

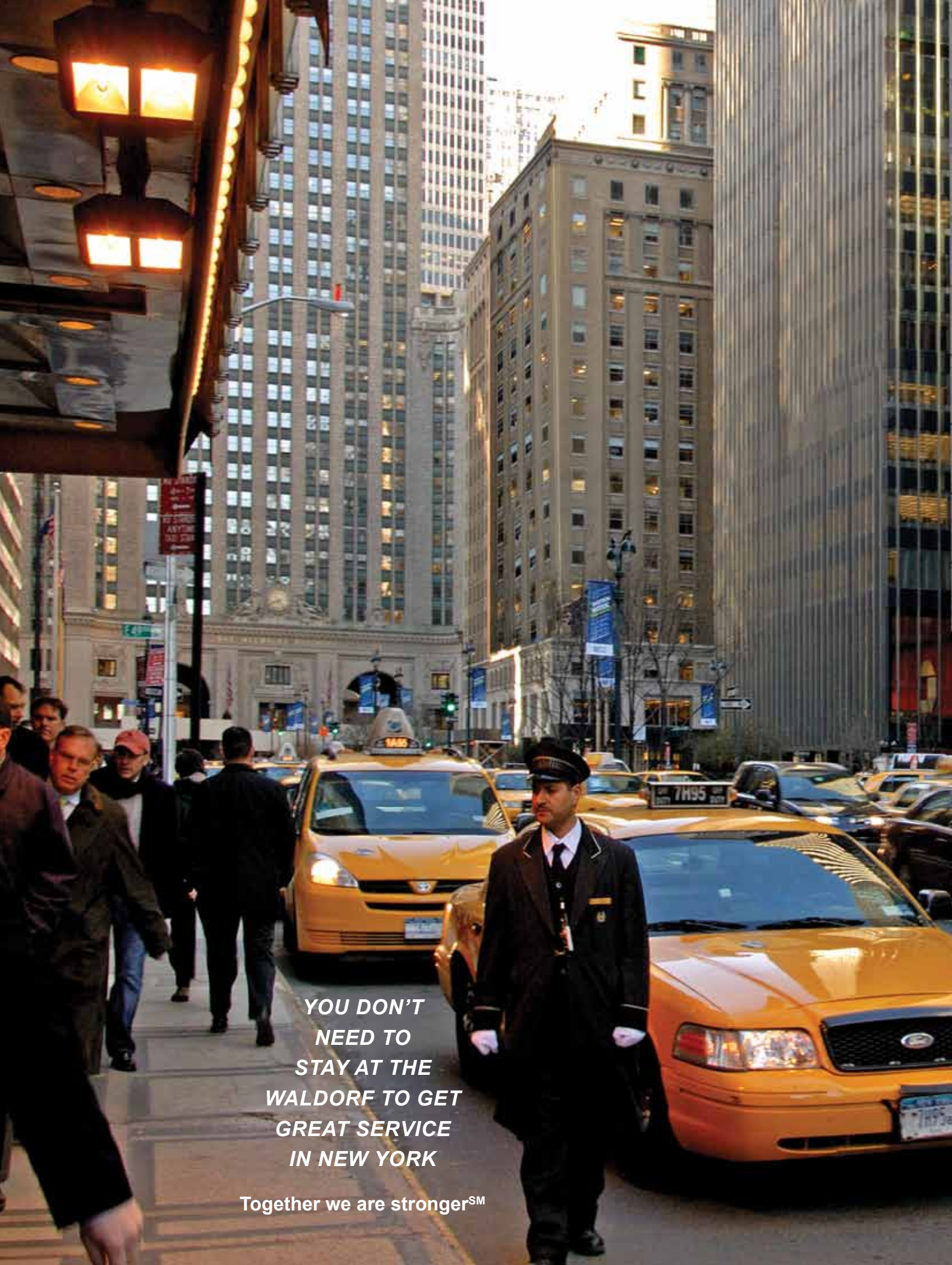
**A FRESH
PERSPECTIVE ON
PROFESSIONAL
SERVICES**

Together we are strongerSM



**Groupe Laviale Sohaco
FRANCE**





*YOU DON'T
NEED TO
STAY AT THE
WALDORF TO GET
GREAT SERVICE
IN NEW YORK*

Together we are strongerSM

A FRESH PERSPECTIVE ON PROFESSIONAL SERVICES

INTRODUCTION

NOT EVERYONE IN LOS ANGELES BUYS WHAT THEY NEED ON RODEO DRIVE

Together we are strongerSM



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Today's internationally-focused companies rely on the expertise of business lawyers and accountants who are not only knowledgeable about the laws, tax systems, regulations and customs of their local jurisdiction, but who are also experienced in working nationally and internationally in other jurisdictions.

To succeed in a complex global business environment, senior company executives often need to make key decisions quickly. They need to call on professional advisors in diverse locations who can provide a broad range of high quality services at affordable rates. And it is all the more convenient if the full range of audit, accounting, legal, tax and consultancy services can be coordinated through their local firm, and provided in English wherever in the world services may be required.


For over 20 years, MSI Global Alliance (MSI) has been developing an international association that matches clients with carefully screened, independent, professional firms that are able to meet these exacting requirements and other stringent membership criteria.

By supplementing their own expertise and resources with those of MSI members in most of the world's key financial and commercial centres, our member firms are helping prominent, growing companies in every industry to succeed in today's fast-changing legal and financial landscape.

As a result, MSI is becoming the 'go to' international association for senior executives working at nationally and internationally focused, small to medium sized companies that need legal and financial services to be coordinated across multiple jurisdictions.

MISSION STATEMENT

MSI Global Alliance aims to be the leading, international, multidisciplinary association of independent, professional firms serving entrepreneurial businesses.

A man and a woman are dancing together outdoors. The woman is wearing a red dress and fishnet stockings, and the man is wearing a white shirt, a dark vest, and grey trousers. They are in a close embrace, with the man's arms around the woman's waist and shoulders. The background is a bright blue wall with a red base and a blue bench. The scene is brightly lit, suggesting a sunny day.

***IN BUENOS AIRES
YOU WILL WANT
TO PARTNER WITH
PEOPLE WHO ARE
IN STEP WITH
YOUR BUSINESS***

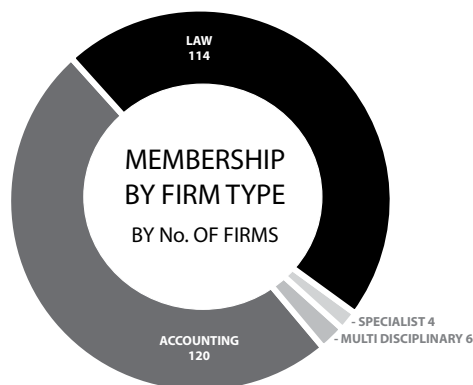
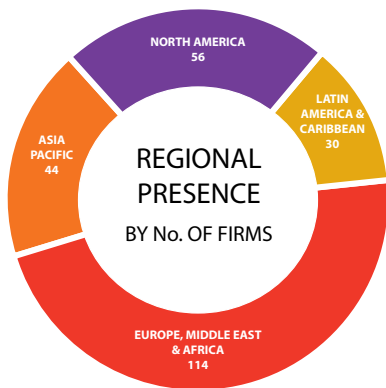
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A FRESH PERSPECTIVE ON PROFESSIONAL SERVICES

A REAL ALTERNATIVE TO THE LARGER FIRMS

WHEREVER YOUR BUSINESS TAKES YOU, WE WILL BE ALONGSIDE YOU

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Over the last 20 years, MSI has grown to become one of the largest and most established international associations of independent professional firms.

Our worldwide membership now extends to over 250 member firms in 100 countries, and is spread evenly among accounting and legal firms in the Americas, Asia Pacific, and Europe, Middle East & Africa regions.

Two decades on, the aim of providing a real alternative to the large international, professional services firms has become more relevant than ever.

Membership is highly sought after by strong, independent firms that need to broaden the scope of services available to their entrepreneurial clients without giving up their much valued autonomy and identity.

A collective membership of nearly 10,000 practising lawyers, accountants, auditors and tax advisors worldwide means that we have more professionals than some of the world's largest firms. As a result, clients can reach out confidently for assistance from highly rated professional firms almost anywhere in the world.

Together MSI member firms have an impressive global presence:

- ◆ 250 member firms in over 300 locations
- ◆ Representation in over 100 countries
- ◆ Nearly 10,000 professional fee earners, with an additional 4,000 support staff
- ◆ A combined fee income of approximately US\$1.3 billion

***IT'S EASY TO NAVIGATE
YOUR WAY AROUND SYDNEY WITH
THE RIGHT PEOPLE ON BOARD***

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A FRESH PERSPECTIVE ON PROFESSIONAL SERVICES

VISIONARY LEADERSHIP & STRONG VALUES

**YOU NEED GOOD
ADVICE EVERY STEP
OF THE WAY IN PARIS**

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SOPHIE COURQUEUX
PARTNER
SBKG & ASSOCIÉS
FRANCE

*“The fact that you can just pick up
the phone and call around the world
to get a question answered is a
tremendous benefit... This makes me
feel as connected as ever.”*

KONRAD WALTER
PARTNER
WKS GMBH
STUTTGART GERMANY

*“Through MSI our clients have access
to member firms in 100 countries.
Knowledgeable local
professionals share the same
approach as us to serving clients
requiring advice on legal, tax,
accounting and auditing issues.”*

Since 1990, MSI has evolved from its two founding firms to become one of the largest and strongest international associations of independent professional firms.

The partners at these firms were concerned about their clients' growing exposure to international markets and their future ability to serve and retain their business as independent firms.

Their vision was to create an international, multidisciplinary association to provide clients with easy access to the interrelated skills, particularly on the tax side, of both lawyers and accountants from 'under one roof'. The potential for cooperation, referrals, international practice growth and information sharing among firms was a driving force.

AN AMBITIOUS, LONG-TERM VISION

An ambitious plan was devised to bring together leading local firms and enable them to obtain and coordinate professional advice quickly and efficiently for their clients, wherever in the world it is required.

Their aim was to create an association that would provide access to new opportunities for internationally oriented clients and their local advisers, and enable both parties to continue to enjoy the benefits provided by the firm's independent status, namely more personal, tailored services and better value.

From the outset, a Secretariat office was established in London to facilitate overall administration under the guidance of a Board of Directors and a Management Board of regional area representatives. While MSI has grown considerably, the same spirit of cooperation and high standards remain. The vision also remains the same, with a long-term agenda in place to move MSI forward.

A FRESH PERSPECTIVE ON PROFESSIONAL SERVICES

THE MSI DIFFERENCE



TRULY GLOBAL AND MULTIDISCIPLINARY

MSI differentiates itself through its truly international and multidisciplinary membership that consists of both legal and accounting firms. This course was set from the start by the association's visionary founding firms.

LEADING LOCAL FIRMS

MSI's multidisciplinary membership is hugely important to clients and professional firms, but what really sets MSI apart is its resolve to appoint only leading, local independent firms. MSI goes to great lengths to ensure members' ongoing commitment to service and being active within the organisation.

A commitment to high standards ensures the integrity and reputation of the association is safeguarded. Less than five percent of the firms that enquire about membership each year make the grade, demonstrating the unashamedly selective nature of the organisation.

MSI is not an inactive 'directory of firms' that have little common interest or personal contact. They are entrepreneurial firms that serve clients facing similar challenges and that share a vision of how professional services should be provided.

AN EMPHASIS ON PERSONAL SERVICE

Many clients prefer the more tailored approach, partner level support and more reasonable fees offered by MSI's local, independent firms. And those that have extra-territorial needs can extend with their local firm, rather than go to a larger, international firm to whom they may be a less important client.

This is evidenced by the number of regional, national and international companies that retain their local MSI member firm, yet take advantage of the firm's ability to coordinate legal and financial services wherever they may be needed.

BROAD SERVICE CAPABILITIES AND BIG FIRM EXPERIENCE

MSI member firms have been carefully selected from among the leading local firms in their jurisdictions. They are deliberately not the largest in their locations with an average of 40 professionals at each firm. Quality is more important than size, in particular the breadth and depth of legal and financial expertise and levels of client service.

Member professionals have in-depth knowledge and expertise in hundreds of practice and niche areas. All law firms are expected to have litigation and corporate teams, and accounting firms must demonstrate strong abilities in audit, assurance and tax.

MEMBER FIRM SERVICES INCLUDE*-

LEGAL SERVICES

- *Anti-trust & Competition Law*
- *Arbitration & Dispute Resolution*
- *Banking & Finance*
- *Bankruptcy & Reorganisation*
- *Business & Corporate Law*
- *Commercial Litigation*
- *Corporate & Commercial*
- *Creditor Rights*
- *E-Commerce & Internet Law*
- *Employment & Labour Law*
- *Estate Planning & Trusts*
- *Environmental Law*
- *Family & Matrimonial Law*
- *Immigration*
- *Intellectual Property*
- *International Trade Law*
- *Products Liability*
- *Securities Law*
- *Taxation*
- *Technology*

ACCOUNTING SERVICES

- *Accounting*
- *Audit & Review*
- *Business Advisory*
- *Business Reorganisation*
- *Business Valuation*
- *Captive Insurance*
- *Company Secretarial*
- *Corporate Finance*
- *Employee Benefits*
- *Financial Reporting*
- *Fraud & Litigation Support*
- *Individual Taxation & Trusts*
- *Insolvency*
- *International Taxation*
- *Mergers & Acquisitions*
- *Outsourcing*
- *Payroll Services*
- *Personal Financial Planning*
- *Taxation Planning & Compliance*

DOING BUSINESS IN HONG KONG SHOULDN'T FEEL LIKE A GAMBLE

Together we are strongerSM



INDUSTRY EXPERTISE

- Agriculture
- Aviation & Aerospace
- Banking
- Construction
- Energy & Natural Resources
- Entertainment
- Franchising
- Government
- Healthcare
- Insurance
- Manufacturing
- Not For Profit
- Oil & Gas
- Pharmaceuticals & Biotech
- Real Estate
- Retail
- Sports
- Telecommunications
- Tourism & Hospitality
- Transport, Distribution & Logistics

**If a service or industry sector is not listed, please contact us directly as our members have a wide spectrum of expertise and will likely be able to assist.*

LUDWIG NG
SENIOR PARTNER
ONC LAWYERS
HONG KONG

"Being a member of MSI enables us to source legal advice from various countries very quickly. That puts us in a very strong competitive position among the biggest firms in Hong Kong."

Whilst the majority of MSI's member firms focus on serving owner-managed, closely-held businesses, the availability of experienced practitioners within their firms, many of whom trained at larger practices, has resulted in growing interest from in-house counsel and CFOs. As a result, firms frequently handle transactional and compliance work for the subsidiaries of listed, multinational corporations.

A COMMITMENT TO SHARED VALUES

MSI members share the same core values and are committed to extending to one another's clients 'Preferred Client' status.

This is emphasised in MSI's Code of Practice and ensures coordinated services, timely response, transparent billing practices, and open communication with the client and the referring lawyer or accountant.

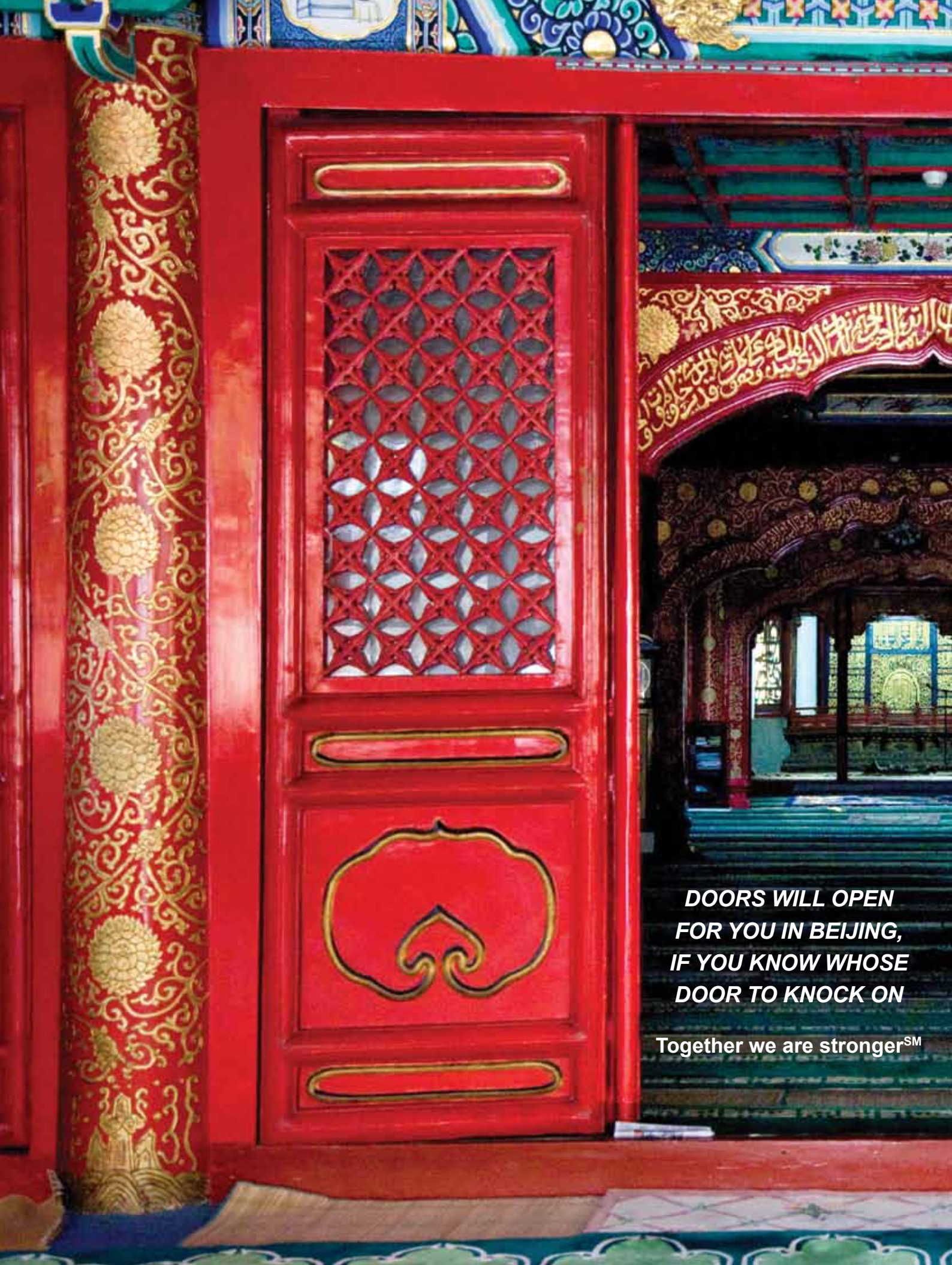
The close relationships that have been forged between members who know each other from MSI meetings and as a result of working together on projects, ensure an efficient, personal service to all clients.

FLEXIBILITY THROUGH ASSOCIATION STATUS

We also view our status as an association (rather than as a network as defined by the International Federation of Accountants and the EU) as a clear advantage for clients.

Whilst we may not have standardised procedures across the organisation (eg for audit procedures), our member firms enjoy greater flexibility in the way they serve their clients and are not restricted by the additional bureaucracy and cost that can overburden international networks.

MSI's thorough selection process, the member firm's own registration with local regulatory bodies, regular internal reviews, and the existence of a Code of Practice provide clients and members with the necessary reassurance.



**DOORS WILL OPEN
FOR YOU IN BEIJING,
IF YOU KNOW WHOSE
DOOR TO KNOCK ON**

Together we are strongerSM

A FRESH PERSPECTIVE ON PROFESSIONAL SERVICES

MSI MEMBERSHIP

**IN DUBAI YOU NEED
TO RELY ON PEOPLE
WHO WILL TAKE YOU
THE MOST DIRECT
ROUTE TO YOUR
DESTINATION**

Together we are strongerSM



BRIAN WYNN PARTNER
GARDINER ROBERTS
TORONTO CANADA

"With over 250 members in 100 countries, I can respond to my clients with confidence that we can help them if they have a problem in a particular corner of the world."

MIKE TUCHMAN PARTNER
LEVENFELD PEARLSTEIN
CHICAGO IL .

"Clients whose activities take them abroad do not have to pause in relation to legal needs as the firm is able to extend with them."

To ensure sound advice in every location, MSI member firms pass through a meticulous selection and due diligence process that includes:

- ◆ Existing member recommendations
- ◆ Peer review reports
- ◆ A detailed application form
- ◆ In-depth, on-site interviews with the firm's partners

Membership is carefully controlled with candidate firms required to meet criteria including:

- ◆ A broadly based commercial practice
- ◆ Independently owned and mid sized in the local jurisdiction
- ◆ The ability to work in English
- ◆ Strong local focus and international experience
- ◆ A diverse and growing client base
- ◆ An appropriate level of liability insurance for their jurisdiction

Firms must also demonstrate commitment to:

- ◆ Impeccable integrity, strong ethics, transparency and professionalism
- ◆ Excellent work product at competitive rates
- ◆ Responsive, flexible and better value services
- ◆ Partner involvement in client matters

MSI's commitment to appointing only one firm in each geographic territory ensures member firm commitment and a willingness to invest in the association as firms are not competing with each other. Periodic reviews ensure firms continue to meet membership requirements.



MSI GLOBAL ALLIANCE (MSI) IS AN INTERNATIONAL ASSOCIATION OF INDEPENDENT PROFESSIONAL FIRMS

Each member firm is a separate, independent legal entity. No one member firm is responsible for the services or activities of any other.

Left: MSI Global Alliance's London offices are located within Temple Chambers in central London.

Groupe Laviale Sohaco is MSI Global Alliance's representative independent accounting firm member in France.

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