

## CAPABILITY STATEMENT 2015

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## WORKING TOGETHER INTERNATIONALLY

UHY is a cohesive international network of independent member firms providing audit, accounting, tax and business advisory services across the globe.

We work together with you to ensure you achieve your objectives. Our clients include publicly listed companies, privately owned businesses, not-for-profit and public organisations.

We tailor our services to suit your culture. We share your aspirations and we deliver customised, timely advice to help you make the right business decisions.

In all major international business centres throughout the globe, our member firms offer specialist sector and country knowledge of the same high quality professional standards.

We are working with clients to embrace International Financial Reporting Standards (IFRS), as many of our clients now have interests in at least one country outside their home base – and many have still broader international operations.

UHY's membership of the Forum of Firms (see right) and commitment to IFRS mean our clients have access to the same quality of professional services as larger multinational players. We not only have the global spread logistically but also the attest compliance infrastructure to deliver a transnational service that any client of any size can depend on.

This new edition of our annual capability statement illustrates how we have continued to strengthen our close working relationships with our clients locally, internationally or cross-border throughout sectors, specialisms and geographical regions – and, more importantly, it includes what our clients say about our services.

## THE FORUM OF FIRMS

The UHY network is a full member of the Forum of Firms, an association of international networks of accounting firms. The Forum's goal is to promote consistent and high quality standards of cross-border financial reporting and auditing practices worldwide. For additional information on the Forum of Firms, visit: [www.forumoffirms.org](http://www.forumoffirms.org)

At the time of printing, there are 25 full members of the Forum.



### CLIENTS FEATURED IN THIS REPORT INCLUDE:



[www.agmautomotive.com](http://www.agmautomotive.com)



[www.connectedwind.com](http://www.connectedwind.com)



[www.datalab.com](http://www.datalab.com)



[www.mincopl.com](http://www.mincopl.com)



[www.scienion.de](http://www.scienion.de)



[www.sigmaq.com](http://www.sigmaq.com)



[www.staar.com](http://www.staar.com)



[www.zoellner.de](http://www.zoellner.de)



## FROM LADISLAV HORNAN

UHY Chairman



We are expanding into more major business centres and jurisdictions. We are coupling this expansion with well-researched diversification of our service offerings. As the world economy recovers, and you look to grow your business, UHY member firms will be even better equipped to serve your needs and fulfil your expectations.

Deepening UHY's focus on key industry sectors is also on our agenda. By co-ordinating our expertise and experience in these sectors, we can offer key industry insights and all-encompassing, one-stop services so that you can tap into these global specialist resources and make informed decisions.

But we all know that growth will succeed only if quality standards are sustained. Throughout our expansion, of course, we will continue to ensure that quality of service to clients is at the heart of all we do.

In many ways, what we are doing is reinforcing established practices – for almost 30 years UHY member firms have been at the forefront of business expansion, supporting the long-term growth of our clients as they strive for greater profitability and enter new markets. We too have grown alongside our clients.

The fact that we are expanding with still greater vigour now is not by chance – it is a planned strategy to enable our clients to take greater advantage of the world economic recovery and renewed growth in international business.

More and more of our clients, particularly in the mid-market, are pursuing such aspirations, supported on the ground by member firms across the UHY network. Clients appreciate the day-to-day practical involvement and expertise our member firms contribute, not just in their home territories but in target cross-border jurisdictions too. Proactive support, in whichever jurisdiction clients already operate and in whichever sector and area they wish to expand, is the hallmark of what UHY member firms can offer.

Regular readers of our annual *UHY Capability Statement* will know that here we showcase some of our clients with an international mind-set with whom we have recently worked – helping them to overcome challenges and succeed.

The closeness among our member firms' partners, managers and staff within the UHY network is core to our success. Our robust business relationships, renewed frequently face-to-face, mean that any one of us sitting in our office in, say, Rio de Janeiro can pick up the phone to a colleague in Paris and discuss what the client is looking to achieve. Both parties, near and far, will be ready to give impartial advice as part of the client team and become equally committed to the client's well-researched proposition.

Moreover, as comments made by clients in this *UHY Capability Statement* indicate, our business relationships and pricing, in particular, frequently give us a competitive edge. We are the 16<sup>th</sup> biggest accountancy network globally, according to industry rankings\*, and our clients give us favourable testimonies of our capabilities.

Do not just take my word for it – read on. Whether you are looking to develop internationally, or for now looking to expand within a home market, UHY member firms are well positioned to help you achieve further business success.

None of our client businesses can afford to stand still. Nor can UHY.

Best wishes  
Ladislav Hornan

(\*) Source: International Accounting Bulletin



## AGM AUTOMOTIVE



### SECTOR AUTOMOTIVE COMPONENTS

**REGIONS**  
NORTH AMERICA, CENTRAL  
AMERICA, EUROPE, ASIA-PACIFIC

AGM Automotive is a global supplier of interior trim, lighting and electrical components. Products include interior task and ambient lighting, overhead consoles and floor system materials.

Headquartered in Troy, Michigan, US, the company has three assembly and distribution operations in North America and three manufacturing, assembly and distribution facilities in Asia together with wholly-owned subsidiaries at Kunshan City, in the greater Suzhou region, China – its principal manufacturing centre.

Founded in 2001, AGM now has 250 employees worldwide and a turnover of USD 95 million, having recorded strong growth since its inception – for example, in 2009 during the auto sector's downturn, AGM achieved a 13% sales increase. The company is targeting further growth – to USD 230 million by 2018.

#### About the sector

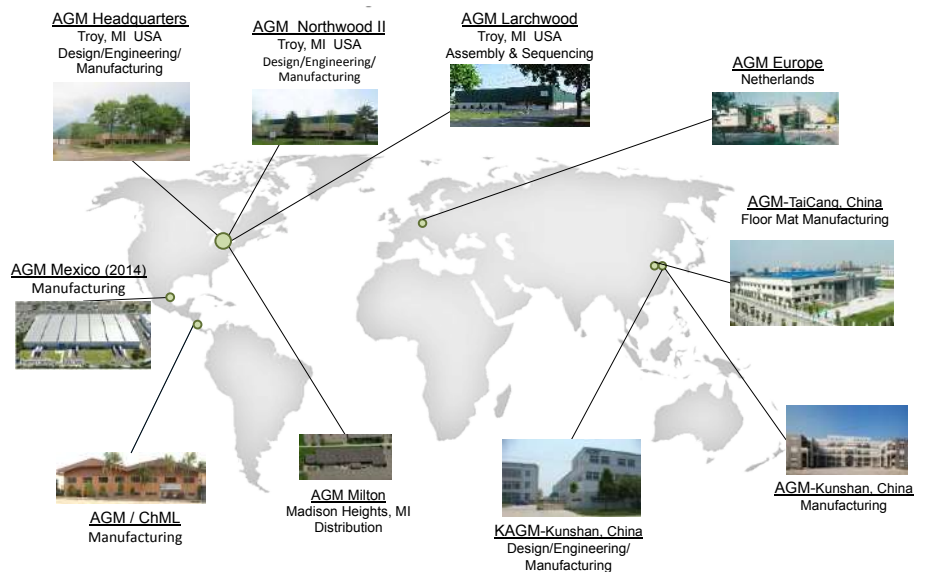
AGM has developed business relationships with a broad cross-section of global vehicle manufacturers, including Chrysler, Ford, General Motors, Hyundai, Nissan, Saab, Toyota and the Volkswagen/Porsche/Audi group. Customers have recognised AGM's global capabilities by awarding the company global programme contracts, requiring shipments to North America, Europe, Asia, Australia, India and South America.

The company's strength in the global automotive market was demonstrated in April 2014 when a leading mid-market capital investor, Triangle Capital Corporation, invested USD 12.5 million in AGM's future growth.

#### UHY services

UHY LLP, at its Michigan offices, provides global tax and audit services to AGM. In addition, UHY Hacker Young in London, UK, provides consultancy on

### GLOBAL FOOTPRINT



*We considered three firms in a competitive process but UHY was hands down the firm to go with.*



sales tax (VAT) in the UK, while UHY's member firm in China, ZhongHua CPAs, provides statutory audit services to AGM's Chinese subsidiaries. UHY's member firm in Netherlands, Govers Accountants/Consultants, has advised AGM on corporate structuring and a potential joint venture. Seven UHY member firm professionals in the US and six in China are engaged on services to AGM.

#### Why UHY?

AGM values international tax advice provided by UHY member firms (especially UHY member firms' global transfer pricing expertise) as well as the knowledge of business operations in China.

#### Working with UHY

"UHY member firms cleaned up after our previous accounting 'mom and pop shop' and professionalised our tax situation," says AGM's CFO, Jim Wilberding. "We considered three firms in a competitive process but UHY was hands down the firm to go with."

Jim Wilberding says that he particularly values the close working relationships established with UHY member firm personnel.

AGM's president and CEO, Robert M Blinstrub, says: "UHY member firms have provided outstanding support to AGM as we have rapidly expanded our global footprint. The high level of expertise throughout UHY has enabled the AGM team to have the confidence to broaden our horizons. Bill Kingsley, Chuck Norman and their team of UHY LLP, US, are responsive and decisive in providing us direction."





## CONNECTED WIND SERVICES A/S



SECTOR  
RENEWABLE ENERGY

REGION  
EUROPE

Connected Wind Services A/S services and maintains wind turbines. The company is based at Balle, Denmark, and has subsidiaries at Rantrum, Germany, and Falkenberg, Sweden.

The private equity fund owned-company has 180 employees and revenues of 300 million DKK (USD 55 million).

As well as maintenance and repair, Connected Wind Services fulfils 24-hour surveillance of turbines and operates them remotely.

### About the sector

Connected Wind Services A/S is the leading service provider in the field of service and repair of wind turbines and wind farms in Northern Europe.

Through its Danish brand, DMP Mølleservice, Connected Wind Services has provided service and repair of wind turbines since its foundation in 1987, and has the longest track record of any independent service provider of wind turbines in Europe, perhaps worldwide.

In 2013, Connected Wind Services acquired the German company Windservice NF, which offers similar services throughout Germany. In 2014, Connected Wind Services acquired the Swedish company Triventus Service, the largest Swedish independent service provider.

DMP Mølleservice was ISO 9001-approved in 2009 as the first independent service provider in Denmark. For the seventh year in a row, DMP Mølleservice has been awarded 'Super-Gazelle' status, an honour from Danish daily business newspaper *Dagbladet Børsen*.

Gazelle awards are presented to Denmark's fastest-growing companies.



*inforevision has an ability to make us feel like their only customer. There is always time for an urgent analysis and there is always a thorough understanding of our business and our needs.*



Of 1,357 Gazelle companies in 2013, only 32 achieved Super-Gazelle status – and just two businesses in Denmark have been named as Gazelle companies seven times in a row.

The awards recognise DMP Mølleservice's exceptional growth over the past six years; in 2012, the company increased its revenues by 50% compared to the previous year.

The Danish/Swedish capital fund Polaris Private Equity is a majority shareholder of Connected Wind Services, which acquired the Danish company DMP Mølleservice in 2012.

### UHY services

UHY's member firm in Denmark, **inforevision A/S**, based in Copenhagen, has six professionals working with Connected Wind Services, providing merger & acquisition (M&A) transactional services, drill-down financial analysis, and auditing (including annual reporting) and accounting services. UHY's member firm in Sweden, Revisorerna Syd, engages

two further professionals in due diligence services for the company.

### Why UHY?

Connected Wind Services chose **inforevision A/S** because of the UHY member firm's considerable skill sets in M&A transactions and its excellent reputation within the private equity community in Denmark. "We considered two of the Big Four," says Connected Wind Services' CEO Carlos Christensen, "but **inforevision** was chosen because of its quick reaction and pragmatic approach."

### Working with UHY

Connected Wind Services previously engaged one of the Big Four.

"**inforevision** is better," says Carlos Christensen. "The firm is better-priced and its performance is better."

"**inforevision** has an ability to make us feel like their only customer. There is always time for an urgent analysis and there is always a thorough understanding of our business and our needs."





# datalab

DATALAB D.D.



SECTOR  
SOFTWARE DEVELOPMENT

REGION  
EUROPE

Datalab D.D., with headquarters in Ljubljana, Slovenia, is a Euro 7 million (USD 9 million)-revenue company with 200 employees and that has been publicly listed on the Ljubljana stock exchange since 2008. The group, founded in 1997, was the first Slovenian IT company to be listed on the exchange.

The group has subsidiaries in Schwyz, Switzerland; Zagreb and Pula, Croatia; Sarajevo, Bosnia and Herzegovina; Belgrade, Serbia; Podgorica, Montenegro; Skopje, Macedonia; Tirana, Albania; Sofia, Bulgaria; and (being established) Priština, Kosovo.

A market-leading developer for enterprise resource planning (ERP) software in south-eastern Europe, Datalab provides products, consultancy services and training for small to medium-sized businesses under the Pantheon brand. Prominent among its 36,000+ business users are farmers.

*'Turning data into profit'* has been Datalab's motto since its foundation. The group's mission is to help companies generate greater profit from their business data using IT. CEO Andrej Mertelj's objective is clear: "No entrepreneur should be forced to abandon his business due to bad business software," he says, recalling the collapse of his previous company just before he co-founded Datalab.

Today, the group is among one of the fastest-growing business clusters in south-east Europe.

## About the sector

Datalab actively participates in Slovenian and international information technology associations and quality standards institutions.

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Until UHY came we were literally suffering during audits.

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For example, Andrej Mertelj was head of the ICT group within the Slovenian government's Competitiveness Council, which consists of vertical sections (including ICT, health, transport & environment) and horizontal sections (including business and financial environment). "This way we are offered a chance to affect the direction of the Slovenian government and help our IT industry to get the place it deserves as a fundamental part of modern society," says Datalab.

Andrej Mertelj is also chairman of KODA.SI, a Slovenian association of software vendors at the Slovenian Chamber of Commerce and Industry. Datalab is a founding member of KODA, and also of PATENTI.SI, an umbrella group which, in 2005, fought against a European Union directive on software patents.

Datalab has won several awards, such as Best Commercial Cloud Service for its innovative application, PANTHEON Farming Mobile. The group also received the Feniks (translated as phoenix) Award, which was presented to companies that almost succumbed to the global financial crisis of 2008-09, but because of appropriate strategies and successful business decisions managed to "rise from the ashes".

## UHY services

UHY's firm in Slovenia, UHY d.o.o., is engaged to provide an annual audit of the group's financial statements.

## Why UHY?

Datalab previously engaged one of the Big Four but "needed to choose another auditor", says Andrej Mertelj. "Until UHY came we were literally suffering during audits. The juniors we were sent didn't really produce. Our work came to a standstill, the accounting department looked like a war zone, and colleagues needed a vacation to recuperate." Datalab considered other bigger audit practices, but the group's CFO had previously worked with a UHY member firm in another company. Based on UHY d.o.o.'s price, performance potential and in-depth knowledge "we decided to try them"...

## Working with UHY

"With UHY, our audits are seamless and effective," says Andrej Mertelj. "Now we have trusted accounts and balance sheets. We love the way the UHY member firm operates. They are always down-to-earth. The audits are well-planned and carefully executed with attention to detail. They also create a minimum of disturbance with our work processes – which we greatly appreciate as we're a focused and ambitious company running at full speed most of the time."



# Minco Plc

## MINCO PLC



SECTOR  
MINING

REGIONS  
EUROPE, NORTH AMERICA,  
CENTRAL AMERICA

**Minco Plc – incorporated in the Republic of Ireland and with offices in London, UK, and Toronto, Canada – is a base metals exploration and development company.**

Currently the company has advanced projects in the UK and in eastern Canada. In the UK, Minco is conducting zinc-lead exploration in the Pennine hills, northern England, and in Ireland, next to the Galmoy and Tara mines. In Canada, the company is conducting zinc-lead-copper-silver exploration and development in Newfoundland and manganese development in New Brunswick.

Minco – listed on AIM, the London Stock Exchange alternative investment market – also has interests in zinc-silver mining in Mexico. There the company holds a 29% stake in an associate company, Xtierra Inc., listed on the TSX Venture Exchange, Toronto.

### About the sector

Minco has an established track record of discovering, developing and operating mines worldwide – expertise which is being leveraged to turn Minco into a leading production and holding company.

Rising demand, in particular for electrolytic manganese metal (EMM), over the past decade has created opportunities for Minco, putting the company at a distinct advantage over its competitors.

Minco has a potentially world-class asset in the Woodstock manganese project in New Brunswick, Canada. Now at an advanced stage, Woodstock is seen as a future significant producer of EMM and electrolytic manganese dioxide (EMD). EMM is used mainly in stainless-steel output; EMD in automotive battery technology.

Minco's strong cash position has also enabled the company to pursue investment and acquisition opportunities. The company holds a 2% NSR (net smelter return) royalty on the Curraghinalt gold deposit, near Omagh, Northern Ireland, which is being explored by Dalradian Resources Inc. Minco also holds a 20% interest in an Irish prospecting licence in a joint venture with Tara Boliden, next to Boliden's large zinc-lead mine at Navan, Ireland.

### UHY services

UHY's member firms, UHY Farrelly Dawe White Limited, Ireland, and McGovern, Hurley, Cunningham, LLP, Toronto, Canada, are engaged by Minco to provide annual audit services, as well as tax services.

### Why UHY?

Minco engaged McGovern, Hurley, Cunningham, LLP as auditors in 2008 when Minco listed its associate, Xtierra Inc., in Canada. Minco further entered the Canadian market through an acquisition in 2013. "As McGovern, Hurley, Cunningham, LLP had been servicing related companies in a very satisfactory manner, the move was natural," says Minco's chief financial officer Danesh Varma.

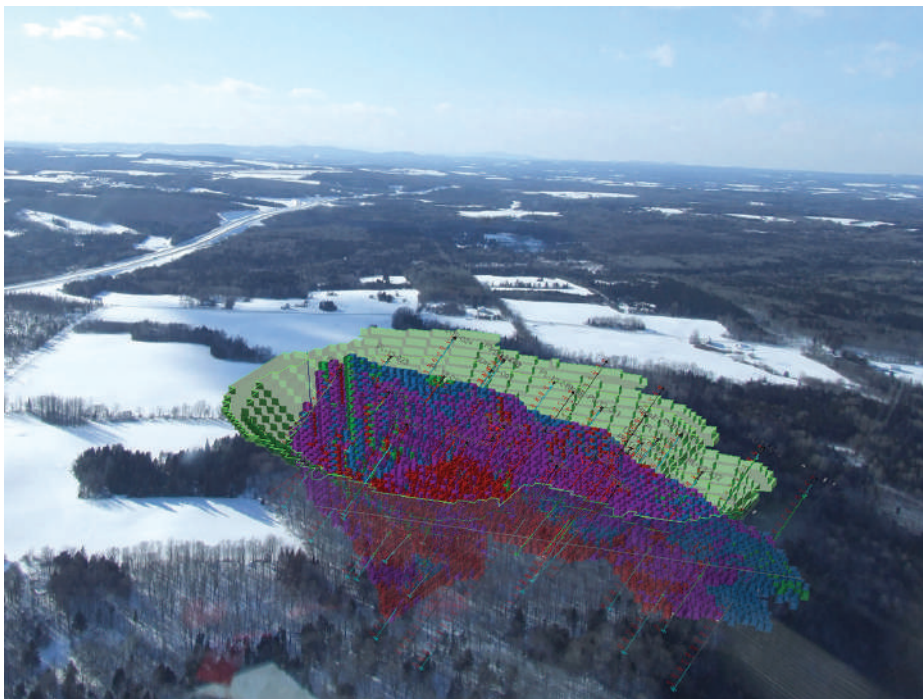
Benefits to Minco, he says, have included quick responses to requests and a timely audit. Services provided by the UHY member firm are comparable with those of the Big Four, whom Minco previously engaged.

### Working with UHY

"We really value UHY member firms' responsiveness and flexibility based on an appreciation of the post-global financial crisis catastrophic effect on our sector," says Danesh.



Benefits have included quick responses to requests. Services are comparable with the Big Four.



A three-dimensional overview of Minco's open pit planning at the Woodstock Manganese Project, New Brunswick, Canada.



SCIENION AG

SECTOR  
LIFE SCIENCESREGIONS  
EUROPE, ASIA, AMERICAS

**Scienion AG is a life sciences company well positioned in markets for ultra-low volume liquid handling systems and microarray technologies (devices that detect biological material).**

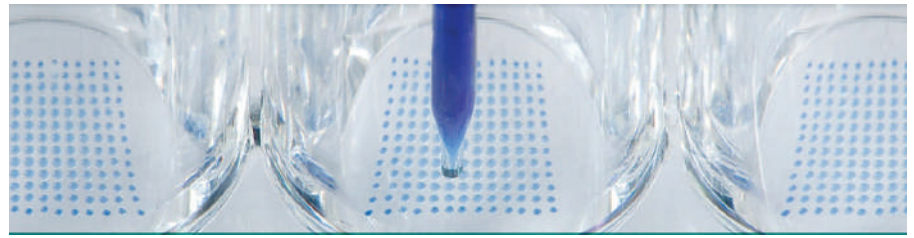
The company provides its customers with a product portfolio (hardware, consumables and services) facilitating and improving multiplex analyses, high throughput screening and high throughput production of microarrays in the genomics (study of genetics) and proteomics (study of proteins) disciplines. Products are used in both research and manufacturing.

Customers are in the pharmaceuticals, biotechnology, diagnostic and reagent supply markets, as well as in academic research institutions.

Founded in 2000, Scienion AG has its headquarters in Berlin, Germany, and operations in Dortmund, Germany, and Princetown, New Jersey, US. The US subsidiary was founded at the end of 2011 to start selling products and services directly into the North American market.

#### About the sector

Scienion AG is committed to research & development (R&D), working in partnership with customers to develop innovative products. The company is engaged in several joint national and international projects, some of them



publicly funded, aimed at developing the next generation of technologies, applications and products to enable better disease prevention, diagnosis and therapies.

For example, award-winning 'lab-on-a-chip' technology, developed by a partnering Dutch R&D company, Ostendum R&D B.V., is using Scienion AG's sciFLEXARRAYER product to print unique nanodevices.

Ostendum produces fast, highly sensitive, portable, easy-to-use and cost-effective biosensors which have won several awards. The technology offers solutions in healthcare diagnostics as well as other areas such as food and water analytics and biological warfare testing. Portable, point-of-care diagnostics technology for viruses and bacteria may play an important role in the control of future epidemics or biohazards.

#### UHY services

UHY Deutschland AG, Germany, provides payroll accounting and tax advisory services to Scienion AG. UHY's member firm in Ireland, UHY Farrelly Dawe White, also provides payroll accounting and tax advisory services, while UHY GVA, France,

provides payroll accounting. Globally, 10 UHY member firm professionals are engaged on the business.

#### Why UHY?

UHY Deutschland AG has a strong reputation as an established service provider in Germany's life sciences industry, especially among start-ups. Scienion AG chose UHY Deutschland AG because of our firm's experience and expertise in the sector, together with the UHY network's global presence in countries where Scienion AG has, or plans to have, operating activities.

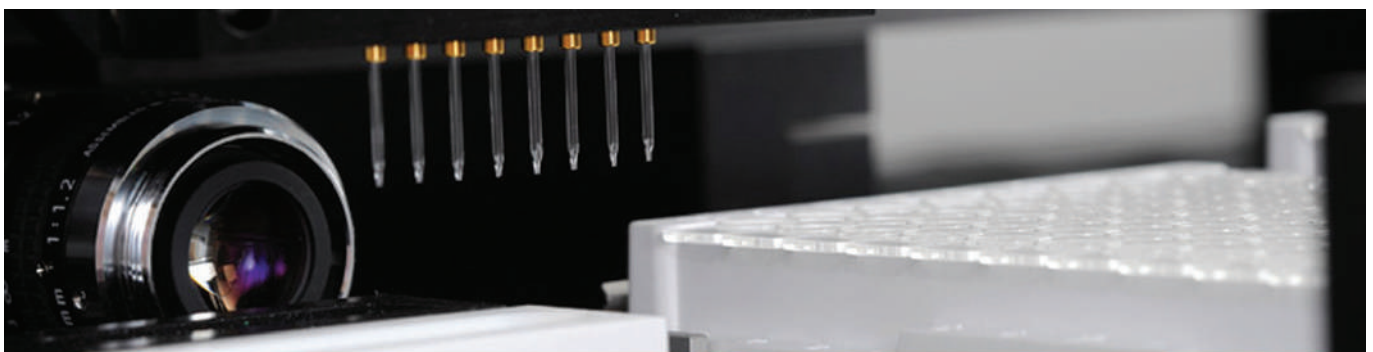
"We appreciate the timely, competent and personal attention we receive from this flexible consultancy," says Horst Müller, CFO, Scienion AG. "Big Four companies audit our annual accounts. But while Big Four companies may provide the expertise, they lack personal consistency. UHY member firms meet our needs and therefore they are our choice."

#### Working with UHY

Horst Müller adds: "UHY member firms give us a global presence but at the same time a non-bureaucratic approach tailored to our needs at a very good price-performance ratio."



*We appreciate the timely, competent and personal attention we receive.*





# sigmaQ

## SIGMAQ



SECTOR  
MANUFACTURING

REGIONS  
AMERICAS, CARIBBEAN, EUROPE,  
ASIA-PACIFIC



SigmaQ, based in El Salvador, is the leading packaging supplier in Central America. The company – with more than 2,500 employees in eight countries, and among the top 10 exporters in Central America – has 10 factories in Guatemala, Honduras and El Salvador.

Clients worldwide number more than 2,800 and include local businesses as well as multinational corporations, such as Unilever, Colgate, Nestlé, Mondelez, P&G and British American Tobacco. Additionally, SigmaQ's luxury packaging line reaches out to worldwide exclusive high-end jewellery, wine and spirits, cristalware and apparel brands, offering personalised custom-made products.

A recognised one-stop-shop for integrated packaging solutions, the company designs, produces and commercialises multiple product lines: design and pre-press, corrugated and flexible (rotogravure and flexography) packaging, folding cartons, plastic containers, paper bags, labels and luxury products (cardboard and wooden boxes, sewn pouches, displays and fixtures).



"We are flexible, dynamic and creative. Be it paper, cardboard, fabric, wood or plastic, no company has the ability to transform raw materials into unique packaging solutions as we do," states SigmaQ.

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We considered two of the Big Four, but decided to work with UHY member firms.

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With exports to more than 100 countries, and nine sales and distribution operations in the US, Mexico, the Caribbean, Central America and Europe, SigmaQ achieves revenues of nearly USD 200 million (2013 figures).

The company was founded in 1969 (it came about through El Salvador's first-ever merger), but brothers in the Yarhi family had been involved in the packaging business since 1956. Sigma means 'integration' in Greek and the 'Q Factor' – derived from Nassin Yarhi's signature (which resembled a 'Q') and his visionary and humane spirit – gives the brand something special: an extra level of creativity, expertise and commitment that contributes to its customers' success.

### About the sector

Like most businesses, SigmaQ is continually faced with the growing pressure to reduce costs and increase efficiency to remain competitive. But in the packaging industry the company also needs to address escalating environmental concerns, through various initiatives like the use of 40% recycled papers in its corrugated cardboard production and eco-friendly packaging like the GreenBox – a pizza box that turns into serving plates and a leftovers dispenser.

Nevertheless, SigmaQ is committed to balancing those challenges against its customers' needs for superb retail presence. The company employs nearly 90 designers and developers dedicated to creating appealing and innovative packaging that achieves both environmental and design solutions. Its factories are certified with ISO9001 and one of them is currently in the process of obtaining FSSC22000.

SigmaQ also works hard to sustain its employee care philosophy as a family-



orientated operation and its pioneer spirit in corporate social responsibility. Through the Sigma Foundation, the company contributes to communities in both El Salvador and Guatemala, aiming to make a difference through health, housing, education and culture. SigmaQ's support for more than 300,000 people in these communities includes schooling for nearly 100,000 children.

Among awards, SigmaQ has been named Exporter of the Year by COEXPORT, El Salvador, and awarded the Golden Palm by El Salvador's Chamber of Commerce and Industry.

### UHY services

UHY's member firm in Guatemala, UHY Pérez & Co, provides financial and fiscal audit to SigmaQ – not just in Guatemala but also in Honduras and Costa Rica. UHY's member firm in El Salvador, UHY AudiTax Chartered Accountants, provides similar services there. Approximately 25 UHY member firm professionals are engaged within SigmaQ operations.

### Why UHY?

SigmaQ chose UHY member firms because of the high standard of accountancy and advisory services and their competitive price. "Banks and other firms recommended to us the professional and excellent job that UHY member firms provide," says SigmaQ. "We considered two of the Big Four, but we decided to work with UHY member firms because of their good reputation."

### Working with UHY

Since working with UHY member firms, SigmaQ has reduced its costs and incorporated modern financial techniques. "UHY member firms are focused on providing good services, competitive prices and excellence in service delivery."



STAAR SURGICAL

SECTOR  
MEDICALREGION  
ALL CONTINENTS

STAAR Surgical innovates, produces and distributes leading eye implants for refractive and cataract correction.

With its headquarters in Monrovia, California, the US, international offices in Nidau, Switzerland, and Tokyo, Japan, the company has worldwide distribution in all major markets, 350 employees and an annual turnover of USD 100 million.

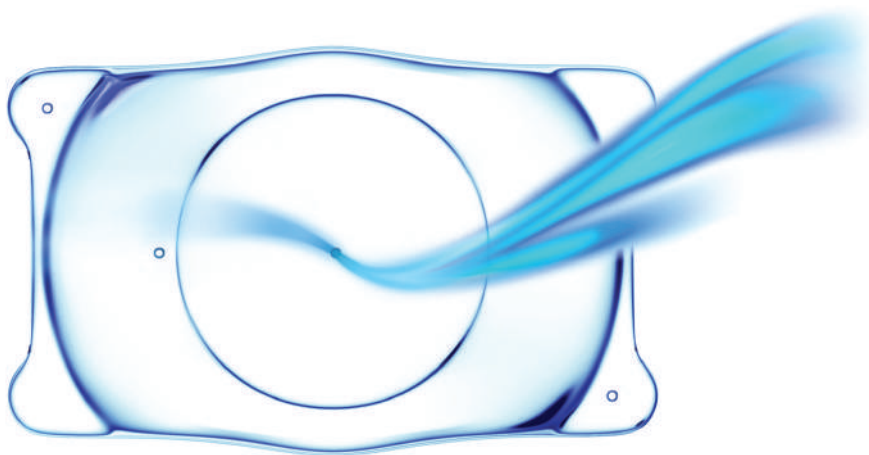
Under the brand name Visian ICL, STAAR is the worldwide market leader for implantable contact lenses.

For years, the only method of permanent vision correction that did not involve glasses or contacts was corrective laser eye surgery. With the advent of Visian ICL, however, not only is there now a new alternative, but the product may produce high-definition vision quality – sharper, clearer, more vivid and with greater depth and dimension. The corrective process is completed in a 15-minute outpatient procedure.

#### About the sector

Quality of vision has developed into the premium differentiator amongst key markets. STAAR first revolutionised the industry by developing leading order and production cycles, but the company has been able to take a premium provider position enabled not just by its innovative supply chain but by its proprietary manufacturing and material ownership.

A three-year follow-up to a 2004 Visian ICL clinical trial research study was reviewed by the US' Food and Drug Administration (FDA) which stated the FDA "supports the safety, efficacy and predictability of Visian ICL surgery to treat moderate to high myopic errors". The three-year data, based on the assessment of 526 eyes of 294 patients, also produced the following refractive results:



STAAR engaged UHY Fay & Co because of the UHY member firm's unique knowledge of tax structures in Spain.



- 99% of patients were satisfied/very satisfied with their results
- 98.3% of patients had uncorrected visual acuity (acuteness or clearness of vision) of 20/40 or better
- Once vision was corrected, the correction was stable and did not change over the follow-up period.

#### UHY services

UHY Fay & Co, Spain, provides STAAR Surgical with tax and legal services that have included incorporating a new branch of the multinational in Spain, obtaining the legal licence to practice in the country, tax compliance for the group's activity, and preparing its transfer pricing manual to comply with Spanish legislation affecting related party transactions.

#### Why UHY?

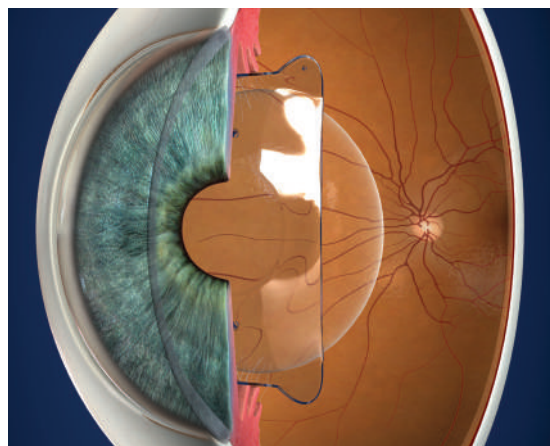
STAAR president (EMEA) Hans Blickensdoerfer says that STAAR engaged UHY Fay & Co because of the UHY member firm's unique knowledge of tax structures in Spain and its skills at communicating in English. Why did STAAR choose the UHY member firm? Because of the quality of its services, says Hans Blickensdoerfer.

#### Working with UHY

What does STAAR really value about working with the UHY member firm? His answer: "Quality of advice."

Hans Blickensdoerfer also refers to UHY Fay & Co's specialist team of lawyers and credits them with a "legally sound approach for a direct business structure in Spain".

STAAR considered many contenders for tax and legal services. Compared with the Big Four, says Hans Blickensdoerfer, STAAR prefers UHY Fay & Co because the UHY member firm specialises as a local player, even though it may be smaller in size than a Big Four supplier. He says: "UHY Fay & Co has been instrumental in supporting STAAR to optimise its business structure for our direct business activities in Spain."



# ZÖLLNER

SIGNAL SYSTEM TECHNOLOGIES

ZÖLLNER HOLDING GmbH



SECTOR  
MANUFACTURING

REGIONS

EUROPE, SOUTH AMERICA,  
ASIA-PACIFIC



**Zöllner Holding, founded in 1946, is a world market leader in the manufacture of acoustic signal systems for shipping and automatic warning systems for railway applications.**

The company's product portfolio has been extended to warning signal systems for luxury yachts – and even to golf courses where systems warn golfers of imminent lightning strikes.

In addition to the production of acoustic signal systems – for the most part under the trade name Makrofon®<sup>®</sup>, operated by compressed air – the company produces and distributes automatic warning systems for track work sites, The Autoprowa®<sup>®</sup>, combining radio technology, which warns workmen of potential danger, such as from passing trains.

The company – based at Kiel, Germany, with an operating company in Brazil, and subsidiaries in Australia, France, Spain and the UK – is managed by the third generation of the Murmann family and is led today by Dr Philipp Murmann, managing director. The group employs approximately 100 staff at its head office and 160 worldwide.

## About the sector

As world market leader in its sector, Zöllner innovates using the latest radio

technology, leading to extensive increased safety. With the introduction of its rail failsafe systems, for example, the number of accidents on track work sites has been reduced significantly.

Zöllner Signal GmbH has been, for more than a decade, a leading system supplier of automatic warning systems for German railway company Deutsche Bahn AG and several other European railways. As a result, Zöllner is commissioned to instruct rail operators in the provision of approved system components worldwide. The Zöllner Academy provides the bulk of its training programme, both in the company's own training centre in Kiel, as well as in situ.

## UHY services

UHY Moreira – Auditores, Brazil, provides tax, accounting, legal and administrative services to Zöllner do Brasil Ltda, Rio de Janeiro, Brazil.

UHY Fay & Co, Spain, provides accounting, including group reporting, tax and labour advice services to Zöllner Signal Systems Ibérica, S.L. UHY Fay & Co's first contact with Zöllner Holding, in 2008, resulted from the firm's membership of the Deutsche Handelskammer für Spanien (promoting business between Germany and Spain) and UHY Fay & Co's experience in

the sector (another client of UHY's Spanish firm, Plasser and Theurer, is a leading manufacturer specialising in the construction of machinery and maintenance of railways around the world).

## Why UHY?

Felipe Accorsi, general manager, Zöllner do Brasil Ltda, Brazil, and Zöllner Signal Systems Ibérica, S.L. (Spain), says engaging UHY Moreira – Auditores in Brazil was his company's first choice following "good relationship and results" working with UHY Fay & Co, Spain.

## Working with UHY

In its latest satisfaction survey reviewing UHY Fay & Co services, Zöllner Signal Systems Ibérica, S.L. highly values the firm's professional capabilities (in terms of deadline compliance and multilingual services) and the proactivity of its professionals. Moreover, Zöllner says that the company would recommend UHY Fay & Co to other potential clients.

"Perfect and proactive" is how Felipe Accorsi describes UHY Moreira – Auditores' information management. "They have done a fantastic job, supporting us with our requests, and finding the best solutions," he says. "For that commitment, I give them full marks!"

“

...a fantastic job,  
good relationship  
and results!

”





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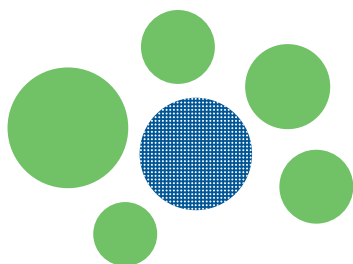
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\* UHY firms asterisked signifies that they are registered with the Public Company Accounting Oversight Board (PCAOB). They are enabled under section 102 of the US Sarbanes-Oxley Act 2002 to prepare or issue audit reports on US public companies and their subsidiaries abroad. Under section 103 of the Act, the PCAOB has established auditing and related attestation quality control, ethics and independence standards, and rules to be used by registered public accounting firms, in the preparation and issuance of audit reports.

## UHY SERVICES

UHY member firms offer the following services:



### CORPORATE SERVICES

Not all of the services described in this publication are provided by every UHY member firm. The provision of some services may be restricted in some areas depending on local legislation.

- **AUDIT & ASSURANCE**, including: statutory audit, internal reviews, compilation and review of financial statements including compliance with International Financial Reporting Standards (IFRS), special purpose and international audits.
- **BUSINESS ADVISORY & ACCOUNTING**, including: accounting and bookkeeping, outsourcing, business plans and independent business reviews, business valuations, financial planning and control, reviewing management reporting systems, company formations and company secretarial services including appropriate commercial and tax-efficient structures for international expansion and cross-border ventures, trusts and foundations, pension funds, charitable and philanthropic structures, interim finance & management, payroll administration, employee benefits and business systems.
- **CORPORATE FINANCE**, including: strategic business advisory services, business valuations, due diligence, transactional services (acquisitions, mergers, disposals, MBOs, IPOs) across all industry sectors and geographies, restructuring, exit strategies and start-ups.
- **CORPORATE GOVERNANCE & RISK MANAGEMENT**, including: corporate governance, risk management and consulting including Sarbanes-Oxley compliance services.

- **CORPORATE RECOVERY & INSOLVENCY**, including: debt collection, corporate turnaround, asset protection or repossession, or implementing good management practices, refinancing, valuations, debt management, insolvency planning, personal liability protection.
- **CORPORATE TAX**, including: direct taxation and indirect taxation, international tax such as tax-efficient structures for international expansion and cross-border ventures, transnational group structuring, VAT returns and advice, tax consultancy and transfer pricing.
- **FORENSIC ACCOUNTING & LITIGATION SUPPORT**, including: litigation support, valuations, economic damages, fraud evaluations, criminal proceedings and money laundering issues.
- **FUND SERVICES**, including: fund establishment and administration.
- **LEGAL**, including: tax law, labour law, etc.
- **INTERNATIONALISATION**, including: business contact introductions, local regulatory requirements and business etiquette, local business tax environment, business structuring and compliance, personal taxation, recruitment and labour law consultancy, transfer pricing, customs and other fiscal areas.
- **MANAGEMENT CONSULTING & SOLUTIONS**, including: internationalisation of businesses, human resources and recruitment services, information technology and software solutions.



### PRIVATE CLIENT SERVICES

Key services include: wealth management for individuals and families, income tax and capital gains tax planning, international tax planning for expatriates and migrants, non-domicile status, trust services & management, inheritance planning.

## OUR COMMITMENT TO QUALITY

Quality is one of UHY's main values – because it is so very important to us we strive to achieve this in everything we do. Each of our independent member firms has signed a Quality Charter committing to the adoption and achievement of performance and service objectives considered essential to delivering this quality promise to clients.

The expectations we have of our member firms are benchmarked to recognised international professional standards. We set specific quality goals and expectations for our independent member firms to meet, covering areas such as client service efficiency and relationship management, professional work standards, depth and breadth of products, services and geographical coverage. Collectively, they represent our aim to provide clients with consistent, seamless, professional and timely cross-border services.

Our member firms are evaluated annually against UHY's quality expectations, allowing us to assess our performance and outcomes, and look for new ways to improve further. We focus on quality through:

- Leadership
- Client acceptance procedures
- Full membership of the Forum of Firms
- Compliance with ethical obligations set out by the International Federation of Accountants in its global standard, *Code of Ethics for Professional Accountants*
- Human resources policies and procedures, such as education and training
- And, of course, quality control procedures in accordance with internationally-recognised standards.

It is our belief in quality as a value and the successful implementation of that value across all our service areas that make our network even more dedicated to quality than other networks.



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## LET US HELP YOU ACHIEVE FURTHER BUSINESS SUCCESS

To find out how UHY can assist your business, contact any of our member firms. You can visit us online at [www.uhy.com](http://www.uhy.com) to find contact details for all of our offices, or email us at [info@uhy.com](mailto:info@uhy.com) for further information.

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Published 10/14

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