FINNET GLOBAL
ACCOUNTING | TAX | ADVISORY | OUTSOURCING

CLIENT PRESENTATION · AUGUST 2026

# Outsourced Fund Accounting & CFO Services

Institutional-grade middle and back-office infrastructure for hedge funds, private equity, venture capital, real estate and family office clients — delivered by a partner-led team with Big Four pedigree across five jurisdictions.

FUND ADMINISTRATION / VALUATIONS / REPORTING / OUTSOURCED CFO / COMPLIANCE



STRICTLY PRIVATE & CONFIDENTIAL

DUBAI · LONDON

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OUR PROPOSITION

## Institutional infrastructure. Boutique accountability.

Finnet Global gives investment managers the operating platform of an institutional back office — daily reconciliations, independent NAV production, defensible valuations, audit-ready financials and regulatory filings — without the fixed cost, hiring risk and key-person exposure of building that function in house. Every engagement is partner-led and every deliverable is partner-reviewed before it reaches your investors, auditors or regulators.

# A specialist firm built for alternative asset managers

Finnet Global is an accounting, tax and advisory firm serving the alternatives industry from Dubai and London. We provide the middle and back office that investment managers would otherwise have to build: fund accounting and NAV production, portfolio valuations, investor reporting, audit support, tax and AML compliance, and fractional CFO leadership.

Our partners come from EY, KPMG, PwC and BDO and have led fund operations across the United States, the United Kingdom, the Cayman Islands, Bermuda and the Middle East. That combination — Big Four review discipline applied by a senior team that answers the phone — is what managers tell us they cannot buy from either a large administrator or a local bookkeeping provider.

We support managers through the full fund lifecycle, from pre-launch structuring and regulatory registration, through daily operations and quarterly investor reporting, to realisation and wind-down.

### Partner-led delivery

A named partner and engagement manager on every mandate — not a rotating service desk.

### Two-centre coverage

Teams in Dubai and London covering the Gulf, European and US working day from a single engagement.

### Regulated-environment fluency

UAE Corporate Tax, VAT and ESR; VARA, ADGM, DIFC and DMCC regimes; FATF-aligned AML/CFT frameworks.

BY THE NUMBERS

**30+**

Years of combined Big Four experience in audit, tax and advisory

**5**

Jurisdictions covered — US, UK, Cayman, Bermuda and the Middle East

**2**

Offices — Dubai (headquarters) and London, serving clients across both time zones

**7**

Manager and investor types served, from hedge funds to sovereign wealth

# **Big Four rigour.** Boutique accountability.

Managers come to us at three moments: when an in-house hire is no longer justifiable, when an investor or regulator raises the bar on reporting, or when an existing provider has stopped keeping pace. Our answer to each is the same — senior people, documented process, and deliverables that survive scrutiny.

01

### Deep alternatives expertise

Our team has run fund operations for hedge funds, private equity houses, VC firms and real estate vehicles — master-feeder and parallel structures, side pockets, carried interest waterfalls, management-fee offsets and equalisation. We speak the operating language of your LPA, not a generic accounting one.

02

### Performance-driven operations

Daily cash and position reconciliations, trade allocations, monthly NAV packages, capital account statements and investor communications run to a fixed calendar. Exceptions are escalated the same day they arise, so month-end is a confirmation rather than an investigation.

03

### Audit and regulator readiness

Every valuation, accrual and disclosure is prepared with the audit file in mind and reviewed by a former audit partner. Managers report materially shorter audit cycles and fewer information requests once we take over the reporting function.

COST

A fixed in-house finance team becomes a variable, scope-defined monthly fee.

CONTINUITY

A team, not an individual — no key-person risk when your controller resigns mid-quarter.

CONTROL

Segregated preparer and reviewer roles, documented checklists and a full audit trail.

FOCUS

Your investment team returns to sourcing, diligence and alpha generation.

# A complete outsourced finance function

Six connected service lines. Engage any one of them, or the full platform as a single accountable operating partner.

01

### Fund Accounting & Administration

- NAV calculation, review and sign-off
- Daily cash, position and trade reconciliations
- Investor capital accounts and equalisation
- Management fee, carry and waterfall calculations
- Capital calls, drawdowns and distributions

02

### Valuations & Portfolio Analytics

- PE / VC portfolio valuations — DCF, comparables, OPM
- Real estate, credit and illiquid asset valuations
- Valuation policy design and committee support
- IFRS 13 / ASC 820 fair value hierarchies
- Investment memoranda and exit analysis

03

### Financial Reporting & Audit

- IFRS and US GAAP financial statements
- Partner, LP and board reporting packages
- Management accounts and customised P&L
- Audit liaison and PBC file preparation
- Consolidation across SPVs and feeder vehicles

04

### Outsourced CFO & Controller

- Fractional CFO and financial controller
- Budgeting, forecasting and treasury oversight
- Management company finance and payroll
- Board, IC and investor presentations
- Systems selection and finance process design

05

### Tax & Regulatory Compliance

- UAE Corporate Tax registration, returns and relief
- VAT registration, filings and input apportionment
- Transfer pricing files and ESR submissions
- FATCA / CRS classification and reporting
- Cross-border structuring and treaty analysis

06

### AML/CFT, Risk & Governance

- AML/CFT policy, framework and risk assessment
- Investor KYC, CDD and sanctions screening
- Independent AML review and MLRO support
- VARA, ADGM, DIFC and DMCC compliance support
- Internal audit and control testing

**END-TO-END COVERAGE** From pre-launch structuring and regulatory registration, through daily operations, to audit-ready reporting every month end — under one engagement, one partner and one set of controls.

# Fund accounting & administration

We operate the fund's books as a controlled production process: a daily reconciliation cycle that surfaces breaks immediately, a month-end close run to a published calendar, and an independently reviewed NAV that your investors and auditors can rely on.

Whether you run a single closed-end vehicle or a master-feeder platform with parallel funds and SPVs, the same review architecture applies — a preparer, an independent reviewer and partner sign-off on every reported number.

### STRUCTURES SUPPORTED

Master-feeder and parallel structures · Closed-end drawdown funds · Open-ended hedge vehicles · Segregated portfolio companies · Co-investment and deal-by-deal SPVs · Side pockets and in-kind distributions

### EVERY CYCLE PRODUCES

Signed NAV statement · Investor capital account statements · Reconciliation and exception log · Fee and carry computation schedule · Indexed working paper file

| DELIVERABLE | FREQUENCY | STANDARD TURNAROUND |
|---|---|---|
| **Cash, position and trade reconciliations** | Daily | T+1 by 12:00 GST |
| **Trade capture, allocation and settlement support** | Daily | Trade date |
| **Draft NAV and supporting workings** | Monthly | Business day 3 |
| **Final NAV and investor capital statements** | Monthly | Business day 5 |
| **Management fee, carry and waterfall computation** | Monthly / quarterly | With NAV cycle |
| **Capital call and distribution notices** | Event-driven | 5 business days' notice |
| **Investor allocations, equalisation and series accounting** | Per subscription cycle | Business day 5 |
| **Expense accruals, budget tracking and rebates** | Monthly | With NAV cycle |
| **Treasury instruction and payment support** | Weekly / on demand | Same business day |

Turnaround times reflect our standard service calendar and are confirmed in the engagement letter against the fund's own documents and investor commitments.

# Valuations & portfolio analytics

Valuation is where investor confidence is won or lost. Our valuation practice is chaired by a former PwC audit manager and produces files that are built to be challenged — by your audit committee, your auditor and your LPs.

We prepare the valuation, document the judgement, evidence the inputs and present the conclusion. Where you already hold a valuation function, we act as independent reviewer or provide a second opinion on positions that carry the most estimation uncertainty.

### METHODOLOGIES

Discounted cash flow · Trading and transaction comparables · Option pricing and backsolve · Milestone and scenario analysis · Yield and cap-rate models · Recovery and credit models

### ASSET CLASSES

Private equity and growth · Venture and early-stage · Real estate and development · Private credit and distressed · Infrastructure · Digital assets and tokenised instruments

### WHAT YOU RECEIVE

| OUTPUT | PURPOSE |
|---|---|
| Valuation report per position | Board and IC approval; audit evidence |
| Fair value hierarchy and disclosures | IFRS 13 / ASC 820 compliance |
| Sensitivity and scenario tables | Demonstrates estimation uncertainty |
| Comparable company and transaction sets | Evidences market inputs selected |
| Roll-forward and movement analysis | Explains period-on-period change to LPs |
| Valuation policy and committee papers | Governance and consistency of approach |
| Independent review memorandum | Second opinion on judgemental positions |

> “The valuation file should answer the auditor’s next three questions before they are asked.”
>
> FINNET GLOBAL VALUATION COMMITTEE

# Financial reporting & audit readiness

We prepare fund and management company financial statements under IFRS or US GAAP, assemble the audit file, and manage the auditor relationship end to end — so the audit becomes a review of prepared work rather than a reconstruction exercise.

### Reporting to investors

Quarterly LP packages, capital account statements, performance and IRR analysis, commitment and unfunded schedules, ILPA-aligned templates and bespoke investor formats.

### Reporting to management

Monthly management accounts, customised P&L by strategy, desk or vehicle, expense ratio monitoring, budget-to-actual and treasury dashboards.

### Statutory financial statements

Full IFRS and US GAAP financial statements with notes, consolidation across feeders and SPVs, and jurisdiction-specific filing formats.

### Audit management

PBC schedule ownership, sample and evidence provision, technical memoranda on judgemental areas, and single-point liaison with the audit team through to signing.

TYPICAL ANNUAL REPORTING CYCLE

| MILESTONE | TIMING |
|---|---|
| Year-end close and trial balance lock | Year end + 10 days |
| Valuation files finalised | Year end + 15 days |
| Draft financial statements issued | Year end + 25 days |
| Audit fieldwork supported | Weeks 4–8 |
| Signed accounts and regulatory filing | Per jurisdiction deadline |
| Investor annual reporting pack issued | With signed accounts |

**AUDIT-READY BY DESIGN**

Every month-end close produces the same evidence an auditor will request at year end — reconciliations, valuation support, approval trails and executed documents, indexed and retained in the fund file.

07 / SERVICE LINE 04

# Outsourced CFO & controller

For managers who need the judgement of a CFO without a full-time appointment. We take ownership of the finance function — at the fund, at the management company, and in front of your board and investors.

01

### Strategic finance

Fund economics modelling, fee and carry structuring, break-even and scale analysis, launch budgets and multi-year management company planning.

02

### Operational control

Treasury and banking oversight, payment authorisation workflow, expense policy, payroll and WPS, vendor management and finance process design.

03

### Investor-facing support

Board and IC papers, fundraising data rooms, operational due diligence responses, DDQ completion and investor Q&A on financial matters.

04

### Systems & automation

Accounting and ERP selection and implementation, chart of accounts design, workflow automation and reporting integration across your operating stack.

ENGAGEMENT SHAPES

## Fractional CFO

A partner-level CFO for an agreed number of days each month, attending board and investor meetings and owning the finance agenda between them.

## Embedded controller

A dedicated controller and support team operating inside your systems and month-end calendar, reporting to your COO or Managing Partner.

## Project mandate

Defined-scope work: a fund launch, a system migration, an audit remediation or a reporting rebuild — fixed fee, fixed timetable.

**WHO ENGAGES US** Managers between first close and their third fund — where the finance workload is real, the reporting obligations are institutional, and a full-time CFO appointment is not yet justified.

# Tax, regulatory & AML compliance

The Gulf's regulatory environment has changed faster than most operating models have. We keep managers current across tax, economic substance, investor due diligence and financial-crime obligations — in the UAE and in the offshore jurisdictions their structures touch.

## TAX

| | |
|---|---|
| **UAE Corporate Tax registration and returns** | Including QFZP and free zone analysis |
| **Transfer pricing documentation** | Local file, master file and benchmarking |
| **VAT registration, filing and advisory** | Input apportionment for financial services |
| **Economic Substance Regulations** | Notifications and substance reporting |
| **FATCA and CRS** | Entity classification and annual reporting |
| **Cross-border and treaty analysis** | Fund, SPV and carry vehicle structuring |

## REGULATORY & FINANCIAL CRIME

| | |
|---|---|
| **AML/CFT framework design** | Policy, risk assessment and procedures |
| **Investor KYC, CDD and EDD** | Onboarding, screening and periodic review |
| **Independent AML review** | Regulator-mandated annual assessment |
| **MLRO and compliance officer support** | Outsourced or advisory capacity |
| **Regulatory reporting and returns** | VARA, ADGM, DIFC, DMCC and mainland |
| **Internal audit and control testing** | Risk-based programmes and remediation |

**CREDENTIALS** Led by a Fellow Chartered Accountant and Certified Anti-Money Laundering Specialist (CAMS), supported by specialists in offshore fiduciary structuring (TEP) and European governance and risk.

# From first close to final distribution

Managers rarely need every service at once. They need the right one at the right stage — and a partner who already understands what came before it.

PHASE 01

## Pre-launch

Structure and jurisdiction analysis · Fund economics and fee modelling · Entity formation and licensing support · Accounting policy and chart of accounts · Valuation policy drafting · AML framework and onboarding design · Service provider selection

PHASE 02

## Launch & close

Investor onboarding and KYC · Subscription processing and equalisation · Opening balance sheet · Banking and treasury setup · System implementation and data migration · Tax and regulatory registrations · First capital call

PHASE 03

## Operations

Daily reconciliations and NAV production · Quarterly valuations and LP reporting · Fee, carry and waterfall calculations · Annual audit and financial statements · Tax filings and ESR · Ongoing AML monitoring · Board and IC support

PHASE 04

## Realisation

Exit and disposal analysis · Distribution waterfalls and clawback · Final carry computation · Continuation vehicle support · Liquidation accounts and final audit · Deregistration and record retention · Investor final statements

**Continuity of knowledge.** Because the team that models your fund economics is the team that later computes your waterfall, decisions taken at structuring do not have to be re-explained at realisation — they are already documented in the file.



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10 / CLIENT BASE

# Serving the full spectrum of alternative asset managers

| CLIENT TYPE | WHERE WE TYPICALLY ADD THE MOST VALUE |
|---|---|
| Hedge funds | Independent NAV review, daily reconciliations, series accounting and equalisation |
| Private equity houses | Portfolio valuations, capital calls, waterfall and carry computation |
| Venture capital firms | Early-stage valuations, LP reporting, lean outsourced finance function |
| Real estate & credit funds | Asset-level accounting, yield models, SPV consolidation and debt covenants |
| Family offices | Consolidated multi-asset reporting, governance, tax and succession structuring |
| Pension funds & allocators | Look-through reporting, fee verification and operational due diligence |
| Sovereign wealth & institutional | Bespoke mandate reporting, controls assurance and independent review |

**JURISDICTIONS**

United States · United Kingdom · Cayman Islands · Bermuda · United Arab Emirates (mainland, ADGM, DIFC, DMCC and free zones)

**MANDATE SIZES**

From first-time managers raising a debut vehicle to established platforms running multiple funds and co-investment SPVs across jurisdictions.

# How the engagement works

## YOUR TEAM

| | |
|---|---|
| **Engagement Partner** | Sign-off, judgement calls, board attendance |
| **Engagement Manager** | Day-to-day contact and review |
| **Fund Accountant(s)** | Preparation and reconciliation |
| **Valuation & Tax specialists** | Called in by service line as required |

Named individuals are confirmed at engagement and do not rotate without notice to you.

## CONTROLS

Segregated preparer and reviewer roles · Documented checklists per deliverable · Four-eyes review before release · Partner sign-off on all reported figures · Version-controlled working papers retained in the fund file · Escalation protocol with defined response times · Annual independent review of our own procedures

## DATA & CONFIDENTIALITY

Encrypted transfer and storage · Access on a least-privilege basis · Firm-wide NDA and confidentiality undertakings · No client data used to train external systems

## TECHNOLOGY

We are platform-agnostic. We work inside your existing accounting, administration and portfolio systems, or implement and run ours. Our stack covers cloud accounting and ERP, automated bank feeds and reconciliation, workflow automation for recurring filings, and an AI-assisted review layer that flags anomalies before a human reviewer sees the file.

## REPORTING RHYTHM

Daily exception reporting · Weekly status note · Monthly NAV and management pack · Quarterly investor reporting and partner review call · Annual audit and planning meeting

## FEE MODELS

### Fixed monthly retainer

Scoped by fund complexity, investor count and reporting frequency. Predictable and budgetable.

### Project fee

Fixed fee for defined deliverables — a valuation cycle, a fund launch, an audit remediation.

### Time-based advisory

Agreed rate card for ad hoc structuring, technical opinions and transaction support.

All fees are quoted exclusive of 5% UAE VAT pursuant to Federal Decree-Law No. 8 of 2017.

# Onboarding without disruption

A typical transition takes four to six weeks from engagement letter to first independent NAV, including a parallel run against your current process so nothing is taken on trust.

WEEK 1

## Discovery

Review of fund documents, LPA and side letters · Current process and systems walkthrough · Data and access inventory · Risk and dependency mapping

WEEK 2

## Design

Service calendar and RACI agreed · Chart of accounts and reporting formats confirmed · Control and approval matrix · Named team introduced

WEEKS 3–4

## Migration

Opening balances validated and tied out · Historical positions and investor records loaded · System configuration and feeds · Parallel run on the live cycle

WEEKS 5–6

## Go-live

First independent NAV and investor pack · Variance review against parallel run · Handover sign-off · Steady-state calendar begins

### WHAT WE NEED FROM YOU

Constitutional and offering documents, the LPA and any side letters · Latest audited and management accounts · Investor register and subscription records · Custodian, prime broker and bank statements · Read access to current accounting and portfolio systems · A single internal sponsor for the transition

### OUR COMMITMENT

No reporting deadline is missed during transition. If a date is at risk, you hear it from the engagement partner before it becomes a problem.

LEADERSHIP

# The people accountable for your mandate

Big Four alumni and career fund professionals. On every engagement you deal with these people directly.



**Arshad Iqbal**
MANAGING PARTNER

FCA, CAMS. Former Audit Partner, EY Americas FSO. 20+ years at EY and KPMG across fund audit, tax and regulatory advisory.



**Shahbaz Khan**
DIRECTOR — UK

FCCA. Chair of the Valuation Committee. Former Audit Manager at PwC UK and BDO, leading fund and financial services audits.



**Muhammad Shahid**
DIRECTOR

ACMA. 10+ years in board-level strategy, startup finance and ERP implementation across the Gulf.



**Safdar Akbari**
DIRECTOR

MBA. 20+ years in fund accounting and treasury; has executed liquidity facilities in excess of $1bn.



**Etienne Daignault**
COMPLIANCE ADVISOR

20+ years advising European financial institutions on governance, risk and regulatory change programmes.



**Adebola Haffner**
DIRECTOR

TEP. Legal and fiduciary specialist in offshore structuring, trusts and cross-border tax.

> "Over thirty years of combined Big Four experience in the alternative asset management space — delivering institutional-grade middle and back-office support, NAV review, investment valuation, investor reporting, audit, tax and compliance management."

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NEXT STEPS

# Let’s discuss your fund’s operating model

We will review your current structure, reporting obligations and service provider arrangements, and come back with a scoped proposal, a service calendar and a fixed fee — usually within five business days of an introductory call.




## Arshad Iqbal

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