

WELCOME

Welcome to the IGAF Polaris newsletter! This communication will be issued regularly on a region-by-region basis and then aggregated as a World document for all member firms, in order to keep you advised of the progress of the IGAF Polaris merger.

As you'll see in the following pages, the merger is proceeding well, and members are seeing significant activity in each of our four regions. The staff is already operating as a single unit, and Kevin Mead and Julio Gabay led the first integrated staff meeting on March 24 in Miami, FL, USA to discuss integration items including:

- » Worldwide directory
- » Database migration and website development
- » Branding, communications, and marketing materials
- » Administration and human resources
- » Special interest groups / Peer groups
- » Conferences and events

Activity is taking place in all of these areas, with announcements to come shortly surrounding the directory, website, and database. Event planning for the first joint World Meeting is well underway, with a registration form to come in the very near future.

If you have questions or items to suggest for future newsletters, please contact Debra Helwig at dhelwig@igafpolaris.org or +1 678 417 7730, ext. 35.

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INTRODUCING THE IGAF POLARIS STAFF



Kevin Mead

President & CEO

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Responsibilities: World oversight and development; acting Chief Regional Officer for Asia Pacific



Julio Gabay

Chief Regional Officer, North America &

Latin America

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Responsibilities: North America & Latin America regional oversight and development



Anne Hampson

CFO

ahampson@igafpolaris.org

+1 678 417 7730, ext. 32

Responsibilities: Financial statements, budgeting, accounts payable & receivable, Practice Management Survey, human resources



Sara Folk

Technology & Support Manager

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+1 678 417 7730, ext. 34

Responsibilities: Database development, website management, graphic design, member directory



Pedro Figueroa

Standards & Compliance Manager

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Responsibilities: Membership standards compliance, database maintenance & enhancement



Stacey Sanchez,

Events Director, North America

ssanchez@igafpolaris.org

+1 305 670 0580

Responsibilities: North American conferences, meetings & events development & coordination, sponsorships, alliance partnerships



IGAF POLARIS NORTH AMERICA UPDATE

RECENT BOARD MEETINGS

The fifteen members of the combined IGAF Polaris North American Board of Directors have held two telephonic and one in-person meetings since the merger announcement, and they will be meeting in person at the Partner Leadership Conference in Napa Valley, CA, USA this week. At these meetings, the Board established a slate of officers as indicated in the box below, and also established four committees to tackle integration issues as follows:

Strategic Planning – Mark Kelly, Chairman (Rowbotham & Co.); Ken Baggett (Reznick Group); Fred Shapss (RSSM); Terry Harris (McKonly & Asbury)

Governance – Ed Davis, Chairman (Petrinovich Pugh & Co.); Bob Tiberi (Legacy CPAs); Neal Kilbane (Raich Ende Malter & Co.); Blair East (Manning Elliott)

Membership – Rick Fisher, Chairman (Berntson Porter & Co.); Mark Hoag (Nordahl, Craig, Cummings and Gares); Brian Mandell-Rice (Hein & Associates); Bob Offerman (Hochschild, Bloom & Company LLP)

INTRODUCING THE NORTH AMERICAN BOARD MEMBERS

The IGAF Polaris North American Board of Directors is comprised of representatives from both Polaris International and IGAF Worldwide:



Edward A. Davis (Chairman)
Petrinovich Pugh & Co.
San Jose, CA, USA
Previously with IGAF Worldwide



Kenneth E. Baggett
Reznick Group
Bethesda, MD, USA
Previously with IGAF Worldwide



Richard Linder
SingerLewak
Los Angeles, CA, USA
Previously with IGAF Worldwide



Mark Kelly (Vice Chairman)
Rowbotham & Co.
San Francisco, CA, USA
Previously with Polaris International



Blair East
Manning Elliott
Vancouver, BC, Canada
Previously with IGAF Worldwide



Brian Mandell-Rice
Hein & Associates
Denver, CO, USA
Previously with IGAF Worldwide



Richard Fisher (Secretary)
Berntson Porter & Co.
Bellevue, WA, USA
Previously with IGAF Worldwide



Terry Harris
McKonly & Asbury
Harrisburg, PA, USA
Previously with IGAF Worldwide



Robert B. Offerman
Hochschild, Bloom & Company LLP
St. Louis, MO, USA
Previously with Polaris International



Jeffrey Mutnik (co-Treasurer)
Berkowitz Dick Pollack & Brant
Miami, FL, USA
Previously with IGAF Worldwide



Mark Hoag
Nordahl, Craig, Cummings and Gares
Vancouver, BC, Canada
Previously with Polaris International



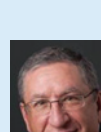
Fred Shapss
Rosen Seymour Shapss Martin & Company
New York, NY, USA
Previously with Polaris International



Michael Torres (co-Treasurer)
Perez-Abreu, Aguerrebere, Sueiro & Torres
Miami, FL, USA
Previously with Polaris International



Cornelius V. Kilbane
Raich Ende Malter & Co.
New York, NY, USA
Previously with IGAF Worldwide



Robert Tiberi
Legacy Professionals LLP
Chicago, IL, USA
Previously with Polaris International

Finance – Jeff Mutnik (Berkowitz Dick Pollack & Brant) and Mike Torres (Perez-Abreu, Aguerrebere, Sueiro & Torres), Co-chairmen

Items to be addressed in the coming months are being led through these committees. A new set of bylaws and a strategic plan are the main focus, and the region is also refining its budget to include enhanced membership benefits and programs.



RECENT AND UPCOMING EVENTS

Three of the various “sub-regions” of North America held roundtable meetings since the merger integration began (**Southeast Region** on April 26, **Midwest Region** on May 19, and

Northeast/MidAtlantic Region on May 20), allowing member firms to get to know one another and share ideas on critical topics. The **Western Region** will hold its next meeting on August 3-4 in Seattle, WA, USA, with one day as a partner roundtable and the second day as an IT roundtable.

The **2011 Partner Leadership Conference** was held on June 15-17, 2011 in Napa Valley, CA, USA – this meeting was the first opportunity for the region as a while to meet as a merged group. More information and a special report on the conference will come in our next newsletter.

The **Leadership II Program: Becoming an Effective Partner**, Class of 2013 is now underway, with participants from a number of North American firms. To find out more about the program, visit http://www.igafworldwide.org/news/details/leadership2_grad2013.pdf.

The inaugural **2011 IGAF Polaris World Conference** will be held in Miami, FL, USA on November 5-7, 2011. Every North American firm is encouraged to attend this program, which will be a great opportunity to make business contacts with your international colleagues.

The dates have been set for the **2012 Tax and Business Assurance Conferences**. Mark your calendar for January 3-6, 2012 at Disney’s Grand Floridian Resort & Spa in Orlando, FL, USA. More details will be coming soon.

PEER REVIEW

The IGAF Polaris Peer Review Committee met on April 25th to make plans for the coming year. If your firm is up for its peer review and would like to find out more about organizing your review through IGAF Polaris, contact Donna Munday at dmunday@igafpolaris.org. Also, if your firm has staff who can participate on a Peer Review team, please contact Donna as soon as possible.

INTRODUCING THE IGAF POLARIS STAFF (cont.)



Debra Helwig

Marketing Director, North America
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Responsibilities: Member communications, marketing and materials development, Women’s Leadership group and conference, Marketing Directors group and conference



Donna Munday

Member Services Manager, North America
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Responsibilities: Peer review, peer groups and peer requests (Employee Benefits, SALT, International Tax, IT, HR/Firm Administration, Audit, COO)



Lydie Jubin

Chief Administrative Officer, EMEA
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Responsibilities: EMEA communications, EMEA accounts payable and receivable, EMEA data administration



Norbert Schmitz

Chief Membership Officer, EMEA
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Responsibilities: EMEA membership development, EMEA member communication and member retention activities, business development



Jens Chr. Aarup

Events Consultant, EMEA
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Responsibilities: EMEA conferences, meetings & events development & coordination



Vanessa Serrato Ramirez

Regional Coordinator, Latin America
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Responsibilities: Latin America communications, materials translation and development



IGAF POLARIS EUROPE, MIDDLE EAST & AFRICA (EMEA) UPDATE

The six members of the IGAF Polaris EMEA Management Committee, together with the three officers, met for the first time in Paris on 18 March and again on 16 May. The Committee agreed to co-opt other EMEA members as required for specific projects as this year progresses. The following sections outline the activities and decisions taken at these meetings, and give you dates and information for upcoming regional and global IGAF Polaris activities.

UPCOMING EVENTS

In accordance with a decision by the IGAF Polaris World Board, the principal meeting for members for 2011 will be the **2011 World Conference** at the Hotel Fontainebleau in Miami, Florida, USA on 5-7 November. Costs are projected to be 1400 US\$ for the conference and 239 US\$ + tax per night for the hotel. The **2012 World Conference** will be held in Copenhagen, Denmark at the end of June.

Regional Meetings in France, Germany, Italy and the UK will take place throughout 2011 and are open to members of all three of the merged associations. Dates and locations for these meetings will be advised locally.

STRATEGIC PLAN

The Strategic Plan for the future of the association and the EMEA Region was discussed in great detail at the Management Committee meeting. The Committee made nine proposals for consideration and implementation at both EMEA and World levels. These suggested proposals include further development of members within sub-Saharan Africa, active care of members throughout EMEA, the production of this newsletter, and the definition of a common name.

ALLIANCE PARTNERSHIPS

Former Polaris International members enjoyed discounted rates from **Datev**, a supplier of professional software. The Management Committee undertook to review this arrangement with great care and, if appropriate, to develop it and make it available to the merged associations.

INTRODUCING THE EMEA MANAGEMENT COMMITTEE MEMBERS

The IGAF Polaris EMEA Management Committee is comprised of representatives from all three of the associations involved in our merger – Polaris International, Fidunion International, and IGAF Worldwide. The members of the committee are as follows:



Ulrich Britting (Chairman)
BEST AUDIT GmbH
Hamburg, Germany
Previously with IGAF Worldwide



Alan Plumtree
French Duncan LLP
Glasgow, Scotland, UK
Previously with Polaris International



Norbert Schmitz
IGAF Polaris
Cologne, Germany
Previously with Polaris International



Florent Burtin
AFIGEC S.A.R.L.
Paris, France
Previously with Fidunion International



Bernard Hauss
Groupe CDBA
(temporarily replacing Jean-Marie Vandergucht of FITECO)
Rhone Valley, France
Previously with Fidunion International



Jens Chr. Aarup
Aarup Consultancy
Fayence, France



Peter Davies
CK Chartered Accountants
West Midlands, UK
Previously with IGAF Worldwide



Lydie Jubin
IGAF Polaris
Paris, France
Previously with Fidunion International



Kevin Mead
IGAF Polaris
Duluth, GA, USA
Previously with IGAF Worldwide



Giorgio de Giorgi
Studio de Giorgi
Milan, Italy
Previously with Polaris International



IGAF POLARIS LATIN AMERICA & CARIBBEAN UPDATE

The Latin America & Caribbean Board of Directors met on March 30 and set a goal of establishing committees to manage integration items such as strategic planning, membership and events, governance, and finance and administration. Future meetings will see the naming of individuals to these committees and further action for regional development in these areas.

ESTABLISHMENT OF SUBREGIONS

To facilitate communications and improve both the quantity and quality of initiatives and activities in the region, four sub-regions will be established as follows:

- » Central America
- » Caribbean
- » Andes Zone
- » Southern Cone

STRATEGIC PLAN

All members in the Latin America & Caribbean Region were given a copy of the book *Mastering the Rockefeller Habits* by Verne Harnish. This book highlights a strategic planning methodology which will become the core process to pull together a strategic plan for the region. The goal of the regional Board is to develop the region into an active and viable group that offers both inbound and outbound support for growing client needs. .

IMPROVED REGIONAL INTERACTION

In order to enhance both inter- and intra-regional networking among firms, the region is seriously investigating the development of Special Interest Groups (Peer Groups). Additionally, regional members will use the upcoming World Conference in Miami to discuss regional and World initiatives and meet other members from around the world.

INTRODUCING THE LATIN AMERICA & CARIBBEAN BOARD MEMBERS

The IGAF Polaris Latin America & Caribbean Board of Directors is comprised of representatives from both Polaris International and IGAF Worldwide as follows:



Andres Moreno R.
(Chairman)
ASTAF Colombia S.A.
Bogotá, Colombia
Previously with Polaris International



Artemio Ibarra Espino
Ibarra Espino & CIA S.C.
Juarez, Mexico
Previously with Polaris International



Marcelo Santini
MSSANTINI Consulting
Sao Paulo, Brasil
Previously with Polaris International



Pedro Porfirio Urrutia
Urrutia Liriano & Asociados
Dominican Republic
Previously with IGAF Worldwide



Walter Hugo Castillo Alvarado
Castillo Acosta & Asociados S. Civil R.L.
Lima, Peru
Previously with IGAF Worldwide



Juan I. Rivero
Rivero & Olivares
Mexico City, Mexico
Previously with IGAF Worldwide



IGAF POLARIS ASIA PACIFIC & OCEANA UPDATE

RECENT BOARD MEETINGS

The eleven members of the combined IGAF Polaris Asia Pacific Board of Directors have met many times, both telephonically and in person, since the merger began. At these meetings, the Board developed the following committees to manage integration issues:

Strategic Planning – Tim Davidson, Chairman (Fortunity); Robert Lissauer (Sothertons Melbourne); Russell Brown (LehmanBrown); Ngai Hung Lu (Lo Hock Ling & Co.)

Governance – R.L. Kabra, Chairman (R.L. Kabra & Co.); Akshay Shah (Rajendra & Co.); Ngai Hung Lu (Lo Hock Ling & Co.); Tim Davidson (Fortunity)

Membership Development & Retention – Akshay Shah, Chairman (Rajendra & Co.); T.K. Tan (Ang & Co.); Seonghwi Kim (Hanul Accounting Corporation); Steven Khoo (Mustapha, Khoo & Co.)

Events – Russell Brown, Chairman (LehmanBrown); Greg Rathburn (Gilligan Sheppard); Robert Lissauer (Sothertons Melbourne); Albert Lam (Aoba CPA Ltd.)

The Board also agreed to adopt a dues structure in line with the structure previously used by Polaris International within the region.

RECENT EVENTS

The **2011 Asia Pacific Conference** was held June 12-14 at the Grand Victoria Hotel in Taipei, Taiwan. To find out more about the conference agenda and social programme that members enjoyed, visit <http://www.igafworldwide.org/news/details/apcon2011.pdf>. A further report will appear in a future edition of this newsletter.

INTRODUCING THE ASIA PACIFIC & OCEANA BOARD

The IGAF Polaris Asia Pacific & Oceania Board of Directors is comprised of representatives from both Polaris International and IGAF Worldwide:



Akshay Shah (Chairman)
Rajendra & Co.
Mumbai, India
Previously with Polaris International



R. L. Kabra
R. Kabra & Co.
Mumbai, India
Previously with IGAF Worldwide



Ngai Hung Lu
Lo Hock Ling & Co.
Singapore
Previously with Polaris International



Robert Lissauer (Vice Chairman)
Sothertons Melbourne
Melbourne, Australia
Previously with IGAF Worldwide



Russell Brown
LehmanBrown
Beijing, China
Previously with IGAF Worldwide



Seonghwi Kim
Hanul Accounting Corporation
Seoul, South Korea
Previously with Polaris International



Tan Tong Kai (Treasurer)
Ang & Co.
Singapore
Previously with IGAF Worldwide



Tim Davidson
Fortunity
Erina, Australia
Previously with Polaris International



Stephen Khoo
Mustapha, Khoo & Co.
Kuala Lumpur, Malaysia
Previously with Polaris International



Greg Rathburn
Gilligan Sheppard
Auckland, New Zealand
Previously with Polaris International



Albert Lam
Aoba CPA Ltd.
Hong Kong, PRC
Previously with IGAF Worldwide