

A World of Opportunities

Global Annual Review 2013





ASPIRE

Opportunities arise when we aspire to see things from a different perspective. The strength of our business is based on global reach, genuine depth in local markets and a high performance culture. These qualities give us the confidence to tackle challenges, search out opportunities and to evolve.

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“You cannot be very successful by looking down or by going after mediocre goals. Look up, higher, and higher still, that is where your dreams and sights should be focused to find success.”

Jerry Bruckner
Author



For more information, please visit:
www.bakertillyinternationalannualreview.com

Message from the CEO

Ideally positioned for the future



Welcome to our eighth global annual review – a look back at our progress during 2013.

Despite challenging market conditions, we recorded a strong performance during 2013 with combined member firm revenues increasing for a third consecutive year.

We welcomed seven new member firms to the network during 2013, while many of our existing member firms opened new offices and expanded into new locations through a combination of start-ups, mergers and acquisitions. This gives us exciting capabilities in locations of strategic importance to the future of our business.

These headlines are important, but there's a bigger story behind them. This review provides us with an opportunity to showcase how we operate worldwide, our culture and the opportunities we provide our people. It tells a story of how we are succeeding in our strategy of combining our global footprint with a quality offering that is truly integrated.

The strength of our position today as one of the world's top 10 accounting networks is the result of our continued investment in realising our long-term vision: to be recognised as a global network of closely aligned, premier, independent accounting firms serving leading national and global organisations.

As this review demonstrates, an unwavering commitment to quality underpins everything that we do. We are continually investing in tools and resources to enhance further the high quality of our work and identifying new ways to ensure that we are positioned to continue to provide clients with the premier service they expect from the Baker Tilly brand.

The information we share throughout this review shows our optimism about the future and our commitment to, and passion in, achieving our goals.

To our clients, I thank you for the continued trust you place in Baker Tilly International member firms.

To our member firms and to our International Board of Directors past and present, I thank you for your tremendous dedication, vision and leadership. It is because of these characteristics that each of our people demonstrates that I am confident about our prospects in the months and years ahead. I am certain that we can continue to deliver the best experience to both clients and to our people.



Geoff Barnes
CEO and President
Baker Tilly International

Our strategy

- > Invest in the markets where our clients need us.
- > Build valued client-advisor relationships.
- > Demonstrate leadership and integrity to deliver high quality client services.

Over the past few years we have been developing and refining a strategy that will help us realise our vision.

It requires all of us to challenge ourselves to be better, both in the way we manage our business and how we serve our clients – pushing ourselves to ensure we continue to deliver a world-class performance, both as teams and as individuals.

In achieving our vision we will remain true to the values that make us who we are: collaborative, driven and ambitious people who deliver uncompromising quality and who believe in leading by example.

An unwavering commitment
to quality underpins our vision
and everything that we do.

Future Proofing the Capital Value of Your Business

Globally, as the baby boomer generation (born 1946 – 1964) moves closer to retirement, the clock is ticking for family business owners who want to exit and extract maximum value.

Baker Tilly International, in co-operation with Baker Tilly Pitcher Partners and Swinburne University in Australia, has taken a closer look at both the sociological and economic implications for the family business succession process. The results from 1,650 business owners from across 55 countries provide businesses with a practical guide on how to view and conduct the succession process.

The global data points to a raft of baby boomer business owners rushing towards exits within the next seven years. A staggering 51% have not started the succession planning process, and just 17% have completed it.

Business advisors have long warned of the risk that a 'wave' of business sales driven by baby boomers could push prices down. There is a window of opportunity over the next three to five years either to sell up or to expand their business by acquiring businesses and assets from those looking to exit.

Pursuing either opportunity successfully is dependent on having a clear strategy. To achieve the best possible outcome, owners need to understand the many complex family, individual and business issues that must be addressed in the succession process.

To read our report visit:
www.bakertillyinternational.com

Introduction
Message from the CEO

VISION

The characteristics that shape a successful organisation are often difficult to define. Size is not necessarily the deciding factor. Successful organisations are led by people with a clear vision of where they want the organisation to go.

Interview with the Chairman and CEO

Our perspectives



Left to right: Jim Castellano, Geoff Barnes

In this interview section, Baker Tilly International Chairman, Jim Castellano and CEO and President, Geoff Barnes provide you with an overview of how the network has performed against our strategy in the past year, and share their perspectives on what lies ahead.

What's your outlook on the global economy for the year ahead?

Geoff Following five years of sluggish growth things are now starting to turn the corner. However, we find ourselves in a world with multiple power centres where different regions are advancing at different speeds. While part of the world struggles with a tough, stagnant economy, just spin the globe slightly and you'll find impressive growth in many emerging markets. So, while the economic picture is certainly healthier, the challenge today is achieving growth in a sluggish economy.

Jim Whilst we are definitely seeing signs of improvement in the global economy, many businesses are still cautiously evaluating macroeconomic risks around the globe. It is hard for any business to plan with confidence with so many economic variables at play. Many are also vulnerable to the impact of any withdrawal of economic stimulus measures introduced by governments following the global financial crisis.

It's five years since the collapse of Lehman Brothers. Have your views of globalisation changed?

Geoff The collapse of Lehman Brothers demonstrated just how interconnected the world has become: markets moved quickly and few countries escaped the domino effect that swept across the world's financial centres. The idea of 'business without borders' is here to stay. It's a trend that we are aligned to and one which reinforces our strategy of global reach and genuine depth in local markets.

We have a clear strategy and business model that supports growth and helps us generate long-term, sustainable value.

The network was built on the shared belief that the world's leading organisations would seek accounting advice from advisors that were able to look beyond physical borders and narrow areas of expertise. And that belief stands true today. If I look ahead, I'm optimistic about our position and our ability to continue to compete at the top level.

Jim In a world that's more global, complex and dynamic than ever before, clients expect to be served by the right team of professionals, regardless of service line or geography. Superior technical knowledge alone is not sufficient. Clients are looking for reassurance that their advisors are also commercially astute and understand their business and market sector.

Combining outstanding technical expertise with client and sector knowledge is at the heart of everything that we do. This involves bringing together the highest quality teams with the right mix of skills and experience from across the world to bring unique insights to the opportunities and challenges our clients face.

The percentage rate of growth for the network has slowed over the last few years. Is that just a result of the economic downturn?

Geoff Yes, I believe it is. It also reflects the 'new normal' that we are now presented with. Clients have become far more sophisticated in how they buy their services. They are also more demanding about pricing as boards across all industry sectors are under pressure to rein in spending. We need to continue to work to maintain price integrity and value perception of the services we provide.

Our network is in great shape. Our strategy is robust and, as I hope this document demonstrates, is delivering results. But the business environment is tough and we cannot afford to be complacent. Bold decisions and investments today will ensure we build on the strong foundations we have in place to ensure future growth.

PURPOSE

While much has changed since the network was founded, our fundamental strategy has remained unchanged. By consistently focusing on our strategy we have created a business that sets us apart from others in our sector.

Interview with the Chairman and CEO

Jim Whether we like it or not the way we do business is changing. Tough markets equate to increased competition and that means we all have to operate differently both from an individual and corporate perspective.

This year we recorded our third consecutive year of growth, albeit at a slower rate than in previous years. This is testament to the network's balanced financial strength and a reflection of our member firms' focus on delivering sustainable growth. Delivering a positive result in the current challenging economic climate gives me great confidence of our ability to continue to grow in the coming years and to maximise the opportunities that present themselves.

What are the key areas for development for the network as we move into 2014?

Geoff Across all regions we have seen growth of 26% in our consultancy services – a reflection of our clients' changing needs. There is less call for functions such as tax return preparation and computation, and an increased focus on advisory services. We are seeing a greater emphasis on performance management, decision support, business valuations, dispute resolution and litigation support. As we move into 2014 I expect this trend to continue. Today's clients expect us to bring new ideas, pro-active thinking and a higher level of customer service. Our focus is on ensuring that we excel in delivering those skills to build valued client-advisor relationships where we assist clients with their strategy and ensure we add genuine value.

Jim Economists predict that some of the world's fastest-growing economies in 2014 will be in Africa. In terms of geographical focus, this part of the world is very much on our agenda. An encouraging economic environment – with significant reforms in macroeconomic management, improved

incentives for the private sector and a broadly favourable international context for commodity exporting countries – has spurred high growth rates in many African nations. We believe that the continent will become economically more important under the influence of strong population growth, worldwide demand for natural resources and China's increasing investment in the continent – and we want to ensure we are positioned to take advantage of those opportunities.

Are you satisfied that the corporate governance exercised within the network is commensurate with the way and pace at which the network is growing?

Geoff The network has, and has always had, formalised governance procedures. The International Board, which has ultimate responsibility for setting the strategy, standards and procedures that the network follows, is democratically elected by the membership.

Our Bye-laws offer member firms assurance and protection over the network's actions, clearly detailing the appointment and responsibilities of the governing bodies, namely the chair, board of directors, CEO and regional chairs and councils. The Bye-laws also clearly set out member firms' responsibilities and rights in areas of governance.

Jim In order to strengthen further our governance processes, this year we proposed a number of changes. These changes:

- > Increase the maximum number of directors
- > Allow us to strive for more diversity in directors
- > Allow the creation of a permanent strategic planning group to ensure that we continually evaluate the present state of the network and our global profession, and make recommendations for the development of our medium- and long-term strategy.

Global trends

Three global trends that we believe will impact the future of our clients and our own future over the next decade:

Shifting business environments

Enhanced globalisation and increased business complexity, a shift of power towards the emerging nations, and global regulatory convergence and regulatory oversight will continue to dominate the market in which we operate. These will impact on where growth opportunities arise for businesses and on where businesses invest to capitalise on those opportunities.

Technological innovation

Technology advancements are accelerating. They are changing radically existing business models, creating new industries and challenging business leaders to think about how they can transform their own organisations to suit this digital era.

Changing demographics

Globalisation is being accompanied by unprecedented demographic shifts. A demographic divide will soon arise between countries with younger skilled workers and those that face an aging, shrinking workforce. The war for talent will become increasingly acute in certain sectors, especially those requiring high skill levels.

TRUST

Trust is at the heart of everything we do. We pride ourselves on ensuring quality, integrity and transparency. We are also acutely aware of our role in serving the public interest, promoting transparency and trust and supporting investor confidence and economic growth.

People

Being the best we can be

Clients expect excellence from us. To meet their expectations, we must ensure we have firms and people throughout the network performing at the top of their game, demonstrating excellence in every area.

The accountancy sector is competitive, and we work hard to attract and retain the best and brightest people. That means providing innovative, high-quality development programmes that reflect and anticipate the changes in the market; a supportive environment in which our individuals can flourish; and opportunities to contribute to the communities where we work and live.

As our network of independent member firms has grown, we've worked hard to build an enduring bond between them, one that will bring value to them, to us and, ultimately, to clients. We view diversity in the workplace as a competitive advantage to be developed, recognising that the talented people we need to make the network a success come from a wide range of backgrounds.

We continually invest in professional development programmes that help our people meet the dynamic needs of clients working in an increasingly globalised world.

Now in its twelfth year, our global secondment programme moves talent around the network on short- and long-term international assignments. For many of our member firms, the programme is a strategic tool and a solution to meeting market-cycle demands, helping to ensure that their clients work with people who have exactly the right level of skills and experience for their business. The cultural and work experiences that participants gain from the programme generate fresh perspectives and ensure our people maintain and expand their

international outlook. Those secondees return to their firms with new skills and looking for opportunities to contribute to growth initiatives.

Our Leaders in Collaboration (LinC) programme offers aspiring future leaders within our member firms the opportunity to work in multicultural teams to learn new and innovative approaches to leadership and forge relationships, ultimately strengthening our ability to deliver high-performance global teams. Designed and run in conjunction with The University of Chicago Booth School of Business, the programme is held in Chicago Booth's state of the art campuses in Chicago, London and Singapore. Focused on topics in leadership, strategy and business, it's a chance for participants to immerse themselves in the conceptual knowledge of Chicago Booth's thought leaders and receive the type of feedback rarely available in their daily lives. It's also a unique opportunity for firms to invest in those high performance individuals in their organisations and by doing so, add value to their clients.

Senior and managing partners and key decision makers from our member firms worldwide come to the annual Baker Tilly International conferences to debate key market developments and business development opportunities, and to gain in-depth exposure to best management practices in leading regional accounting firms. In 2013, our conferences afforded delegates 125.5 hours of Continuing Professional Education (CPE) credits.

We continue to make our training more accessible to everyone across the network through technology-based learning. While much of our training is organised and delivered locally, bringing invaluable in-person networking opportunities, computer based e-learning modules and webinars allow us to disseminate information on international accounting regulations and developments and global initiatives faster and more widely across the international network. In 2013 our online courses included the new group accounting standards International Financial Reporting Standards (IFRS) 10, 11 and 12 and revised International Accounting Standards (IASs) 27 and 28.

A commitment to our communities

A commitment to being responsible businesses is an integral part of our culture and we recognise that we must be prepared to continue to make changes to the way we work to fulfil that responsibility. Our member firms are taking direct action to integrate corporate responsibility into everything they do; many have established formalised corporate responsibility programmes which are integrated with their firm's overall business strategy.

We have a long tradition of actively supporting hundreds of worthwhile projects beyond simply making financial contributions. Hundreds of our people have spent countless hours as volunteers and leaders helping to create positive change in the communities in which they work, developing strong partnerships with charities, schools and not-for profit organisations. Many get paid time off so they can perform this work, or receive incentives and rewards through their firm's performance management processes.

Our partnership with EF Corporate Language Training gives our members for whom English is not their first language access to the world's largest online language school for improving business English.

Our values

- > We lead by example.
- > We deliver a quality service with an emphasis on integrity.
- > We are open and honest in all communications.
- > We act ethically.
- > We foster teamwork and collaboration with each other.
- > We maintain a supportive environment in which our individuals can flourish.

COLLABORATE

Our member firms share the belief that together we are stronger. Together we can mobilise resources to service clients with projects that demand multiple skill sets carried out across multiple territories.

Performance

Success is not measured by numbers alone; but the numbers serve as indicators of how far we have come on our journey to be recognised as a global network of closely aligned, premier, independent accounting firms serving leading national and global organisations.

Combined global revenues of our member firms for the year ended 30 June 2013 were up 3% to US\$3.4bn. Our lower percentage growth rate in recent years reflects the ongoing difficult economic markets in some parts of the world following the global financial crisis.

Our member firms in North America returned to growth this year recording a 4% increase in combined revenues, buoyed by their increasing share of the market for consulting services in the region.

Although some of the heat has gone from certain Latin American economies, combined revenues for the region increased 7%, driven by impressive growth from our member firms in Panama and Argentina.

Combined revenues in Asia grew 2% as the region was hit by a slowdown in growth amongst some of the key economies, particularly China and India. This was offset against strong growth in the region's emerging economies.

The continuing tough economic climate in many European countries has had a dampening effect on growth within the region when measured in US\$. However, we anticipate that improving conditions in the Eurozone will mean a return to better economic growth across much of the region in 2014.

Globally, the network increased its headcount by 4% to 27,000.

Year in numbers

Baker Tilly International has a presence in almost every corner of the world.

137
countries

738
offices

A global workforce of
27,000

Global combined revenues for 2013
US\$3.4bn, up 3%

Success is not measured by numbers alone, but our results are a strong indication that our commitment to building a network capable of serving today's global clients is reaping rewards.

STRENGTH

Performance



Our continued growth has not happened by chance. Our member firms have the expertise to address an evolving risk landscape, the flexibility to meet clients' needs and the strength and stability that derive from adopting disciplined business practices.

Performance

FY2013 revenue results

Region	Revenue (US\$'000)	Growth % (rounded)	% of Total revenue (rounded)
North America	1,450,120	+4	43
Latin America	75,773	+7	2
Asia Pacific	658,379	+2	19
Europe, Middle East & Africa	1,219,975	–	36
Total	3,404,247		100
Service Line			
Audit	1,239,082	–	36
Accountancy	461,843	-13	14
Taxation	844,750	-3	25
Consultancy	858,572	+26	25
Total	3,404,247		100

Combined member firm revenue growth (revenue in US\$'000 and percentage growth rounded)

2013	3,404,247	(+3%)
2012	3,316,805	(+3%)
2011	3,222,112	(+5%)
2010	3,065,865	(-2%)
2009	3,128,657	(+6%)





AMBITION

Performance



Our ambition and commitment to quality is reflected in our continuous investment in tools and resources to enhance further the high quality of our work and identifying new ways to ensure that we are positioned to continue to provide clients with the premier service they expect from the Baker Tilly brand.

Performance

Combined member firm revenue by region (revenue in US\$'000 and percentage growth rounded)

Year	North America		Latin America		Asia Pacific		Europe, Middle East & Africa	
2013	1,450,120	(+4%)	75,773	(+7%)	658,379	(+2%)	1,219,975	(-)
2012	1,388,642	(-10%)	70,690	(+14%)	640,163	(+30%)	1,217,310	(+8%)
2011	1,542,534	(+1%)	61,739	(+24%)	493,416	(+40%)	1,124,423	(-1%)
2010	1,530,571	(-10%)	49,976	(+27%)	351,427	(+25%)	1,133,891	(+3%)
2009	1,708,659	(+11%)	39,263	(+12%)	281,787	(+5%)	1,098,948	(-2%)

Combined member firm revenue by service line (revenue in US\$'000 and percentage growth rounded)

Year	Audit		Accountancy		Taxation		Consultancy	
2013	1,239,082	(-)	461,843	(-13%)	844,750	(-3%)	858,572	(+26%)
2012	1,238,470	(+7%)	532,803	(+4%)	866,689	(+2%)	678,843	(-4%)
2011	1,147,072	(-7%)	513,899	(+15%)	851,739	(+7%)	709,402	(+21%)
2010	1,233,020	(+11%)	445,976	(-2%)	799,061	(+2%)	587,808	(-25%)
2009	1,110,663	(+10%)	453,665	(-5%)	782,165	(+10%)	782,164	(+3%)

Member firm people and presence

People worldwide		Number of member firms		Number of countries	
Total	26,847	2013	161	2013	137
Partners	2,754	2012	156	2012	131
Professional staff	19,754	2011	149	2011	125
Administrative staff	4,339	2010	150	2010	120
		2009	147	2009	114

Background to the financial information

1. Each Baker Tilly International member firm is an independent entity. Members do not report revenues on a combined basis.
2. Statistics presented represent the combined figures of the independent member firms.
3. Each member firm reports its figures for its accounting year ending in the 12 months to 30 June.
4. All revenue is reported in US\$. In local currency terms growth in 2013 was higher; overall US\$ growth has been affected by exchange rates.



CONFIDENCE

Performance

III

Our strict membership criteria and rigorous quality assurance programme ensure only the highest calibre firms become part of our network. Firms are recruited based on their commitment to deliver world class services and their ability to apply exceptional technical skills. We believe this gives clients confidence that they are dealing with the best firms.

Structure and Governance

Baker Tilly International is structured as a global network of independent firms owned and operated locally in countries worldwide. This model provides a platform that allows members to share knowledge, skills and resources to deliver global services of a consistently high standard to international and local clients, whilst maintaining the personal attention and partner involvement upon which we pride ourselves.

Legal structure, ownership and network arrangements

Baker Tilly International Limited

Baker Tilly International Limited (Baker Tilly International) is a private company limited by guarantee, incorporated in England and Wales. It is owned by its members, all of whom hold an equal interest in the legal entity. Client services are delivered regionally and nationally by the members of Baker Tilly International, each of which is a locally owned and managed independent firm. Each governs itself and handles its administrative matters locally, and is responsible for its own liabilities.

As a member services organisation, Baker Tilly International's role is to enhance the international capability of its member firms through the co-ordination and strengthening of communications and skill sharing, promoting the Baker Tilly brand, working towards the consistent application of quality standards by member firms worldwide, including compliance with independence policies, and identifying market opportunities and developing associated strategies.

Governance structure

In securing our long-term future, we believe a robust approach to governance is as important as a clear strategy. Our structure centres on leading by example, acting in a way that epitomises what we expect from all of our member firms and our people.

International Board

The International Board has ultimate responsibility for upholding the values, standards and procedures of Baker Tilly International. Its responsibilities include approving the global strategic direction and policies of the network as recommended by the CEO and President and authorising membership changes. International Board members are senior partners drawn from member firms across the network and are elected by members worldwide for a three-year term.

The role of the chair of the International Board is to ensure that the Board functions as a co-ordinated group focused on the network's strategic global development. The current chair, James Castellano, was initially appointed in 2001. He was re-elected during 2012 for a further three-year term.

Global Office

Led by the CEO and President, the Global Office is responsible for the day-to-day leadership and management of Baker Tilly International, recommending the policies and regulations to govern and manage the network, and ensuring alignment in the execution of the strategy set by the International Board.

The Global Office operates through three teams focusing on global technical support and quality assurance, learning and development, and marketing and business development.

Regional advisory councils

The network operates geographically through four regions: North America; Latin America; Europe, Middle East and Africa; and Asia Pacific. Each region has a chair, appointed by the CEO, who leads an advisory council made up of partners from and elected by members in that region.

Each chair is supported by a regional director whose role includes the co-ordination and development of business between members, the recruitment of new firms as necessary and the implementation of the regional strategy.

Member firms

We are proud of our strict membership criteria and extensive due diligence process for applicants and our rigorous and on-going quality assurance programme for members.

Only the highest quality firms become part of our network. Firms are recruited based on their commitment to deliver world class services and their ability to apply exceptional technical skills.

Our code of conduct and shared values define who we are as an organisation, influencing the way we work with each other, the way we serve our clients and the way we engage with our communities.



LEADERSHIP

About us
Structure and Governance

IV

○ Leadership is not just the responsibility of our member firms' partners. We expect everyone within the network to take responsibility for leading, by living the network's values.

Structure and Governance

Baker Tilly International Quality Standard

We require, as a condition of membership, that members deliver professional services in accordance with the Baker Tilly International Quality Standard and other relevant technical and regulatory standards. The Baker Tilly International Quality Standard requires members to conduct all aspects of their business to the highest professional standards, to maintain integrity and to keep in good standing in their local business community.

Each member should comply with all national standards applicable to all aspects of their work. These include auditing, independence and any other standards issued in a member's country which have an impact on their work.

They are also expected to comply with the IFAC's International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and to carry out audits to standards no lower than those contained in IFAC's ISAs.

Member firms are also required to maintain a centrally-held list of companies considered 'restricted' as a result of an audit relationship.

Baker Tilly International and its member firms are full members of the Forum of Firms having met international quality and ethics requirements. The objective of the Forum of Firms is to promote consistent and high quality standards of financial and auditing practices worldwide. Organisations which are members of the Forum of Firms have confirmed that they:

- > Have policies and methodologies with respect to transnational audits that are based, to the extent practicable, on International Standards on Auditing and conform to the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and national codes of ethics

- > Maintain appropriate quality control standards in accordance with International Standards on Quality Control in addition to relevant national standards
- > Conduct, to the extent not prohibited by national regulation, regular, globally co-ordinated internal quality assurance reviews.

Quality assurance

Our code of conduct and shared values set the tone of Baker Tilly International, providing us with a clear set of standards that influence everything we do.

Member firms are subject to continuous monitoring via the annual submission of information relating to their practice.

Member firms conduct their business within the framework of their internal policies which comply with applicable professional standards, laws and regulations. Each member is responsible for its risk and quality performance and, where necessary, for driving change and improvement.

The Baker Tilly International Quality Assurance Review Programme is part of the overall quality assurance procedures of Baker Tilly International. Under this programme, member firm reviews are carried out under a risk-based cyclical programme, and member firms are subject to review more frequently should their structure and business focus materially change.

Led by a full-time centralised team, the review programme covers all aspects of a member firm's operations and service delivery. It is intended to:

- > Provide assurance that a member firm delivers all of its services to the highest standard
- > Provide assurance that a member firm's audits are carried out to standards no lower than those contained in the IFAC's ISAs
- > Evaluate a member firm's own quality

- assurance procedures to assess whether these are equivalent to the requirements of IFAC's ISQC 1. While the focus of ISQC 1 is on the provision of assurance services, it also addresses certain requirements for each member firm's governance and oversight that are relevant to all service lines
- > Confirm a member firm's compliance with the Baker Tilly International Quality Standard, including the obligations on independence
- > Review a member firm's policies and procedures for the acceptance and continuance of clients and engagements
- > Review a member firm's human resource management to provide assurance it has personnel with the appropriate skills and experience required to service clients.

Member firms design and implement action plans as they deem appropriate based on the results of the review. These are reviewed by Baker Tilly International and, depending on the circumstances, may result in a further review of all or part of a member firm's procedures. Failure to comply with the Baker Tilly International Quality Assurance Programme may result in a member's dismissal from the network.

Working with regulators

The impact of regulation has never been greater, and the importance of maintaining relationships with regulators nationally, regionally and globally and playing an active part in shaping our profession is a responsibility that our people take seriously. Many hold positions on national and international advisory groups, technical committees and task forces concerned with standard setting and quality control in financial reporting and audit services.

Our membership in the Forum of Firms demonstrates our commitment to satisfying the high-quality assurance and ethics standards necessary to serve the public interest and to help raise the standards of the international practice of auditing.



Members of the International Board

James Castellano, Chair	United States
Christian Alibay	France
Claus-Michael Allmendinger	Germany
Harry Blum	Canada
Yong Hong (Howard) Chen	China
Tim Christen	United States
Robert Ciaruffoli	United States
Daw Ching Foong	Singapore
Eyal Horowitz	Israel
Howard Kies	United States
Tommy Lawler	United States
Laurence Longe	United Kingdom
Osvaldo Nieto	Brazil
Eduardo Ojeda	Mexico
Don Rankin	Australia
John Smiley	Canada
Ted Verkade	Netherlands

Our grateful thanks go to the following members of the International Board who stepped down during 2013:

Lionel Goldman	Canada
W M (Mack) Lawhon	United States

Regional chairs

Robert Ciaruffoli	North America
Daw Ching Foong	Asia Pacific
Osvaldo Nieto	Latin America
Ted Verkade	Europe, Middle East & Africa

Other global leaders

Geoff Barnes	CEO and President
Paul Ginman	Chief Operating Officer and Technical Director

About Baker Tilly International

Baker Tilly International is one of the world's leading networks of independently owned and managed accounting and business advisory firms united by a commitment to provide exceptional client service.

Every day, around 27,000 people in 137 countries help privately held businesses and public interest entities meet challenges, proactively respond to opportunities and stay competitive.

For more information, visit www.bakertillyinternational.com.

This is our eighth annual review, covering the period 1 January to 31 December 2013. Financial information provided is for the 12 months ending 30 June 2013.

In this document, Baker Tilly International, we, and our refer to the network of member firms of Baker Tilly International Limited, each of which is a separate and independent legal entity. Baker Tilly International does not provide professional services to clients but acts as a member services organisation. Client services are delivered by the independent members of Baker Tilly International. Each member firm governs itself and handles its administrative matters locally, and is responsible for its own liabilities. Member firms are not members of an international partnership or legal partners with each other. No single member firm is responsible for the services or actions of another. Although many member firms adopt the Baker Tilly name, they are not owned by Baker Tilly International.

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, or other professional advice; in specific circumstances the services of a professional should be sought.

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@BakerTillyInt

Our goal is clear: to be defined not only by size, but also by our talent, what we stand for and the experience clients can expect when working with us.



INTEGRATED



About us
About Baker Tilly International

IV

Having member firms in 137 countries means we have the right resources to bring to clients. But more important than our sheer size is the breadth and depth of specialist accountancy and business advisory expertise that we offer.

Baker Tilly International

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