

Module 1: General data and statistics

All the participants received a CD with the conference material, including all module presentations. If you want to receive the material, please contact the Regional Office.

Date: July 21st - July 24th, 2011
Venue: Bogotá, Colombia

- | | |
|------------------|----|
| 1. Participants: | 70 |
| 2. Countries: | 18 |
| 3. Firms: | 37 |

To view the conference photos please go to <https://picasaweb.google.com/ggilatinamerica/GGILAXConferenciaBogota2011>

His Excellency the Swiss Ambassador, Didier Pfitzer, delivered the opening speech and was greatly impressed with our network and its performance.

Module 2: Latcom report

Each one of the subregional representatives presented their development plan for the last year as well as the plans for the period 2011-2012.

Andean Subregion: Angel Viso GGI Venezuela

The different activities carried out by the subregion were presented. Among these activities, it is worth mentioning the organization of the conference in Bogotá by Tower Consulting, the European tour in April 2011, and the highly active participation in the ITPG meetings. Likewise, reference was made to the search of law firms in the subregion, specifically in Bogotá and Lima. Apart from continuing with the integration of the member firms, special emphasis was placed on the importance of having law firms in all the capitals of the subregion, since today there are member law firms only in Valencia and Caracas (Venezuela), while there are member accounting firms in all the capitals of the subregion.

Mercosur Subregion: Seres Baum GGI Brazil

Member search recapitulation (2010) and statistics on challenges and objections: Analysis of the commitment signed by the members at the MERCOSUR meeting (Uruguay, 2010) and fulfillment of these commitments, especially in reference to auditor registration with FOCEM. We will continue to launch actions aiming at getting transnational clients, initially from our region, and generate new business for the members, with special attention given to professional exchange. The target involves Argentine, Brazilian, Chilean and Uruguayan companies with investments abroad. To this end and in order to advance with the strategies, we will implement face-to-face business meetings and teleconferences with those members who are interested in this initiative. It was made clear that Brazil's strategic position in the global scenario requires the search of members in the main cities of the country.

Central America Subregion: Jorge Mora GGI Costa Rica

During the period ended in June 2011, a subregional conference was held in Costa Rica. Most of the CA and Caribbean members attended this conference. We keep ongoing communication as part of our daily activities. An action plan was developed so that we can integrate as a region for meeting the needs of those clients who have operations in all these countries. The current portfolio includes only 2 clients that meet this feature. For the 2012 period, we hope to continue maturing our relations and to standardize our work tools, reports and corporate image, apart from continuing to ensure the growth of our network in the countries where we are not yet represented by accounting or law firms.

México Subregion: Sergio Guerrero GGI México-Guadalajara

During the first quarter of the year, we met in Mexico city in order to accomplish short and medium-term goals. Among these goals we can mention the immediate release of the first Newsletter, total standardization of our image in compliance with GGI's identity manual, and the drafting of a letter addressed to all GGI members in North America, placing special emphasis on the benefits offered by Mexico in the economic, social and cultural spheres. A brief presentation of the services provided by each firm in the region was included. We will continue growing in the subregion, seeking to onboard high quality and prestigious firms in strategic states of the country, such as Veracruz, Oaxaca and Chihuahua. With the support of our HQ, we aim at including GGI within the annual ranking published in the International Accounting Bulletin. And finally, we will contribute to the project that involves the preparation of manuals that allow us to comply with quality and customer service standards.

Module 3: Professional presentations

- Arvind Hickman, IAB's Group Editor, made a presentation on the several differences between networks and alliances in the world. Mr. Hickman was especially invited by GGI's HQ and by the Latin America region; we hope that his presence has contributed to the rapid inclusion of GGI within the IAB rankings.
- Seres Baum (GGI Goiania, Brazil) made a presentation on how to attract new clients in the region. The appropriate target in this case is small and medium-sized businesses that require advice in transnational matters.
- Steven Cantor (GGI Miami, USA) made an excellent presentation on the American tax system and its impact upon the different investors in the region.
- Jorge Ramirez (GGI El Salvador) presented a summary of international financial reporting standards for small and medium-sized businesses. Starting next year, this model will be of mandatory application in many countries of the region

Module 4: Conclusions of the professional divisions meetings

CONCLUSIONS OF THE LAWYERS DIVISION MEETING, BOGOTÁ-2011

- UPCOMING LAWYERS MEETINGS. The lawyers of the region will hold bimonthly meetings (on Thursdays). Before each meeting, the agenda will be sent to the participants so that they can prepare each item and have a debate before the meeting. During each session, the conclusions of such previous debates will be presented.
- DEVELOPMENT OF THE BOSTON OFFICE. We consider it is appropriate to take advantage of the office our HQ has in Boston. We urge each office to send information regarding their country and the services offered by each member firm. In addition, we should ask the HQ to help us schedule meetings with companies that may have an interest in doing business in our countries.
- DOING BUSINESS IN NORTH AMERICA. Just as it was done in Europe by the delegation made up by Ángel Viso, Gustavo Traversoni and Luis Montes, the participating lawyers division considers it is timely and appropriate to prepare a "Doing Business in Latin America" for the upcoming de North American and global conferences. This is in order to promote the region and increase business activity in our countries. It is recommended to start some days in advance or prepare a Practice Group. To this end, an organization committee will be appointed.
- CONFERENCE AGENDA. We consider that the topics to be covered in the conferences should be of interest to any type of professional and not only to a specific sector. In addition, we urge the lawyers to suggest and prepare more topics involving our profession.
- PROFESIONAL SPEED DATING. In order to facilitate professional communication and foster the growth of business between the members participating in the conferences, we suggest having short and personalized speed-date type meetings. This initiative consists in giving space to conference participants so that during 10 minutes or less per meeting, each professional can make a business appointment with some other participant of his/her interest. Each participant will announce a list of at least 5 people of his/her interest and the organization will appoint 5 more people.

Module 5: Upcoming regional conferences

The organization schedule is as follows:

	<u>Year</u>	<u>Country</u>	<u>City</u>	<u>Date</u>
•	2012	USA	Miami	June 2012

The initial idea is to hold the first meeting of the Americas in Miami, and after this meeting, evaluate the strategic convenience of continuing with this type of joint meetings.

Executive Summary – X Regional Conference – Colombia 2010

Module 6: Quality control program

Jose Manuel Zarate Paz (GGI Mexico) presented the quality model to be applied in the offices of the region as well as the action plan so that such model can be fully implemented over the next two years.

Module 7: Latin-American commercial mission to Europe

Gustavo Traversoni (GGI Buenos Aires, Argentina) presented the conclusions drawn by the marketing mission that travelled to Europe and the resulting short-term steps to be taken. For further details, please contact Mr. Traversoni or any of the other members of the mission (Luis Montes and Angel Viso). Please follow this link to go to the video material prepared for such event, which is highly useful for all members of the region: <http://www.youtube.com/watch?v=WXgkJGLmQIQ>

Module 8: Sustainable development

Antonio Lombardi (GGI San Pablo, Brazil) provided a summary on this topic. Nowadays, sustainability is not a matter of fashion. Instead, it is a matter of survival for organizations. Regarding companies and markets, a lot has changed over the last 2 years. And business relations have changed too. The new generations require moral values to do business, not just a monthly payment and career development. The markets call for urgent changes. There is still room for adopting sustainable practices to make a difference. Competition does not originate from the same sources it used to originate from. Taking care of the natural resources for the coming generations is what we understand by sustainability in its purest form. But one should not forget that this also involves savings for our corporate clients as well as savings in terms of financial resources. The timing and the opportunity are ideal. We have to take advantage of them.

Module 9: Investments in Colombia

Camilo Torres (GGI Bogota, Colombia) made an introduction to the topic of investments in Colombia:

Legal Stability Contracts

- Legal stability contracts were discussed. These contracts serve as a legal mechanism to promote foreign investments since they keep stability of the rules and regulations within the scope of the investor and the Colombian government for a period of three to twenty years.
- The minimum investment required to benefit from this mechanism amounts to US\$ 2.28 million.

First employment law:

This law benefits new businesses with a maximum of 50 employees and/or assets worth US\$ 1.53 million:

- Income tax exemption for the first two years of activity and, for the following three years, progressively reduced rates.
- Trade registration payment exemption for the first year and payment reduction in the following two years.
- Social security exemption during the first 5 years of employment contracts.

Simplified joint-stock companies:

- They are constituted by virtue of private contract (not by public deed).
- They can have a single stockholder.
- It is not mandatory to have a Board of Directors or a statutory auditor.
- Their purpose is unlimited.
- They are constituted for an indefinite period of time.

Module 10: Conclusions

As it is common practice for us and as part of our continuous improvement process, we have once again used the evaluation forms to further improve and learn more about the organization of regional conferences and about the performance of the different organization levels of our network. The main conclusions are presented below.

The first question, which has greatly called the attention of our regional division and that we would like to refer to our HQ so that an action plan can be timely prepared, is the following:

Are you familiar with the name of the person representing your profession at global level? These are the main conclusions:

Do you know the person in charge of your area at global level?



95% of the respondents do **NOT** know the name of the professional in charge of his/her area. The answer to this question has made us find out where the problem lies:

- Whether the network members should be better informed about who leads the team and make up the Executive Committee, or
- Whether those in charge of each division must improve communication with the rest of the network members.

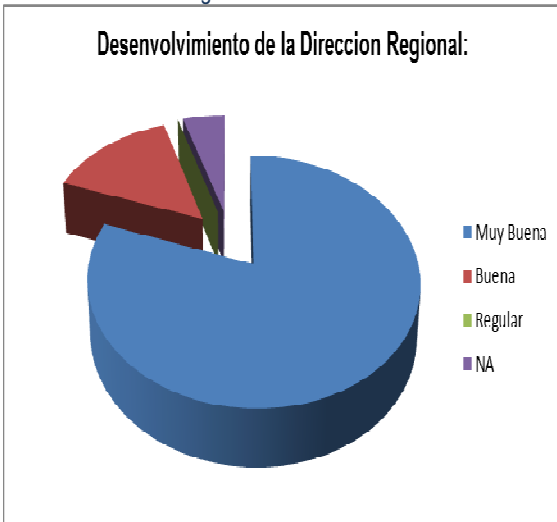
What is your opinion of the HQ performance in the last year?



49% of the respondents rated the HQ's management performance as very good. The most highlighted accomplishments in the survey were the following:

- Growth of the North America region,
- HQ's support to include GGI within the IAB rankings
- Opening of the Boston office
- Very good work carried out by the practice groups.

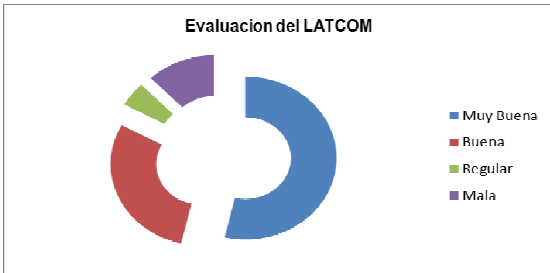
Performance of the Regional Division



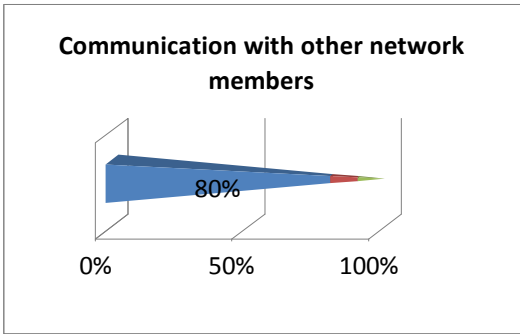
95% of the respondents rated the performance of the regional management between Very Good and Good. We will continue to move in the same direction.

As Regional Director, I would like to thank the overall recognition and support provided by the members of the region.

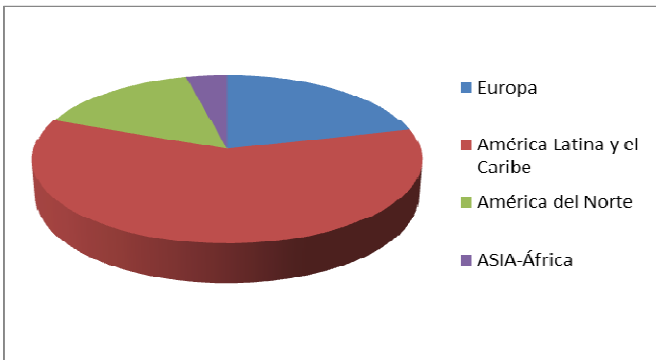
Evaluation of the LATCOM



83% of the respondents rated the performance of the LATCOM between Very Good and Good. The rating was much better than last year's, which means that the corrective measures applied were really successful. Next year, elections will be held for two more years for the new positions implemented after the conference in Rio de Janeiro. We would like to thank the members for the ongoing contribution of many great ideas.

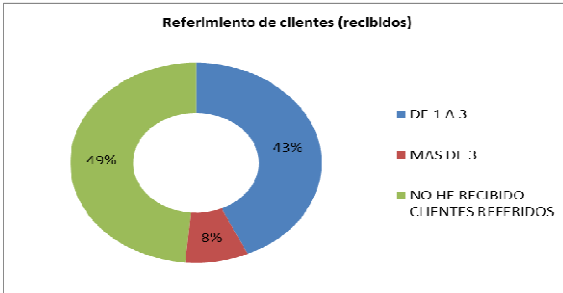


80% of the respondents have communicated with other network members during the last year. The following graph shows which regions each member has been in contact with.

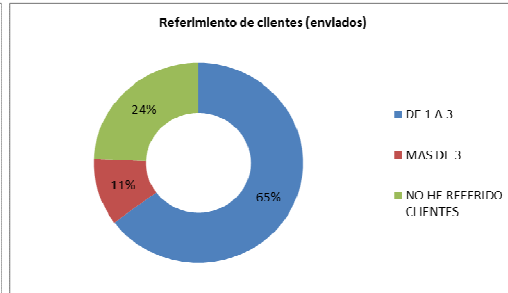


The graphs below show client referral in the region:

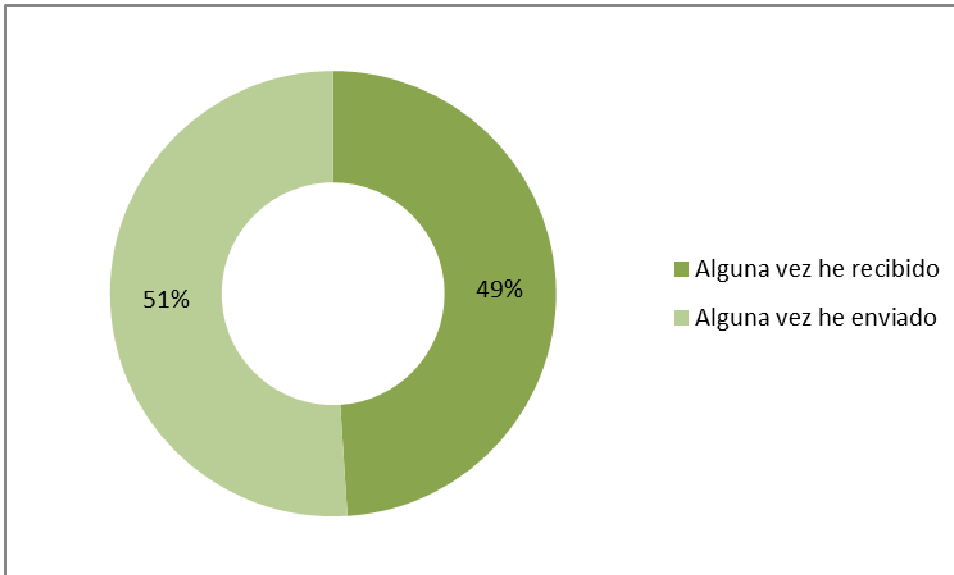
Referred clients received.
 Referred clients sent
 Have you ever received/sent referred clients?



Client referral (received)
 1 to 3: 43%
 More than 3: 8%
 I have not received referred clients: 49%



Client referral (sent)
 1 to 3: 65%
 More than 3: 11%
 I have not referred clients: 24%



Have you ever received referred clients? 49%
 Have you ever sent referred clients? 51%

We believe that these questionnaires are really valuable for the improvement of the network. This is the reason why we FORMALLY REQUEST the HQ that this type of questionnaires be implemented at all regional and global conferences and that the conclusions reached at such conferences be revealed for the enrichment of GGI members.