

Corporate Intelligence

Protecting your
reputation and
safeguarding your assets



How we can help

Organisations are increasingly looking harder for growth opportunities in global markets. But with a world of opportunity comes a level of uncertainty. Regulators are also applying a higher level of scrutiny, and other stakeholders are demanding higher degrees of integrity. Trust and reputation in corporate relationships are vital. Who are you doing business with? Do you have timely and insightful information with which to make decisions to protect your organisation?



We can help you assess and keep track of global risks to your business integrity, reputation and brand through:

- 1 Interrogating a wide range of public information and data sources including corporate information, litigation, and sanctions data – who is behind the organisations you’re doing business with, and what is their reputation?
- 2 Our expertise in harnessing technology to scan and analyse multi-lingual internet, media, social media and blog sources – what is the market chatter?
- 3 Our extensive team of “people who know,” through our Global PwC team and in-country industry specialists – how are the organisations with whom you do business perceived and what are their credentials?



We will mobilise our team with deep industry expertise to provide you with the information you need to make sound and informed commercial decisions to protect your brand and reputation

Our team, your partner

At PwC, we’ve been investing in our global corporate intelligence capability, bringing in dedicated experts, building our internal and external contact network, enhancing our technology, and training our people. Today we have a truly world class global team and work for a wide range of repeat clients – everything from small to medium sized enterprises to some of the world’s largest and best known companies.

As a team, we have undertaken over 50,000 Due Diligence and investigative reports at different levels of complexity.

Our Corporate Intelligence business is part of a global network of 2,700 Forensic staff located in 50 territories, providing you with access to a broad network of industry and in-country specialists.

A team of over 200 full-time and directly employed Corporate Intelligence professionals across the globe.

Our client stories

“What set PwC apart was their international capabilities and their flexibility to tailor their offering to our specific requirements.”

Lloyds Bank Group

“We examined the report and were very happy with it, we were impressed by the high quality and completeness of the report compared to reports from your competitors.”

A European Bank



Global third party Due Diligence for a leading aerospace company

Since 2009, we’ve been working with one of the world’s leading aerospace and defence businesses. We’ve been performing enhanced and programmatic integrity global Due Diligence on existing and prospective sales agents, marketing advisers, distributors and key suppliers. On each third party we undertake detailed public records research and discreetly gather market intelligence from our network of industry experts about specific issues and integrity risks. We have delivered reports on over 120 companies and individuals in 21 countries across Asia, Africa, Europe, the Middle East and the Americas. Our client uses our bespoke MyThirdParty (MTP) portal to enable them to request reports and manage their Due Diligence processes, across their global business, 24 hours a day, seven days a week.

Corporate Intelligence – specialist skills to match your specific requirements



Integrity due diligence



Strategic intelligence



Investigations



Asset tracing

Investigating the activities of a business partner or supplier?

Helping you choose business partners which will enhance and not damage your brand

In an increasingly regulated environment, you need to be proactive in protecting your brand and your reputation. We research people and companies, producing profiles and running background checks to help you manage your business integrity and reputational risk. Working on standalone projects, or high volume global third party reviews, we help you verify the information you hold, and find information that you don't.

We help clients comply with the UK Bribery Act and US Foreign Corrupt Practices Act, and Enhanced Due Diligence for Anti-Money Laundering purposes. We also look more widely at general reputation issues affecting our clients, such as social, ethical and environmental matters.

Gathering intelligence so you can act with confidence

Helping you decide your strategy and make the right choices

For organisations focused on growth, there's an increasing spotlight on overseas joint venture and merger and acquisition activity. But how confident are you that the joint venture or acquisition is the right one for your organisation? Using our global data sources and extensive network of industry specialists, our factual reports will help you make decisions about joint ventures, mergers, acquisitions and strategic alignments.

And the information we provide can also help you determine the right strategy to take in litigation; and assist you in adversarial situations like hostile or contested bids. Know your targets; know your enemy.

Identifying the connections and tracking the suspects

Helping you minimise the consequences of fraud, corruption and other financial crime

The impact of doing business with the wrong person or company can be huge. Our research is often used to support civil and criminal investigations. Our team analyses suspicious transactions; from assessing their validity, to profiling suspected fraudsters, their network of associates and accomplices. We look at how they work, connected parties and locations: The who, what, where and when, often using specialist research technology such as social media monitoring. We provide the answers in a digestible format, using Data Visualisation and Analysis tools to help present evidence in court.

Do you hold a bad debt portfolio?

Follow the money

Do you suspect that assets have been moved or hidden in a deliberate attempt to conceal their existence and ownership? Are you looking to recover or restructure outstanding debt? Are you investigating suspected asset stripping or theft from your organisation? Are you involved in a matrimonial dispute?

We specialise in establishing who owns global assets, whether individuals or corporations, to help you make informed strategic decisions or respond when assets are taken. Our work will help you to maximise recoveries and challenge asset sheltering.

Asset tracing

"During the work-out process of one of our debtor books, it was essential that we had sound information to base decisions on – both in terms of maximising recoveries and minimising debt write-off. From the initial pitch, to the final output, it was clear that PwC's asset tracing team had a clear understanding of our requirements and, most importantly, an ability to consistently deliver a high standard of reporting. Over a six month period, they proved that they had the capacity and capability to work through that loan book, providing 200+ asset tracing reports on our most problematic debtor relationships. They were flexible in their approach, and worked with us to ensure high quality reports that met our specific needs."

Peter Hughes, Global Head Non Core, Danske Bank

Misappropriated money

We acted for a major international mining group that was a potential claimant in proceedings against two former directors who, during their tenure, had allegedly misappropriated capital expenditure in excess of £130m.

We were engaged to locate and understand the approximate value of the former directors' global assets in order to facilitate the drafting of freezing and enforcement orders.



"The work performed by PwC allowed us to make a realistic valuation of a loan debtor book we were bidding for, saving us almost £1bn."

Private Equity Firm

Corporate Intelligence – specialist skills to match your specific requirements



Pioneer



Third party compliance and audit reviews



Executive security risk profiling

Are you entering an emerging or frontier market?

Understand a new market and territory. Know before you go

Whether you're entering a new market or new sector, you need to know how business there is done. Our Pioneer team prepare comprehensive reports, customised for you, covering political and business risks in those countries where there is little separation between politics and business.

We focus on helping you understand the risks your particular business faces, which may include :

- Political risk and security.
- Regime change and what it means for you.
- Stakeholder analysis.
- Local partner selection.
- Supply chain disruption.
- Bribery and corruption.
- Taxation.
- The stability of export and import licences.

Do you work with overseas Agents and Intermediaries?

Understanding the “on the ground” reality when dealing with third parties

International legislation, the UK Bribery Act (UKBA) and subsequent prosecutions demonstrate the use of third parties (sales agents, distributors, intermediaries, logistics providers and partners) is probably the highest risk area a business faces. How robust and efficient is your third party risk management programme? Are they working with subcontractors without your knowledge? How would you know? What issues does this bring? We help clients design, implement and test third party risk and compliance programmes. This also includes undertaking on-site audit reviews for some of the most respected global companies.

- Readjustment of commercial relationship (commission rates, rebates).
- Improvement of procedures (reporting, recommendations).
- Interviews with key personnel and sub-agents.
- Review of Due Diligence and contracts with sub-agents.
- Compliance and accounting procedures review.
- Review and testing of sample transactions (General Ledger/bank account analysis) focussing on higher risk transactions.

What risk do your senior executives pose to your business?

A holistic threat analysis of your senior executives

Cyber attacks against all types of global companies are increasingly commonplace. Board members themselves may unknowingly introduce cyber risk into the business through their own actions and behaviour.

Board members are highly visible, have access to sensitive information (often via unsecure means) and are connected and widely affiliated with other companies and prominent people. This makes board members attractive targets for attackers who often have diverse motives, ranging from business disruption to theft of corporate data.

We can help you answer these questions:

- What associations and affiliations do your board members hold?
- What vulnerabilities exist within their digital profile? (e.g. Facebook, LinkedIn).
- From public domain information, what does their profile look like and how does this affect you?
- What wider threats are there in the market for your organisation? How are you keeping track of them?

Executive cyber security risk profiling for a Eurotop 500 business

Four out of 12 board members at this global pharmaceuticals business presented an extremely high cyber risk to their employers. Open Facebook and LinkedIn profiles led to house addresses, detailed financial information and family photographs.

The potential threats highlighted were identified through detailed web searches on public domain information across the globe. The result was a detailed review of the policies and procedures and an education process to ensure any and all loopholes and potential threats highlighted were removed.

Programmatic Due Diligence for a leading technology and consumer goods company

Since 2012, we've been working with this household name to screen their complex, global third party network of suppliers, distributors and agents. With a clear focus on the identification of red flags relating to bribery and corruption, our public domain research is undertaken in both English and foreign languages.

Where information is limited, where the supplier is classified as being higher risk, or where the initial report highlights areas of concern, discreet source enquiries are undertaken. To date, over 1,000 reports have been delivered, many dealing with third parties located in emerging markets.

Enhanced Due Diligence for a client in the logistics industry

To date, we've undertaken Due Diligence projects across 37 countries globally for our client. Our objective assessments focus on the fraud and corruption risks of the management and subsidiary companies, which might affect the company's reputation. These typically include political exposure, sanctions risk, sources of wealth, corporate governance, and other risk items.

“I will have no hesitation to use your due diligence services again. It was a very good process from start to finish.”

Chief Compliance Officer, Global Pharmaceutical Company

Our technology difference



Data Visualisation and Analysis

Wanting to simply understand complex data?

Our dedicated and highly experienced team of former police analysts, law enforcement specialists, lawyers and cyber security analysts are experts in the use of market leading Data Visualisation and Analysis software. Whether a complex fraud investigation or an in-depth review, our team can help you make sense of the information gathered, in a fast, efficient and effective way. Our team can:

- **Simplify** the capture of large volumes of data from different sources, in one centralised database – choose whether to import data from other software programs or input manually.
- **Turn complex relationships into straightforward visualisations**, presenting data in easy to read charts, timelines, fund-flows, relationships, telephone, chat and email analysis charts. This aids in decision making by highlighting key information that might otherwise have been missed or misunderstood in a written report.
- **Identify trends**, patterns and connections in complex data sets, and highlight areas for further investigation.
- **Capture and share** data with clients via a web interface, facilitating successful collaboration and secure dissemination of information wherever and whenever suits you and your client.



RADAR

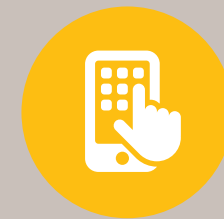
Looking to continuously monitor risk?

RADAR is an 'early warning system' which manages a broad spectrum of risks, financial, regulatory, compliance and reputational. Our unique RADAR technology efficiently scans electronic data, across foreign languages, seeking to detect negative information connected with a company, individual or organisation.

Customers provide us with large and small volumes of vendor, client and partner data to monitor on an ongoing basis. Our expert team of analysts review the matches, providing a report detailing any relevant risks, threats or vulnerabilities. RADAR also covers key social media channels, which in today's world, is an increasingly important means of identifying risk.

Active RADAR deployments:

- **Due Diligence** on high risk third parties, focused on bribery and corruption risk.
- **Monitoring risk** in complex supply chains; alerting our clients to any potential issues which could cause material disruption or financial loss.
- **Cyber security** threat intelligence.
- **On-going compliance reviews** and Enhanced Due Diligence in the financial services sector, including Know Your Customer (KYC) and Anti-Money Laundering.
- **Acquisition target** monitoring.

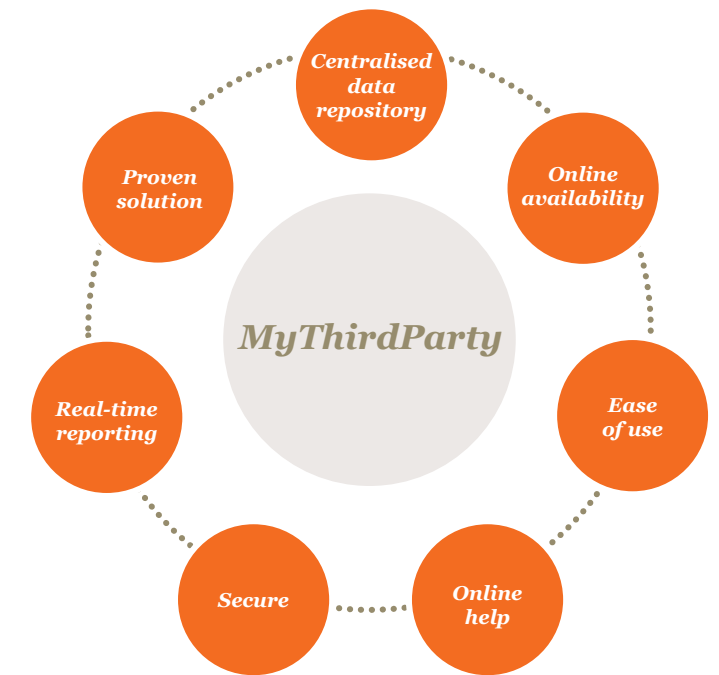


MyThirdParty

Wanting to centrally manage your third parties?

Our secure web based portal provides an end-to-end solution to allow you to effectively manage your third parties, in line with your third party policy and procedures. A web-based solution, it's globally accessible by your compliance team, individual business units and external third parties and is centrally managed and tailored to your requirements.

- **New third party set up** – allows you to submit business cases and risk assessments for potential third parties, including all relevant approvals.
- **Third party data capture** – allows third parties to log in and submit questionnaires to aid you in your Due Diligence and compliance process.
- **Intelligent** – designed to automate processes and provide clear staging posts in the processing of third parties. It is a work flow tool, designed to help you effectively manage each third party.
- **Management information reporting** – view questionnaires which have been sent to third parties, the results, risk ratings, and any changes.
- **Online report ordering** – order and receive completed Due Diligence reports through MyThirdParty Portal with the PwC Corporate Intelligence team.



Global third party monitoring for a major oil services group

RADAR is used to monitor ethical, financial and reputational risks for joint venture partners and suppliers for a global oil and gas services company.

RADAR monitoring has identified potential issues involving potential joint venture partners; one entering into joint venture agreements with companies who

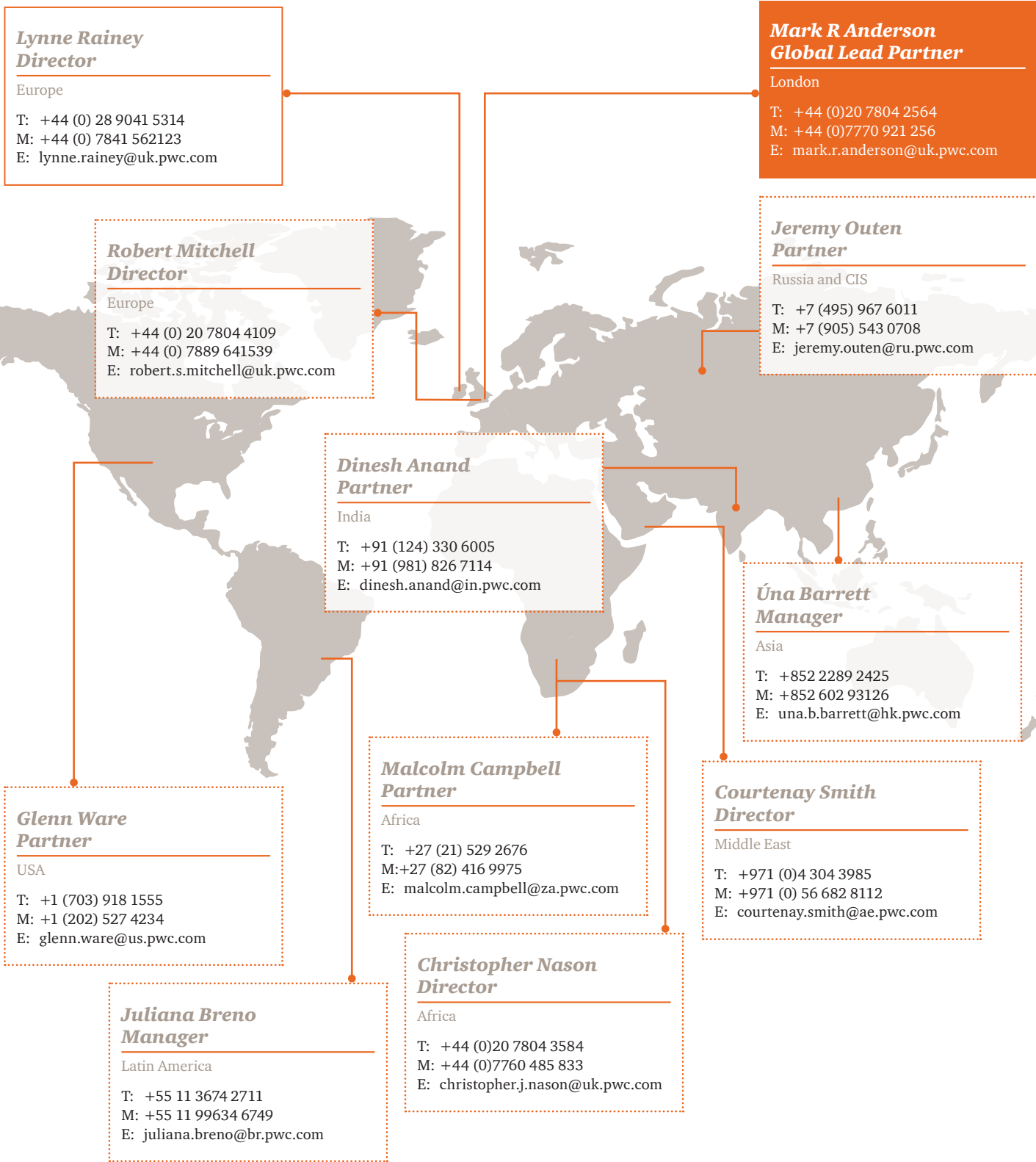
have breached anti-bribery and corruption regulations. By monitoring social media and industry blogs/journals, we were able to inform our client that one of the potential partners was the subject of a takeover bid, two weeks in advance of the story being reported in mainstream media publications.

Design and implement a third party portal for Due Diligence

Working with our client, a leading global industrial products manufacturer, we've helped design and implement end-to-end simple and proportionate third party Due Diligence procedures. This included customising our dedicated MyThirdParty portal. This covers on-boarding workflow for third parties in addition to undertaking

over 300 integrity Due Diligence reports, across more than 60 countries. We are now providing a risk monitoring and online screening service, for the timely identification of issues, using our RADAR technology, with the results loaded directly into MyThirdParty, for immediate visibility of any risks.

Key contacts: Our team, your partner



“The PwC team were all great. I thought they were fantastic; very professional, very knowledgeable, very accommodative. They worked well with me and my team...it was pretty seamless.”

General Counsel, Global Construction Company



The PwC difference

- **Renowned expertise:** Access to renowned specialists who understand your business. Our team, your partner
- **Unrivalled access to data and information:** We will mobilise our resources and proprietary data to provide you with the information you need to make informed decisions
- **Deep industry knowledge:** Providing you with access to a broad network of industry and in-country specialists
- **Global Reach:** Our teams are located where you need them most – in the territories in which you operate
- **Quality work that reflects your business concerns:** Upholding the highest ethical standards in due diligence and quality is at the forefront of our assurance processes
- **Technology:** Cutting edge solutions to help you manage your third parties, alerting you to potential issues and market leading data visualisation tools



PwC UK helps organisations and individuals create the value they're looking for. We're a member of the PwC network of firms in 157 countries with more than 184,000 people committed to delivering quality in assurance, tax and advisory services. Tell us what matters to you and find out more by visiting us at www.pwc.com/uk.

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