



GET TO KNOW BDO

DETROIT

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.



Why Our Clients Choose Us



A UNIQUE COMBINATION

- ▶ Personal involvement and the attentiveness of a trusted advisor
- ▶ Deep resources of an established national and international network
- ▶ Local distinctiveness and client relationships



PROACTIVE, ONGOING INVOLVEMENT

- ▶ Swift responsiveness and personalized, service-oriented philosophy
- ▶ Open, candid, constructive communication
- ▶ Strong internal collaboration designed to provide integrated service delivery



RIGHT SIZE & EXPERIENCE

- ▶ Streamlined, accessible organizational structure
- ▶ Fewer conflicts and hierarchies than those inherent in larger firms



ACTIVE INVOLVEMENT OF SENIOR PROFESSIONALS

- ▶ Excellent staff-to-partner ratio
- ▶ Access to experienced national and international technical and industry service teams



INDUSTRY LEADERSHIP

- ▶ Dedicated national industry practices
- ▶ Thought leadership and proprietary research on industry issues
- ▶ Demonstrated industry experience and leadership



It's our people, the knowledge they bring to engagements, their commitment to quality service and the candid relationships they develop with clients that has made BDO the distinctive choice for professional accounting services for more than 100 years.

Our industry professionals bring the personal involvement and attentiveness, in-depth knowledge, industry focus, and business savvy that can be critical to our clients' success.

We can help our clients achieve extraordinary results through sound business and financial advice with our broad-based services and the resources of our international network.

BDO's Local Strengths

Detroit

Our dedicated Detroit team is comprised of more than 150 professionals, including 74 CPAs, with strong ties to various industries.

OUR DETROIT OFFICE HAS LEADERS IN THE FOLLOWING PRACTICE AREAS:

- | | | |
|--|--|---|
|  Core Tax Services |  Japanese Service Group |  ERISA |
|  Specialty Tax Services |  Audit & Assurance Services |  Customs & Tariffs |
|  State and Local Tax |  Valuation |  Insurance Risk & Recovery |
|  R&D Tax |  Private Client Services |  Risk Advisory Services |
|  Expatriate Tax |  Credit & Incentives |  Tax ERP Integration |
|  International Tax |  Transfer Pricing |  Restaurant & Retail Business Services Outsourcing |
|  Tax Technology & Automation |  Accounting & Reporting Advisory Services | |



DETROIT LOCATION

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Our notable Detroit-based clients include:

- | | |
|------------------|-------------------------------|
| ▶ MAHLE | ▶ Cooper Standard |
| ▶ Dynatrace | ▶ Borg Warner |
| ▶ Humanetics | ▶ Lear Corporation |
| ▶ Spartan Motors | ▶ Universal Logistic Holdings |
| ▶ Nuvarx | ▶ Henniges Automotive |
| ▶ Rivian | ▶ Stoneridge |
| ▶ Toyota Gosei | |



Access to Resources, Limitless Possibilities

In an increasingly complex business environment, every company requires assistance across a wide range of areas.

As our client's business needs evolve, or as unexpected opportunities arise, they have access to the experience, insight, and resources of one of the world's leading accounting and advisory organizations. BDO delivers customized accounting and advisory services to clients of all sizes - across industries, throughout the country, and around the world.



Insight in 100+ accounting, tax, and business advisory areas



Dedicated professionals focusing across all major industries



Professionals on the ground in 160+ countries



Everyone at BDO understands that at its core our job is about helping - in thousands of different ways, for thousands of different clients - and that we measure success one relationship at a time.

Professional Resources



KEY DETROIT CONTACTS

Tax



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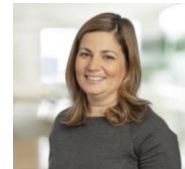
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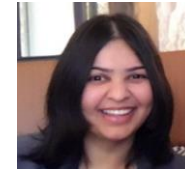
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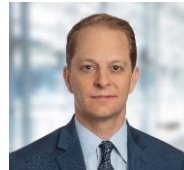
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AMY WHIPPLE

Business Development Director

Amy joins BDO with over 20 years of business development, marketing, event-planning, fundraising, recruiting, and consulting experience. The chapters of Amy's career journey are all connected by one common theme...she loves helping people and businesses solve problems.

Prior to joining BDO, Amy co-founded Purple Squirrel Advisors, a Detroit-based boutique executive search firm. While at Purple Squirrel Advisors, Amy led or supported hundreds of executive-level searches in a broad range of industries. She has worked closely with clients in all types of ownership structures including: privately-held, publicly traded, PE-backed, and family-owned businesses. The vast majority of the search engagements were for executive-level finance/accounting roles.

Amy prides herself on building strong relationships and providing caring and trusting guidance to clients, peers, and strategic partners. She is passionate about positively impacting companies and truly loves being an integral player on a winning team. Amy genuinely enjoys networking (she prefers the "NetGiving" approach), leading peer-to-peer groups, and attending events for professional development. She considers herself to be a lifelong and curious learner, which has proven beneficial in her role as a trusted advisor.

Amy enjoys being part of the Southeast Michigan business community and is also passionate about the impact she is able to make on local nonprofits.

Industry Group Experience

Industry Focus

The power of industry experience is perspective, the perspective we bring to help you leverage your own capabilities and resources.

- ▶ BDO's industry focus is part of who we are and how we serve our clients and has been for over a century. We demonstrate our experience through knowledgeable professionals, relevant client work, and participation in the industries we serve.
- ▶ Whether in the field with our clients, authoring articles on salient issues, speaking at industry conferences, or commenting on breaking news, our industry practices bring perspective on trends, opportunities, issues, and regulations that frame our services and the approach we take in addressing your needs and your industry.

WE KNOW YOUR INDUSTRY



Manufacturing & Distribution



Professional Services



Technology



Private Equity



Restaurants, Hospitality, & Leisure



Life Sciences



Retail & Consumer Products



Real Estate & Construction



Healthcare



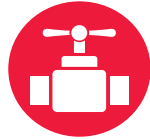
Financial Institutions & Specialty Finance



Asset Management



Insurance



Natural Resources



Nonprofit & Education



Government Contracting



Public Sector



"I appreciate the ability to pick up the phone and talk to the partner at any time. I most especially appreciate that the partner can quickly get national resources on the phone also to address a pressing matter."

JASON BERG
Principal Accounting Officer
Amerco/U-Haul

This testimonial represents the opinion of the individual providing it, not the employer.

Restaurants & Retail Industry Experience

OUTSOURCED FINANCIAL ADVISORY & ANALYTICAL SERVICES

Specializing in the restaurant and retail industries (independents, franchisees and franchisors), BDO's Business Services & Outsourcing team provides outsourced financial and analytical advisory services with a focus on financial leadership and strategy. Our professionals draw on deep industry experience to become trusted advisors to the executive team, helping them meet their current needs and achieve long term goals.

OUR SERVICES

BDO provides both independent and multi-unit restaurant and retail operators with financial leadership and advisory in the following areas:

- ▶ Outsourced Finance & Accounting Services
- ▶ Financial Planning & Analysis (FP&A)
- ▶ Strategic Growth Planning & Goal Setting
- ▶ Financial and Operational Reporting Design, Implementation and Improvement
- ▶ Financial & Operational Data Analytics
- ▶ Management Reporting and Analysis
- ▶ Financial Process & Procedure Best Practices
- ▶ Staff Augmentation Services

HOW WE DO IT

- ▶ **Process Optimization:** BDO helps brands assess and implement best practices in financial reporting, streamline their accounting and finance processes and adopt scalable proven systems.
- ▶ **Data Driven Insights:** BDO delivers data driven actionable insights through our experience utilizing leading business intelligence tools.
- ▶ **Seamless Transformation:** BDO is experienced in transforming a company's accounting, operating and reporting systems to effective and efficient tools that can lead the company's growth.



Manufacturing Industry Experience

The power of industry experience is perspective – perspective we use to help our clients leverage their own capabilities and resources.

We understand the manufacturing industry trends, including declining energy costs that are helping U.S. manufacturers become more competitive. Even though from a supply chain perspective, U.S. manufacturers are seeing the benefits of staying close to home, increased regulation, infrastructure, and healthcare costs continue to weigh on the minds of many manufacturers and distributors.

BDO understands these challenges and offers integrated services, tailored specifically to meet our clients' needs. From the tax implications of global expansion to conducting due diligence for an acquisition, we can help you navigate the many issues affecting your business. We are well versed in the accounting issues facing the manufacturing and distribution marketplace, as well as the regulatory and compliance challenges posed by every area in which you operate - from liquidity issues to labor costs.

BDO SERVICES FOR THE MANUFACTURING INDUSTRY

Assurance	Tax	Consulting
<ul style="list-style-type: none">▶ Financial statement audits▶ Employee benefit plan audits▶ IFRS conversion services▶ Information systems assurance SSAE 16 (SAS 70)▶ Internal audit and risk advisory▶ Sarbanes-Oxley services and compliance▶ Merger and acquisition due diligence	<ul style="list-style-type: none">▶ Business restructuring or management advisory▶ Tax planning or turnaround consulting▶ Transaction advisory services▶ Valuation or litigation support	<ul style="list-style-type: none">▶ Human resource/management consulting▶ Operations▶ Sales and marketing▶ Financial management▶ Technology/information systems

"The manufacturing industry is the heart and soul of America—its creators, builders and makers. The digitization of business does not diminish manufacturing's role as an engine of economic growth and industrial innovation, but it does reshape it. Manufacturers can't afford to let a temporary slowdown distract them from the bigger picture. Recession is a phase, but disruption isn't going away."

Eskander Yavar
BDO Manufacturing
National Practice Leader



Click to view the report on our website.

Assurance Services

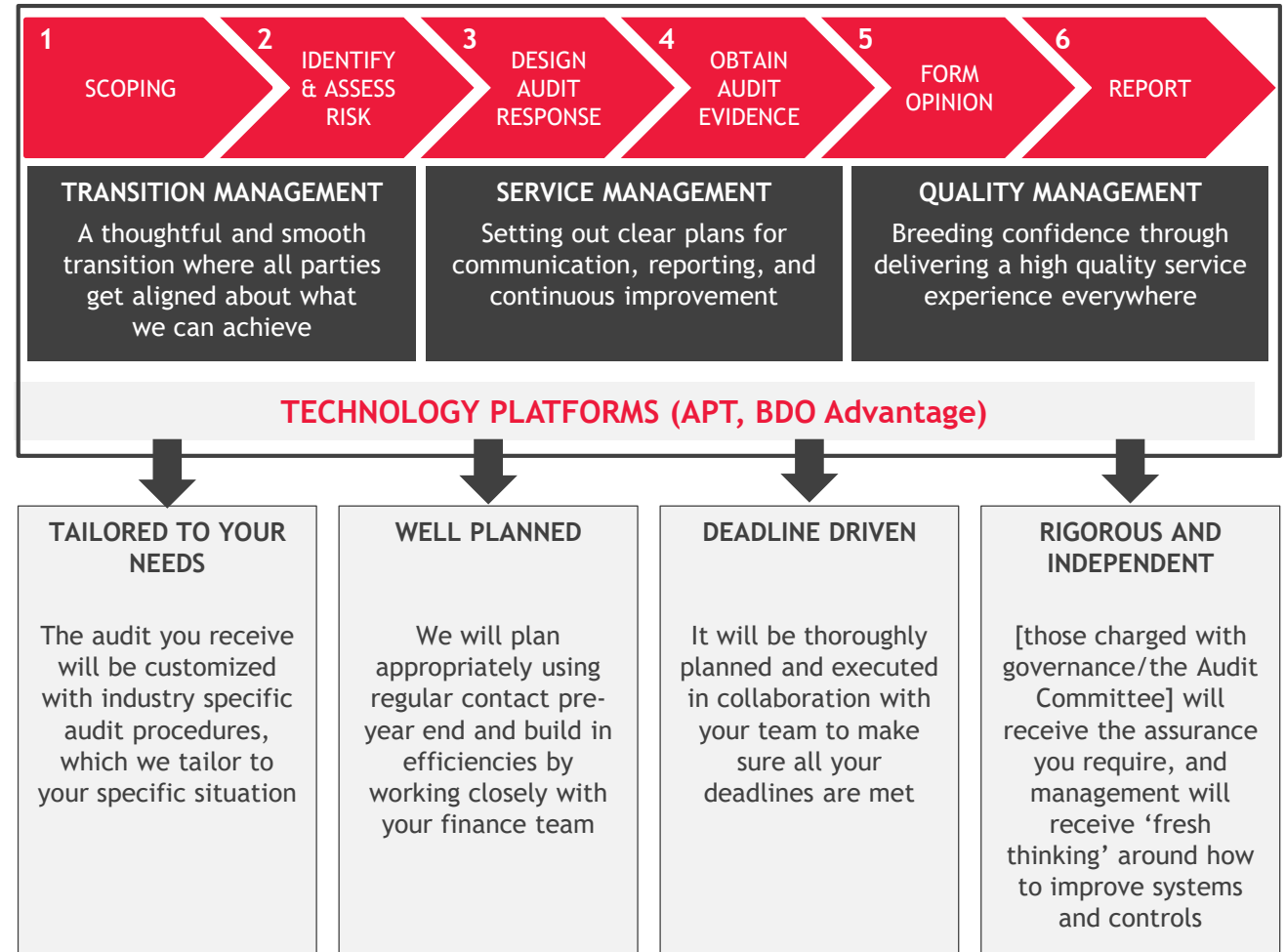
Introducing our Audit Approach

BDO employs a proprietary global audit methodology that will enable your BDO engagement team to conduct a high quality, risk-based audit.

We deploy a six-stage audit approach, which has been designed to help ensure compliance with International Standards on Auditing (ISA) and U.S. auditing standards. It is underpinned by the four key pillars of service management, transition management, quality management, and technology platforms. Our risk-based methodology ensures our focus is directed towards those areas of financial statements that may contain material misstatements as a consequence of risks faced by [XYZ].

Essential to our approach is the incorporation of new technologies, including our audit software and documentation tool 'APT' and our 'BDO Advantage' audit data analytics platform.

While all financial statement audits are required to comply with applicable auditing standards, audit firms use different methodologies to meet those standards, and the methodology used can have a significant effect on the quality and efficiency of service provided.



Audit Differentiators

EFFICIENT AND SEAMLESS AUDIT SERVICES

- ▶ We have specifically designed our audit methodology to provide your engagement team with the necessary tools to perform a high quality, cost-effective audit.
- ▶ We have assigned the appropriate staff and leadership to your engagement to deliver timely, quality service over the critical time period.
- ▶ We believe in complete openness and transparency throughout the engagement, so there will be no surprises.



INNOVATIVE SERVICES

- ▶ Our audit data analytics (ADA) solutions are essential elements of our technology driven service offerings and designed to replace more traditional audit procedures.
- ▶ We employ a flexible approach and methodology to manage the engagement efficiently.
- ▶ We provide ideas for business improvements throughout the engagement.



PROVEN INDUSTRY EXPERIENCE

- ▶ Members of our national industry practices bring to our clients the broad-based experience, in-depth knowledge, and business savvy that can be critical to your success.
- ▶ Our professionals are well versed in issues facing [industry] industry including [insert specific concerns/challenges].



A DEDICATED AND ACCESSIBLE TEAM

- ▶ You will receive early, high level of partner and director involvement.
- ▶ You will receive direct access to top technical resources.
- ▶ Our dedicated project management support ensures that deadlines are met and any potential issues are highlighted early on.
- ▶ Proactive, continuous communications to help you meet your needs, challenges, and business goals.
- ▶ We believe in complete openness and transparency in our work, so there will be no surprises.



BDO's ERISA Services Practice

The power of industry experience is perspective — perspective we use to help our clients leverage their own capabilities and resources. BDO combines comprehensive audit, tax, and advisory offerings to provide services tailored to the unique needs of our employee benefit plan sponsor clients.

Whether performing plan audits in accordance with Employee Retirement Income Security Act (ERISA), advising on regulatory and reporting requirements, or providing consulting services across the entire ERISA spectrum, we understand the fiduciary responsibilities and risks that plan sponsors face. We don't just deliver employee benefit plan compliance services, our solutions-oriented team becomes each client's trusted ERISA advisor.

BDO is distinct among global CPA firms in focusing on employee benefit plan auditing, and having partners, directors, and managers who focus solely in this area. Our teams offer value-added advice on all matters affecting employee benefit plans, including business, operational, regulatory, accounting, and auditing concerns.

Our dedicated staff have significant experience with virtually all plan types and filing requirements:

- ▶ Defined contribution retirement plans (401(k) and 403(b) arrangements, profit-sharing plans, stock bonus and ESOP)
- ▶ Defined benefit pension plans (pension equity plans, cash balance plans)
- ▶ SEC 11-K Filings
- ▶ Full-scope audits
- ▶ Limited-scope audits
- ▶ Union-represented plans
- ▶ Multiemployer plans
- ▶ Multiple employer plans
- ▶ Health & Welfare plans (defined benefit or defined contribution)
- ▶ Master Trusts
- ▶ Form 5500 and Form 990 Filings

THE POWER OF EXPERIENCE

Our team of dedicated ERISA professionals combines BDO's comprehensive audit and tax offerings to provide services tailored to our clients' unique needs.



Third Party Attestation Services

Choosing the right service auditor is a critical element for organizational success. BDO's Third Party Attestation Services are designed to meet clients' high standards, while leveraging resources and remaining cost-effective.

In today's global economy, companies operate under expanding regulations both in the U.S. and internationally. Considering the various industry regulatory and risk standards, organizations increasingly must demonstrate adequate controls and safeguards over their clients' assets, making a trusted service auditor more important than ever.

BDO is distinct from many other accounting firms, in that our practice group is made up of individuals specifically dedicated to providing high quality third-party attestation services.

Backed by one of the world's largest global networks, we tailor services specifically to the individual needs of our clients' businesses, allowing us to deliver them in the most efficient and cost-effective way possible.

Our professionals provide a full range of SOC 1, 2, 3 and other third-party attestation services in accordance with applicable professional standards. We can help with a range of attestation needs, all over the world, including:

► Domestic

- SSAE 18 - SOC 1, SOC 2, and SOC 3
- WebTrust for Certification Authorities
- SOC for Cybersecurity
- SOC for Supply Chain
- HITRUST
- Payment Card Industry Services
- ISO 27001

► International

- ISAE 3402
- GS007 or ASAE 3402 in Australia
- DRS and ODD in Australia
- AAF 01/06 in the United Kingdom
- ASAE 3402 in New Zealand
- ISAE 3000 and 3402 in Europe



Tax Services

A Wide Range of Fully Integrated Tax Services

Focusing on your company's total tax liability, we can offer you a sophisticated array of services, tailored to your unique needs. We draw on deep experience and industry-specific knowledge to deliver insights and innovation our clients need to maintain compliance and drive value.



Cost Segregation
Tax deduction and tax credit opportunity for real estate assets.



Federal Tax Matters
Minimizing tax burden and compliance risk for businesses of all sizes.



Global Employer Services
Helping companies design and develop employee programs that are competitive, compliant, and cost effective.



Income Tax Accounting
Ensuring income tax provisions are correct, supported, and explainable.



Private Client Services
Exceptional service for high net-worth individuals and families.



Research & Development Tax Credit
Identifying benefits for developing and improving products, processes, and software.



State & Local Tax
Minimizing the majority of business taxes throughout over 80,000 state and local tax jurisdictions.



Tax Performance Engineering
Streamlining tax reporting by designing optimized tax processes, organizing data, and enhancing use of technology.



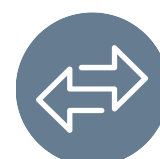
International Tax Services
Managing the risks and identifying the opportunities for global growth.



Nonprofit Tax Services
Focusing on the unique challenges facing nonprofit organizations.



Tax Transaction Advisory
Navigating the complex tax implications of investments and divestitures.



Transfer Pricing
Focusing on the unique domestic and international tax consequences related to intercompany pricing issues.

International Tax

Global growth opportunities have changed where and how companies conduct business — presenting both new sources of business and new challenges. Reducing tax burden, while minimizing associated risk, is a significant factor in the bottom-line success of global operations.

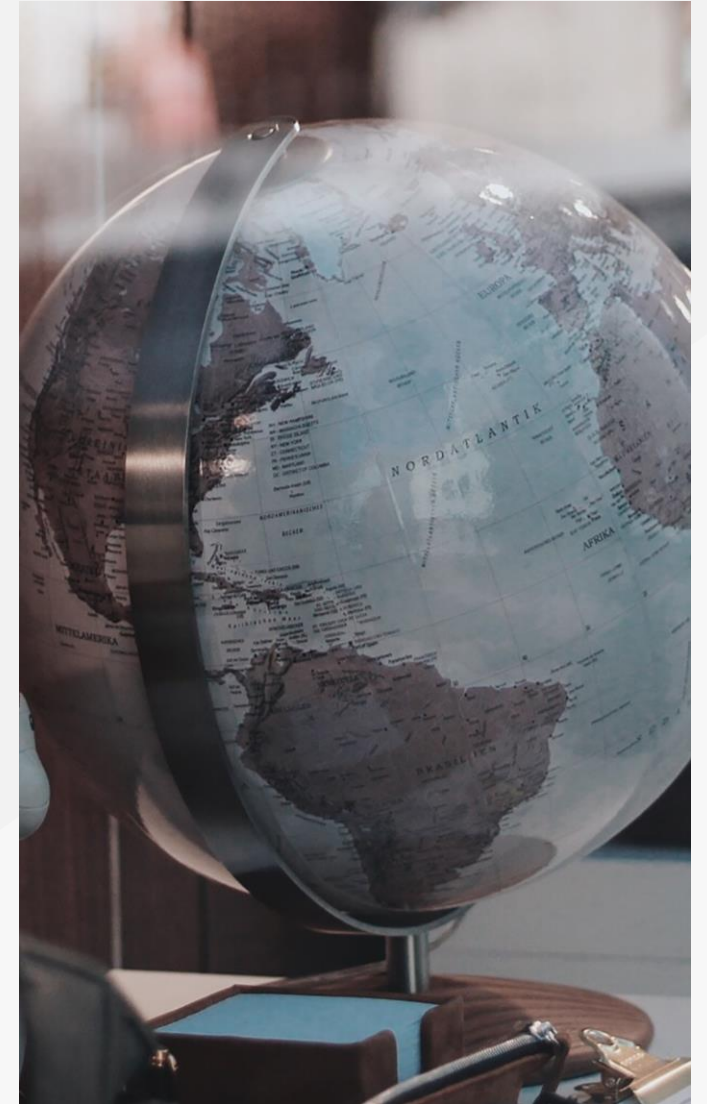
We take a holistic view of each company's global total tax liability, utilizing our extensive knowledge and leveraging our BDO colleagues across the world to bring our collective knowledge to all engagements. We provide the perspective and experience necessary to prosper in new markets, regardless of complexity. We offer partner-led, collaborative services to companies expanding into or from the U.S., including strategic tax planning and consulting on cross-border sales, investments, or partnerships, as well as other treasury management matters.



International Tax

We offer unique international tax services that help increase cash flow and/or decrease effective tax rates, ensure compliance with the most recent tax laws, and shield against the many risks inherent in international businesses. We provide the following distinct areas of service to our client.

- ▶ **Inbound and Outbound Planning:** BDO provides partner-led, collaborative services to companies expanding into or from the U.S., or engaging in cross-border sales, investments, or partnerships. Our International Tax Services Group includes professionals dedicated to cash repatriation, mergers and acquisitions, and transfer pricing. These Inbound and Outbound Services ensure compliance with the numerous issues facing multinational companies today.
- ▶ **Access to International Desks:** Operating across borders brings about tax opportunities and risks that must be managed in real-time. BDO is fully engaged in the legislative and regulatory issues facing our multinational clients. The International Tax Desks at BDO provide our clients with a dedicated, single point-of-contact, who coordinates a wide range of issue-specific, regulation-specific, and location-specific resources, both domestic and international.
- ▶ **Risk Management and Compliance:** We mitigate the tax risk of our client's unique foreign business interests, identify areas of concern early, and implement corrective strategies efficiently and cost effectively.



State & Local Tax

Minimize the majority of business taxes.

There are over 80,000 state and local tax jurisdictions nationwide, each with its own set of evolving rules and regulations. For most companies and organizations, state and local taxes represent the majority of overall tax burden. Companies may not even realize they have incurred liabilities, which can lead to penalties and interest payments.

BDO's dedicated, partner-led practice is experienced with tax regulations in every state, and in virtually every locality. Our team advises on all tax-related issues, including practices, processes, operations and multi-jurisdictional tax complexities. At all times, our goal is to help minimize tax liabilities in both the short and long term.

BDO's multistate tax professionals can help clients identify, plan, implement and manage innovative programs to help minimize state and local taxes in the following areas:

- ▶ Income, Franchise, and Gross Receipts
- ▶ Site Selection and Tax Credits & Incentives
- ▶ Sales and Use Tax
- ▶ Telecommunication Taxes and Fees
- ▶ Unclaimed Property



Transfer Pricing Services

 RISK REVIEW AND POLICY DESIGN	 BENCHMARKING SERVICES	 PLANNING	 COMPLIANCE SERVICES	 AUDIT DEFENSE SUPPORT
<ul style="list-style-type: none">▶ Potential issue identification▶ Compliance assessment▶ Recommendations for improvements	<ul style="list-style-type: none">▶ Financial ratio analysis▶ Capital structure analysis▶ Effective tax rate analysis▶ Royalty rate analysis	<ul style="list-style-type: none">▶ Intangible holding company structures▶ Intangible property valuations and buy-in payments▶ Cost-sharing arrangements▶ Market penetration strategies▶ Supply chain planning▶ Mergers and acquisitions due diligence services	<ul style="list-style-type: none">▶ Documentation studies (global and country-specific)▶ Advance Pricing Agreements (APAs)▶ Intercompany policy and implementation guidelines▶ Intercompany agreements	<ul style="list-style-type: none">▶ Tax authority response and negotiation▶ Dispute resolution▶ Competent Authority submissions▶ Litigation support and testimony

HELPING OUR CLIENTS TURN COMPLEXITY INTO OPPORTUNITY

Our approach integrates our transfer pricing resources with those of international, state & local and federal tax, and includes the development of cross-border tax planning ideas.

We can help our clients develop approaches to complex intercompany transactions that may add value to their business operations from both a tax management and implementation perspective.

Private Client Services

Exceptional service for high net-worth individuals and families.

BDO's Private Client Services begins with an understanding that each individual is exactly that - an individual. We do a lot of listening. Our goal is to provide a unique course of action to each client, with strategies tailored to that person or family's specific needs and objectives.

The Private Client Services group is experienced in all aspects of estate, income, and gift taxation; trust tax compliance; charitable giving and philanthropic foundations; executive compensation; and cash-flow, retirement, and life insurance planning. We have a wealth of professional resources dedicating to minimizing our client's tax burdens, while maximizing compliance with local and international regulations. BDO also provides advice to closely held partnerships and S corporations.

BDO's Family Office Services centralizes the management of financial affairs for high net-worth families and individuals. We provide the resources and global capabilities required for virtually any tax matter, the perspective gained from more than 100 years of accounting and advisory service, and a warm, collaborative approach to everything we do.

We focus on tax, planning, and business interests, which allows our clients to focus on their entrepreneurial, creative, and philanthropic projects. BDO delivers a breadth of services to the Family Office, from consultation on a single endeavor to comprehensive involvement with all concerns.



We offer the following advisory and compliance services:

- ▶ Gift, Estate, and Trust Tax
- ▶ Individual Income Tax
- ▶ Family Offices Services
- ▶ International Trust and Estate Tax
- ▶ Structuring affairs for risk management
- ▶ Succession planning for closely held entities
- ▶ Looking beyond the next generation
- ▶ International and cross border concerns
- ▶ Providing for a minor's unique needs

Our Comprehensive Approach for Global Employers

We are focused on building strong, long-term relationships. As such, we collaborate with world-class BDO resources to meet your short- and long-term needs.

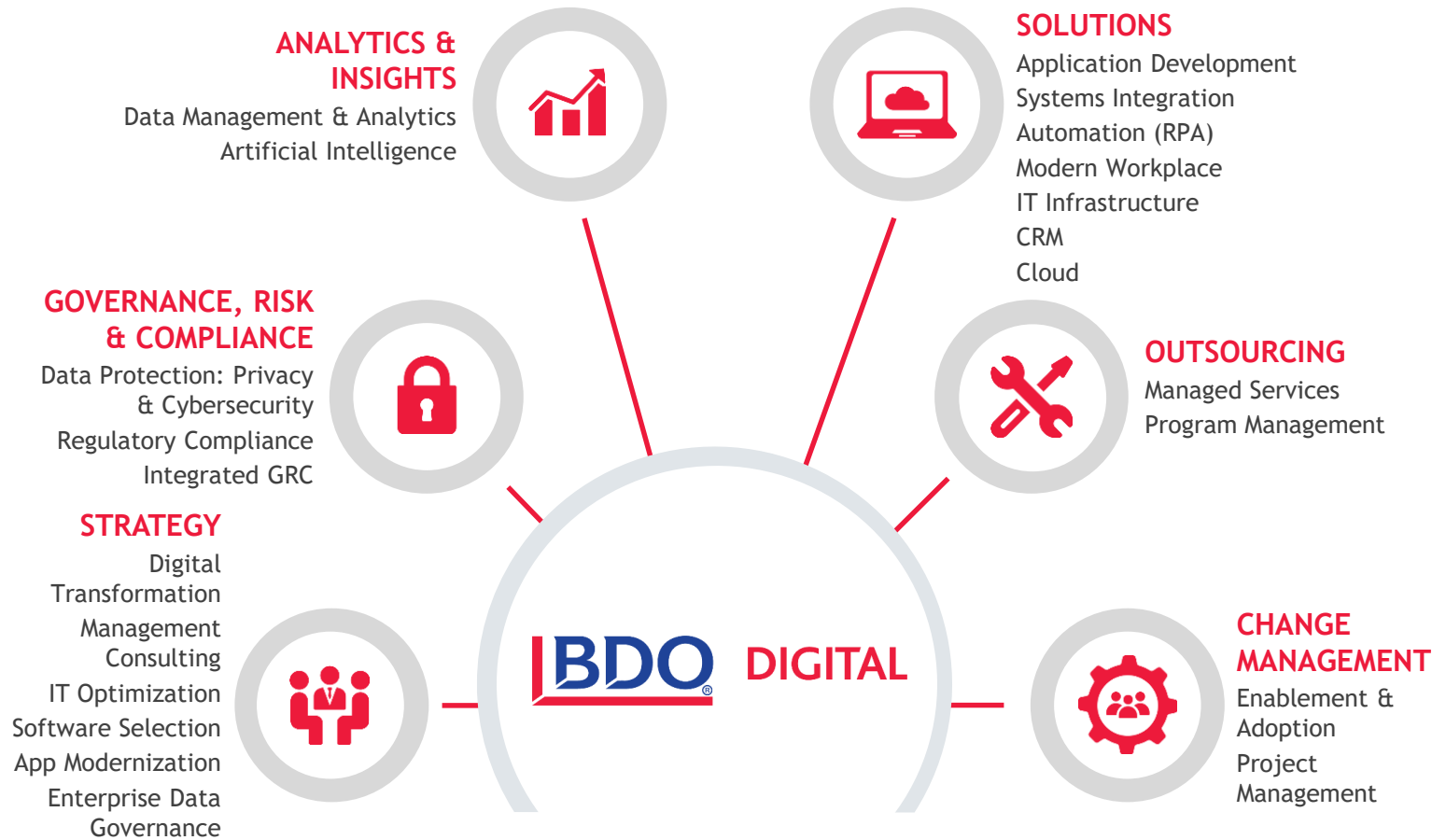
BDO'S FULL-SERVICE APPROACH TO SERVING GLOBAL EMPLOYERS

Global Employer Services	International Tax	State and Local Tax	Transfer Pricing	Additional Services
<ul style="list-style-type: none">▶ 409A, 280G & 162(m) Consulting▶ ERISA Plans & Compliance▶ ESOPs▶ Executive Compensation Consulting▶ Expatriate Tax Services▶ Mobility Management▶ Global Equity Planning and Reporting	<ul style="list-style-type: none">▶ Financing▶ Foreign Tax Credit▶ Foreign Losses▶ Inbound / Outbound▶ International Holding Company Structures▶ Repatriation for Foreign Subsidiaries▶ Restructuring	<ul style="list-style-type: none">▶ Abandoned & Unclaimed Property▶ Corporate & Federal Taxation▶ Credits & Incentives▶ Income & Franchise Taxation▶ Property Taxation▶ Sales & Use Compliance, Tax Advocacy & Consulting	<ul style="list-style-type: none">▶ APAs▶ Audit Defense Support▶ Benchmarking Services▶ Cost-Sharing Arrangements▶ Intercompany Agreements	<ul style="list-style-type: none">▶ Assurance▶ Account and Interest Recovery Services▶ ASC 740-Accounting for Income Taxes▶ Corporate Tax▶ Due Diligence for M&A▶ Fixed Asset Advisory▶ R&D Tax Credits▶ Tax Compliance Support▶ Tax Transformation Services▶ Trust and Estate

Advisory Services

BDO DIGITAL SERVICES

Continually evolving technology consulting



WHY BDO DIGITAL?

BDO Digital understands that each client has unique challenges and opportunities in harnessing value from their investment in technology, often defined by the industry in which they compete.

We are built to provide a tailored set of people, processes, and experience fit to each middle-market client's individual needs. This means our solutions are scalable and serviced by experienced partners and staff.

BDO Digital offers clients the most complete collection of high-quality capabilities in strategic technology and business advisory specifically targeted to the middle-market. BDO has the business insight and scope of services necessary to propel your business to the next level.

Accounting and Reporting Advisory Services (ARAS)

FINANCIAL & TRANSACTIONAL REPORTING

Assisting audit committees and management meet public company filing requirements; private companies in financial statement prep or transitioning to public company status with confidence



Public and private financial statement preparation



Assist companies with IPO readiness

Transition to IPO and Sarbanes-Oxley ready financial reporting, controls, and disclosures



Extensive transactional reporting experience

(e.g. pro formas, periodic, debt, and equity offering filings)



100+ years

experience in audit and accounting

TECHNICAL EXPERIENCE

Seasoned, independent technical accounting advisors provide timely support on emerging issues.



Evaluation of complex accounting, reporting, and disclosure issues



Implementation of new accounting standards

(e.g. revenue recognition, lease accounting)



Evaluation of the impact of complex accounting issues relative to significant business transactions

(e.g. business combination; discontinued operations, debt modifications, stock compensation)



Global resources and relevant experience serving companies from start-up and rapid growth to Fortune 500

Transaction Advisory Services

Breadth and depth of resources to provide any additional services you may require to successfully complete your transaction.

VALUE TO YOUR TRANSACTION

- ▶ Assess working capital components and bridge analyses of sales and earnings
- ▶ Identify risks, disclosure and other negotiation points, and impacting purchase price

VALUE TO YOUR TRANSACTION

- ▶ Optimize your tax position and manage compliance obligations
- ▶ Expert advice in all tax areas delivered via one team
- ▶ Navigating differing stakeholder tax requirements

VALUE TO YOUR TRANSACTION

- ▶ Assess if the current IT platform will support the future business
- ▶ Evaluate the resilience, reliability, scalability, and security of the current IT platforms
- ▶ Identify any potential investment or remediation needs to deliver the business plan



VALUE TO YOUR TRANSACTION

- ▶ Confirm plan achievability based on existing facilities/capex
- ▶ Opining on transaction synergies
- ▶ Highlighting post-deal upsides to enhance business plan

VALUE TO YOUR TRANSACTION

- ▶ Develop stand-alone cost models and minimize/eliminate stranded costs
- ▶ Provide strategic advice on preserving value throughout the transaction by minimizing disruption to the ongoing business
- ▶ Develop 100-day plan

VALUE TO YOUR TRANSACTION

- ▶ Develop information regarding the background, track record, and reputation of other parties involved in a transaction.
- ▶ Provide insightful intelligence into sector dynamics or geo-political issues
- ▶ Enhance risk management safeguards and mitigate operational risk by providing insight into a counterparty's legal, regulatory, and media status

Valuation & Business Analytics Services



TAX REPORTING

Perform defensible and supportable valuations of business interests and assets that meet the requirements of domestic and international regulators, helping our clients achieve corporate or individual tax planning objectives.



FINANCIAL REPORTING

Provide cross-discipline valuation capabilities that include traditional business valuation, real estate appraisal, fixed assets valuation, and complex financial instruments analysis for meeting domestic and international regulations.



FAIRNESS OPINIONS AND TRANSACTION ADVISORY

Provide independent fairness opinions and transaction advice, helping clients model synergies, earnings, and other transaction impacts. .



LITIGATION SUPPORT

Provide reliable valuation support during litigation, delivering thorough financial and valuation analyses, navigating complex disputes, and giving expert testimony.



COMPLEX FINANCIAL INSTRUMENTS

Adhere to industry valuation standards for financial instruments, embedded derivatives, and hard-to-value assets, deconstructing the valuation of complex financial instruments for our clients.



BUSINESS CASE AND FEASIBILITY ANALYSIS

Help clients make well-informed, strategic decisions, including determining return on investment, transactional consulting, identifying value-enhancing strategies, and demonstrating shareholder value.



REAL PROPERTY AND TANGIBLE ASSETS

Value real property and tangible assets for financial reporting, tax, and lending purposes, in addition to lease transactions including front-end, mid-term, and end-of-lease concerns.



STRUCTURED PRODUCTS

Analyze and value structured credit products for financial services and asset management clients.

About BDO



NATIONAL COVERAGE

History, Growth, & Ownership Structure

For more than 100 years, BDO USA, a private partnership, has been recognized as a premier accounting, tax, and advisory organization for our exceptional client service; experienced, accessible service teams; focus on quality and efficiency; and our ability to adapt to, and navigate successfully in, a changing marketplace.

Founded as Seidman & Seidman in New York City in 1910, the firm has grown to serve clients through 60+ offices and over 700 independent alliance firm locations nationwide. Today, BDO USA, LLP, a Delaware limited liability partnership, is the U.S. Member of BDO International Limited, a UK company limited by guarantee, which forms part of the international BDO network of independent member firms.



BDO USA, LLP

\$1.8 billion
Revenues

46% Assurance **31%** Tax **23%** Advisory and Other

670 Partners **6,822** Professional Personnel **65⁺** Offices
8,063 Total Personnel

740⁺ Independent Alliance firm locations nationwide

Statistics as of September 2020

INTERNATIONAL RESOURCES

BDO's Global Organization Serving You

BDO's strength is derived from our structure as a cohesive global network and dedication to internal integration. In each country, BDO Member Firms are composed of professionals who are knowledgeable about national laws and business customs, and familiar with local and international business methods. As our clients expand globally, our global network can help them do business with a depth of experience in international matters, significant resources, and international client service capabilities.



BDO INTERNATIONAL

\$9.6 billion
Revenues

42% Accounting & Auditing **21%** Tax **37%** Advisory (Consulting, Corp. Fin., Other)

6,738 Partners **68,539** Professional Personnel **88,120** Total Personnel **167** countries & territories

5th largest accountancy network in the world

1,809 offices

Statistics as of and for the year ended September 30, 2019.

Scalable and Integrated Service Offerings

At BDO, we know that client service is paramount to building strong, long-term client relationships. As such, we offer a breadth of services, combined with our world-class resources and exceptional client service, tailored to meet every business and financial advisory need.

ADVISORY

- ▶ BDO Digital
- ▶ Business Services and Outsourcing
- ▶ Corporate Finance
- ▶ Corporate Real Estate Advisory Services
- ▶ Forensic Investigation and Litigation Support
- ▶ Healthcare Advisory Services
- ▶ Risk Advisory Services

BDO CAPITAL ADVISORS, LLC

- ▶ Investment Banking

ASSURANCE

- ▶ Accounting and Auditing
- ▶ Accounting & Reporting Advisory Services
- ▶ Audit Data Analytics
- ▶ Employee Benefit Plan Audits
- ▶ Financial Statement Audit
- ▶ IFRS Services
- ▶ Information Systems Assurance
- ▶ IPO Services
- ▶ SEC Reporting
- ▶ Third-Party Attestation/SOC

TAX

- ▶ Cost Segregation
- ▶ Federal Tax Matters
- ▶ Global Employer Services
- ▶ Income Tax Accounting
- ▶ International Tax Services
- ▶ Private Client Services
- ▶ Research and Development Tax Credit
- ▶ State and Local Tax
- ▶ Tax Performance Engineering
- ▶ Transfer Pricing

BDO Culture and Values

Our culture and core values reflect how we manage our work, our relationships, and ourselves. The following core values embody the standards by which we conduct ourselves and the standards you can expect in all our dealings with you as a client:

PEOPLE FIRST

- ▶ Care
- ▶ Earn trust and be trusting
- ▶ Be respectful
- ▶ We before me!

EXCEPTIONAL: EVERY DAY, EVERY WAY

- ▶ Have integrity
- ▶ Be a true professional
- ▶ Everyone is a client
- ▶ Model excellence!

EMBRACE CHANGE

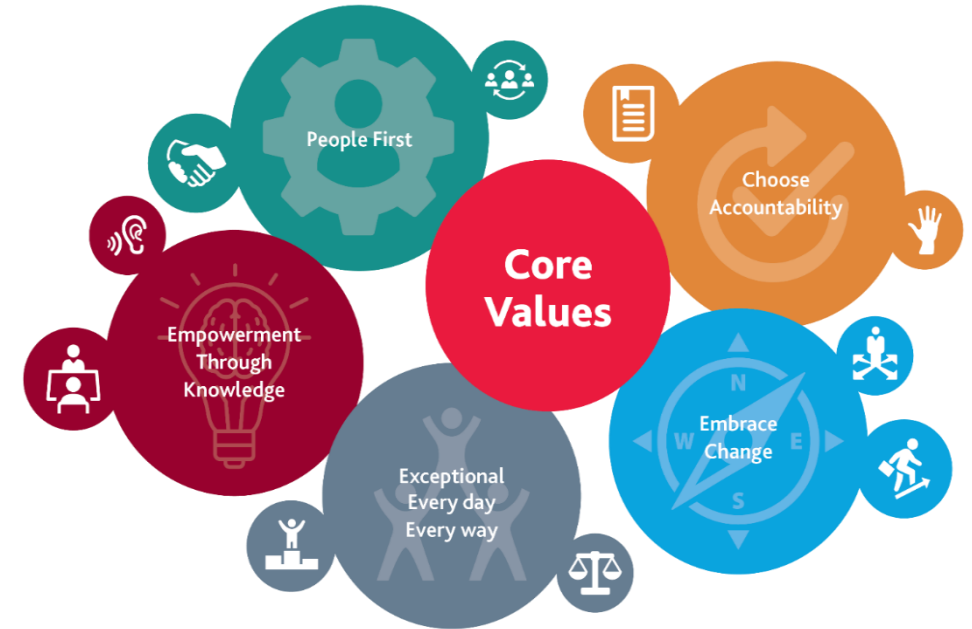
- ▶ Be forward thinking
- ▶ Lead the way
- ▶ Grow and help others grow
- ▶ Move to improve!

EMPOWERMENT THROUGH KNOWLEDGE

- ▶ Listen intently
- ▶ Be direct
- ▶ Share what you know
- ▶ Be curious!

CHOOSE ACCOUNTABILITY

- ▶ Take personal responsibility
- ▶ Be humble
- ▶ Mind the bottom line
- ▶ Do what you say you'll do!



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 65 offices and over 740 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 88,000 people working out of more than 1,600 offices across 167 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.

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