



BDO GLOBAL  
ORGANISATION

IDEAS  
PEOPLE  
TRUST

January 2024



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the chapters in the contents are linked  
to the argument of interest

# BDO GLOBAL ORGANISATION

BDO is one of the main Global Organisation of business services

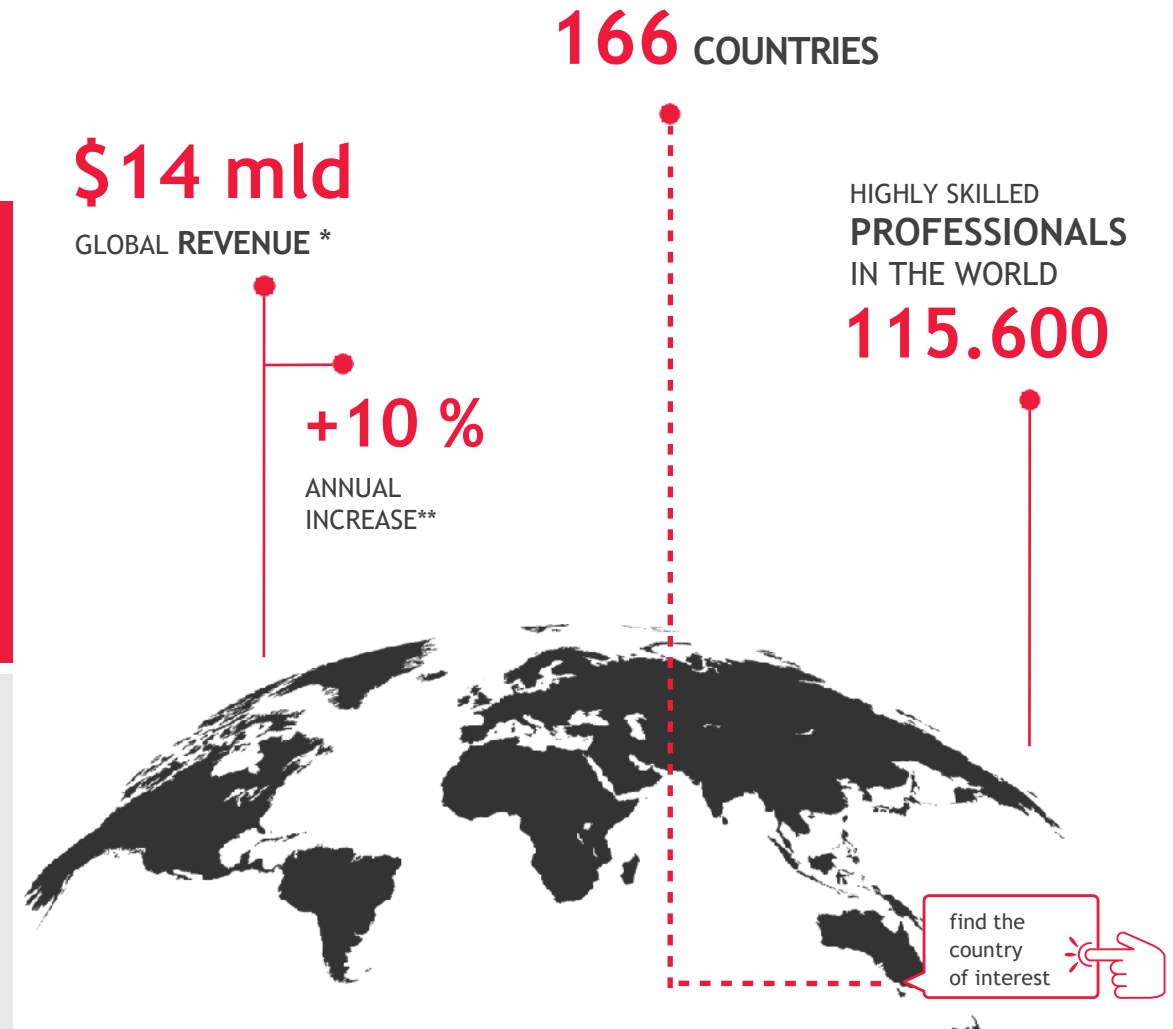
We offer integrated professional services in line with the highest quality standards to large international groups, SMEs, private investors and public institutions, assisting them and optimising performance at every stage of their development, in compliance with existing regulations.

Each BDO member firm is an independent legal entity established under the law of its own country, organized independently and operating in compliance with the local regulations and professional standards.

## Background

Binder Seidman International Group was founded in 1963 when firms from the Canada, Germany, Netherlands, UK and USA joined forces to share and expand their knowledge to better support clients.

In 1973, the group changed its name to Binder Dijker Otte & Co by combining the founders' surnames and whose initials now make up the brand of our organisation.



\* global revenues - data as at 30/09/2023

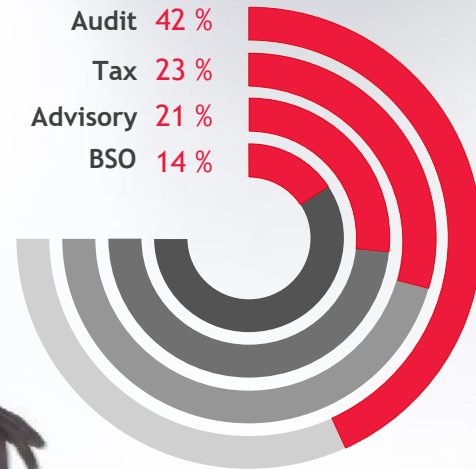
\*\* at constant exchange rates





## BREAKDOWN

FOR BUSINESS AREA



## OF TURNOVER \*

BY GEOGRAPHICAL AREA



57%

America  
\$8 mld



32%

EMEA  
\$4,5 mld



11%

Asia Pacific  
\$1,5 mld



Like all 'mid-tier' networks we must take strategic decisions to continue attracting global clients, enter new markets, improve performance, manage risk, invest in technology and attract the very best talents.

Each Partner of each BDO Firm is committed to playing an active role in daily client management. This commitment is also reflected in the excellent staff to Partners ratio that distinguishes our organisation.

All BDO member firms share professional values, standards, methodologies, training and risk assessment models which constitute the common heritage of the BDO Organisation. This enables BDO to offer homogeneous and highly qualified professional services to its clients all over the world, while keeping the professional characteristics of each country.

\* global revenues - year ending 30 September 2023





“ People *helping people* achieve their dreams ”



## OUR VISION Exceptional Client Service

Our *vision* is to be the leader in exceptional client services, and this means a laser focus on quality in all the countries of the world where we are present, in order to ensure the consistent delivery of exceptional services worldwide.

- a deep attention and orientation to the client's needs
- clear, transparent and timely forms of communication
- high quality standards shared by all BDO Firms
- values shared and strived for by BDO people.



## OUR PURPOSE People *helping people* achieve their dreams

Our purpose is to help people achieve their dreams, whether they are colleagues, clients or stakeholders in the broadest sense.

*Sustainability* is an integral and essential component of our work. We strive to pursue it in compliance with the UN 2030 Agenda, with its 17 Sustainable Development Goals (SDGs): a commitment that aims to create responsible and sustainable value, through balanced business management respectful of all our stakeholders, for the benefit of us and our clients, but also for the community and future generations.



# OUR PROMISE

IDEAS | PEOPLE | TRUST

*“ Our clients know they can rely on us, on our expertise and capabilities in comprehending individual needs.*

*They appreciate the quality of our ideas, independence and proactivity. ”*



## ▶ IDEAS

Every project starts with an idea and it is idea that move the business and the company. We work closely with our clients to inspire innovative idea development and identify opportunities that can be transformed into practical business support measures. Our culture encourages entrepreneurial thought leading to advice, tips and insights that can make a difference. We listen, develop and implement ideas: our approach to support companies.

## ▶ PEOPLE

BDO's choice means relying on skilled and highly trained professionals who work with commitment and diligence. It also means you can develop a strong professional relationship with the Partner and the dedicated team. For this purpose, BDO has a higher percentage of Partners than other leading consulting and auditing companies to achieve this commitment.

We offer a tailor-made service, which is adapted to the individual needs of the client by professionals with dynamic and proactive mindset.

## ▶ TRUST

We are proud of our clients' satisfaction, and this encourage our growth: we constantly commit to operate responsibly in order to provide an excellent service and to identify the best opportunities for value creation so that our stakeholders feel confident trusting BDO.

BDO People

make the difference



# BDO IN ITALY

AUDIT | ADVISORY | TAX | LAW

BDO for over 50 years has been present in Italy and is one of the **leading** organisations for business services.

An **integrated** approach represented in Italy by the following entities:

▶ **BDO Italia S.p.A.**

The one-firm focuses on audit and business services. With its legal and administrative headquarters in Milan, BDO Italia S.p.A. is listed in the official register of accounting auditors of the Ministry of Economics and Finance (n°167911).

▶ **BDO Advisory Services S.r.l.**


The firm focuses on advisory and compliance services.

▶ **BDO Tax S.r.l. Stp**

The firm operates in the tax and corporate services sector.

▶ **BDO Law S.r.l. Sta**

The firm operates in the legal, juridical, corporate and extrajudicial services sector.



**Commitment and professionalism, every day, without exception**

## Main advantages of our organisational model



*Sharing and enhancing expertise of each entity involved to increase the quality of services offered to clients and to the Market.*



*Streamlining relationship dynamics between the client and the different BDO entities.*



*Business efficiency, fine-tuning costs and business procedures such as HR, Training, Administration, Corporate Communications.*

## OUR EXPERTISE


We have a consolidated experience and comprehensive knowledge of the specific challenges and related regulatory aspects across the financial, industrial, service and government sectors.

AUDIT & ASSURANCE

ADVISORY

TAX

LAW

link diretto 

In BDO, we are committed to applying methodologies focused on technological innovation as a key added value to the quality of our services.

We aim to optimize the effectiveness and efficiency of our services for the benefit of our clients by integrating expertise in the areas of auditing and consulting with the support of tailored digital solutions.



# our numbers in Italy

Coverage of the national area through an integrated and widespread structure

about **1.200** professionals, including **70** partner



**€124 m.** revenue  
30/06/2023

+ 12% YoY



## our offices



### NORTHWEST

Milan  
Turin  
Genoa

### NORTHEAST

Padua  
Brescia  
Treviso  
Verona

### CENTER

Bologna  
Florence

### CENTER, SOUTH AND ISLAND

Rome  
Naples  
Bari  
Cagliari  
Palermo

TO KNOW MORE ABOUT BDO



# OUR REFERENCES

## Some BDO Clients in Italy

### MANUFACTURING

- ▶ Aesys
- ▶ Alfa Gomma
- ▶ Astrazeneca
- ▶ Aviation Services
- ▶ Avio \*



### TMT\*\*

- ▶ Adnkronos
- ▶ Agcom
- ▶ Asco TLC
- ▶ Class Editori \*
- ▶ Cyberoo \*
- ▶ Gambero Rosso \*



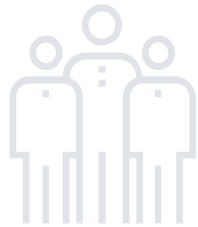
### NATURAL RESOURCES

- ▶ Abbanoa
- ▶ A.I.M. Energy
- ▶ Delos Power
- ▶ Erg
- ▶ Gruppo IVPC



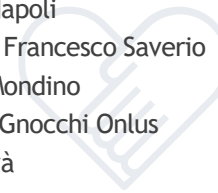
### PUBLIC SECTOR

- ▶ AZA \*
- ▶ Acquedotto Lucano
- ▶ Acquedotto Pugliese
- ▶ AGSM Energia
- ▶ AGSM Verona



### NOT FOR PROFIT

- ▶ Fondazione Banco di Napoli
- ▶ Fondazione Opera San Francesco Saverio
- ▶ Fondazione Casimiro Mondino
- ▶ Fondazione Don Carlo Gnocchi Onlus
- ▶ Fondazione Mario Ravà



### PROFESSIONAL SERVICES

- ▶ Alten Italia
- ▶ Alpenite
- ▶ Consorzio Nazionale Servizi Società
- ▶ Dussmann Service
- ▶ FCA I.T.E.M



### FINANCIAL SERVICES

- ▶ Allianz
- ▶ Antoniana Veneta
- ▶ Popolare Vita
- ▶ Generali \*
- ▶ Banca d'Italia



### REAL ESTATE & CONSTRUCTION

- ▶ Artelia Italia
- ▶ Consorzio Venezia Nuova
- ▶ Gabetti Property Solutions Agency \*
- ▶ Impresa Percassi
- ▶ Gruppo Tecnocasa



### CONSUMER BUSINESS

- ▶ Eridania Italia
- ▶ Fabbri 1905
- ▶ Fope \*
- ▶ Galbusera
- ▶ Giorgio Fedon & Figli



\* listed companies

\*\* Technology, Media, Telecommunication



# COOPERATION WITH PROFESSIONAL ENTITIES

BDO opinions, along with clients' concerns regarding regulatory and legal issues, are brought to the attention of regulators, politicians and other key stakeholders.

**BDO Regulatory Contact Partners have been appointed in more than 40 countries worldwide**

Through its Partners, BDO works closely with the main national and international professional entities, such as:

## NATIONAL

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### **ABI**

Associazione Bancaria Italiana

### **AIEA**

Associazione Italiana Information Systems Auditors

### **AIFI**

Associazione Italiana del Private Equity, Venture Capital e Private Debt

### **AIIA**

Associazione Italiana Internal Auditor

### **ASSIREVI**

Associazione Italiana Revisori Contabili

### **MEF**

Ministero dell'Economia e delle Finanze

### **ODCEC**

Ordine dei Dottori Commercialisti e degli Esperti Contabili

### **OIC**

Organismo Italiano di Contabilità

### **OIV**

Organismo Italiano di Valutazione

## INTERNATIONAL

---

### **AE**

Accountancy Europe

### **CAQ**

Center for Audit Quality

### **EFRAG**

European Financial Reporting Advisory Group

### **ESF**

European Services Forum

### **ESMA**

European Securities and Markets Authority

### **IASB**

International Accounting Standards Board

### **IFAC**

International Federation of Accountants

### **IFRIC**

International Financial Reporting Interpretation Committee

### **IFRS**

Advisory Council



# BDO: AN ACTIVE BRAND

## Events, Professional Seminars

We organise events, take part in third party initiatives and publish educational material. We can be found on the leading social network channels for the purpose **sharing our expertise and viewpoints on issues related to the sector**. Some initiatives are presented hereafter just as an example.

### A few issues on which our professionals speak out:

- Bilancio 2023
- Expatriates & Global Mobility
- La Direttiva UE in materia di Whistleblowing
- Evoluzione dell'informativa non-finanziaria (DNF) e impatti ESG (Environmental, Social, Governance)
- Contributo Conai ed etichettatura ambientale degli imballaggi
- Il provvedimento del Garante Privacy del 9 giugno 2022. Il trattamento dei dati personali a mezzo di piattaforme di web-analytics
- Next generation EU e PNRR
- Nuove agevolazioni e crediti di imposta per le imprese
- La gestione contrattuale degli eventi di forza maggiore
- Digitalizzazione del processo di consolidamento
- Modelli di comunicazione e dichiarazione IVA
- Plastic Tax
- Patent BOX
- ESEF
- Taxonomy regulation

### Some of our partner:



Italian Private Equity, Venture Capital  
and Private Debt Association

### Ad hoc WEBINAR

Planning and management of training  
events tailored to specific client needs.



# BDO: AN ACTIVE BRAND

OVER  
**59.000** FOLLOWERS IN ITALY



follow us on social media and visit [www.bdo.it](http://www.bdo.it) 





newsletter

**BDO**  
taxnews  
aprile 2022

Le novità in ambito di:  
 • legislazione • news dall'Agente delle Entrate • giurisprudenza

- ✓ IMPOSTE SUI REDDITI
- ✓ IVA E IMPOSTE INDEBITTE
- ✓ EXPATRIATES & GLOBAL MOBILITY

Settimanale di 8 pagine | 1000 copie | Distribuzione gratuita

**BDO**  
taxnews DOGANE & ACCISE  
giugno 2021

Le novità in ambito di:  
 • legislazione • giurisprudenza

- ✓ SETTORE DOGANALE
- ✓ SETTORE ACCISE E IMPOSTE SULLA PRODUZIONE E SUI CONSUMI
- ✓ SETTORE TABACCHI

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**BDO**  
flash info paper  
giugno 2022

Aggiornamenti su: **Compliance Normativa**, **Anticorruzione**, **Privacy**, **Governance**

LE NOVITÀ IN TEMA DI COMPLIANCE NORMATIVA IN PARTICOLARE IN DEROGA ALLE LINEE DI CONDOTTA DEL REGOLAMENTO EUROPEO GDPR E IN MATERIA DI ANTICORRUZIONE.

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**BDO**  
EGM focus  
17 dicembre 2022

**MONDO AZIENDALE HA LA ULTIMA CONTINUA A CREDERE: TI-PROVIDER COSA IN CASO?**

**INDICE**

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IMMAGINE	10

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publications

**BDO**  
IDEAS | PEOPLE | TRUST

**Le novità della Legge di Bilancio 2023 in tema di crypto-attività**  
 I nuovi obblighi fiscali e la "voluntary disclosure"

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IDEAS | PEOPLE | TRUST

**I Mercati Azionari di Borsa Italiana**  
 il processo di IPO

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**BDO**  
IDEAS | PEOPLE | TRUST

**NextGenerationEU e PNRR**  
 Costruiamo insieme l'Italia del futuro

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**BDO**  
IDEAS | PEOPLE | TRUST

**Business Process Outsourcing (BPO)**  
 Permettere alle aziende di concentrare le proprie risorse sul core business

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**BDO**  
HORIZONS  
EARTH CAPITAL LTD: WHY WE NEED SUSTAINABLE FINANCE  
 IDEAL ACTIVITY REMAINS HIGH BUT FALLS BACK INTO CRISIS

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**BDO**  
GLOBAL MID-MARKET CORPORATE FRAUD LANDSCAPE  
 DICEMBRE 2022

Settimanale di 8 pagine | 1000 copie | Distribuzione gratuita

**BDO**  
IDEAS | PEOPLE | TRUST

**Tax Incentive & Granting Guide**  
 Guida completa ai più importanti incentivi pubblici per le imprese

Settimanale di 8 pagine | 1000 copie | Distribuzione gratuita

**BDO**  
Consiglio d'Amministrazione  
 LA VALUTAZIONE DELLE AZIENDE IN CRISI

Settimanale di 8 pagine | 1000 copie | Distribuzione gratuita

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examples of recent publication



appendix



# Our Worldwide coverage: +160 Countries

COUNTRIES DETAIL > <http://GLOBAL.LOCATIONS>



# Exceptional Client Service

The quality of our work is the key to our success and so we invest extensively to guarantee that our professional services are performed at high quality levels, in compliance with the BDO Global Organisation policies and with all professional standards applicable legislation.

# 1

## QUALITY LEADERSHIP

- Ethics principles
- Top level responsibility
- Independence.

# 3

## HUMAN RESOURCES

- **Selection** based on quality criteria in line with the internal “Interviews for hiring in BDO in Italy” procedure.
- **Training** and professional career development in line with the standard and training (principles foreseen by the IAESB).
- **Assignment** of engagements to professional staff based on analysis of technical skills, experience, language skills, *core competencies* and available time frames.

# 2

## ACCEPTANCE AND CONTINUANCE CLIENTS AND EACH INDIVIDUAL ENGAGEMENT

- **Compliance** with policies set forth in the *BDO Independence Manual*, the *BDO Risk Management Manual* and the *BDO Audit Manual*.
- **Verify** the inexistence of conflicts of interest or threats to independence.
- **Analysis** of risks connected to the client and the engagement.

# 4

## INTERNAL MONITORING AND ON-GOING IMPROVEMENT

Internal monitoring of quality activities are performed every year to check compliance with procedures and regulations related to quality as well as to verify the application of the audit methodology.

## Our Expertise

### Audit & Assurance

BDO is leader on the EGM Italia Market as auditor with about 40% of the listed companies on Euronext Growth Milan



#### LEGAL AND CONTRACTUAL AUDIT

- audit of financial statements and consolidated financial statements
- limited review of non financial reports
- examination of pro forma financial statements
- legal opinions in accordance with legislation
- audit of group reporting packages
- support to Statutory Auditors
- audit on transition to IFRS and US GAAP
- certification of financial covenants

#### LISTING SUPPORT

- audit of financial statements of the issuer
- limited review of non financial reports
- verification of forecasts
- verification on the establishment of an adequate system of management control
- comfort letter

#### IFRS/US GAAP TRANSITION SUPPORT

- assistance in identifying of the adjustments and reclassifications for conversion to IFRS and US GAAP
- assistance in preparing of the notes required by IAS/IFRS
- development of the new group manual for communication to the peripheral units for new requirements of IFRS financial statements
- assistance and review of the impairment test as required by IAS36
- review of the application of IFRS9, IFRS15, IFRS16 and IFRS17
- review of PPA according to IFRS3

#### IS AUDIT & COMPLIANCE SUPPORT

- IS Audit
- internal audit
- SOX compliance
- control & regulation assurance

#### MONITORING TRUSTEE

- monitoring compliance with commitments defined by Authorities
- verification of sales agreed and the application of cost reductions
- compliance with Anti-Trust legislation
- communication on an ongoing basis with Authorities

#### DUE DILIGENCE AGREED-UPON PROCEDURES

- gathering information on the target company
- valuation and standardization of the target company's performance and predictions of future performance
- identification of any risks of the transaction
- calculation of purchase price

#### PROJECT FINANCING AND FUNDS AUDIT

- certification of costs related to training projects sponsored by professional funds
- audit of account statements for projects funded by private foundations under Italian law
- control and certification of expenditure financed by the Community Funds EU
- control and certification of expenditure financed by the European Fund for Integration
- control and certification of expenditure financed by the Swiss Confederation
- technical assistance to the Regional Audit Authority

#### PLANNING AND MONITORING

#### VOLUNTARY ASSURANCE FOR SUSTAINABILITY REPORTS AND OTHER ESG REPORTING FORMS

#### MANDATORY ASSURANCE FOR NON-FINANCIAL REPORT



Our Expertise  
Advisory



Sustainability



Corporate Finance



Risk & Compliance



Business Services &  
Outsourcing



Digital Consulting



# Our Expertise

## Advisory | Sustainability



### ESG STRATEGY & GOVERNANCE

- planning/efficiency Governance sustainability
- board induction on sustainability
- development of Sustainability Policies and operative Sustainability Plans
- analysis of industrial plans according to Sustainable Development Goals (SDGs)
- analysis of the business model and values chain according to the circular economy
- update/preparation of Code of Ethics
- preparation of code of conduct for suppliers

### ESG RISK MANAGEMENT

- sustainability risk intelligence
- setting up of non-financial information control systems
- setting up management systems on quality (ISO9001) environment (ISO14001) safety (OHSAS18001) and energy (ISO50001)
- setting up management systems on risk (ISO31000) information security (ISO 27001) and business continuity (ISO22301)
- gap analysis and guidance on social responsibility (ISO 26000)
- reputational risk assessment and management
- managing and checking the second half of the values chain (conflict minerals, RJC, ISO 20400, SA 8000 etc.)

### SUSTAINABILITY ASSURANCE & ESG DUE DILIGENCE

- ISAE 3000 assurance check-on social fund report and non-financial statements
- HSE (Health, Safety & Environmental) due diligence
- human rights and social due diligence
- carbon footprint checks (CDP)

### SUSTAINABILITY REPORTING & IMPACT MEASUREMENT

- sustainability reports (GRI, GBS, AA1000)
- integrated financial statements (IIRC framework)
- non-financial reports pursuant to Legislative Decree Law 254/2016
- carbon, energy, water and resource disclosure & management (CDP)
- development of reporting processes and procedures
- assessment of social impact (including SROI)
- assessment of profit & loss impact
- life cycle assessment (ISO 14041 Standards)
- setting up IT systems for non-financial information (IT automation of sustainability reporting)
- IT roadmap and architecture for sustainability
- ESG investments and green bonds: assistance or checks on third parties

### STAKEHOLDER ENGAGEMENT & COMMUNICATION

- internal and external engagements on sustainability issues
- analysis of materiality
- training on sustainability using gamification and idea generation
- analysis of organisational impact of sustainability
- on-line and off-line: communication plans on sustainability
- legality rating and business rating
- multistakeholder workshops
- sustainability marketing
- assessment, research and benchmark analysis on the sector and industry and partnership selection

### SUSTAINABILITY FINANCE



## Our Expertise

### Advisory | Corporate Finance

**BDO: most active M&A advisor at European and worldwide level.\***

\*Pitchbook league tables 2022



#### MERGERS & ACQUISITIONS

- market screening
- valuation of the target company
- feasibility analysis
- operation structuring
- negotiation
- assistance from the entry to the “way-out” and operation monitoring
- share acquisitions and divestments, participations, shareholdings, companies, business units and brands
- leveraged e management buy-outs
- start-ups, agreements and joint-ventures

#### IPO & CAPITAL MARKETS

- listing feasibility studies
- assistance during the listing process
- management and coordination of the participants involved in the listing process

#### VALUATION

- valuation of companies / groups / assets
- estimate of value of the business in liquidation
- estimate of the intangibles value
- determination of exchange ratios

#### PROJECT FINANCE

- assistance to the sponsor and debt capital raising from financing institutions
- implementation of the technical structure, the conditions and the timeframe of the operation
- economic and financial valuation, fairness opinion

#### MODELLING

- analytic prospects of treasury, analytical financial models and industrial budgets

#### BUSINESS PLAN

- analysis of the company business model
- market positioning
- development hypotheses
- implementation of extraordinary operations

#### RESTRUCTURING

- action plan to improve the profitability of the core business and business plan with implementation of cost saving action
- management and maximising of working capital and financial structure
- short term cash flow models and financial forecasts
- renegotiation of credit lines
- search for new credit facilities and management of third-party creditors including tax authorities and suppliers

#### BUSINESS DUE DILIGENCE

- performance analysis of the company to be acquired
- calculation of the fair purchase price
- identification of potential risks
- financial and fiscal optimization
- definition of the company value to be sold
- pro forma financial information
- analysis of past performance and business plan
- advisory in each stage of the negotiation
- preparation of price adjustment, guarantee and compensation clauses

#### INSOLVENCY

- preliminary company check-up, in order to analyze crisis reasons
- identification of the most appropriate legal instrument for crisis management (ex art. 67, 182-bis, 160 et seq L.F.)
- drawing of financial business plan
- negotiation with stakeholders and support to the management with judicial commission

#### INDEPENDENT BUSINESS REVIEW ANALYSIS OF :

- the company’s prospects and financial sustainability
- immediate financial requirements
- economic and financial historical trend
- debt and relationships with creditors
- reasonability analysis of the hypothesised business plan
- alternative stress-scenario simulation



## Our Expertise

### Advisory | Risk & Compliance



#### GOVERNANCE & ORGANISATION

- Governance structure planning
- organisational analysis with activity-based techniques
- analysis and engineering of processes
- planning and reorganisation at micro and macro levels
- analysis and definition of key performance indicators (KPI)
- development of operational procedures
- sizing of organisational loads and personnel using what if analysis instruments and benchmarking
- quality assurance on processes and functions

#### RISK & COMPLIANCE MANAGEMENT

- adjustments in accordance with Legislative Decree Law 231/01 and L. 262/05
- adjustments in accordance with Sarbanes & Oxley Act (SOX)
- adjustments in accordance with sector-related legislative
- preparation of integrated management models for risk and ERM (Enterprise Risk Management)
- analysis of processes
- risk assessment
- gap analysis and definition and remedial actions
- integration of local control models in accordance with corporate regulations
- regular reviews of monitoring systems and risk control
- assistance in operating testing activities and operating effectiveness assessment
- assistance in setting up the Surveillance Board

#### INTERNAL CONTROL

- planning, organisation and start up of internal auditing processes
- setting up internal control system
- setting up reporting processes, management control panels and data-warehousing systems
- internal audit outsourcing or co-sourcing
- quality assurance and/or coaching on internal auditing activities at a local and international level
- specific internal auditing engagements related to legislative compliance or special audits

#### FORENSIC & INVESTIGATION SERVICES

- company investigations
- accounting, legal, administrative and financial due diligence reports
- anti-corruption and fraud investigations

#### QUALITY ASSURANCE REVIEW

- external validation of quality assurance on the activities of internal auditing functions

## Our Expertise

### Business Services & Outsourcing



#### ACCOUNTING & REPORTING

- general accounting assistance in the whole accounting processing or its single stages
- integrated management of VAT compliance
- financial statements & extraordinary
- assistance in drawing up reports in accordance with international and/or Group accountable principles

#### BUSINESS PROCESS OUTSOURCING

- Order to cash
- Record to report
- Procure to pay
- Financial closing & reporting

#### VAT ACCOUNTING FOR TAX REPRESENTATIONS AND IDENTIFICATION FOR NON-RESIDENTS

- assistance to non-resident subjects who perform relevant tax operations in Italy

#### ADMINISTRATIVE MANAGEMENT FOR EXPATRIATES

- ministerial authorizations
- communication to the employment department
- compliance required by the foreign legislation
- hiring of the employee
- calculation of salary
- conventional remunerations

#### PAYROLL & HR ADMINISTRATION

- hiring contract
- payroll processing
- fulfillment of tax and contribution requirements

#### INCORPORATION OF COMPANIES PERMANENT ESTABLISHMENTS AND REPRESENTATION OFFICES

- corporations and partnerships
- setting up Italian branches of non-resident companies

#### COMPANY SECRETARIAT AND CORPORATE AFFAIRS

- drawing up corporate acts
- collection of powers of attorney and mandates
- keeping and upgrading of company registers
- assistance and advice in the preparation of extraordinary corporate acts
- management of relationships with the notary on behalf of the client
- electronic registration of corporate acts
- filing of financial statements, shareholders meetings and BOD meetings
- handling any changes in the Company register and the Tax Administration



# Our Expertise

## Advisory | Digital Consulting



### DIGITAL TRANSFORMATION & EXPERIENCE

- define digital and business transformation processes
- design customer journey using innovative digital instruments
- enhance each phase of customer journey with an omnichannel approach

### DIGITAL INCUBATION & INNOVATION

- conduct design thinking workshops to brainstorm innovative ideas
- create new business models and services in line with the customer journey
- find solutions for improvement and related roadmap
- hackathon management and workshops to deal with disruptive technologies

### DIGITAL PLATFORM & TOUCHPOINT

- assistance in finding digital platforms for specific business needs
- define data analysis instruments focused on measuring performance, facilitating decisional processes and generating innovation

### DATA SCIENCE

- identify business opportunities based on company figures
- Improve capacity to look ahead or to manage company processes
- define transformation path by applying advanced statistics algorithms
- automation and streamlining standard and repetitive processes (RPA)
- simplify and improve efficiency of data management

### INFORMATION SECURITY CONSULTING

- *Cyber Risk Management*: analysis, assessment and management of cyber risks. *Cyber awareness*: startup platforms for automated testing and deployment training on cyber risk.
- *IT Governance, Risk and Compliance*: methods, models and tools to adjust to and maintain compliance with legislation and best practices

### IT ADVISORY

- assistance in identifying the best technology on the market for the business and *Corporate Governance*
- assistance in implementing technological solutions through drawing, design, functional and technical analysis

### IT DEMAND, GOVERNANCE, PROGRAM & PROJECT MANAGEMENT

- assistance in gathering, prioritizing, and managing demand for new IT service development
- define a structured path and govern implementation programs and adherence to ISO 27001 standards and related IT risk management
- assist in vendor-selection and vendor management to identify the best suppliers for specific needs
- strategic PMO to control timing and goals of technological initiatives

### IT ARCHITECTURE & INFRASTRUCTURE

- assist in identifying and setting up sound technical solutions that meet business and IT requirements
- assistance in relationships between the business, IT and stakeholders. CISO as a service.
- assessment of issues and guarantee by a team of experts (cross competencies)

### SUITE SOFTWARE DIGITAL ROOM



# Our Expertise

## Tax



### TAX COMPLIANCE

- regular advice in fulfilling, tax requirements, direct taxes, VAT, customs and preparation of tax reporting package and FIN48
- assistance in defining and implementation of TCF models and Cooperative Compliance

### TRANSFER PRICING

- assistance in predisposition of the politics on the prices of transfer and for the national documentation
- benchmark analysis and Value Chain Analysis
- assistance in Mutual Agreement and arbitration procedures, and ruling (APA)

### VAT & INDIRECT TAXES

- assistance in managing VAT, customs, excise duties and indirect taxes (e.g. registration tax, stamp duty, Tobin Tax etc...)
- technical and operational support in representation for VAT purposes, direct identification, refund applications and visa compliance

### TAX INCENTIVES

- assistance in defining and obtaining the most suitable beneficial finance to sustain productivity expansion projects (e.g. Industry 4.0), research and development (e.g. R&D loans) and internalisation
- assistance at direct relations with institutions, ministries, regional offices and administrative bodies
- predisposition of monitoring systems

### TAX LITIGATION

- assistance in litigation and pre-litigation phases for direct and indirect, national and international taxes
- assistance in appeal application / submission

### EXPATRIATES & GLOBAL MOBILITY

- assistance in the management of the fiscal and contributive issue list of expatriates and the working foreign personnel in Italy, relative support in compliance
- assistance in defining and editing of group policy for the administrative management of the assignments of personnel to the foreign countries and support to the development and management of plans of salary for expatriated employees

### PERSONAL TAX & HNWI

- advice to safeguard and manage family estates and generational handovers
- study, assistance and implementation of the most innovative incentive schemes for management and investors



# Our Expertise

## Tax



### M&A TAX

- assistance in tax due diligences (buy/sell side) and in definition and implementation of structure for buy, sell and reorganization
- support in the editing of the contracts of buy/ sell and the relative Rep&Warranties

### INTERNATIONAL TAX

- advisory on the interpretation and application of international Tax Treaties, the Multilateral Instrument (MLI), European union Directives and Regulations and domestic regulation on international tax matters (e.g., branch exemption, CFC Rules, WEB Tax, foreign taxes credit, etc.);
- assessment of the impacts arising from some relevant addresses of international level (OECD, EU Court of Justice, etc.) and, in the occurrence of cross-border income, operational support, for instance, in the analysis of: (i) the beneficial ownership notion; (ii) the requirements of the permanent establishment; (iii) the rules applicable to determine the tax residence of the taxpayer; (iv) the regulation on the hybrid entity and cross-border arrangements.

### ENVIRONMENTAL TAXES



# Our Expertise

## Customs & Excise Duties



### CUSTOMS ADVICE

- Advice on customs matters
- AEO (Authorized Economic Operator) - activities related to pre-audit, request for authorization and assistance in customs agency audit
- Evaluation and implementation of special customs procedures:
  - Transit - Deposit (customs warehouse and free zones) - Special use (temporary admission and final use) - Processing (inward and outward)
- Evaluation and implementation of control systems for the management of the customs value of goods (contractual changes, application of Transfer Pricing policies, royalties, etc.)
- Implementation of systems for managing the origin of goods (non-preferential and preferential) and Made in
- Binding information (ITV and IVO)
- Export controls (Dual use, denied lists, prohibitions)
- Internal Compliance Programs (ICPs) on dual-use trade controls
- SADs amendments

### BUSINESS SUPPORT

- Assessment of the impact of Free Trade Agreements (FTA) in production processes
- Support to purchasing offices during sourcing for customs benefits
- Application and choice of the most appropriate Incoterms
- Customs enforcement of intellectual property rights - F.A.L.S.T.A.F.F.
- Outsourcing customs and excise fulfilment
- Training

### CARBON BORDER ADJUSTMENT MECHANISM

- Assessment
- Compliance management | Outsourcing
- training

### AUDIT

- Audits in the Customs and/or excise and excise duties on production and consumption sector, with evidence of the reliability of the system in place, assessment of any non-compliance, and improvement solutions to ensure the adequacy of the control system and the optimization of costs.
- Implementation of systems for the control of customs activities
- Implementation of systems for monitoring proofs of export and proofs of delivery

### ENERGY TAX ADVICE

- Advice for the use, storage and handling of energy products, alcohol and the use of electricity, other regulations closely related
- Study and practices related to the establishment of deposits of energy products
- Request for licences and authorizations provided for by the legislation on excise duties and taxes on production and consumption
- Declarations of consumption, electricity and natural gas.
- Assistance on the movement of goods subject to excise or consumption taxes
- Plastic Tax and Sugar Tax Management Consulting

### REPAYMENT OF DUTY

- Export refunds and repayments
- Refunds of excise duties for sales outside the national territory

### CUSTOMS & EXCISE DUTIES LITIGATION

- Assistance in litigation and pre-litigation phase
- advance ruling
- assistance in Customs audit



## Our Expertise

### CARBON BORDER ADJUSTMENT MECHANISM (CBAM)



#### CARBON BORDER ADJUSTMENT MECHANISM

- **Information about the Carbon Border Adjustment Mechanism (CBAM)**  
Regular information on current CBAM regulations and developments according to the specificities of the client company
- **Identification of fulfilments related to the client company and its supply chain**  
Identification of the company's activities and its supply chain affected by the CBAM. Identification of the resulting obligations (e.g. reporting, creation of contact points, provision of data, balancing of CO2 imports, purchase of CBAM certificates)
- **Training**  
Training of company management on the operation of the Carbon Boundary Adjustment Mechanism (CBAM) Integration of the relevant processes in the company
- **Integration of relevant processes in the company**  
Support in the integration of the obligations of the client companies and related fulfilments (e.g. registration in the mandatory CBAM registers, acquisition and reporting of data flows), as well as in the evaluation and adaptation to changing conditions.  
Development of the necessary process and communication structures with manufacturers, exporting trading partners and certification bodies.
- **Procurement Strategy**  
Support in the evaluation of the purchase and coverage options of CBAM certificates from a strategic, commercial and organizational point of view.
- **Outsourcing**  
Outsourcing management of CBAM requirements based on the needs of planned and implemented imports by client companies



# Our Expertise

## Law



Our legal division provides advice at a national and international level, by combing various primary specialisations and working shoulder to shoulder with our other business lines (eg: tax, business & risk advisory, public affairs) in order to provide tailor-made solutions in line with our client's needs on demands.

Moreover, the BDO international legal network allows for perfect synchrony in managing cross-border transactions and needs. With lawyers in 70 countries, we are able to coordinate transactions in differing jurisdictions, providing solutions tailored to local legislative requirements and allow the client to benefit from a single professional structure which can satisfy all their business needs.

BDO Law attorneys are all highly skilled professionals coming from international law firms where they achieved recognition in the M&A and technology law sectors, but above all gathering the appreciation of many clients who have always confirmed over the years trust in them.

With our legal team we are able to satisfy BDO clients needs in the main areas of law and offer numerous legal products in the following areas of operation.

- COMMERCIAL LAW
- ADMINISTRATIVE LAW
- LITIGATION & ARBITRATION
- INSOLVENCY LAW & COMPANY IN CRISIS MANAGEMENT
- FINANCE LAW & COMPLIANCE
- CORPORATE & M&A
- LABOUR LAW
- INTELLECTUAL PROPERTY & TECHNOLOGY
- CYBERSECURITY & EMERGENCY MANAGEMENT



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