

A group of business professionals are celebrating in an office setting. Two women in the foreground are raising their fists in a celebratory gesture, smiling broadly. They are wearing light-colored blouses. In the background, another person is partially visible, also appearing to be part of the celebration. The office environment includes laptops, a coffee cup, and a pizza box on a desk. Large windows in the background let in bright, natural light, creating a warm and energetic atmosphere. A red vertical bar is visible on the left side of the image.

BDO ALLIANCE USA PROGRAM

BRINGING MORE TO CLIENTS[®]

What is the BDO Alliance USA?

The BDO Alliance USA is a nationwide association of independently owned local and regional accounting, consulting and service firms with similar client service goals. The BDO Alliance USA presents an opportunity for these firms, by accessing the resources of BDO USA, LLP and other Alliance members, to expand services to their clients without jeopardizing their existing relationships or their autonomy. The BDO Alliance USA was developed to provide member firms with an alternative strategy for gaining competitive advantage in the face of a changing business landscape. The Alliance represents an opportunity to enhance our relationships with reputable firms that share a mutual business understanding. The BDO Alliance USA is a subsidiary of BDO USA, LLP, a Delaware limited liability partnership.

BDO is the brand name for BDO USA, LLP, a U.S. professional services firm providing assurance, tax, and advisory services to a wide range of publicly traded and privately held companies. For more than 100 years, BDO has provided quality service through the active involvement of experienced and committed professionals. The firm serves clients through more than 60 offices and over 650 independent alliance firm locations nationwide. As an independent Member Firm of BDO International Limited, BDO serves multi-national clients through a global network of more than 80,000 people working out of nearly 1,600 offices across 162 countries and territories.

BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. BDO is the brand name for the BDO network and for each of the BDO Member Firms. For more information please visit: www.bdo.com.

The respective rights and responsibilities of the Alliance member and BDO USA, LLP are more fully described in the License Agreement. The terms of that agreement, and not the summary descriptions in this brochure, will govern. This brochure is qualified in its entirety by reference to the License Agreement, the provisions of which are incorporated herein with the same force and effect as if set out at length.



Maintain, Protect and Expand Your Client Base

Do your clients need expanded services that you are not currently able to deliver?

Would it be beneficial to work collaboratively (versus competitively) with a national firm in pursuing one of your clients or prospects?

Do you have the resources to proactively pursue opportunities and expand your practice areas?

Would you like to help a U.S. company structure its operations in a foreign country ... or conversely, help to minimize taxes for a foreign company with U.S. subsidiaries?

If your firm faces challenges such as these, you may benefit from outside, professional support to compete more effectively and with greater confidence. The BDO Alliance USA could be your answer.

As "An Independent Member of the BDO Alliance USA," your firm retains the distinct business identity you have created. Your independent control and professional judgment are in no way restricted. In fact, your services and capabilities can be broadened and enhanced.

An Alliance member has immediate access to the resources of BDO USA, LLP and other Alliance firms. Your firm can use the BDO Alliance USA to strengthen technical knowledge in all disciplines, to gain extensive domestic and global coverage, to explore new business opportunities, and to secure and maintain clients.



Benefits of Collaboration Through an Alliance

Associations of accounting firms have become a common way of facilitating communication and sharing best practices among firms in separate geographic marketplaces.

Dues are paid to the association, which is typically managed by several full-time resources who help to coordinate requests for information, training, networking, referrals, annual meetings, etc. Member firms range in size and level of sophistication.

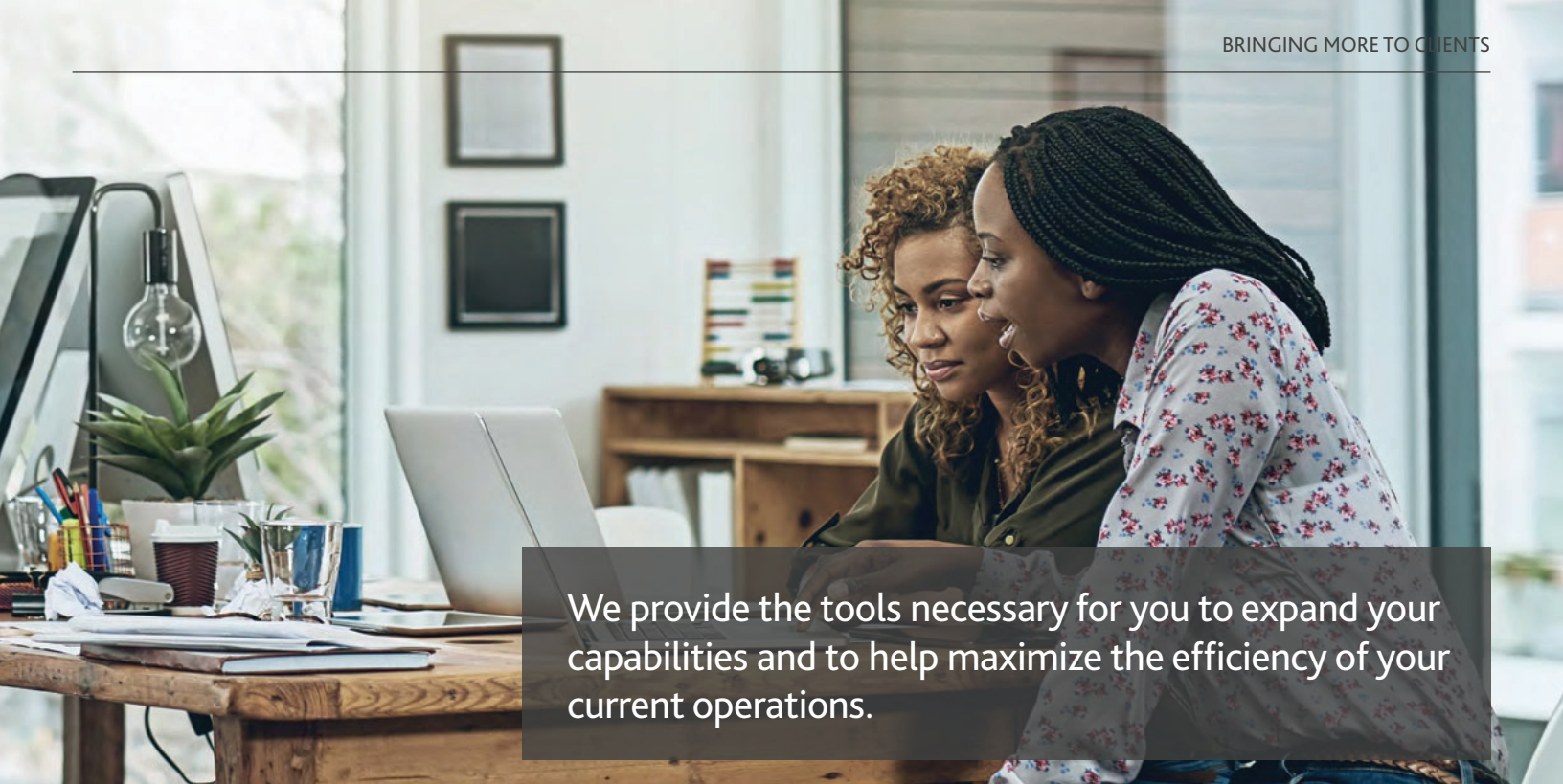
While associations do meet the needs of many firms, there are a number of firms that are demanding a collaborative experience. They are looking for a more positive impact on their ability to serve their clients. They are hoping to elevate their position in the marketplace (vis-à-vis their competition) by presenting a broader service offering and depth of subject matter expertise in the traditional audit and tax arenas. They are looking for an affiliation that brings client service experiences and methodologies to the table, and an ability to jointly serve a client. They are seeking a "brandable" relationship, one that is respected by national financial markets and local businesses.

An alliance with a national accounting firm takes the association experience to a higher level. You receive all of the advantages of association membership. But more importantly, through facilitated access to the comprehensive infrastructure of a national firm, member firms are able to tap into the broad knowledge base

of a partnership, as well as access the niche practices that come with significant size and investment of capital. When you unleash the power of a national firm to work collaboratively with you to help better serve your existing or prospective clients, you cannot only enhance the trusted advisor role, but you also can improve your top and bottom line financial performance. This relationship model can increase the value of your firm, making it worth more in the marketplace while enhancing your ability to maintain your independence.

WHY THE BDO ALLIANCE USA?

The BDO Alliance USA is integral to the strategic vision of BDO USA, LLP. It was established more than 25 years ago to celebrate the value of collaboration. Virtually the entire national firm is accessible to Alliance members, including accounting, tax, and technical professionals, industry-oriented thought leadership and newsletters. Just as your firm responds to client requests immediately, the BDO Alliance USA does its best to help with technical questions and/or market opportunities, all with maximum value at minimal cost in mind. There are 20 professionals fully dedicated to the Alliance, with several hundred professionals involved in the program. Member firms receive all of the benefits of participating in an association with the added benefits of being able to draw upon the resources of an operating accounting firm.



Enhance Your Capabilities

BDO Alliance USA members enjoy the advantages of our recognized technical professionals throughout the country and access to our customized Alliance Portal.

THE BDO ALLIANCE USA OFFERS YOUR FIRM:

- ▶ The opportunity to conduct business on a global scale by being allied with one of the nation's largest accounting and consulting firms.
- ▶ Professional services to supplement your core accounting, auditing, tax and consulting needs.
- ▶ A comprehensive array of management consulting services, as well as services for special practice areas.
- ▶ Professionals with experience in a wide range of industry segments.
- ▶ Interaction (including MAP discussions) with other local and regional accounting, consulting and service firms.
- ▶ Customized computer auditing software that can allow greater efficiency in performing your audits.
- ▶ National tax liaison with the various federal, state and local regulatory agencies.
- ▶ Technical updates maintained on a national basis (in electronic format) as well as various integrated audit and tax practice aids.
- ▶ Access to BDO USA's Audit Manual and Employee Benefit Plan Audit Manual.
- ▶ Continuing professional education programs in each discipline to keep your personnel abreast of the latest developments.
- ▶ Human resource best practices and facilitated discussions to help you develop and maintain new programs for your personnel.
- ▶ National contracts with major tax publishers and software providers as well as other vendor discounts such as CCH, Thomson Reuters and equipment/computer leasing opportunities.

BDO USA, LLP

Professional Services and Capabilities

OUR CLIENTS

BDO provides services to a wide range of publicly traded and privately held companies. For more than 100 years, organizations have relied on BDO to carry out effective and ethical professional services. With a reputation for quality and personal attention, our clients can know they are making a sound decision when they choose to work with BDO.

Excellence is one of the hallmarks of BDO's culture, along with core values of people first, exceptional every day, embrace change, empowerment through knowledge, and choose accountability. These values guide our team in interactions with our clients, Alliance members, each other, and the communities in which

we conduct business. We take our responsibility as trusted professionals seriously, valuing the importance of each client and staying focused on understanding their business. As an Alliance member, you can expect to receive the same type of dedicated service from our professionals, whether soliciting technical advice from a partner or working with an international BDO Member Firm office on a client matter. We offer a sophisticated array of services and access to global capabilities, combined with the personal attention of senior level professionals. We can complement your service offerings in the local marketplace and enable you to better assist your clients.

The following is a brief description of BDO's professional services and areas of experience.

ASSURANCE SERVICES

At BDO, we provide global services that are delivered with a high level of attention from our partners and professionals. We are committed to delivering comprehensive, independent, efficient, and effective audits of financial statements, including those that are integrated with an audit of internal controls. We also provide quality assurance services to help ensure that our clients' financial statements meet the complex regulatory and business requirements under which they function.

Our Assurance Services include:

- ▶ Accounting & Reporting Advisory Services
- ▶ Corporate Governance
- ▶ Employee Benefit Plan Audits
- ▶ Financial Reporting
- ▶ Information Systems Assurance
- ▶ Lease Accounting
- ▶ Public Company Services
- ▶ Revenue Recognition
- ▶ Third Party Attestation

TAX SERVICES

Our tax services go beyond basic tax planning and preparing or reviewing federal and state tax returns. Drawing upon the wisdom of our national tax teams and, if required, the global resources of the BDO network, we work hard to keep clients informed of new opportunities and challenges to help expand their businesses and secure tax savings. Our tax professionals are continually encouraged to develop advanced tax planning ideas based on economic substance and sound business purpose to help fulfill client needs.

Our Tax Planning Services include:

- ▶ Compensation and Benefits
- ▶ Cost Segregation
- ▶ Employment Tax Services
- ▶ Federal Tax Matters
- ▶ Global Expatriate Services
- ▶ Income Tax Accounting
- ▶ International Tax Services
- ▶ Nonprofit Tax Services
- ▶ Private Client Services
- ▶ R&D Tax Credit
- ▶ State & Local Tax
- ▶ Tax Transaction Advisory Services
- ▶ Tax Transformation Services
- ▶ Transfer Pricing

Our services supplement your accounting and consulting needs to enable you to better serve your clients.



ADVISORY SERVICES

BDO's Advisory Practice provides an array of regulatory, risk and executive services to clients navigating an exceptional range of challenges, changes and opportunities.

Our professionals are drawn from a variety of multidisciplinary backgrounds, allowing us to deliver insightful, innovation solutions—no matter the challenge, no matter the need.

Our Advisory Services include:

- ▶ Business Services & Outsourcing
- ▶ Corporate Real Estate
- ▶ Cybersecurity
- ▶ Forensics and Investigations
- ▶ Information Governance & Privacy
- ▶ Litigation and Disputes
- ▶ M&A and Transaction Advisory
- ▶ Public Housing Authority
- ▶ Regulatory Enforcement
- ▶ Restructuring & Turnaround Services
- ▶ Risk Advisory
- ▶ Strategy, Technology & Transformation
- ▶ Valuation & Business Analytics
- ▶ Wealth Advisory

BDO CAPITAL ADVISORS, LLC

A middle market boutique investment bank that focuses on three product areas: mergers and acquisitions advisory, corporate finance, and advising senior management and boards. Through its highly experienced investment bankers, the firm has raised hundreds of millions of dollars in capital, been involved in the financial restructuring of hundreds of companies and generated over a billion dollars of shareholder transaction value across various industries. BDO Capital Advisors, LLC is a FINRA member firm.

BDO BUSINESS RESOURCE NETWORK

As part of the BDO Alliance USA, BDO's Business Resource Network is a collection of independent firms that provide professional services to businesses. Each firm is selected for the quality of their solutions targeted for particular clients or service niches. Collectively, these firms can help your clients reduce business risks, improve operations, or expand their markets.

BDO's Business Resource Network enables you to better serve your clients and add value to the client relationship. Through collaboration tools and educational programs, we are committed to helping your firm succeed in providing quality resources and services to your clients.

Business Resource Network services include:

- ▶ Cost Savings
- ▶ Finance & Treasury
- ▶ Industry Services
- ▶ International Business
- ▶ Property/Facility Solutions
- ▶ Shared Services
- ▶ Technology

Industry Experience

BDO USA, LLP possesses a team of dedicated professionals who have extensive backgrounds and experience in specific industry segments. Many of these individuals are recognized externally as knowledge leaders within their respective areas.

Our professionals speak before trade and industry groups; provide counsel to numerous organizations; serve as officers of many business-oriented entities; and publish articles in trade journals and business publications. Because our professionals are regarded as leaders in their fields, many are quoted frequently in major newspapers and periodicals and are interviewed on local and network news programs.

Through membership in the Alliance, your firm has access to these professionals, in addition to modules and methodologies from BDO USA's most widely served industry segments. Your firm also has access to other Alliance members who are highly experienced in these, and other, industries. In fact, the Alliance currently has several nationwide industry teams comprised of professionals from BDO USA and various Alliance firms.

THE BDO CLIENT SERVICE PHILOSOPHY

BDO USA is dedicated to providing timely responses and swift resolution of technical issues or questions for our clients.

- ▶ Our experienced professionals possess a depth and breadth of technical, functional and industry skills combined with a general business perspective.
- ▶ We are committed to providing a consultative, individualized service with the personal touch of a trusted business advisor.

- ▶ Even as we adopt new ideas, practices and technologies, BDO will never stray from its core values. We remain committed to the highest ethical standards, guarding client confidentiality and delivering value.
- ▶ BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. The BDO Alliance USA links your firm to the diverse international services, products and resources needed to retain major clients and capture choice prospects. BDO Member Firms employ professionals who are knowledgeable about national laws and business customs, familiar with local and international business methods, understand the culture and history of the country in which they operate, and have the local contacts that businesses need to succeed.

YOUR RELATIONSHIP WITH CLIENTS

Membership in the Alliance provides you with access to BDO professionals and various materials to assist you in your practice. However, as an independent professional, you will continue to exercise your own judgment and make your own evaluation of any advice given to you in light of the circumstances applicable to your clients. You will make all decisions affecting your clients.

OTHER SERVICE OPPORTUNITIES

Interaction with BDO USA offices and other Alliance members will provide opportunities to market your firm's technical and other specific experience. Furthermore, our organization often requires accounting and consulting services in locations where we are not otherwise represented.

BDO USA, LLP and Alliance member firms have developed extensive experience in a wide range of industries, including the following:



FINANCIAL SERVICES



GAMING,
HOSPITALITY
& LEISURE



GOVERNMENT
CONTRACTING



HEALTHCARE



LIFE
SCIENCES



MANUFACTURING
& DISTRIBUTION



NATURAL
RESOURCES



NONPROFIT &
EDUCATION



PRIVATE
EQUITY



PUBLIC
SECTOR



REAL ESTATE
& CONSTRUCTION



RESTAURANTS



RETAIL &
CONSUMER
PRODUCTS



TECHNOLOGY

Your firm has access to industry thought leaders, in addition to modules and methodologies.



We Support...

YOUR PEOPLE

As part of the BDO Alliance USA, you will have access to best practices in human resources and facilitated discussions to help you develop and maintain new programs for your personnel.

YOUR PRACTICE

Many of the BDO USA offices are of similar size and share some of the same administrative and operational characteristics of the BDO Alliance USA member firms. You will have the opportunity (on a confidential basis) to compare your policies and procedures with those of other Alliance members as well as similar size BDO USA offices. You may also evaluate your approach and your results related to net fees and various other statistical information, such as cash versus accrual earnings, yield per hour, productivity percentage by category of personnel, billing to standard percentage and realization versus utilization.

YOUR MARKET

Another advantage to joining the BDO Alliance USA is the opportunity to access BDO's marketing services and materials. We have an extensive selection of brochures, guides, reports, manuals, industry newsletters, and other marketing and promotional materials. Through the Alliance network, resources are also available to assist you with special projects, strategic planning, personalized marketing plans, and the development of marketing materials.

YOUR TRANSITION

When you join the BDO Alliance USA, we work to ensure that your transition is smooth and informative. We provide an on-site orientation for your partners and staff, which includes an introduction to the Alliance Portal. During the orientation, you will also be introduced to our online and telephone training sessions for technical accounting and tax issues. In addition, the Alliance staffs a Help Desk that you can call or email with any questions you may have, whether you are looking for different types of experience within BDO or other Alliance members, or need help accessing resources not available on the Portal.



Sign me up!

Give us a call today to learn firsthand how joining the BDO Alliance USA can immediately enhance your service capabilities to clients and prospects.

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