



**EXPERIENCE  
EXPERTISE  
EXCELLENCE...**

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## ...THESE ENDURING QUALITIES HAVE MADE BDO GLOBALLY RENOWNED

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WITH A PRESENCE IN OVER 115 COUNTRIES,  
BDO HAS A CONSISTENT VISION BACKED BY  
**EXPERIENCE**. OUR SERVICE OFFERING  
IS DRIVEN BY NEARLY 47,000 PROFESSIONAL  
EMPLOYEES AROUND THE WORLD

PROVIDING **EXPERTISE** TO OUR CLIENTS.  
THE COMBINED GLOBAL REVENUES OF  
OVER US\$ 5 BILLION SPEAK OF OUR HIGH  
STANDARDS AND **EXCELLENCE**.

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▶ **EXPERIENCE**

**OUR VISION AND VALUES ARE  
ALL ABOUT RELATIONSHIPS –  
RELATIONSHIPS WITH EVERYBODY  
THAT WE DEAL WITH**



► **BDO**

**OUR REPUTATION IS BUILT ON A  
COMMITMENT TO STAKEHOLDERS:  
'WHAT MATTERS TO YOU MATTERS  
TO US'**

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**Determination and commitment  
to an unrelenting pursuit of excellence  
are the forces behind our success.**

Our story is one of continuously responding to ever-changing client needs. BDO, as you know it, was founded in 1963 when firms from the UK, Netherlands, Germany, US and Canada joined forces to share and expand their knowledge to better support clients.

Over the years, we continued to build our international capabilities along with growing strong local roots. Today, BDO is the world's fifth largest accounting network. We have an excellent partner to staff ratio, with 46,000+ people working with our clients and offering challenging, ethical and practical advice from 1,100+ offices in 115+ countries.

Our work culture enables the sharing of knowledge and best practices across the network. Common methodologies and an IT platform ensure effective and efficient service delivery to all our clients. To maintain standards, we have a robust accreditation process and a quality assurance review procedure.

Our objective is to deliver to our clients a consistently seamless service worldwide. Wherever you are in the world, we know that close and effective relationships matter to you and we are committed to a long-term relationship as your trusted advisor.



► **BDO IN UAE**

**WITH A STRONG FOCUS ON  
RELATIONSHIPS, WE CONSISTENTLY  
MEET – OR EXCEED – OUR CLIENTS’  
EXPECTATIONS**

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**At BDO, we don't wait.  
We shape our own frontiers.  
The bigger the challenge,  
the greater the opportunity.**

### **Our history in the UAE**

Russi J. Patel founded the current firm in the United Arab Emirates in 1967. The firm became the representative firm of BDO in the United Arab Emirates in 1975 and was known as BDO Patel & Co. In 1999, after a merger with another firm operating in Dubai, the firm became BDO Patel & Al Saleh. From 15 December 2009, BDO Patel & Al Saleh became known as 'BDO', as part of a global initiative to unify the BDO network under one name. Today, our presence is strongly felt throughout the UAE with offices spread over Dubai, Abu Dhabi, Jebel Ali Free Zone, Sharjah, SAIF Zone, Ras Al Khaimah and Ras Al Khaimah Investment Authority (RAKIA).

In a strategic initiative, BDO Corporate Finance (Middle East) LLP (BDO CF), a subsidiary of BDO UK, was established in Dubai International Financial Centre in November 2009 to act as a hub for corporate finance and restructuring advisory work. BDO CF works closely with BDO Member Firms throughout the Middle East to deliver seamless service and expertise on mergers & acquisitions, raising equity capital and debt financing and IPO listing in the Middle East region.

### **We are because you are**

We specialise in helping businesses, whether start-ups or multinationals, to achieve their goals by providing focused and integrated assurance and advisory services. Through our own professional expertise and by working directly with organisations, we have developed a robust understanding of the factors that govern business growth. Our objective is to use this to help our clients maximise their potential.

Our clients are aware that what matters to them matters to us. Our sincere commitment to all our stakeholders has built for us a distinctive reputation for client proximity. All over the world, clients recognise us as their preferred advisor, appreciating our seamless service and unique customised approach.

### **BDO believes in:**

- ▶ Developing strong personal relationships with our clients
- ▶ A partner-led approach
- ▶ High quality services through efficient communication
- ▶ Expertise and innovative thinking
- ▶ Practical understanding of our clients' issues
- ▶ Total commitment and confidentiality

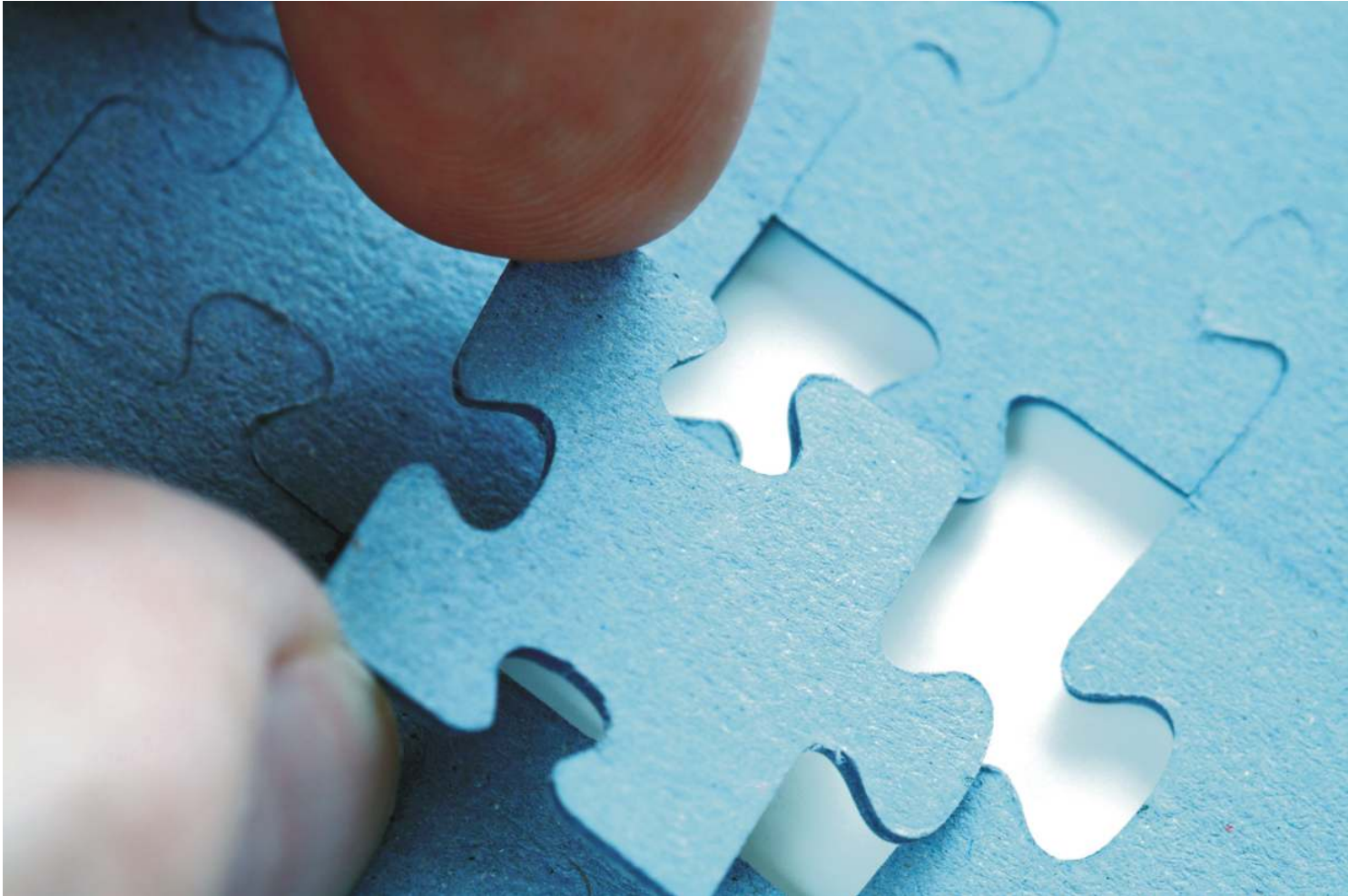
### **Our services begin with your needs**

Whether it is a start-up or an established enterprise looking to take the next step, we are well-equipped to assist you from ground level to the pinnacle of success.

To identify the highest value opportunity of your businesses and to address your most likely critical challenges, we provide the following services:

- ▶ Audit & assurance
- ▶ Accounting services
- ▶ Corporate finance services
- ▶ Risk advisory services
- ▶ Transaction advisory services
- ▶ Tax services
- ▶ Outsourcing services

For all our services, we have the support of BDO Member Firms around the world.



## ► **INDUSTRY SECTORS**

**WE ASSIST CLIENTS ACROSS  
MARKETS WITH OUR KNOWLEDGE  
AND UNDERSTANDING OF KEY  
INDUSTRY SECTORS**

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**Knowledge is the fundamental factor – the major enabler – that drives the performance of our enterprise.**

Collaboration between our member firms results in an effective sharing of knowledge and best practice, and through our global network, we enjoy access to knowledge of industry developments and international trends.

This gives us intrinsic awareness of the global marketplace, as well as of required local standards.

**Our network as a whole demonstrates strength in certain sectors:**

**INDUSTRIES**

AGRICULTURE  
 FAMILY BUSINESSES  
 FINANCIAL SERVICES  
 MANUFACTURING  
 REAL ESTATE

**RETAIL**  
 FRANCHISES  
 CONSTRUCTION

**NOT FOR PROFIT**  
 NATURAL RESOURCES – ENERGY

**TMT**  
 RENTAL AND LEASING

**INSURANCE**  
 INFORMATION  
 NATURAL RESOURCES – MINING

**TRANSPORTATION**  
 WINERIES

**TOURISM**  
 LEISURE AND HOSPITALITY  
 PROFESSIONAL SERVICES



▶ **EXPERTISE**

**OUR SUCCESS IS A RESULT OF  
PARTNERSHIPS, A COMMON  
VISION, STRONG WILL AND AN  
EXPERT LEADERSHIP BASE**



► **SERVICES AT A GLANCE**

**HIGH LEVELS OF PARTNER CONTACT,  
AN EXPERIENCED TEAM  
AND CONSISTENTLY UNIFIED  
SERVICE DELIVERY ENSURES  
FLAWLESS SERVICE**

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**As a unified global network, we draw upon our wide range of services that are tailor-made to suit your needs.**

BDO offers consistently high quality service delivery in every country in which we have a presence and we are committed to a long-term relationship as your trusted advisor. We are structured to give you quicker access to senior professionals who will give you straightforward practical and technical advice – and we take the time to listen.

Our wide range of service lines and specialisations ensures that our clients are provided with service teams who are able to draw upon knowledge and experience in specific areas of expertise. We remain focused on helping our clients navigate ever-changing economic and market conditions by providing them with high quality advice and service on a

consistent basis. This ensures that we are recognised in the market as a unified global network.

Our clients benefit from the assurance that all BDO teams work from the same principle of sharing best practice methodology; attention to detail and high levels of partner contact are standard in the BDO service offering. And the sooner you make contact, the better placed we are to help. For all our services, we have the support of the BDO Member Firms around the world.

## WE PROVIDE

**AUDIT SERVICES**

**TAX SERVICES**

**ADVISORY SERVICES**

- ▶ Business advisory
- ▶ Business restructuring
- ▶ Corporate finance
- ▶ Forensic accounting
- ▶ Risk advisory



▶ **AUDIT SERVICES**

**THROUGH OUR EXTENSIVE  
KNOWLEDGE AND EXPERIENCE,  
WE STRIVE TO GIVE YOU AND  
THE MARKET PEACE OF MIND**

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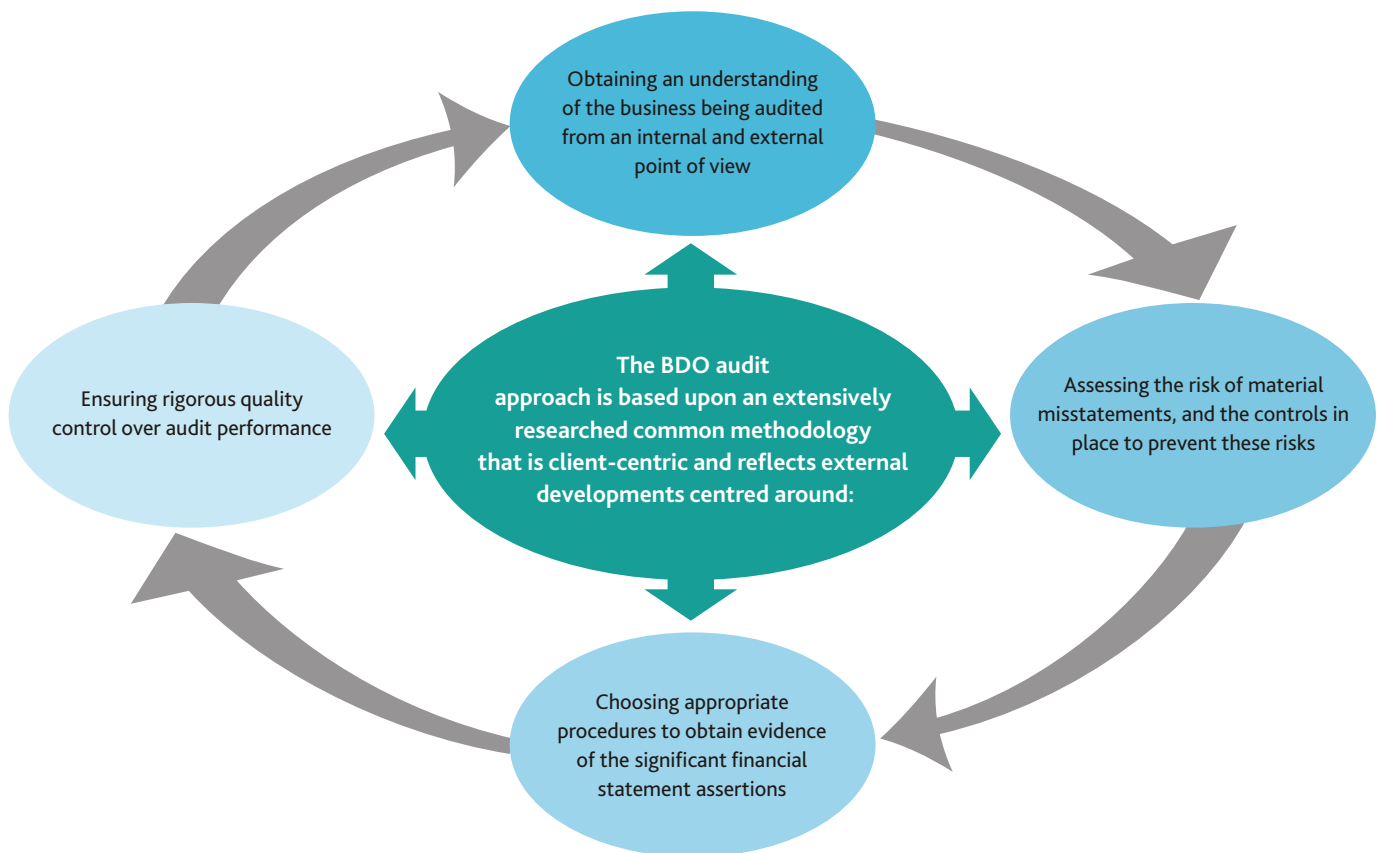
**We believe the mark of a true professional is to perform at a consistently higher level than others.**

Our Audit services are backed by the trust, reputation and experience that the name BDO carries. Stakeholders know that financial statements prepared by BDO are credible. We do more than just audit – we strive to give you and the market peace of mind.

Through our global network, our auditors enjoy access to knowledge of industry developments and international trends as well as requisite local standards of operation. At the start of every project, we gain a thorough knowledge of your business and its nuances through quality interaction. We ensure adequate resources exist to meet the task at hand.

Through our extensive knowledge and experience in our chosen sectors, we have developed industry specific audit procedures which we tailor to meet your individual needs. Our audit planning and strategy is business risk focused and therefore tailored to each of our clients to reflect the specific operational, regulatory and financial risks they face.

In a world of increasing technical requirements, we are committed to keeping our clients one step ahead.






▶ **TAX SERVICES**

**OUR EXPERTS WORK WITH YOU TO  
MINIMISE YOUR TAX BURDENS,  
THUS ALLOWING YOU TO BE MORE  
FOCUSED ON THE BIGGER PICTURE**

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**The results of a business  
do not exist inside its walls, but in  
the satisfaction of its customers.**

We know that effectively managing tax affairs is an increasingly challenging but essential part of your business or personal financial planning. Which is why, we shall hold your hand every step of the way. Our tax specialists worldwide contribute to and can draw upon our network's expertise in order to assist clients with cross-border transactions. We are structured to give you quicker access to senior professionals who will give you straightforward practical and technical advice.

We provide a range of services to meet the domestic and international tax needs of our clients around the world and offer advice in areas including:

- ▶ Business planning
- ▶ Mergers & acquisitions
- ▶ Transfer pricing
- ▶ Shareholder and owner-manager tax planning
- ▶ Employee benefit consulting
- ▶ Government incentives
- ▶ Commodity tax consulting
- ▶ Assistance in dealing with tax authorities
- ▶ Inward and outward investment
- ▶ Relocating executives
- ▶ Cross-border estate tax planning
- ▶ International real estate development
- ▶ Repatriation of profits and cash
- ▶ Minimisation of tax on passive income flows
- ▶ Customs duty planning
- ▶ Tax-efficient international structures
- ▶ Corporate and personal taxation
- ▶ Value-added and sales taxes
- ▶ Advice on research & development in tax credits and incentives



► **ADVISORY SERVICES**

**WE PARTNER OUR CLIENTS  
IN A WAY THAT CHALLENGES  
THE STANDARD APPROACH OF  
OTHER ACCOUNTANCY FIRMS  
IN THE MARKET**

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**Our success has been based on strong and lasting partnerships right from the very beginning.**

At BDO, we offer more than just a list of services. We are a team of involved and concerned industry professionals dedicated to serving our clients.

Our teams regularly work across borders to ensure we provide a solution that is right for the circumstances involved. All of our BDO regions have their own areas of sector expertise, ensuring that we keep ahead of market developments, no matter how many different jurisdictions are involved.

**Our advisory services include the following:**

#### **Business advisory services**

Our business advisory experts ensure your business' success by driving growth, value and profitability. Across the globe, our member firms have access to best practice methods to help you meet your ambitions, whether they be at home or abroad. We focus on ways to optimise profitability now, whilst partnering you to plan and implement strategies for the future, in areas including:

- ▶ Preparation of statutory financial statements
- ▶ Tax compliance, preparation and completion
- ▶ Cash flows, budgets and financial projections
- ▶ Business and ownership structures
- ▶ Trusts, asset protection and estate planning
- ▶ Family business counselling
- ▶ Management reporting
- ▶ Strategic planning
- ▶ Working capital management
- ▶ Business development
- ▶ Business planning
- ▶ Outsourced accounting

#### **Business restructuring services**

Many businesses experience periods of underperformance, in whole or in part. At these times, a knowledgeable business partner is needed to give clear, commercial and pragmatic advice. BDO business restructuring teams around the world draw upon a global knowledge base of expertise and tailor it to ensure the solutions are local to your needs, in your market.

No matter where a business is in its life cycle, or your association with it, we offer a range of services to help:

- ▶ **Turnaround**
  - Working capital management, P&L analytics, performance improvement, project management
- ▶ **Work-outs**
  - Financial intermediation, business planning, financial modelling, performance monitoring, refinancing
- ▶ **Distress debt advisory**
  - Intensive cash management, debt and equity restructuring, distress M&A, contingency planning, crisis management
- ▶ **Optimum exits (including insolvency options)**
  - Solvent exits, orderly closures, formal appointments, cross-border insolvencies, tax-driven restructuring
- ▶ **Creditor-initiated procedures**
  - Creditor services, compulsory liquidations, personal insolvencies (including bankruptcies)

### Corporate finance services

Around the world, our corporate finance experts work together with businesses to maximise their value through advising on acquisitions, fund raisings, flotations and disposals, thus ensuring an approach and a solution that meets the objectives of the client.

A typical BDO corporate finance client is either a business with trans-national capabilities or ambitions, or a private equity firm with their niche in the middle market. Partnering our clients for mutual success is what we do, and we do it in a way that challenges the standard approach of other accountancy networks in the market. Here's why:

- ▶ We have national and international cross-service teams, providing clients with a one-stop resource for any accounting, taxation or strategic issues that may arise in the scope of the transaction we undertake.
- ▶ We have an approach which ensures that the best practices across our network are shared with each member firm. High levels of partner contact, an experienced team behind them and consistently unified service delivery means that no matter how many jurisdictions the transaction covers, the service will be seamless.
- ▶ With over 1, 100 offices around the world, you will find that wherever the transaction is taking place, we have someone on the ground who works from a global knowledge base but also knows how to combine this with the conditions of the local market, ensuring an approach and a solution that meets the objectives of the client.

#### Our service offering is large and varied:

- ▶ Flotations
- ▶ Buying a business / selling a business
- ▶ Listing on the UK's Alternative Investment Market
- ▶ Private finance initiatives and public private partnerships
- ▶ Mergers & acquisitions
- ▶ Due diligence
- ▶ Raising equity

### Forensic accounting services

A complex area such as forensic accounting means that you need effective, quality service from the outset. BDO's forensic accounting experts across the globe have an approach to client contact that sees the best practices of the network rise to become the accepted practice. You can be assured that wherever you need assistance, there will be someone from BDO on the ground to help you through.

We specialise in the following service offerings:

- ▶ Expert witness and dispute advisory
- ▶ Alternative dispute resolution
- ▶ Fraud investigations
- ▶ Anti-money laundering
- ▶ Digital forensics
- ▶ Matrimonial disputes
- ▶ Tax investigations

Wherever you are in the world, you can be assured that all BDO Member Firms work to the highest standards of quality and effective service.

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### Risk advisory services

The BDO approach to risk assurance provides a challenging mix of talent, experience and determination to find the best solution for you and your firm.

Our risk advisory experts across the world apply a best practice approach to quality and service delivery. This ensures that you benefit from a group not just with local knowledge at the fore, but who is also switched on to global developments and trends:

- ▶ Regulatory & compliance services
- ▶ Internal audit services
- ▶ Technology risk & security
- ▶ Business process enhancement

Through commitment to local knowledge in the context of a global marketplace, we are able to give you value-added risk management capabilities to mitigate business risk, support business strategy and continuously improve operational performance.





▶ **EXCELLENCE**

**TRUST, RESPECT, SINCERITY  
AND INTEGRITY – THIS IS BDO.  
THIS IS WHAT WE BELIEVE IN  
AND WHAT WE DO**

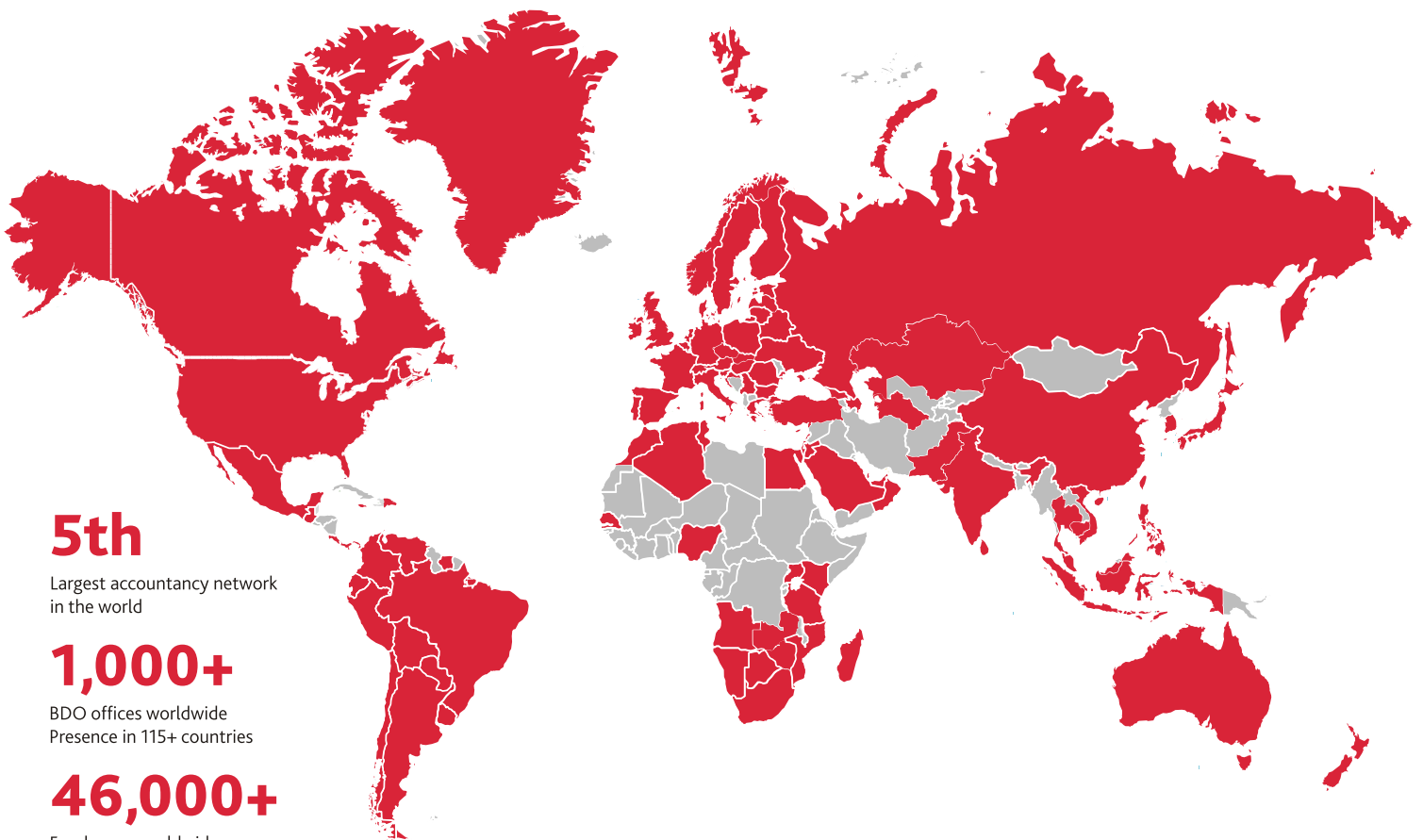


► **BDO – A GLOBAL REACH**

**NO MATTER WHERE THEY ARE  
BASED, CLIENTS CAN DRAW ON THE  
SKILLS OF BDO MEMBER FIRMS  
ANYWHERE IN THE WORLD**

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All firms in the BDO network offer comprehensive local knowledge and experience within an international context.



**5th**

Largest accountancy network in the world

**1,000+**

BDO offices worldwide  
Presence in 115+ countries

**46,000+**

Employees worldwide

**\$5 bn+**

Annual worldwide revenues



## ► **OUR ACHIEVEMENTS**

**FOR US, BDO IS NOT JUST A  
BUSINESS – IT IS AN OPPORTUNITY  
TO SHOW OUR SKILLS, AMONGST  
THE BEST IN THE WORLD**

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**Nothing limits achievement like small thinking. Nothing equals possibilities like unleashed thinking.**

BDO has won a range of accolades as a result of our excellent service and industry knowledge at a local, regional, national and international level.

**Some of our awards are as under:**

▶ **The United Kingdom**

The UK firm's transfer pricing team wins the prestigious Accountancy Age Awards – Best Tax Team award. The judges said that "BDO showed very strong results and a commitment to helping clients succeed in turbulent times. This was an entry that couldn't be ignored".

▶ **Ireland**

BDO in Ireland is recognised as one of the country's best employers, being listed for four consecutive years (2006-2009) in the '50 Best Companies to Work For' list, compiled by the worldwide Great Place to Work Institute.

▶ **Denmark**

In November 2008, BDO received an award from the Danish Chamber of Commerce in recognition of their being considered amongst the most innovative firms in Denmark. BDO was awarded the 'Knowledge baton' (STAFET) because they are ahead in developing and complementing the traditional way of auditing, by virtue of the fact that they provide consultancy that adds value to its clients.

▶ **Poland**

BDO was placed first for the sixth year running among the auditors of listed companies in a ranking prepared by Rzeczpospolita, Poland's leading economic daily. It was also placed first in a ranking, by Gazeta Giełdy PARKIET, of auditors preparing public offerings of companies introduced to the Warsaw Stock Exchange. Finally, in a poll conducted among the readers of the economic monthly Home & Market, BDO was recognised as Poland's best auditing firm.

▶ **Bolivia**

In January 2008, BDO was nominated as the Bolivian Company of the Year 2008 in Auditing and Accounting area, by the Latin American Quality Institute.

▶ **International**

BDO's excellence in rebranding was recognised at the Communicate Magazine Transform Awards 2011 in which the team won four awards, in the following categories:

- Gold award for Best Brand Evolution
- Gold award in Implementation of a Rebrand
- Silver award for Best Internal Communication of a Rebrand
- Silver award for the Best corporate rebrand to reflect changed Mission/Values/Positioning.

## The BDO network provides services in the following countries\*

\*this list is current as of 1 January 2011

ALGERIA - ANGOLA - ARGENTINA - AUSTRALIA - AUSTRIA - AZERBAIJAN - BAHAMAS - BAHRAIN  
BELARUS - BELGIUM - BOLIVIA - BOTSWANA - BRAZIL - BRITISH VIRGIN ISLANDS - BULGARIA  
CAMBODIA - CANADA - CAPE VERDE - CAYMAN ISLANDS - CHILE - CHINA (PRC) - COLOMBIA  
COMOROS - COSTA RICA - CROATIA - CYPRUS - CZECH REPUBLIC - DENMARK & FAROE ISLANDS  
DOMINICAN REPUBLIC - DUTCH CARIBBEAN (ARUBA - CURACAO - ST MAARTEN) - EAST AFRICA  
(BURUNDI - KENYA - RWANDA - TANZANIA - UGANDA) - EASTERN CARIBBEAN (ST LUCIA ST VINCENT &  
THE GRENADINES) - ECUADOR - EGYPT - EL SALVADOR - ESTONIA - FINLAND - FRANCE - GEORGIA  
GERMANY - GIBRALTAR - GREECE - GREENLAND GUATEMALA - GUERNSEY - HONG KONG - HUNGARY  
INDIA - INDONESIA - IRELAND - ISLE OF MAN - ISRAEL - ITALY - JAMAICA - JAPAN - JERSEY - JORDAN  
KAZAKHSTAN - KOREA - KOSOVO - LATVIA - LEBANON - LIECHTENSTEIN - LITHUANIA - LUXEMBOURG  
MACAO - MADAGASCAR - MALAYSIA - MALTA - MAURITIUS - MEXICO - MOROCCO - MOZAMBIQUE  
NAMIBIA - NETHERLANDS - NEW ZEALAND - NIGERIA - NORWAY - OMAN - PAKISTAN - PANAMA  
PARAGUAY - PERU - PHILIPPINES - POLAND - PORTUGAL - QATAR - ROMANIA - RUSSIA - SAN MARINO  
SAUDI ARABIA - SENEGAL - SERBIA - SEYCHELLES - SINGAPORE - SLOVAK REPUBLIC - SLOVENIA  
SOUTH AFRICA - SPAIN - SRI LANKA - SURINAME - SWEDEN - SWITZERLAND - TAIWAN - THAILAND  
TRINIDAD & TOBAGO - TUNISIA - TURKEY - TURKMENISTAN - UKRAINE - UAE - UNITED KINGDOM  
UNITED STATES OF AMERICA - URUGUAY - VENEZUELA - VIETNAM - ZAMBIA - ZIMBABWE

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