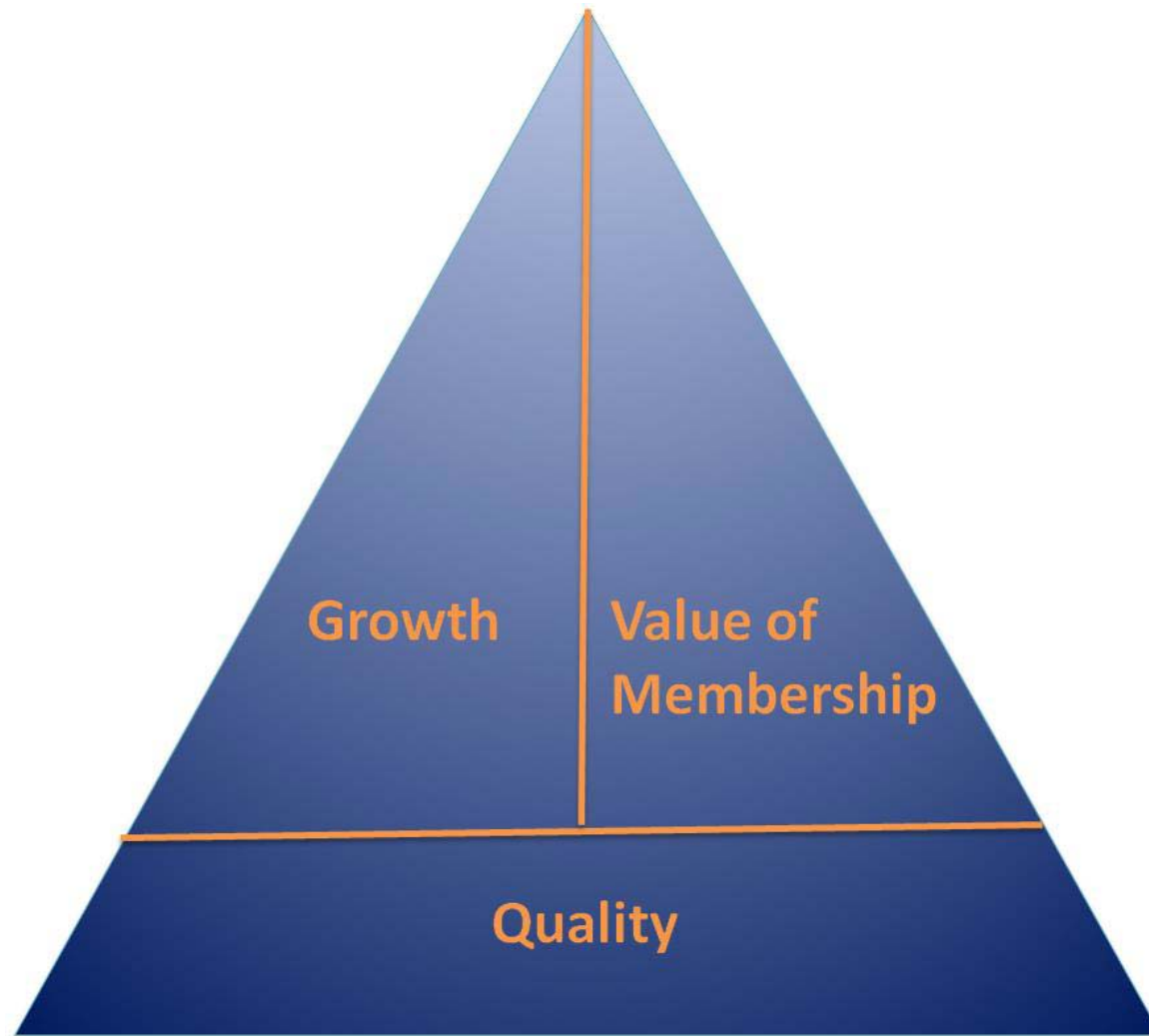




HLB North American Tax Conference

December 2011

Quality, Growth & Value



- Quality firms where their clients do business:
 - Existing clients
 - Prospective clients
- Incoming referrals
- Leverage international name/reputation in their local market
- Knowledge sharing, best practices, industry or service area expertise

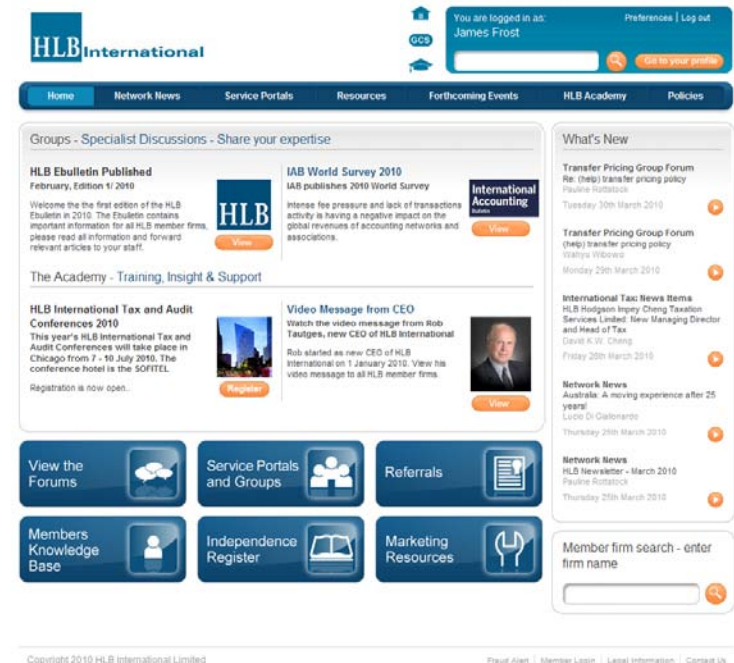
HLBI Focus Areas

- Business Development
 - Referral facilitation
 - Targeting
- Marketing
 - **Branding**
 - Brochures and publications
 - Press coverage
 - **Tap into local marketing talent**
- Network Development
 - Identify upgrade opportunities
 - **Focus on regions – strong regions collectively result in a strong international network**

- Single member firm in countries where it provides sufficient coverage and a “federation” of independent firms in larger developed economies:
 - Strong federations in the following countries:
 - USA
 - Netherlands
 - France
 - Germany
 - Australia
 - UK

- Global Communication System (GCS)

- Internal, password protected
- E-bulletins posted
- CV's of partners and senior staff
- Niche postings
- IFRS help desk
- Timely posting of referral
- **Videoconferencing instructions**



The screenshot shows the HLB International GCS website interface. At the top right, it indicates the user is logged in as James Frost, with links for Preferences and Log out. The main navigation bar includes Home, Network News, Service Portals, Resources, Forthcoming Events, HLB Academy, and Policies. The content area is divided into several sections:

- Groups - Specialist Discussions - Share your expertise:**
 - HLB Ebulletin Published February, Edition 1/ 2010:** A notice about the first edition of the HLB Ebulletin in 2010, containing important information for all HLB member firms.
 - IAB World Survey 2010:** A notice about the IAB publishing the 2010 World Survey, discussing intense fee pressure and its impact on global revenues.
 - The Academy - Training, Insight & Support:** A section for training and support.
 - HLB International Tax and Audit Conferences 2010:** A notice about the 2010 tax and audit conferences in Chicago, held at the Sofitel hotel.
 - Video Message from CEO:** A notice about a video message from Rob Tadjeges, the new CEO of HLB International, dated January 1, 2010.
- What's New:** A list of recent news items, including:
 - Transfer Pricing Group Forum (re: (re) transfer pricing policy) by Pauline Rottstsch, Tuesday 30th March 2010.
 - Transfer Pricing Group Forum (re: transfer pricing policy) by Pauline Rottstsch, Monday 29th March 2010.
 - International Tax News Items: HLB Hodgson Ingey Cheng Taxation Services Limited: New Managing Director and Head of Tax, David K.W. Cheng, Friday 20th March 2010.
 - Network News: Australia: A moving experience after 25 years! by Lucie Di Gallonardo, Thursday 25th March 2010.
 - Network News: HLB Newsletter - March 2010 by Pauline Rottstsch, Thursday 25th March 2010.

At the bottom, there are several utility buttons: View the Forums, Service Portals and Groups, Referrals, Members Knowledge Base, Independence Register, and Marketing Resources. A member search bar is also present at the bottom right.

International Tax Committee (ITC):

Dave Springsteen	USA
Kimberlee Phelan	USA
Brett Starkman	Canada
Corney Versteden	Netherlands
Arnold Stange	Germany

Winning “top of mind” as international tax experts will drive HLB opportunities.

- Special interest groups
 - Tax, SALT, Estate and Gift, M & A
 - Audit
 - HR, IT, Consulting , EBP, BV
 - Conferences
- Audit and tax chat lists
- Suzie Bilger – administration; Margie Osorio - conferences



HLB Conferences & Meetings

Technical Conferences:

Audit and Financial Reporting
Conference

International Tax Conference

Regional Meetings:

European / Middle East

Asia Pacific/ China

Latin American

North American

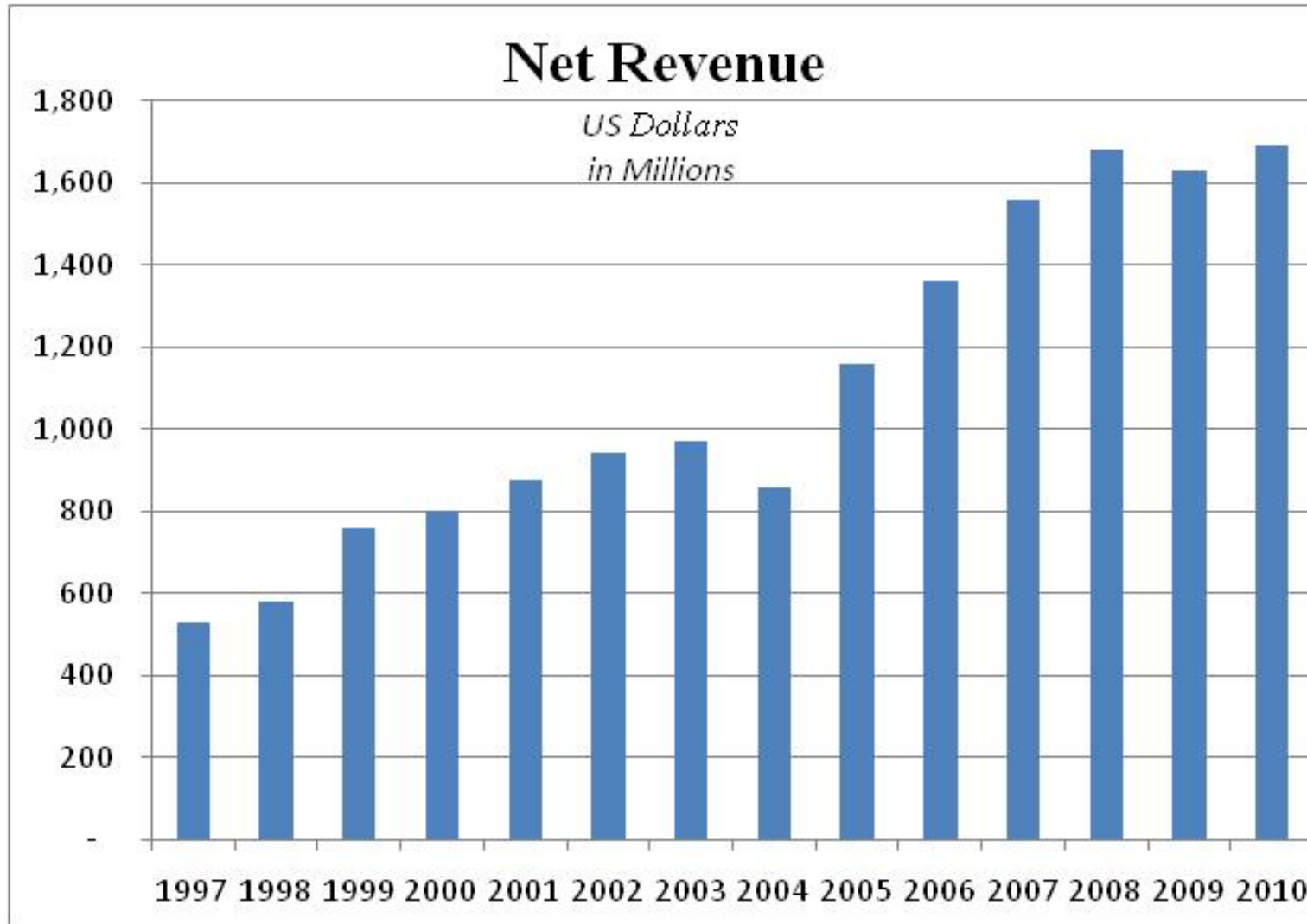
Annual International Conference – 2012 Istanbul

Win International Business Conference

North American Annual Conf with Latin American Conf – May 2012

North American Tax Conf – Nov 28 – Dec 1

Network Growth





Potential Benefits of Growth

- Greater opportunities with prospects who value ranking
- Referrals test firms and network
- Emerging markets typically start with inbound referrals, but grow into outbound

Referrals Out as a Percent of Net Revenue

2009

	Net Revenue	In	Out	Percent
Asia Pacific	£101,850,910	£1,185,538	£594,472	0.58%
Europe	£397,842,602	£4,782,155	£4,875,063	1.23%
Latin America	£19,012,421	£466,073	£113,792	0.60%
Middle East & Africa	£7,148,566	£53,776	£31,596	0.44%
North America	£515,500,174	£843,566	£1,391,516	0.27%
Exited firms		£719,146	£1,043,815	
HLB Totals	£1,046,591,152	£8,050,254	£8,050,254	0.67%



Value of International Clients

- Six to Ten to One
- Typically 'A' clients
- Less fee resistant
- More complex; maybe more fun
- Loyal