



BUSINESS PROCESS OUTSOURCING

- ▶ **BDO - THE FIFTH LARGEST WORLDWIDE NETWORK OF AUDIT AND CONSULTING FIRMS**

- ▶ **WHATEVER TASK YOU TACKLE, OVER 64,300 HIGHLY-QUALIFIED PROFESSIONALS IN MORE THAN 154 COUNTRIES ARE AT YOUR DISPOSAL**



The BDO brand signifies the opportunity of a global unified network and, therefore, guarantee service quality

BDO

BDO is the fifth largest worldwide network of audit and consulting firms in terms of revenue. Each company within the network is an independent legal entity in its local jurisdiction. The BDO brand signifies the opportunity of a global unified network and, therefore, guarantee service quality so the clients can rely upon from anywhere in the world.

Our mission is continuously responding to ever changing client needs. We were founded in 1963 when firms from the UK, Netherlands, Germany, US and Canada joined forces to share and expand their knowledge to better support clients. We were known as Binder Seidman International Group until 1973, when we adopted the name Binder Dijker Otte & Co: BDO.

The network was founded by companies from Europe, USA and Canada in 1963 to support clients' international operations and projects. Today, BDO has 64,300 employees and 1,400 offices in 154 countries and as at September 2015 had a US\$ 7.30 billion turnover.

We are committed to building close, long-lasting and effective relationships with our clients by providing first-rate services on an ongoing basis. We strive to be recognised as consultants who are truly trustworthy. Our company is structured in such a manner that our clients can always turn to senior professionals and partners. Thanks to our combination of national and international experience and expertise, we understand the needs of businesses in each country and are aware of international trends, ensuring the provision of effective and practical advice.

RANGE OF SERVICES

WE PROVIDE A FULL RANGE OF PROFESSIONAL SERVICES, WHICH INCLUDES:

OUR SERVICES

OUTSOURCING

- Accounting and bookkeeping
- Internal audit services
- Outstaffing
- Human Resources services
- Information Technology
- Corporate secretarial services

AUDIT SERVICES

- Audit of general purpose financial statements
- Audit of special purpose financial statements
- Review of historic financial information and projections
- Agreed-upon procedures
- Special purpose audit assignments

LEGAL ADVISORY

- Preparing legal opinions
- Legal audit (due diligence)
- Registration, re-registration, liquidation of enterprises
- Corporate law
- Real estate transactions
- Agreed-upon procedures
- Resolution of disputes in courts
- Legal support of business

TAX ADVISORY

- Tax advisory
- Tax audit (examination)
- International tax planning
- Consultation on customs legislation
- Transfer pricing
- Development of tax policy
- Resolution of tax disputes
- Taxation of individuals

VALUATION

- Valuation of real estate property
- Valuation of movable property
- Appraisal of property rights
- Business valuation

ACCOUNTING SERVICES

- Automation of accounting system
- Installation and implementation of automated accounting software
- Accounting and bookkeeping
- Expert services in the sphere of IFRS
- Consultations on accounting transactions

BUSINESS ADVISORY

- Strategic financial and operation management
- Corporate management
- Optimization of business processes
- Financial planning and budgeting

IT - ADVISORY

- IT audit
- Penetration testing for IT security systems
- Development of policies and procedures for IT systems
- Implementation of IT and ERP systems
- Development of Business Continuity Plan and Disaster Recovery Plan

▶ **BUSINESS PROCESS OUTSOURCING**

OUTSOURCING HELPS TIMELY RESPONSE TO PECULIARITIES OF THE MARKET AND IMPROVE THE EFFECTIVENESS OF SEPARATE BUSINESS PROCESSES.

BDO SHARES ITS EXPERT OPINION, KNOWLEDGE AND SKILLS WITH THE CLIENT'S EMPLOYEES



You can give us any function of support and service provision, and we will provide you the required level of service with high and transparent standards of quality

Outsourcing

Outsourcing is a business management strategy aimed at concentrating resources of a company, attention and efforts of its management on key business objectives and to transfer other functions under the control of effective specialized consultants. Transfer of non-core activities and assets of the enterprises in the supervision of specialized external consultants (outsourcing) is the most optimal solution for cost optimization, to enhance competitiveness, for mobility and flexibility of the company.

BDO outsourcing division specializes in outsourcing of business processes for companies of different forms of ownership and industry sector. BDO has accumulated enough experience to offer its customers a comprehensive set of solutions for any type of business. We have developed a set of solutions, each of which takes into account the needs of business, depending on its type, organization and stage of its development. Versatility and flexibility of solutions can effectively and in short time solve the problems of our clients.

Our Outsourcing Services

Accounting services

- Integrated accounting
- Preparation of reports, transformation of reporting to international standards (IFRS, U.S. GAAP)
- Preparation and provision of tax reports
- External audit process support
- Inventory of assets
- Payroll accounting
- Cooperation with company's accounting

Outstaffing

- Registration of clients' workers in the staff of our company
- Performance of the employer duties
- Calculation and payment of salaries, including applicable taxes

Internal Audit

- Outsource of internal audit functions
- Cooperation with department of internal audit
- Statement and maintenance of the internal audit department
- Assessment of internal audit department
- Identification of financial and operational risks
- Assessment of tax risks
- Check the compliance of activities to legislation of Tajikistan

Human Resource Function

- Registration of employee hiring and dismissal, drafting changes to employment contracts, filling tablesheets of working hours
- Drafting staffing table, record keeping and to make vacation schedule of the staff
- Development of internal policies and procedures documents

Functions of IT

- Setting up and maintenance of computers and the necessary software
- Support, auditing and monitoring the status of all information systems
- Anti-virus protection of information and its secure storage
- Integrated services for the entire IT infrastructure

Corporate secretarial services

- Receiving phone calls
- Working with text (typing, editing, scanning, printing)
- Sending and receiving mail correspondence
- Registration and renewal of visas
- Meeting at the airport and hotel accommodation

▶ ACCOUNTING SERVICES



Providing accounting services at a professional level allows optimizing the tax base, which can significantly reduce the company's costs

Accounting Services

Until recently many entrepreneurs and directors of large companies were not imagining that they would be able to handover bookkeeping to an outside company. Today, however, accounting services from consulting companies are not only become available, but also they are very popular.

Many company owners have already felt how profitable and convenient to outsource accounting services.

We offer the following accounting services:

- Integrated accounting
- Preparation of reports, transformation of reporting to international standards (IFRS, U.S. GAAP)
- Preparation and provision of tax reports
- External audit process support
- Inventory of assets
- Payroll accounting
- Cooperation with company's accounting

Why do most companies have chosen to outsource accounting services?

Accounting Outsourcing allows solving tasks of any business enterprise effectively. Providing accounting services at a professional level allows optimizing the tax base, which can significantly reduce the company's costs. The company saves on expensive activities such as the implementation and support of advanced software, content and motivation of the whole staff of professional accountants.

Our accumulated expert knowledge over the years of extensive methodological framework becomes the guarantee of your success, and risks of the company will be significantly reduced.

Advantages of working with BDO

Accounting services provided by BDO in terms of outsourcing has several advantages. You get a guarantee of quality accounting support, as we are responsible in accordance with the contract for accounting services. Bookkeeping and tax accounting of your company will be performed by professionals without holidays, without sickness and without absenteeism. Our experts will develop the scheme of document circulation and financial schemes to help meet the challenges of tax planning and will competently keep tax records and provide consultations to ensure more effective work of your Company.

High quality

Quality management system of BDO includes numerous internal and external audits, as well as testing of all calculations during the launch phase of a project that avoids the pitfalls when working with accounting.

Reliability

Having a reliable team at your behest, providing you with different plans and options will help you achieve your goals. Outsourcing provides flexibility that in-house bookkeepers just can't provide.

Reducing tax risks

We undertake all dealings with tax authorities and assist our clients in carrying out any audits. If necessary, we are ready to involve upscale lawyers working for BDO group, to represent the interests of our clients in court and defend their interests.

Confidentiality

We understand the importance of maintaining the confidentiality and security of our client's data. We have physical, administrative and technical safeguards in place to ensure data security and confidentiality

Modular Solutions

Our customers can choose an integrated outsourcing accounting services or transfer separate areas of accounting for service provision.

▶ INTERNAL AUDIT



The combination of expertise in internal audit with profound industry knowledge and highly specialized skills of professionals in BDO helps you perform urgent tasks

Internal audit

As one of the leading accounting and consulting firms in the world, BDO has access to the vast resources of the internal audit. The combination of expertise in this area with profound industry knowledge and highly specialized skills of professionals in BDO helps you perform urgent tasks.

Relevance of the organization department performing the internal audit function is now understood almost in all large and medium-sized companies that have in their structure subdivisions or are integrated into holdings.

Creating an effective system of internal audit requires time and experienced professionals.

Any operations could be transferred for outsourced internal audit. They are limited only by the terms of the contract. In general, package of implementing agency may include:

- Outsource of internal audit functions
- Cooperation with department of internal audit
- Statement and maintenance of the internal audit department
- Assessment of internal audit department
- Identification of financial and operational risks
- Assessment of tax risks
- Check the compliance of activities to legislation of Tajikistan

Why do most companies have chosen to outsource internal audit services?

For many companies, a complete or partial outsourcing of internal audit projects is the most effective method for achieving high performance of internal audit.

Full or partial outsourcing of internal audit projects enhances values, reduces costs, helps obtain the necessary skills and knowledge and serves for evaluation of modern technology. By necessity internal auditing has to be independent and objective to achieve its goal of making your business more efficient.

The practice of BDO in outsourcing of internal audit function will help your internal audit department to solve the challenges it faces and increase the value of the company.

Heads of Internal Audit departments sometimes face the situation of lack of experienced internal audit specialists within the company or lack of staff expertise and knowledge required to meet the high expectations.

We will help you to quickly find highly qualified professionals with experience and expertise in various fields.

Advantages of working with BDO

Our advantage is to work jointly on shortlisted specialists for further development of the internal audit capabilities. Our practice in providing outsourcing services of the internal audit function has extensive experience in supporting the activities of internal audit departments in their efforts to implement plans for internal audit.

We can offer you the following solutions to help you cope with the difficulties described above:

- Establishment and maintenance of the internal audit department and the audit committee
- Assistance in the development of the internal audit department
- The participation of our employees in the implementation of complex tasks on internal audit and transfer our knowledge and experience to specialists of internal audit service of a company.
- Complete outsourcing of the internal audit function, so the internal audit department will have access to a large amount of necessary expertise, international experience and tools.

▶ HUMAN RESOURCE FUNCTIONS



Outsourcing division of BDO ensures the continuity of personnel records and the same high quality at all stages of work

Outsourcing of HR functions

In any company the crucial factor for success is the search for new solutions to minimize the risks and expenses. In the projection on the labor market on the one hand there is an urgent need to produce high-quality work by the employer, and on the other hand there is the eternal problem of minimizing the risks - providing the quality of work, timeliness and cost of the tasks.

Depending on the volume of business and at different stages of its development becomes economically viable to transfer some non-core, but mandatory functions in the company to another company, or to attract for a certain period temporary staff. A business can often be seasonal and may therefore be project like, and in this case the demand for temporary staff will continue to grow. With the general trend, when there is a shortage of professional staff, seasonality becomes the weak point of the organization. And companies are trying to find different ways out of this situation.

Outsourcing of HR administration - is the full transfer of HR administration functions to an external consultant, in accordance with current labor legislation, which means that our specialists will perform all functions of HR department.

Outsourcing of HR functions includes: registration of employee hiring and dismissal, drafting changes to employment contracts; filling employment record book; drafting staffing table; record keeping and to make vacation schedule of the staff; drafting job descriptions, development of internal documents for the company, organizations of corporate events, analysis of the effectiveness of employees and many other stuff.

Why most perspective companies have chosen to outsource the HR function?

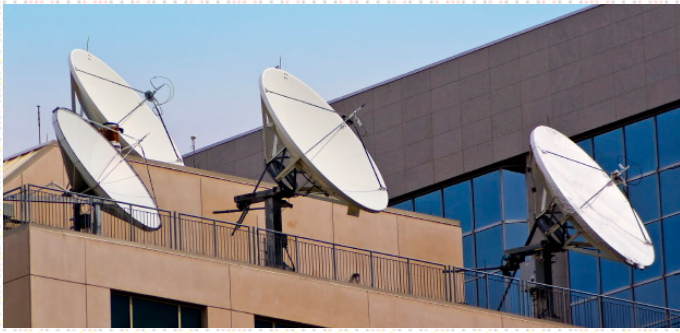
HR administration - is not easy. Tajik legislation and inspection authorities impose increased demands for detailed personnel records. Advanced human resources technology utilized by outsourcing providers help streamline important HR functions, such as payroll, benefit administration and compliance management.

You have to properly formalize the movement of staff, prepare settlement documents on wages, local acts and others. Maintenance of personnel records requires a lot of experience, detailed knowledge of Tajik legislation and continuous update of the knowledge base, and ideally also automation of document turnover.

Advantages of working with BDO

- Saving time and effort. Experts of BDO Outsourcing Division maintain and update all personnel documents and information about the staff of your company.
- Compliance of your personnel document circulation with all the requirements of Tajik legislation. You no longer need to keep track of the changing legislation; methodologists and experts of BDO will help you to avoid the complexities and risks in handling personnel records.
- Cost optimization. Even large enterprises often have difficulties with having a dedicated employee who is engaged in keeping personnel records. When transferring personnel administration for outsourcing you only pay for the actual work that was done.
- Continuity of personnel records and independence from a single specialist. You no longer need to worry about transferring cases when specialist of HR Administration leaves the job. No need to worry about hiring and training a new employee, checking whether the documents are maintained correctly.
- Outsourcing division of BDO will provide continuity of personnel records and the same high quality at all stages of work.

▶ FUNCTIONS OF INFORMATION TECHNOLOGY



Increase of business dependence on IT increases the demands on their reliability, efficiency and continuous improvement

Outsourcing of IT Department functions

Constant changes in the business and complexity of the IT infrastructure lead to the fact that many companies have difficulties with controlling and protecting the burgeoning IT systems. IT services, rather than to focus their efforts on projects growth, perform routine support functions. This translates into a lack of attention in relation to development projects that threatens with disruption of deadlines for their implementation.

The main problem that top management of many companies are facing now - is to maintain competitiveness, which usually represents some kind of a mixture of quality, continuous improvement of service, speed, performance and reduction of costs.

Meanwhile, most companies can gain a significant advantage by using outsourcing.

Many companies outsource finance, legal services, but the most developed segment of outsourcing in the world is IT outsourcing. Increase of business dependence on IT increases the demands on their reliability and efficiency and continuous improvement. This in turn greatly complicates the operation and support of IT infrastructure. Attracting additional resources of the outsourcer business can have significantly large benefit in the competition. IT outsourcing is the transfer of specialized functions related to information technology.

IT outsourcing will allow you:

- establish smooth operation of IT systems
- secure the required quality of service
- quickly attract highly skilled professionals to solve problems
- significantly reduce the risk of losing critically important data
- optimize costs and make them more predictable
- focus resources on the core business of the company
- protect computer systems from hackers and viruses

Professional IT Outsourcing ensures uninterrupted operations of computer equipment in your office. After the outsourcing, you do not have to worry that the expert is not always «at hand». With proper and timely service, provided by IT outsourcing, failures and malfunctions are extremely rare.

The company that specializes in IT outsourcing services can provide high reliability and efficiency of your systems due to the presence of high-tech resources, experience and production scale of their organization.

Advantages of working with BDO

- Reduction of total costs and «hidden costs» connected with standardization, large scale and more effective management. Apart from anything else there will occur release of capital for reinvestment in the core business
- Increased transparency: standardized infrastructure and increase of transparency of fixed assets combined with effective budget management
- Complexity reduction: less pirated licenses. Reducing the number of service providers entails the reducing of complexity of the infrastructure, which leads to simplification of the support process and to the operational risk reduction
- Increased quality: integrated solutions reduce the amount of uncoordinated suppliers, thus increasing the quality of services and the level of users' satisfaction
- Increased scalability: assuring flexibility and scalability needs to increase the level of support the core business

▶ CORPORATE SECRETARIAL SERVICES



If you are just starting a business, and so far cannot spend money on maintenance of the office and staff, or there is a need to reduce maintenance costs, we are ready to assume the responsibilities of the Corporate Secretary

Corporate Secretarial Services

Business life of a modern person is unthinkable without personal meetings, constant exchange of phone calls, letters and emails. Usually to cope with this volume of information manager uses the aid of secretary. But to get a professional secretarial service there is no need to rent an office and hire an employee. BDO provides comprehensive and reliable corporate secretarial services, which are designed for companies, small offices, home offices, managers, associations and individuals.

If you use services of our company to outsource your daily secretarial work it will help you to focus on development of your business. Our staff members have done special, urgent and very critical tasks without delaying the completion of other work or other projects.

Our secretarial services will bring a fresh look and attention to details of your company. Private materials will be stored in compliance with the high degree of confidentiality. You will not have to hire additional employees.

If you are using secretarial services there is no need to spend time on training your staff. As part of these services, BDO offers preparation of sales offers, business letters, invoices and press releases that will allow you to move in the right direction to achieve the goals.

Taking the necessary measures for meetings, responses to calls, organizing and maintaining a database of clients and contacts, invoicing customers, organization of business meetings, visits, and scanning documents are just a few tasks that BDO provides.

Places for holding business meetings

BDO offers solutions for organizing the workspace, creates optimal conditions for business meetings, negotiations, presentations at the proper level and make each of these meetings significant.

Providing secretarial services includes:

- Receiving phone calls
- Scanning and sending received faxes to your e-mail
- Sending according to your request to the given fax or e-mail your banking details, templates of contracts or price lists
- Work with texts (typing, editing, scanning, printing)
- Reminders for important meetings and calls
- Sending and receiving mail correspondence
- Receiving and sending documents to your customers at our office
- Registration and renewal of visas
- Meeting at the airport and hotel accommodation
- Office Space

In addition to secretarial services, we can offer the provision of courier services (delivery of documents within the city). By saving time, you can spend it on making a profit from core business!

Benefits from secretarial services:

- There would be no need to have secretarial staff all the time
- Company's monthly costs reduction
- You have no need in a big office or in an additional reception room
- Professional secretary will be available to do the necessary procedures for the office
- Effective time management to improve the company's image and increase its productivity



Understanding the customer's needs, we are ready to work with clients to achieve goals. We are trying to not just giving professional consulting, but also to support the customer, consider various ways of development of the situation when solving problems of their business

Why choose us?

- BDO's international recognition and excellent reputation
- Support of unified standards of quality throughout the world due to strict control procedures and risk management
- Global knowledge base
- 52 years of presence on the international market
- Unique BDO service methodology
- Vast experience in supporting the growing national companies
- Highly-qualified professionals with significant industry experience and both national and international qualification
- Industry-oriented service provision, extensive database of customized solutions
- Understanding client needs, readiness to achieve goals with the client, responding promptly to changes in market conditions
- Proximity to the client: established channels of communication, detailed project planning in close collaboration with the client
- Concept of providing services to the client that involves the direct involvement of partners in addressing client problems
- BDO challenges the market model, offering completely new solutions to overcoming existing obstacles
- BDO helps clients achieve their goals in volatile and unpredictable business environments
- BDO is preferred by those who aspire to be one step ahead in a fast-growing and dynamic economy

► CLIENTS

BDO serves leading companies in all sectors of the economy, including multinational corporations and the world's leading financial institutions, from a variety of sizes and ownership structures.

We help our clients not only to respond promptly to changes in the national and world economies, but also to adapt to new market conditions. Our success in implementing complex and large-scale projects and our use of advanced technologies enable BDO to work effectively with large, medium and small organizations.

International Clients	Clients in CIS Countries	Clients in the Republic of Tajikistan
• AEG	• Auto VAZ	• OJSHC «Barki Tojik»
• Asian Development Bank	• Alfa-Bank	• JSC «Tojiktransgas»
• Bank of America	• 36,6 Pharmaceutical Network	• OJSC «Sangtuda-1»
• Barclays	• AFK «Systema»	• OJSC «Pamir Energy Company»
• British Telecom	• Aeroflot	• OJSC «Rogungesstroy»
• Chrysler	• Bazovy Element	• OJSC «Orienbank»
• Credit Suisse	• Bank of Moscow	• CJSC «Bonki Rushdi Tojikiston»
• Daewoo Electronics	• Vnesheconombank	• CJSC «First Microfinance Bank»
• Deutsche Telekom AG	• VBT	• MDO «Finca»
• Islamic Development Bank	• Gazprom	• MDO «Arvand»
• EBRD	• Gazprom Neft	• MLO «Humo and Partners»
• Electrolux	• GC «Rosnanotech»	• MDO «Bovari va Hamkori»
• Ericsson	• KNAUF	• CJSC «Telecom Technology»
• Fujitsu Consulting Ltd	• «Sukhoi» Company	• LLC «Huawei Technologies Tajikistan»
• Google	• LUKOIL	• CJSC «Somon Oil»
• HSBC Holdings	• M. Video	• Branch of Total E&P Tajikistan B.V.
• Intercontinental Hotel Group	• Metalinvest	• OJSC «Edgo Energy CA»
• Kodak Limited	• MTS	• LLC «Pakrut»
• Karcher	• NLMK	• LTD «Santos»
• Lufthansa	• JSC «RZhD»	• PJSC «Zarubejneftegas»
• MAN	• OGK-2	• Serena Hotel in Dushanbe
• Marriott Europe	• Rosneft	• Hyatt Regency Dushanbe
• Radisson	• RUSAL	• European Bank for Reconstruction and Development
• Royal Bank of Scotland Group	• Savings Bank of Russia	• World Bank Project
• Sheraton	• Svyazinvest	• Asian Development Bank Project
• Siemens	• Sedmoi Kontinent	• Project of the Islamic Development Bank
• Societe Generale	• Surgutneftegaz	• European Union Project
• Sun Systems	• SU EC	• Swedish Agency for Development Projects
• State Bank of India	• TGC-1	• GIZ
• Tetra Pak	• TNK-BP	• Aga Khan Foundation in Tajikistan
• Toshiba	• Transmashholding	• Red Crescent Society of Tajikistan
• T-Mobile	• FSK EES	• Dushanbe International School
• Visa		• Ministry of Finance of the Republic of Tajikistan
• Vodafone		• Ministry of Health of the Republic of Tajikistan
• World Bank		• Caritas International
		• Mercy Corps

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Despite the fact that this publication is carefully prepared by the company's specialists, it can only be referred to for general guidance regarding the topic therein. It is not recommended to use this publication as a professional consultation on a particular issue. Before taking any actions and decisions, it is advisable to arrange a professional consultation with an expert. BDO and its affiliates are not responsible for any losses and damages incurred as a result of actions and decisions which were based on the information in this publication.

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BDO is the brand name for the BDO network and each of the BDO member firms

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