路及電子商務
- 通訊服務
- 固網及行動通訊
- 出版、影視與廣告業

### 工業產業

KPMG 工業行業團隊瞭解到新的技術改變了產業，導致製造業及供應商必須面臨許多挑戰，企業為了維持其領導地位，就必須預測客戶的需求與期望。我們提供之服務產業類別：

- 工業產品
- 汽車產品
- 化學及藥品
- 能源及天然資源





## / Technology, Media and Telecommunication

We understand the business model and the supply chain in this industry which means we can provide long-range vision, astute insights, and professional service strategies to help companies stay at the top of their markets. KPMG's TMT practice focuses on the following key industry sectors :

- Electronics
- Software
- IT Services
- Internet
- Fixed-line and Mobile Telecommunications Networks
- Publishing, Television, Film, Music and Advertising

## / Industrial Markets

KPMG's Industrial Markets practice understands that technology has transformed the industry and the results are that manufacturers and suppliers will face challenges as their industry undergoes fundamental changes. Our Industrial Markets include :

- Industrial Products
- Automotive Products
- Chemicals & Pharmaceuticals
- Energy & Natural Resources

## / 基礎建設、政府及醫療產業

KPMG 在基礎建設、政府及醫療行業上，除了提供堅強的團隊支援，也在全球 KPMG 組織的承諾下，於以下主要類別提供相關服務：

- 營建與不動產
- 政府及公家機構
- 醫療保健
- 交通運輸
- 籌資機構
- 教育與文化
- 公益工商服務

## / 私募基金產業

身為第一個擁有私募基金團隊的會計師事務所，我們具備相關的各項專業，並對私募基金行業提供一致的服務。KPMG 目前於整合性策略方法、交易及投資組合管理之相關議題的協助上，為領先地位：

- 籌集資金
- 實現價值
- 投資和交易
- 組合管理

## / Infrastructure, Government and Healthcare

Teamwork is nothing new to KPMG's professionals serving the IG&H sector. We have long been committed to sharing knowledge on behalf of our member firm clients in the following key sectors :

- Building, Construction & Real Estate
- Government
- Healthcare
- Transportation
- Educational Institutions
- Business Services
- Funding Agencies

## / Private Equity

KPMG's Private Equity Group is one of the market leaders offering a coordinated approach, which helps both our middle market and leveraged buy-out (LBO) member firms' clients with their strategic, deal and portfolio management issues. We provide the following services :

- Fundraising
- Helping realize value
- Investments and Deals
- Portfolio Management



## 審計及確信服務 Audit and Assurance



KPMG 發展出一套全球一致之財務報表查核方法，運用 D&A 的技術取得查核證據、分析企業的市場環境及產業趨勢，以確認企業所面臨的主要風險對其財務結果的影響，藉此提昇了提供予投資人、債權人以及其他利害關係人資訊之可靠性。

同時，面對現今經濟環境的瞬息萬變，企業需應付各種不同之特殊議題，KPMG 審計服務的專業團隊也提供協助企業處理特殊議題之確信服務。我們的服務包括：

KPMG has developed a globally consistent audit methodology, which include the use of the Data & Analytics technique to create better audit evidence and enable us to analyze the context of the business' market environment and industry to determine how the key risks affect the financial results. KPMG's independent audit services enhance the reliability of information provided for investors, creditors, and other stakeholders.

Challenged by the rapid and dramatic changes in today's economic world, the companies need to deal with specific issues. KPMG audit professionals also offer a wide range of assurance services.

Our services include :

### 財務報表審計 Financial Statement Audit

KPMG 財務報表審計團隊提供一系列之審計服務，包括：

- 財務報告 (表) 之查核及核閱
- 營利事業所得稅結算申報
- 內部控制制度專案審查或諮詢服務
- 特殊目的查核

KPMG's Financial Statement teams provide a range of audit services. These include :

- Audits and reviews of financial statements
- Corporate income tax return certification
- Internal control examination or consultation
- Audits for special purpose

## 公開發行及上市（櫃） 專案輔導與規劃 IPO and Market Listing Services



公開發行及上市（櫃）係公司發展過程中一重要里程碑。KPMG 的專業人員對於國內及海外之公開發行、上市及私募方面均具有相當之經驗。在公開過程之各階段，KPMG 能成為最佳的夥伴並提供各項輔導予客戶。我們提供以下服務：

- 國內公開發行及上市（櫃）規劃與輔導
- 海外公司來台上市 / 櫃專案服務
  - 海外公司來台上市 / 櫃規劃及諮詢
  - 海外公司財務報告查核及核閱
- 海外上市與籌資規劃輔導
  - 承辦海外上市、上櫃之輔導
  - 美國存託憑證、海外存託憑證、海外可轉換公司債及其他海外有價證券之發行

Going public is a significant milestone of a company's development. KPMG's professionals are experienced in public offerings, listings, and private placements, both domestically and internationally. KPMG can act as a strong partner and provide guidance to clients at all stages of the listing process. How we can help:

- Domestic IPO planning
- Overseas companies listing in Taiwan
  - Consultation services for overseas companies listed in Taiwan
  - Audits and reviews of financial statements for overseas companies
- Overseas listing and fund raising
  - Overseas IPO advisory services
  - ADR, GDR, ECB, and other cross-border offerings

## 確信及認證服務 Assurance and Attestation

除了歷史性財務報表之查核或核閱外，KPMG 審計服務的專業團隊提供一系列協助企業處理特殊議題之確信或認證服務。此類服務涵括會計相關諮詢、企業社會責任報告書、法令 / 合約遵循服務等財務報表審計要求以外之確信或認證服務。

KPMG 以專業深受投資人及社會大眾的信任，藉此信任，我們更加擴展所應承擔的社會責任，以專業能力改善社會，勇於提出建言，扶助弱勢，創造變革。

Going beyond the auditing or reviewing historical financial statements, KPMG audit professionals provide a wide range of assurance services. These include, but not limited to, accounting related advisory services, corporate social responsibility reporting and regulatory or contracting compliance services.

## 稅務投資服務

KPMG 的稅務投資服務旨在為客戶創造價值，俾利企業在營運上提昇其競爭力，並藉由專業與創新的解決方案，幫助客戶達成各項租稅負擔合理化及效率化的目標。

由於各國之租稅法令及實務各有不同，因此企業應透過事前縝密之評估，以使租稅風險最小化及負擔合理化。KPMG 的稅務投資部結合全球網絡資源，透過嚴謹的專案管理及豐富的產業經驗，將租稅治理與價值鏈管理進行整合，協助企業進行完整之稅負評估，提供客戶最完整專業之稅務投資服務。

我們的服務包括：

### 企業稅務諮詢服務

稅務爭議預防與解決，含稅務行政救濟服務

### 企業稅務簽證

全球移轉訂價暨稅基侵蝕與利潤移轉之稅務諮詢服務

### 國際稅務服務

外國機構在台投資證券專戶之稅務代理人服務

### 金融業稅務諮詢服務

家族稅務辦公室及個人稅之稅務諮詢服務

### 全球人力資源服務

投資及工商登記服務

會計、稅務及薪資委外服務

# TAX Practice

The Tax practice of KPMG is aimed at creating value for our clients and bringing competitive advantage to their activities. Through tailored, enhanced methodology, the practice helps clients achieve the goal of rationalizing the tax burden and improving tax efficiency.

As local tax rules and practices vary, companies must carefully evaluate and plan in advance to manage risks and costs. With our extensive industry knowledge and a global network of professionals, and through diligent project management and ample industry experience, we are able to combine tax with value chain management, provide comprehensive and professional tax investment services to assist clients with full strategic evaluation.

Our services include :





## 顧問諮詢服務 Advisory Services

KPMG 提供全方位的專業顧問諮詢服務，從策略制定到行動方案的落實執行，整合性地協助客戶推動變革與提升營運效率，以因應快速變動環境中之各項挑戰。

我們的顧問團隊具有豐富的產業與專業知識以及成功的實務經驗，同時，整合 KPMG 全球顧問資源並結合方法論和資料庫，我們致力於提供客戶整合性的解決方案，協助將客戶所面臨到的挑戰與議題，轉變為提升企業價值與競爭力的機會，使我們的客戶永續經營。

因應市場趨勢與客戶需求，我們的顧問團隊不停拓展服務的面向，提供的專業服務包含以下：

KPMG Advisory provides comprehensive consulting services, which range from strategy development to the execution of actionable plans. We assist our clients in navigating changes and achieving improvements in their operational efficiency and tackle the possible challenges they are going to deal with in the dynamic and rapidly changing environment.

Our team is comprised of talented professionals with industry-specific knowledge, domain expertise, and practical experiences. With access to KPMG's global resources in combination with proven methodologies and database, we are able to provide our clients with integrated solutions and help them effectively address the issues they may face. In doing so, we help clients transform their challenges into opportunities, which enhance their business values and competitiveness, to build a successful sustainable business.

In response to current market trends and client needs, we are continuously expanding the boundary of our services, which include the following :

/ 管理顧問服務  
Management Consulting

/ 風險顧問服務  
Risk Consulting

/ 財務諮詢服務  
Deal Advisory

/ 資訊科技與商用軟體顧問服務  
IT Information Technology and  
Business Systems Advisory

/ 資料分析與數位金融服務  
Data and Analytics  
Digital Transformation

/ 政府與基礎建設顧問服務  
Government and Infrastructure  
Advisory

/ 永續發展顧問服務  
Climate Change and Sustainability

## 顧問諮詢服務 Advisory Services

# 管理顧問服務 Management Consulting

### 策略與經營績效服務

- 企業商業模式及營運模式規劃與執行
- 企業績效衡量與管理 (BSC、ABC/M)
- 品質成本優化及改善服務
- 製造生產力提昇與管理
- 產品開發與產品生命週期管理 (PLM)
- 供應鏈管理 (SCM)
- 專案管理 (PMM)
- 併購後營運管理整合服務

### 財務功能服務

- 企業財務策略校準
- 營運規劃與財務預算預測管理
- 產品獲利分析與成本優化管理
- 財務報表結帳與合併報表流程優化
- 財務功能整合與共享服務中心
- 管理報表規畫、設計與整合
- 商業智慧與決策支援系統應用
- ERP 導入前之核心流程平順化
- ERP 協同實施與專案風險管理

### 人力資源與變革管理服務

- 領導才能發展與主管傳承接班計畫
- 組織設計與發展
- 職能評鑑與職能發展
- 績效評估與管理
- 獎酬激勵工具規劃
- 人力資源功能優化與共享服務中心建構
- 企業文化變革管理
- 中高階人才甄選服務
- 退休金精算與勞動法法令諮詢
- 人力資源實地審查與合併後整合服務

### Strategy and Operation

- Strategy and Business Planning
- Business Performance Measurement and Management (BSC、ABC/M)
- Quality and Cost Optimization
- Productivity Improvement and Management
- Product Development and Product Lifecycle Management (PLM)
- Supply Chain Management (SCM)
- Project Management (PMM)
- Post Merger Integration

### Financial Management

- Finance Strategy
- Business Planning, Budgeting and Forecasting
- Product Profitability Analysis and Cost Management
- Quality Close and Reporting of Consolidated Financial Statements
- Finance Function Integration and Shared Services Center Design
- Management Report Design and Integration
- Business Intelligence and Decision Support System Application

### People and Change

- Talent Development and Succession Planning
- Organization Design for Performance
- Competency Management
- Performance Evaluation & Management
- Reward Strategy
- HR Function Optimization and Shared Services Center Design
- Corporate Culture Change Management
- Executive Search and Selection
- Pension Advisory Services
- HR Due Diligence and Post-Merger Integration

## 顧問諮詢服務 Advisory Services

# 風險顧問服務 Risk Consulting

### 財務風險管理服務

- 信用風險管理
- 作業風險管理
- 市場風險管理
- 新版巴塞爾協定導入
- 風險管理與績效改善
- 金融市場交易風險與資金管理
- 保險風險管理

### Financial Risk Management

- Credit Risk Management
- Operational Risk Management
- Market Risk Management
- Basel II Implementation
- Risk Management and Performance Improvement
- Financial and Treasury Management
- Solvency II



### 風險管理、內部稽核與遵循服務

- 協助企業建立高效能董事會打造經營藍圖
- 協助建立公司治理架構或制度
- 協助企業建立風險管理機制或進行企業風險評估
- 建立及強化現有之內部控制制度
- 協助海外上市有關公司治理及內部控制之法規遵循
- 強化內部稽核職能
- 內部稽核委外與合作
- 協助覆核合約義務之遵循
- 協助深化供應鏈風險控管之議題

### Internal Audit, Risk and Compliance Services

- Assistance in building the high efficient and effective board committee
- Assistance in the establishment of a Corporate Governance structure and framework
- Assistance in the establishment of a Business Risk Management framework or the provision of a full spectrum of Enterprise Risk Assessment
- Assistance in the establishment and enhancement of an internal control framework
- Assistance in compliance with foreign regulatory requirements on Corporate Governance and internal control for a foreign-listed company
- Assistance in the evaluation and enhancement of the performance of Internal Audit function
- Assistance to an organization's Internal Audit function through strategic sourcing
- Assistance in reviewing the compliance of contractual obligations
- Assistance in the risk management agenda among the supply chain

## 會計諮詢服務

- 全球會計原則轉換服務
- 會計諮詢服務
- 財務報導流程諮詢服務

## Accounting Advisory

- Global Conversion Services
- Accounting Advice
- Financial Reporting Process Advisory

## 鑑識會計服務

- 舞弊風險診斷暨顧問諮詢
- 爭議與訴訟支援服務
- 法規遵循顧問諮詢服務
- 舞弊調查服務
- 智慧財產權與合約治理服務
- 鑑識科技服務
- 反洗錢暨反資恐諮詢服務

## Forensic Services

- Fraud Risk Management and Anti-fraud Advisory Assistancess
- Dispute and Litigation Support Services
- Regulatory Compliance Advisory Assistance
- Fraud Investigation Services
- Intellectual Property & Contract Governance
- Forensic Technology Services
- AML & CFT Advisory Services





## 顧問諮詢服務 Advisory Services

# 財務諮詢顧問服務 Deal Advisory

在當今的商業環境中，企業在進行收購、出售、聯盟、融資或重組時，為了給利害關係人帶來更理想和更長久的成果，需要比以往面對更大壓力。我們能從投資者的角度思考，協助客戶克服當前挑戰，抓緊未來機遇，並推動戰略性變革，從而讓客戶充滿信心地在適當時間做出正確決策。我們的服務包括：

The Business environment today will have to face more pressure than ever to deliver better, lasting results for stakeholders, whether you need to buy, sell, partner, fund or fix your company. By thinking like an investor, we help you see beyond the immediate challenges to future opportunities in order to manage strategic changes, giving you the confidence to make the right decision at the right time. Our services include :

### 收購業務

#### Buying a Business

- 制定有效的收購策略
- 發掘及評估收購機會及其優先順序
- 進行準確的價值評估
- 制定並實施可行的解決方案
- 整合並實現投資價值
- Develop an effective acquisition strategy
- Identify and prioritize potential acquisitions
- Conduct accurate business valuations
- Develop and execute implementable solutions
- Deliver real results when acquiring a business

### 出售業務

#### Selling a Business

- 分析業務組合以實現股東價值最大化
- 評估退出策略
- 讓業務分拆做好準備
- 執行有效的出售流程
- 降低交易風險
- 提升核心業務的價值
- Analyze your business portfolio to maximize shareholders' value
- Assess exit strategies
- Prepare the business for exit
- Execute an efficient divestment process
- Mitigate transaction risks
- Enhance your retained business

### 合資與聯盟

#### Partner

- 制定有效的策略與業務計劃
- 發掘市場機會和潛在合作夥伴
- 評估各種方案、設計（建構）夥伴關係
- 執行交易和策劃執行方案
- 鞏固及壯大合資企業
- Develop an effective strategy and business plan
- Identify the market opportunity and potential partners
- Appraise the options and design the partnership
- Execute the deal and plan the implementation
- Power up your joint venture or business combination

## 融資

### Funding a Business

- 根據業務和發展計畫確定融資目標
- 根據業務類型評估最優資本結構
- 發現潛在資金來源和資本結構關鍵目標
- 接觸資本市場並磋商關鍵的商業條款
- 根據交易來制定股東和貸方之間的持續溝通策略
- Determine funding objectives in the context of your business and growth plans
- Evaluate the optimal capital structure for your business
- Identify potential sources of capital and key structuring objectives
- Approach the market and come to an agreement with key commercial terms
- Develop ongoing transaction-based shareholder and lender communication strategies

## 重組

### Fixing a Business

- 轉虧為盈
  - 審閱立即並可行的方案
  - 掌握現金和流動性狀況
  - 制定可持續的企業扭轉計畫以提高效益
  - 以戰略目標為導向迅速執行計畫
  - 從轉型中實現價值
- 財務重組
  - 進行流動性分析，確定貴公司的流動比率
  - 評估公司績效，商業計畫和重組方案
  - 爭取利害關係人的支持
  - 制定可行的方案及應變計畫
  - 高效執行重組
  - 持續監控績效並識別警訊
- 破產及紓困
  - 確定財務困境的程度和緊迫性
  - 評估短期的價值方案
  - 爭取利害關係人的支持
  - 制定可實現的破產重組計畫
  - 執行和監控計畫以實現價值最大化
- Turnaround
  - Review your immediate options
  - Control of your cash and liquidity positions
  - Build a sustainable business turnaround plan to improve performance
  - Execute your plan quickly in alignment with strategic goals
  - Realize value from the transformation
- Financial Restructuring
  - Undertake a liquidity analysis and determine the company's liquidity ratio
  - Assess the company's performance, business plan and restructuring options
  - Gain stakeholder support
  - Develop an achievable plan of action that builds in contingencies
  - Implement the restructuring efficiently and effectively
  - Monitor ongoing performance and identify any variances
- Solvency
  - Determine the extent and urgency of the distress
  - Assess short-term value options
  - Gain stakeholder support
  - Develop an achievable insolvency plan
  - Implement and monitor the plan to maximize value

## 顧問諮詢服務 Advisory Services

### 資訊科技與商用軟體 顧問服務

### Information Technology and Business Systems Advisory



KPMG 資訊科技與商用軟體諮詢服務團隊具有充分專業能力，協助客戶利用資訊科技與商用軟體提升市場競爭力與營運效率、降低營運成本與風險，使資訊投資獲致最大的效益。我們的客戶包括許多領域的領先企業，如金融保險、電子商務、電子支付、高科技、電信通訊、社群媒體、雲端服務、百貨流通、醫療等產業。此外，我們亦協助許多重要政府機關與大型國營企業，透過科技提升電子化政府的便民服務，同時充分掌握風險、並保護民眾的隱私。

我們是客戶在數位轉型過程中，最有價值的夥伴。我們協助客戶透過大、智、移、雲（大數據、智慧、移動、雲端）等新興科技來提升企業競爭力。我們的專業資訊服務公司 - 安侯資訊，在行動應用、智慧裝置、雲端架構、整合通訊等領域，具有豐富的導入經驗。

我們的團隊成員，在資訊策略規劃、商用軟體導入、網際安全 (Cyber Security)、資訊風險管理、資訊服務管理、資訊專案管理、資訊系統稽核等領域各有專長。除了成員具有業界最完整之證照資歷外，KPMG 亦是國內唯一自身同時通過 ISO 27001「資訊安全管理」、ISO 20000「資訊服務管理」、BS 10012「個人資料管理」國際驗證的專業顧問組織。

KPMG's Information Technology and Business Systems Advisory professionals help our clients utilize information technology and business systems to improve competitiveness, enhance efficiency, reduce operation cost, and control risks. Our clients include leading enterprises in many industries such as financial services, e-commerce, payment, hi-tech, telecommunication, social media, cloud services, retails & distribution, healthcare, etc. We also assist major government organizations, regulatory authorities, and state-own enterprises to provide better services to the public while managing the risks and protecting sensitive data.

We are the most valuable partner in client's digital transformation journey. We assist clients to gain competitive advantage through technology innovation, including big data, smart devices, mobile, and cloud. KPMG Information Technology Advisory Co., the professional IT services arm of KPMG in Taiwan, has extensive experiences in developing mobile applications, deploying smart devices, designing cloud architecture, and integrating computer-telephony.

Our team members are skilled in IT strategic planning, enterprise applications, cyber security, information risk management, IT service management, IT project management, as well as information systems audit. Home to consultants with industry-leading professional certificates, KPMG happened to be the only professional consulting organization in Taiwan certified in ISO 27001 (information security management), ISO 20000 (IT service management), and BS 10012 (personal information management).

## 網際安全與隱私保護服務 Cyber Security and Privacy Protection

網路時代的興起，對網際安全形成重大挑戰。我們協助客戶完善資安管理制度，並利用資安技術以提昇資訊安全、保護個人資料。KPMG 是台灣極少數同時具備輔導顧問、獨立驗證、教育訓練等三項能力與國際資格的公司。此外，我們亦積極參與主管機關、國際組織關於資安法規與標準的訂定。我們的服務包括：

- 各類資安技術檢測，如網路滲透測試、弱點掃描分析、資安紀錄覆核、及特定產業 (如金融業) 之合規檢測等；
- 各類國際及國內標準之輔導，如 ISO 27001、PCI DSS、ISO 22301、BS 10012、HIPPA、TPIPAS 等；應用領域涵括資訊安全、個人資料保護、營運持續、金流安全、電子商務安全、健康醫療資訊保護等；
- 符合 IRCA 國際規格之資安教育訓練。

Pervasiveness of internet adoption has posed significant challenges in cyber security. We assist our clients to implement processes and technologies for better information security, privacy and continuity. We are among the very few organizations in Taiwan that is qualified to deliver all three pillars of security services: consulting, certification, and training. We are also actively participating in the formation of regulations and standards, both local and around the world. Our services include:

- A full spectrum of security testing services, ranging from network penetration testing, systems vulnerability assessment, security log review, to security compliance testing for specific industries such as financial institutions;
- Advisory for implementing standards (international or local) such as ISO 27001 (information security), PCI DSS (payment security), ISO 22301 (business continuity), BS 10012 (privacy), HIPPA (for healthcare), and TPIPAS (for e-commerce), etc.; and
- IRCA-approved training courses for security auditors.

## 企業資源規劃系統諮詢 ERP Advisory

我們的堅強顧問團隊具有深厚技術能力並了解業務領域。透過與主要 ERP 系統供應商的策略聯盟，再結合我們的產業知識，我們可協助客戶利用應用系統獲致明確且長久的效益，並同時降低風險與不確定性。我們亦提供持續的教育訓練與客戶支援，以協助客戶降低應用系統的整體持有成本。

We provide high-quality professional services that span both technical and functional areas. With in-depth industry expertise and through our strategic alliance with major solution providers of Enterprise Resource Planning (ERP) software, we help clients utilize their application systems to achieve the best result while reducing risks and uncertainty. Our continuous training and support services assist clients to reduce their total cost of ownership.

## 新興科技諮詢與建置服務 Emerging Technologies Advisory and Implementation

新興資訊科技正在對企業經營模式產生劇烈的影響，我們協助企業規劃、建置各項新興科技平台或解決方案，並提供風險管理與法規遵循的諮詢。我們的服務使客戶得以迅速採用新興科技來提升競爭力，同時避免嘗試錯誤過程造成的商機延宕與成本損失。我們的服務包括：

- 電子支付業務之申請、輔導與審核；
- 雲端策略、應用與安控；
- 智慧裝置、行動裝置、自攜設備 (BYOD) 之規劃、整合應用、安控與管理；
- 行動應用 (Mobile App) 開發與建置；
- 雲端桌面 (VDI) 規劃與建置；
- 整合通訊 (IP Telephony) 規劃、建置、與電信節費設計。

Emerging technologies are rapidly changing the landscape of businesses. We assist our clients to plan and implement new technologies and solutions while advising them how to manage technology risks and comply with ever-increasing regulations. Our services enable our clients to enjoy the benefits of latest technologies, and avoid additional cost or missing opportunities caused by trial-and-error. Our services include:

- Advisory and audit for electronic payment business;
- Cloud strategy, application, and security;
- Planning, integration, security control, and management of smart/mobile devices, including BYOD (Bring-Your-Own-Device);
- Mobile applications (app) development and implementation;
- Planning and implementation of VDI (Virtual Desktop Interface); and
- IP telephony integration, and design for mobile cost savings.

## 資訊策略規劃與資訊部門績效提升服務 IT Strategy and IT Performance Improvement

我們協助客戶的資訊長 (CIO) 面對常見的重大挑戰，如：建構資訊策略藍圖、支援業務成長但控制資訊支出、提升內外部客戶滿意度等。我們利用 ITIL 最佳實務及工具來改進資訊部門績效，並輔導客戶取得資訊服務管理之國際驗證 ISO 20000。

We assist our clients, especially CIO, to deal with major IT challenges, e.g. constructing IT strategic blueprint, supporting business growth effectively while controlling IT expenses, improving customer satisfaction (both internal and external) toward IT services, etc. We help our clients employ best practices such as ITIL, and implement technology tools to improve IT performance and to obtain ISO 20000 international certification in IT service management.



## 金融業獲利管理系統解決方案 (FTP/ABC/PA/ALM) Profitability Management Technology Services for Financial Industry

協助金融產業針對獲利和資產負債管理的議題，提供全行之獲利能力分析與管理，以提供高階經理決策之依據。協助推廣以市場為基準的資金轉撥計價方案，以期符合公平合理有效率的訂價，並做為高層管理資產負債表之有效工具。資產負債管理精確分析銀行的流動性狀況、利率波動影響狀況以及模擬分析以協助決定產品訂價及策略走向。並進一步為銀行規劃與建立全方位多維度之績效評估 (PA)，其中包含資金成本、間接成本計算之 ABC (Activity-Based Costing) 分析等，以了解當前各事業線 – 分行 – 產品 – 人員 – 各種通路等之獲利能力精確分析。提供上述之組織設計、方法諮詢、推廣計畫、教育訓練、執行導入等服務。

Analysis for profitability and asset/liability management advisory to senior managers alleviate increasing pressure from their stakeholders. The services include implementation of Fund-Transfer Pricing, Activity-Based Costing, and Multi-Dimensional Performance Assessment. We provide state-of-the-art system platforms that help companies to develop a dynamic business strategy, an efficient organizational structure, an adequate implementation approach, a systematic deployment plan, and a professional training program.

## 企業績效及人力資源管理系統解決方案 IT Enablement for Enterprise Performance Management Technology Services

提供整合性規劃、預算編製、預測系統及人力資源管理系統可以加強企業策略目標與資源的結合，增進預算編製、財務預測和人力資源的效率和控管。導入財務合併報表系統可以增進資訊的透明度、縮短編製所需時間、並提升合併流程的管控和品質。

We provide integrated planning, budgeting, forecasting, and human resources management systems that will strengthen the integration of corporate strategic objectives and resources; increase efficiency and control of budgeting, financial forecasting, and human resources. The introduction of consolidated financial reporting system will improve the transparency of the information, shorten the preparation time and enhance the control and quality of the combined processes.

## 法規遵循 Technology Enablement for Regulations Compliances

因應法規遵循，例如：反洗錢法案 (AML)、巴塞爾協定 (Basel)、國際財務報導準則 (IFRS)、外國帳戶稅收遵從法 (FATCA) 等法規變動連帶所需之資訊系統衝擊評估、設計和導入諮詢服務。

Compliance issues, including Anti-Money Laundering (AML), Basel, International Financial Reporting Standards (IFRS), Foreign Account Tax Compliance Act (FATCA), and other regulatory changes resulting in necessary information systems impact assessment, design, and introduction of consulting services.

## 資訊專案諮詢服務 IT Project Advisory

對於執行大型而複雜資訊專案之客戶，我們協助客戶辨識並設法降低可能之專案風險、控管重要之專案里程碑。我們常提供的服務包括企業專案總管理處 (Enterprise Project Management Office) 的建置與管理、專案風險管理 (Project Risk Management)、廠商評選協助 (Selection Assistance) 等，都是著眼於增加專案之成功機率、並發揮專案的最大效益。

For clients executing complex IT projects, we help them identify and mitigate the risk of project failure and monitor important project milestones. Our services include Enterprise Project Management Office, Project Risk Management, Selection Assistance, etc., all designed to increase the chances of achieving project success and optimizing the project benefits.

## 資訊稽核與實證服務 IT Audit and Attestation

對於執行大型而複雜資訊專案之客戶，我們協助客戶辨識並設法降低可能之專案風險、控管重要之專案里程碑。我們常提供的服務包括企業專案總管理處 (Enterprise Project Management Office) 的建置與管理、專案風險管理 (Project Risk Management)、廠商評選協助 (Selection Assistance) 等，都是著眼於增加專案之成功機率、並發揮專案的最大效益。

For clients who wish to identify, measure and monitor business risks resulting from their dependence on information technology, we assist them through various audit or attestation programs such as WebTrust, SysTrust, SSAE16 / ISAE3402 (previously SAS70), Service Organization Controls audit (SOC 1, 2, and 3), Certificate Authorities Audit, Vendor Audit, and general/specific IT Audit.

## 顧問諮詢服務 Advisory Services

# 資料分析服務與數位金融服務 Data and Analytics / Digital Transformation

### 資料分析服務 Data and Analytics

KPMG 巨量資料分析服務是由經驗豐富的稅務、審計以及顧問專業團隊所組成，協助客戶系統化整合不同平台收集的巨量資料，將有價值的資訊分析轉化為核心知識及決策，進一步強化對於企業經營管理及業務拓展的實務運用上，讓企業獲致最大的資料分析效益。

We specialize in transforming ordinary data into valuable insights. We have built our reputation on our ability to collect and analyze the right data to create smart management information. Our network professionals have refined their analytics capabilities through decades of tax, audit and advisory services. With a systematic approach, we are able to integrate internal, external and open data into a NoSQL structure. Furthermore, by implementing the Hadoop framework and performing association analysis, predictive modeling and data optimization in combination with data visualization, we have provided our clients with useful insights and empowered their management teams with tactical information to make challenging strategic decisions.

### 數位金融服務 Digital Transformation

KPMG 專業顧問團隊由各領域專家所組成，包含金融服務顧問專家、資訊科技專家、策略規劃人員及律師等，能夠有效整合並運用國際資源，用以規劃並提供數位環境建置、資料分析及營運模式創新等解決方案，有效協助及提供全面性整合服務。

Our advisory team is comprised of experts that include financial advisers, information technology managers, strategic consultants, and lawyers. They collaborate to effectively organize and utilize global resources, plan and provide digital banking frameworks, and perform data analysis and modeling to develop new strategic solutions.



資料分析服務主要業務包括：

Data and Analytics main services are :

### 資料整合與轉換

#### Data Integration and Transformation

我們將設計有效的活動，協助客戶進行資料收集、資料儲存、資料運算，透過巨量資料架構取得不同類型的資料。

We will design various events to help our clients to collect new information regarding their customers, and store the new data set in our NoSQL data platform to be used in our data analysis and modeling.

### 資料分析與模型

#### Data Analysis and Modeling

取得資料並進行轉換及整合後，我們將協助客戶完成資料統計及分析，將取得的資料透過巨量資料架構以統計分析方法轉換成可用的資訊。

After transforming the collected data into a useful format, we will assist our clients to analyze the data into valuable information.

### 資料結果與呈現

#### Data Visualization and Suggestion

為使企業能有效利用資料分析的結果，我們將透過視覺化工具，將報表與資料以視覺化的方式產出，依據分析結果做為決策依據，提高決策品質。

In order for our clients to have a better understanding of our analysis, we will present our data analysis in a pictorial or graphic format. We will then provide suggestions based on our graphical findings.



數位金融服務主要業務包括：  
Digital Transformation main services are :

### 數位金融策略發展 Strategy Development

KPMG 具有國內外豐富的數位金融策略發展經驗，能夠有效整合國際資源並提供數位環境建置、資料分析及營運模式創新等策略發展方案，協助提供數位金融策略發展及轉型規劃。

We have both local and global experience in strategic development for digital finance applications. We are able to effectively integrate global resources and provide grounds to build digital environments so that transformative strategies could be achieved.

### 數位通路客戶經營、 產品與服務發展規劃 Customer Management and Services Development

針對數位通路之客戶管理、產品與服務發展進行設計與規劃，以滿足客戶明確的需求，提升客戶體驗，並預測客戶的需要與喜好。

Designing channels for customer management, as well as planning product and service development, can satisfy specific client requirements, improve customer experience, and predict customer needs and preferences.

### 最佳化客戶體驗 Customer Experience Optimization

KPMG 所提供的最佳化客戶體驗解決方案，為一巨量資料導向的方案，能精準擷取客戶行為，提供最佳化客戶體驗，並協助企業優化客戶服務的營運成本、提升客戶滿意度及增加企業營收。

Our customer experience model is supported by big data and is able to capture customer behavior and provide experience optimization. We also assist businesses to minimize their operating costs, improve customer satisfaction, and increase revenue.

### 全通路虛實整合 Omni-channel Integration

全通路 (Omni-channel) 以多通路策略為建立基礎，讓客戶可隨時隨地使用任何裝置與銀行介接，在各通路之間享有一致的服務體驗。

We help customers lay the foundation of omni- and multi-channel strategies enable to use every device to interface with their banking services, independent of time and location.

### 數位金融資料價值與應用 Data Value and Application

如何提供服務價值以滿足客戶現有及潛在需求是決勝競爭的關鍵。KPMG 將協助客戶洞悉數位金融資料、掌握資訊，並且瞭解其所隱含的價值。

How to provide value to satisfy the current and future need of customers are the key factors in determining a competitive advantage. KPMG could help clients unravel and understand financial data and pinpoint the hidden insights and values residing inside such data.



## 顧問諮詢服務 Advisory Services

# 政府與基礎建設顧問服務 Government and Infrastructure Advisory

政府與基礎建設顧問服務，針對客戶的專案、計劃或業務營運提供顧問、稅務、審計、會計及法規相關的協助。團隊為政府機關、基礎建設承包商、營運商與投資人提供本地和全球豐富的經驗。

KPMG 能協助在起始階段建立穩固的基礎，並考慮到基礎建設專案或計劃各個方面 - 從策略、執行、到退場或移交。團隊協助您找出正確的方向，並量身訂做滿足企業具體目標的策略。

政府與基礎建設顧問服務為公部門和私部門的基礎建設提供策略、財務和商業諮詢服務。我們的服務涵蓋基礎建設全生命周期整合性顧問服務，包括投資建設新的基礎設施項目，以及透過再融資和併購謀求現有基礎建設資產價值最大化。

Government and Infrastructure Advisory can provide you with advisory, tax, audit, accounting and compliance related assistance through the life of your infrastructure projects and programs, or as a fundamental part of your business. Our professionals can bring you the benefits of their extensive local and global experience advising government organizations, infrastructure contractors, operators and investors.

KPMG firms can help set a solid foundation at the outset and combine the various aspects of your infrastructure projects or programs – from strategy to execution to end-of-life or hand-back of government and infrastructure advisory. Our teams can help you ask the right questions and find strategies tailored to meet the specific objectives you have set for your business.

Government and Infrastructure Advisory provides strategic, financial and commercial advice to public and private sector clients on infrastructure transactions. Our product offerings cover integrated advice across the asset lifecycle, including the creation of new infrastructure, and help maximize the value of existing infrastructure assets through refinancing, mergers and acquisitions.



**策略及先期規劃**

**Development Support**

- 專案策略、政府政策和法規的規劃和限制評估
- 可行性分析
- 商業案例剖析
- 風險分析
  
- Strategy, policy and regulatory formulation and planning
- Feasibility assessment
- Business case development
- Risk analysis

**採購及財務顧問階段**

**Procurement & Financing**

- 投標策略諮詢
- 籌資規劃及專案融資評估
- 財務模型
- 商業條款的協議與議約協助
  
- Bid advice
- Funding strategies and procurement of financing
- Financial modeling
- Negotiation of commercial terms

**興建期專案管理階段**

**Delivery and Construction**

- 風險、成本和效益的監測和控制管理
- 公司治理和合約管理
- 專案監督
  
- Monitoring and control of risks, costs and benefits
- Governance and contract management
- Project oversight

**營運及績效管理階段**

**Operations and Performance**

- 資產管理
- 合約監控管理
- 仲裁或爭議調節
  
- Asset management
- Contract monitoring
- Dispute resolution

**投資策略階段**

**Investment**

- 基礎設施資產的投資 / 出場 (處分)
- 盡職調查
- 併購服務
- 評價服務
- 再融資規劃與評估
- IPOs
  
- Investment/divestment of infrastructure assets
- Valuations
- Due diligence
- M&A Advisory
- Refinancing
- IPOs

**全生命週期**

**Whole of Lifecycle**

- 資本支出計畫領導思維
- 稅務規劃
  
- Capital Project Leadership (CPL)
- Tax

## 顧問諮詢服務 Advisory Services

# 永續發展顧問服務 Climate Change and Sustainability

近年來因氣候變遷、能資源短缺、人口成長、生態系統破壞及貧富差距擴大等問題日趨惡化，唯有積極推動永續發展，邁向綠色與低碳經濟，尋求經濟、環境、與社會三重盈餘 (triple bottom-line)，才有機會奠定企業可持續成長的契機。故各型企業必須建立永續風險的辨識與管理系統，將永續議題整合至營運策略與產品及服務的創新，精進環境、社會與公司治理 (ESG)，有效結合核心能力善盡企業社會責任 (CSR)。KPMG 的氣候變遷及企業永續服務主要的服務有：

Facing the worsening trends of urbanization, climate change, energy and resource scarcity, population growth, ecological damage, and wealth in these years, the only chance to keep enterprises growing sustainability is to seek for a triple bottom-line from economy, environment and society. Thus, every enterprise needs to build a system to distinguish and manage risks, to integrate the sustainability issue to operation strategy and innovation of products and services, to improve the governance, environment and society, and to leverage the core competence for corporate social responsibility. Our main services are :

/ 治理、商業策略與行動方案規劃及執行  
Governance, Business Strategy and Action Plan

/ 資訊揭露與報告書編製  
Reporting and Information Disclosure

/ CSR 報告書確信  
CSR Report Assurance

/ 利害關係人議合  
Shareholder Engagement

/ 低碳策略與碳揭露  
Low Carbon Strategy and Carbon Disclosure

/ 金融業環境與社會風險管理及責任投資  
Environment and Society Risk Management and Responsible Investment for Financial Service Industry

/ 政府產業永續發展智庫  
Sustainable Development Think Tank for Government

/ 社會企業的輔導與育成  
Counseling and Incubation of Social Enterprise

/ 公益投資的社會報酬分析 (SROI)  
Social Return of Investment (SROI)





## 安侯法律事務所 KPMG Law Firm

在全球化競爭的浪潮中，企業所需專業服務更形多樣化，不論是台灣企業謀求強化體質、提升競爭力，或是跨國區域經濟整合，都涉及法律、會計、稅務及財務等各層面。在當前趨勢下，專業服務必須能整合前述各層面之服務能力，方能提供客戶整合之專業服務。

安侯法律事務所網羅各重要法律領域傑出人才，組成完備的法律服務專業團隊，並與 KPMG 安侯建業各專業團隊建立策略聯盟的合作關係，將協同各核心團隊提供法律、會計、財務、稅務諮詢，致力為客戶提供全方位專業服務及創造附加價值，以協助企業邁向全球化競爭。

In the midst of increasingly fierce competitions fueled by globalization, the need for companies to access integrated professional services across a broad spectrum of commercial disciplines has never been more important and compelling. Virtually, all critical business initiatives or activities, whether driven by the need to improve fundamentals, boost competitiveness or expand across the border, are highly multi-faceted and entail expertise in legal, accounting, tax and finance counseling. With the intensifying and fast-paced global competition as the backdrop, companies require a dedicated professional services provider who can provide seamlessly integrated professional services across a broad range of expertise in law, accounting, tax and finance.

KPMG Law Firm has assembled a unique team of highly qualified professionals in our key service areas. Our firm has established a close strategic alliance relationship with other reputable teams of KPMG in Taiwan. Going forward, KPMG Law Firm will collaborate with KPMG in Taiwan in achieving the common goal of fully supporting clients to compete in today's fast-changing global marketplace with our value-added and wide ranging professional solutions combining legal, accounting, finance and tax advisory services.





主要業務：

Our main services are :

- 協同 KPMG 安侯建業審計、稅務及財務團隊服務客戶。
  - 併購交易業務包括合併、換股、股權投資、資產轉讓、合資、集團重組等交易及國內外私募股權基金及創投投資等。
  - 資本市場業務包括臺灣及美國證交法令諮詢，以及回台上市（含 IPOs 及 TDR）、發行海外有價證券及寶島債券等。
  - 企業法務業務包括一般公司法務、證券法令遵循、合約審閱、勞工法令遵循等。
  - 遺產及繼承規劃、家族及個人財務規劃相關法律服務。
  - 稅務法律諮詢業務，將配合 KPMG 安侯建業稅務團隊提供所需之法律相關支援。
  - 商務訴訟及仲裁協助：商務訴訟仲裁、跨國訴訟及商務糾紛處理、政府行政爭議、白領犯罪及集團舞弊調查訴訟支援、美國海外反貪腐法 (FCPA) 諮詢服務等。
  - 其他法律服務業務如智慧財產權、銀行金融、跨國競爭法業務、政府採購及公共工程（含 BOT）、不動產、外資及陸資來台等。
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- Cooperating with and supporting the audit, tax and finance teams of KPMG in Taiwan in providing integrated professional services.
  - M&A Practice includes every type of domestic and cross-border transactions such as merger, share swaps, equity investment, asset transfers, joint venture, group restructuring, PE/VC formation and investments/exits, etc.
  - Capital Market Practice includes Taiwan and U.S. securities law advice and a full range of securities offering transactions, such as Taiwan IPOs and TDRs by foreign issuers, overseas offerings of GDRs and ECBs, Formosa bonds, etc.
  - General Corporate Practice includes typical company law matters, securities law compliance, contract drafting and negotiation, labor law compliance, etc.
  - Private Wealth Practice includes full range of legal counseling for families and individuals on estate and succession plan matters.
  - Tax Law Practice: we will fully coordinate with and support the tax team of KPMG in Taiwan on every legal aspect of tax matters.
  - Dispute Resolution Practice includes commercial litigation and arbitration, coordination for cross-border litigation and commercial dispute resolution, governmental dispute proceedings, white-collar crimes, corporate fraud investigation, litigation support advice on US Foreign Corrupt Practices Act, etc.
  - Other practice areas include intellectual property, banking, cross-border antitrust law, government procurement and public construction projects (including BOT), real estate investment, regulatory advice on foreign and PRC investments into Taiwan, etc.