

# IT'S TIME TO LEAD: ACCELERATING GROWTH

**2020 EDITION** 

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# **INTRODUCTION**

EDITOR'S NOTE: Please note that all the statistics quoted throughout this brochure are as of 30 September 2019

The accountancy profession is undergoing global transformation. Clients are demanding practical strategies that power them in fiercely competitive markets. Firms providing professional services to the middle market must take strategic decisions today to survive and thrive into the future.

#### Accelerating growth model

Consolidation of the global accountancy profession brings new challenges and opportunities. Businesses looking to accelerate growth in competitive markets are fuelling this global trend. We have identified five pillars that high performing accountancy firms should adopt to power accelerated growth. The pillars are:

- High performance
- Infrastructure
- Brand
- Governance
- Expertise

We are taking an active role in driving consolidation and are excited by the opportunities it brings. We have planned for it and have invested in global infrastructure, technology and talent. We believe that we are in the best possible position to continue to lead within our profession and, most importantly, provide exceptional service to our clients.

BDO is a powerful brand searching for high performing firms that share our growth ambition, values and commitment to service. In our last financial year, the organisation grew by 10% through both organic and acquisitive growth, reporting revenues of US\$ 9.6 billion and employing almost 88,120 people across 167 countries and territories.

Joining BDO means being part of an organisation with solid financial foundations, real ambition, entrepreneurial spirit and a clear strategy for growth. Our high performance culture means we constantly seek ways to improve client satisfaction, financial results and profitability.

Stephen Darley, CEO Asia Pacific



# **CONSOLIDATION ON A GLOBAL SCALE**

The BDO story is an amazing one and our organisation is built on firm foundations: our financial performance in 2019 has cemented our position as the fastest-growing organisation in the profession for the last 10 years. We are focusing now on defining our future and becoming the BDO of tomorrow – today.

With mergers and acquisitions high on the agenda for our profession, globally-focused firms must take strategic decisions to attract global clients, enter new markets, improve performance, manage risk, invest in technology and attract the very best talent. Only the strongest and most capable organisations, those able to meet the increasingly sophisticated needs of businesses, will be left standing.

Middle market clients are increasingly seizing opportunities for international expansion and these businesses will require advisers with deep technical expertise and industry knowledge to help them navigate the complex risks associated with growth. They also need advisers with the global infrastructure, centralised processes and client engagement platforms to enable exceptional client service and middle market leadership.

#### **COMPELLING REASONS TO JOIN BDO**

- · A leading global organisation of public accounting, tax and advisory firms
- 10% growth in revenues in 2019 to US\$9.6 billion; 88,120 people active in 167 countries & territories worldwide
- The fastest-growing organisation in our profession for the last 10 years
- · A powerful brand searching for high-performing firms to grow our organisation further
- Exceptional client service at the centre: joining BDO means being able to offer clients more capabilities, better expertise & greater geographical reach
- A people business that embraces diversity & inclusion to build a better workplace
- Significant investment in technology, resources, talent & reputation
- Digital transformation that drives value for clients, improves business efficiency & profitability
- Innovative service delivery aligned with clients' growing preference for digital channels & functionality
- Global industry programmes that provide clients with one seamless approach & help BDO firms to increase referrals

The concurrent challenges of increasing costs, a shrinking talent pool and the need for increased investments - into both people and technology, and to manage regulatory demands - mean that all professional services firms are facing new challenges and opportunities.

Having to consider a merger or acquisition in order to survive is a very real possibility. Considering a merger or acquisition to be able to meet our clients' changing market needs is even more important. BDO has designed, agreed and acted on a progressive technology strategy which includes the client, digital and security journey. With our powerful and efficient infrastructure and proven global capabilities, BDO has the momentum to continue at the forefront of our profession.

Trond-Morten Lindberg, CEO EMEA

# CREATING A HIGH PERFORMANCE CULTURE

#### WHAT ARE THE ISSUES?

Accountancy firms globally are struggling with the balancing act of achieving ambitious growth targets whilst ensuring profitability amidst rising prices and service pressures from clients. Stressed margins will undoubtedly impact lower-earning firms, as the need to invest becomes even greater.

Middle market companies recognise that global expansion can offer new opportunities to offset slow domestic markets, enabling them to diversify, reach new customers, access untapped markets or find top talent. These businesses are either choosing to, or are being forced to move into global markets. Professional services firms across the world are under pressure to service these expanding and complex needs. To continue to help the clients they serve, these firms need extensive technical knowledge, industry expertise and platforms that support and enable global operations. Competitive firms in pursuit of growth must have a clear ambition, a robust client strategy, a global network that enables them to serve their clients wherever they may be and a strong global infrastructure.

#### LEADING IN OUR MARKETS

BDO provides our people and our clients with opportunities. And we do this through our commitment to exceptional client service and by being leaders in our markets, no matter in which country, service line or industry. We safeguard against the future by investing in technology, resources, talent and our reputation. We offer a powerful combination of service, scale and brand, which is led locally and enabled globally.

#### WHY JOIN BDO?

#### **GROWTH AND PROFITABILITY**

BDO is a global organisation in a position of strength, with client service at its heart. We are proud of the BDO brand and its outstanding reputation. Joining BDO will accelerate growth for both the organisation and new firms, who will be able to offer clients more capability, more specialisations and greater geographical reach. Together, we will attract and retain bigger and better clients and, as an employer, the best talent improves business efficiency & profitability.

#### CLIENTS

At BDO, we put our clients and their challenges at the centre of what we do. Our global reach means that we can service our clients wherever in the world they are based and that we can assemble the best group of experts to find the right solution for each client.

Together, our deep technical expertise will allow us to meet clients' needs, win more work and grow revenues.





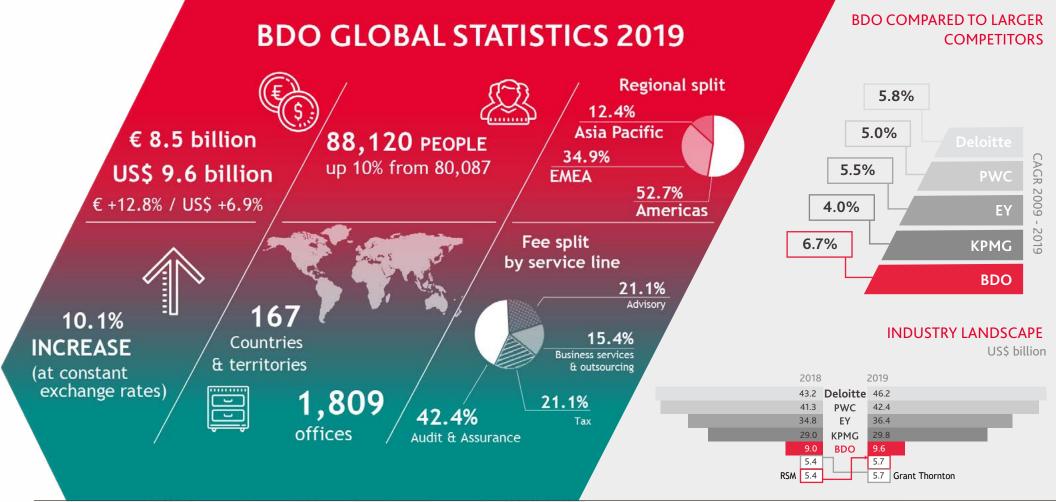
#### **CHOOSING TO BE LEADERS IN OUR MARKETS**

BDO revenue growth for the year ending 30 September 2019 was 10% over the prior year\*, cementing our position as the fastestgrowing global organisation in our profession for the last decade. It is this continuing success, together with our growth achievements and ongoing merger activity, that gives us the confidence that BDO is well-placed to continue building on our success.

BDO firms aim to be leaders in their markets and, as these markets are subject to continual technological transformation,

the organisation continues to diversify in order to provide new digital solutions. This allows BDO to bring our clients insight and opportunities. BDO is adapting to changes in our profession and is expanding our resources and capabilities, investing in businesscritical acquisitions and conducting strategic mergers to deliver best in class solutions for our people and our clients. Global and domestic clients are increasingly attracted to the breadth and quality of our service offering and our industry expertise.

\*at constant exchange rates



# INVESTING IN INNOVATION & INFRASTRUCTURE

#### WHAT ARE THE ISSUES?

Global businesses need advisers with the cross-border infrastructure and centralised processes to deliver high quality work and tailored responses that incorporate both individual and industry needs. As their organisational structures become more complex, businesses are also looking for cross-border support with ever-increasing risk and regulation.

BDO's focus on digital progression is driving our new service approach. Our digital transformation drives value for our clients and improves business efficiency and profitability – for them and for us, because we are all facing the same challenges in today's fast-paced business environment.

#### **GLOBAL PLATFORMS**

BDO's global organisation is our strength. Being innovative across the BDO world drives value for our clients, improves business efficiency and profitability, and ensures that we are recognised as leaders of the future. We know that a strong foundational infrastructure is vital for effective innovation and we have invested in strengthening our IT infrastructure, particularly in the areas of information security, cloud services and digitisation. It is this combination, underpinned by dedication to innovation, that has allowed us to provide trusted advice to our clients – because we are keeping trust and information central to our service. We also know that cloud services facilitate global optimisation and at BDO we use of cloud technology to drive efficiency, while the extension of services is central to our IT offering. Cloud technology not only allows us greater control over the location and management of client data to enhance digital security and privacy, but also provides the building blocks we need to leverage and grow our analytics offering.

Relationships between our firms are as strong as those we build with our clients and we are a global organisation that focuses on furthering relationships between our firms.





We are ambitious and will grow our organisation further, both organically and through mergers with high-performing firms that share our values and add to our strengths. Together we will accelerate growth and lead in providing professional advisory services to the middle market, with client service at our core.

Albert Lopez, CEO Americas

#### GEOGRAPHY

BDO is a balanced global organisation of firms covering a broad spread of geographies, markets, services and industries. Through BDO, our firms can accelerate their growth by accessing new industries, markets and jurisdictions. Our firms also access new clients via our referrals process.

#### **INNOVATION AND CHANGE**

BDO understands that real value comes through innovation and change, and that this can take differing forms throughout the world. As a strong commercial global organisation, we know we need to add value to our services and ensure that we bring new ideas and approaches to our clients, both through the use of technology and our desire to improve working practices within the profession.

Through our close relationships, innovative approaches and efficient infrastructure, we help clients develop a wide array of capabilities to achieve profitable revenue growth.

#### **KNOWLEDGE SHARING AND TOOLS**

We have a highly collaborative approach to sourcing and sharing knowledge. Through our global industry teams and expert communities, we advance and improve the methodologies and tools that enable us to deliver market-leading advice. We actively source valuable knowledge from our firms and share their insight across all of BDO, ensuring that everyone benefits from our expertise.

BDO is digitising its service delivery by evolving our services model to align with the growing client preference for digital channels and functionality. We have invested heavily in building and delivering market-leading digital assets for our firms and our clients. Our relationships with leading industry partners allow us to adapt and innovate quickly. These include Microsoft, Adobe, Amazon, Qlik, Oracle, SAP, Lenovo, HP, Targus, DocuSign, Xero, QuickBooks, Receipt Bank, Workday and other local cloud accounting providers.



#### **DIGITAL DELIVERY IS AT OUR CORE**

We have established, and continue to progress, a number of key global programmes that drive our global digital platform. These include:

#### **APT Next Generation**

We've invested significantly in the next generation of our industryleading engagement process tool. APT Next Gen is a cutting edge, cloud-based tool that has been tailored for worldwide use, while ensuring strict adherence to global standards and regulations. APT Next Gen drives streamlined processes and insights for our advisers, allowing them to deliver a top quality service and add value through improved efficiency.

#### **BDO Global Portal**

As BDO's digital client interface, the Global Portal enables 24/7 access to engagement services and tools, workflow and insights. Continuing investment has seen this solution tailored to the unique needs of our firms around the globe.

#### **BDO Exchange**

We have also invested heavily in an automated engagement onboarding service. It allows our advisers to drive value for their clients by increasing transparency in the client relationship, improving collaboration and allowing for enhanced workflow management.

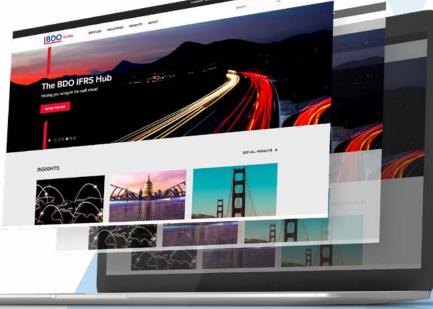
#### **BDO Advantage**

BDO's analytics platform leverages world-leading technologies and cognitive services to drive insights and intelligence for our clients and advisers. This investment across multiple firms makes clear our dedication to adding value through tailored business advice.

#### A SEAMLESS WELCOME TO BDO

Becoming a BDO firm is designed to be agile and simple. The transition process reflects our culture, it is non-bureaucratic and focuses on local needs and ambitions. Most importantly, it needs to complete quickly and smoothly, with minimum disruption to business.

To facilitate the onboarding of our new firms and to welcome them into BDO, we have created a transparent process spearheaded by our Regional CEOs, supported by an online platform. From one central location on our global intranet, our new firms can access all the information, support and guidance they require prior to becoming a member of BDO, including visual identity templates and guidance.



# Hitson Martine Content

#### Aligned BDO web sites

The BDO global web template (GWT), including global hosting, delivers market-leading, scalable and flexible BDO sites on a unified platform. This ensures that, whenever and wherever our clients visit us online, they'll experience the exceptional level of service that our brand stands for.

The GWT allows BDO web sites worldwide to demonstrate a global presence and at the same time maintain their local culture and feel.











# JOIN A POWERFUL BRAND WITHOUT BOUNDARIES

#### WHAT ARE THE ISSUES?

BDO's global brand reflects our enduring commitment to exceptional client service. It has taken time to plan, embed and innovate as clients' expectations and demands shift. Joining the BDO brand offers invaluable competitive advantages, including greater client satisfaction and loyalty, reduced price sensitivity, fewer client defections, higher recurring fees, more referrals and a higher percentage of repeat business. We invest in our brand, we measure our performance and we live up to our promises.

#### WHY JOIN BDO?

#### **AN EXCEPTIONAL REPUTATION**

We have redefined client service in our market. BDO is committed to a long-term global strategy to deliver exceptional client service. Our brand offers firms a strong market position with global recognition, credibility and capability. Put simply, we are known as advisers to ambitious businesses.

Our brand is defined by five core attributes:

- Client needs: We invest a great deal of time in getting to know our clients and in building personal relationships so that we can anticipate their needs and offer genuine added value. We aim always to fulfil their complex needs, through a combination of in-depth local market knowledge and global industry expertise and technical skills
- Communication: We are clear, open and swift in all our communication. In practice, this means ensuring short lines of communication so our clients always know who to talk to. Our client teams, including our senior professionals, are easily contactable so their experience in offering in-depth industry expertise and commercially astute insights is readily available

- **Commitment**: Our constant drive towards achieving the high expectations of our clients is in our DNA. We put this commitment into practice through the demanding client service standards that all our firms are required to meet. Our clients appreciate the outcome: efficient, constructive, workable and timely solutions, tailored to their particular needs
- **People:** In every BDO firm we employ experienced people and empower them to make a difference through top-class training, opportunities and reward. By providing the right environment for our people and the right people for our clients, we ensure a focus on the delivery of exceptional client service in all our firms
- Value: We believe that our new ideas and innovative thinking help clients achieve their objectives and contribute to their commercial success – now and in the future. The actionable advice we provide is backed by local and regional expertise, together with global experience. In our increasingly globalised economy that is an essential added value factor for every client's business.





#### **GLOBAL BRAND, LOCAL STRENGTH**

BDO's global brand strategy provides direction, guidance and a sense of purpose. It encourages our firms to collaborate, share and align activity, whilst avoiding the prescriptive use of stock phrases. Our firms benefit from our global strength and they have access to our knowledge and expertise.

#### Visual identity

The alignment of our brand's visual identity is made easy through the BDO brand centre, an online resource containing all the templates, tools and guidance that firms need in order to create communications and other collateral. This is generally made available to new firms prior to their official joining date, assisting their transition to the BDO look and feel.

#### **Online assets**

Our global web template is used by all BDO firms. Designed to provide all our audiences with a consistent online experience in terms of functionality, design, content and appearance, this unique web platform delivers marketleading, scalable and flexible web sites. This ensures that, whenever and wherever our clients visit us online, they'll experience the exceptional level of service that our brand stands for. All BDO firms use this common template for their local web sites, which is hosted centrally. The template is made available to all new firms when they join: this valuable facility ensures that BDO is continuously addressing the developing requirements of the online environment from the centre.



# DISCOVER A NETWORK OF EQUALS ON A GLOBAL SCALE

#### WHAT ARE THE ISSUES?

Good governance is a challenge in any regulated business, and that challenge increases with operational and geographical complexity. All professional services firms must have a sound structure which ensures balance and transparency in a partnership of equals and strikes an effective balance between the responsibilities of board-level oversight and the realities of day-to-day management.

Against a backdrop of ever-increasing domestic and international legislation, it's also important that risk management and quality assurance mechanisms are in place so these issues are dealt with proactively at all levels of a firm. Creating this governance structure can be an expensive and time-consuming exercise, but it remains essential.

#### WHY JOIN BDO?

#### TRANSPARENT AND BALANCED STRUCTURE

Our firms are driven and owned locally, and enabled globally. We believe that every firm in BDO makes a meaningful contribution to our global ambition.

BDO is a balanced global organisation: there is no one dominant firm. Together, we behave as a democracy with no cultural barriers. We are a true partnership of equals, where each of our 115 voting firms, covering 167 countries and territories, holds a single vote of equal value.

BDO is governed by the Council, the Global Board and the Executive of BDO International Limited. As an organisation of equals, each of our firms has a representation in the Council and on our regional boards, further facilitating strategic communication, coordination and cooperation within the regions.

#### QUALITY

Quality is a guiding principle for us. The pressure of managing risk and cost is driving consolidation in our profession. BDO's experience and knowledge transforms the way our firms manage risk. Our global resources, substantial investment in infrastructure and supportive culture drive quality, reduce operational costs and mitigate risks for all our firms. We have a robust accreditation process, an extensive array of technical committees and a simple but effective quality assurance programme.





#### **RISK**

The scale, complexity and rate of regulatory change in our profession is unprecedented. BDO's sophisticated and robust global risk strategy supports local firms in identifying, evaluating and mitigating against risk.

BDO invests heavily in risk and quality tools to help our managing partners safeguard their firms and seek opportunities to use risk as a strategic driver for performance. Every office has a partner responsible for business improvement, helping to develop and share new ideas and best practice.

We regularly appraise our own work through a series of internal reviews, complemented by external reviews carried out by our regulators. Where improvements are identified, we are committed to achieving these to ensure we continue to deliver audits of the highest quality, and consistently exceptional service. It is not sufficient to merely meet the auditing standards – any auditor should continually ask themselves what more can be done, not only to support support BDO's goal of exceptional client service, but to meet our wider responsibility to improve confidence in our profession and meet the needs of all our stakeholders.

We believe that the success of BDO depends on our reputation as the provider of high quality professional advice, and this is why our risk management community is focused on assisting our firms with the adoption of marketleading risk management practices, as well as monitoring the quality of our firms.



# ACCESS WORLD CLASS SKILLS AND SERVICES

#### WHAT ARE THE ISSUES?

The growing volume of mergers and acquisitions amongst advisory firms is proof of the heightened need for consolidation in our profession. Professional services firms globally are experiencing challenging trading conditions, increased competition, greater regulation, more demanding and sophisticated clients and continuing downwards pressure on price.

Purchaser sophistication has undergone a step-change: clients demand quality people who are able to offer the breadth, depth and quality expertise readily accessible in all the markets and geographies in which they operate. They are also expecting ever increasing service levels and value-added delivery from their advisers. In short, professional services firms need to adapt their strategies and structures to respond to the evolving nature of the adviser-client relationship and allow it to prosper: accountancy firms are no exception.

#### WHY JOIN BDO?

#### **EXPERIENCE**

BDO is a balanced global organisation offering broad, in-depth audit and non-audit services which accelerate business performance. A comprehensive range of global disciplines make our firms more attractive to clients, intermediaries and talent.

For example, BDO has corporate finance capabilities on every continent, with particular strength in Europe and north America. BDO has 2,500 corporate finance professionals around the world and services include mergers & acquisitions, valuations and transaction advisory services.

#### THOMSON REUTERS WORLDWIDE FINANCIAL ADVISORY 2018 LEAGUE TABLES

2018	2017	Financial Adviser	Volume
1	1	KPMG	438
2	2	PwC	369
3	6	Deloitte	333
4	5	EY	248
5	4	BDO	239
6	3	Rothschild	238
5	4	BDO	23

### MERGERMARKET WORLDWIDE 2018 FINANCIAL DUE DILIGENCE LEAGUE TABLES

2018	2017	Accountant	Volume
1	1	EY	799
2	3	PwC	477
3	2	KPMG	450
4	5	BDO	442
5	4	Deloitte	404
6	6	GT	162



# 1,530 COMPLETED DEALS IN 2019 WITH A TOTAL \$73.2bn

PRIVATE EQUITY DEALS ARE DEAL INVOLVEMENT





**100** COUNTRIES PROVIDING DEDICATED CORPORATE FINANCE SERVICES

\*4th leading Financial Due Diligence provider globally – Mergermarket global accountant league tables 2019

Sth leading Fundational Due Diligence provider in Europe – Mergermarket European

accountant league tables 2019



#### TALENT

BDO people bring a particular quality to our working relationships. We want to create value for our clients and our colleagues and we understand that technology is impacting our clients more than ever. BDO's professionals worldwide are readily embracing futureoriented technology, transforming our client service by applying skills and insights with a digital mindset. But we continue to build powerful relationships, so that we truly understand our clients' challenges. The BDO difference lies in remaining a people business that embraces diversity and inclusion to build a better workplace. We recruit and retain the leaders of the future: talent with very different backgrounds to those of traditional accounting.

We have an extensive training and personal development programme to ensure that knowledge and talent is shared.

#### SHARING KNOWLEDGE

Our leading experts and their knowledge are accessible via our knowledge sharing communities. They proactively keep our firms up to date with the latest developments in their specialist areas. BDO's world-class experts, tools and methodologies are supported by outstanding knowledge sharing tools, platforms and infrastructure. To stay ahead of the competition, we put expertise at the centre of everything we do, helping our clients thrive in an increasingly complex environment.





#### **INDUSTRIES**

As middle market clients become more sophisticated buyers of professional services and look to expand internationally, they expect industry expertise from their service providers. BDO recognises this and has six established global industry programmes whose teams work together on many projects and provide clients with one seamless approach. The programmes help BDO firms to win more domestic and global clients and therefore increase referrals within the global organisation.

Our established global industry teams and supporting firms share the latest research, thinking and industry trends to anticipate issues and develop solutions which benefit BDO clients around the world. We aim to learn from our colleagues and work together to use best practice in establishing industry programmes in all our firms, whether it be hand-holding a fast growth tech company or restructuring a publishing company.

#### Global industry tools and resources

Participating in the global industry programme provides our people with access to leading industry expertise. All teams meet up on a regular basis to build and strengthen relationships within the group, helping to win more opportunities, share knowledge and to serve our clients.

The teams have collaborated to develop global industry credentials which can be used to help win work. The programmes produce industry-focused thought leadership and other marketing materials to demonstrate industry expertise and use as a business development tool and to improve knowledge. These teams work to develop industry networks in emerging markets that we believe will be key strategic centres in the future. This includes working with our firms to help them build their domestic programmes and integrate them into the global communities.

The benefits of the industry programme include:

- Leveraging BDO's global industry expertise
- Increased referrals within the community
- More efficient and effective global pitches through faster response times
- Increasingly satisfied clients who are likely to purchase more services
- Accelerated growth within the key programmes.

As part of the BDO network, we will have recourse to a global network of proven expertise and resources that will ensure we can deliver an exceptional level of responsive client service.

HADY DRAMÉ, MANAGING PARTNER, BDO FRANCOPHONE WEST AFRICA



2019 GLOBAL REVENUES AMOUNTED TO US \$ 9.6 BILLION

ACCELERATING GROWTH - BDO

# **TOGETHER WE WILL ACCELERATE GROWTH**

The global middle market landscape is in a constant state of flux as a result of regulatory changes, shifting market sentiment, emerging growth markets and economic instability. The result is that clients are more demanding and cost-conscious, they are looking for advisers who are able to react quickly to market conditions, deliver specialist services, embrace market opportunities and provide sophisticated levels of client service wherever in the world they are required. This undoubtedly raises the stakes for professional services firms locally and globally – which are being forced to act now to protect and grow market share.

With client service at its core, BDO offers a highly responsive and complete suite of services. Our global organisation is strong, cohesive, balanced and transparent. Our robust infrastructure, deep industry expertise, local talent and outstanding reputation enable ambitious middle market businesses expanding into global territories to thrive. We have been working towards a long-term growth strategy to identify inspiring businesses with shared values and ambitions. In recent years, more firms have been attracted to join BDO compared to our nearest competitors. We are building a global organisation based on a harmony of cultures and with a shared dream that it's time for BDO to lead - for our clients and our people. Our firms are empowered with the direction, guidance, infrastructure, brand and resources from the global centre, but have the autonomy and domestic freedom to make decisions locally, based on market conditions.

The process to join BDO reflects our culture: it is non-bureaucratic, agile, highly supportive and allows our firms to focus on delivering exceptional service to clients. We are experienced in welcoming new firms quickly and seamlessly, with minimum disruption to people and business.

The reasons for contemplating a merger may be complex but, whatever your motivation, we are searching for future partners with similar cultures, commitment to clients and growth ambitions. Together we will enhance our business and accelerate growth. BDO continues to strengthen its market position in the Korean market, one of the most important in Asia, providing exceptional client service to leading mid-market companies throughout the country. Our growth is a testimony to our commitment to provide our clients with outstanding service and our ability to be proactive and adapt to the ongoing consolidation in the audit and professional services profession.

JOHN GS PARK, MANAGING PARTNER BDO IN KOREA

#### GET IN TOUCH



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# ACCELERATING GROWTH - BDO

#### www.bdo.global

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