

March 2007

NO MAD

The world is our adventure

M MAZARS



Poised between **tradition**
and **modernity**

India

the emergence of a new colossus

POPULATION

1,103,371,000
inhabitants (2005)

(India is expected to have around 1.211bn inhabitants by 2015 and to catch up with China in around 2035 with 1.41bn inhabitants)

DEMOGRAPHIC GROWTH

1.44%

(or more than 16 million additional inhabitants every year)

AVERAGE AGE

24 years

(Europe: 38 years)

LITERACY RATE

61.3%

(adult population)

LIFE EXPECTANCY

63.7 years

(2004)

BIRTH RATE

3.1 children per woman

(OECD countries: 1.8 children per woman)

URBANISATION LEVEL

28.3%

(OECD countries: 75.9%)



A new *Eldorado*, a market from heaven: all eyes are fixed hungrily on India and its billion inhabitants. It is true that the development of the Indian peninsula over the past years is remarkable in many ways. Thanks to the new technology boom (more than a quarter of software is produced in India), national growth has settled around 8% a year over the past five years and is driven by the services sector, which represents 60% of India's GDP.

A rapid increase in the number of services companies has led to the emergence of a new "middle class" in the continent's conurbations, which in turn has further boosted the economy.

At the **heart** of Mazars' development

Economy

GDP

\$746bn (2005)

Growth rate

More than 8% in 2006

GDP distribution (2006)

Agriculture: 20%, Industry: 20% and Services: 60%

GDP/inhabitant

\$ 2,300 to \$ 3,000 in Calcutta, Madras and Bangalore
\$ 3,600 to \$ 3,900 in Bombay and New Delhi (2006)

Exports (2004)

\$ 776bn dollars (to the US, China, the UK and Germany)

Imports (2004)

\$ 99bn dollars (from the US, the UK, China and Singapore)

Currency

Rupee (100 rupees = €1.75)



“There will be more people living in the city of Bombay than on the continent of Australia.”*

It is currently the 6th largest city in the world in population terms, with Delhi in 8th place and Calcutta 11th.

* The first sentence in the wonderful book “Maximum City: Bombay Lost and Found” by Suketu Mehta, a writer and journalist. A must-read in English or French.

It was logical that an international organisation such as Mazars, which wanted to increase its geographical coverage, would establish a presence in a country which is establishing itself as a major economic power. India has thus become a key priority for Mazars, along with Latin America and Russia.

The Indian sub-continent and its Chinese neighbour form the basis for an Asian Pacific platform which will play an increasingly important role in the organisation’s global business.

This is why we decided to dedicate this special edition to India. We at Mazars also recognise that understanding other cultures is essential to a successful professional approach. We have therefore provided a few key facts in the hope that you will want to learn more about this country, with its rich history and multifarious traditions.

Political and geographical structure

Political regime

Federal republic – India has 29 states and 7 territories.
President: A.P.J. Abdul Kalam
Prime Minister: Manmohan Singh

Independence

On 15 August 1947 after 175 years of British occupation, India became a republic in 1950.

Official languages

Hindi, English.
The Constitution recognises 22 official languages but there are more than 500 spoken languages and hundreds of dialects.

Religions

Hinduism (82%), Islam (12%), Christianity (2.2%), Sikhism (1.9%), Buddhism (0.7%), Jainism (0.5%), Zoroastrianism, Judaism.

Geography

- 4 main regional areas:
- The Himalayan mountain chain in the north is intersected by the Kullu and Kashmir valleys.
 - The northern plain or Ganges basin is the most populous region of India. This plain is the most fertile area of India due to the Ganges, the Indus and the Brahmaputra.
 - India’s desert regions include the Thar desert in Rajasthan and the Rann of Kutch, a marshy region in Gujarat.
 - The Deccan Plateau is bordered by steep mountain ranges (ghats) in the East and the West.

Climate

Very varied, dominated by the monsoon system, which involves seasonal changes in wind direction and climate.

The biggest democracy in the world



More than a billion inhabitants, 23 conurbations of more than a million people, rapid urbanisation and a stable political system... Over half a century, this “abstraction”, to use Winston Churchill’s word, has become a major economic, political and geostrategic power. We cast an eye over the qualities which have enabled this transformation and the challenges that need to be met in order for India to firmly establish itself as one of the major players of the 21st century.

It is now generally accepted that India has successfully embraced modernity while simultaneously preserving its traditions and customs. Looking beyond clichés, Indian society today is extremely complex, as has been pointed out by Amartya Sen, Nobel Prize winner for Economics in 1998. According to Sen, four main traditions come together to explain the duality of Indian development. The first, inherited from Gandhi, is based around austerity and

frugality. It focuses on rural life and respect for the environment and is suspicious of industrialism and modernism. The second is inspired by Nehru’s socialism and is connected with the third, a specifically Indian brand of “communism”, which is predominant in the highly advanced states of West Bengal (around Calcutta) and Kerala (in the south-west of the peninsula). Lastly, the fourth, which Sen relates to the Indian goddess of prosperity, Lakshmi, encourages Indians to make money through hard work and the liberal economic ideology.



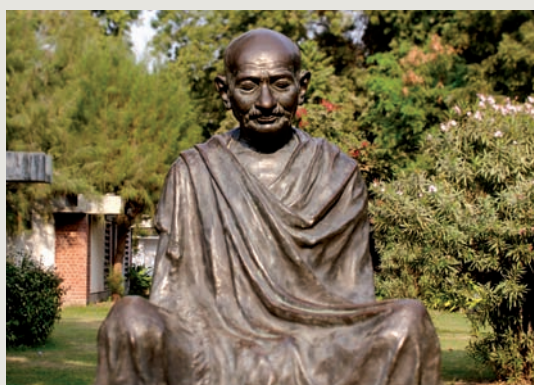


This model helps us to understand the co-existence in India of economic dynamism, which has made the country the fourth largest economic power today and enabled the emergence of an elite class of billionaires (there were 23 Indians among the world's richest people in 2006, according to the ranking drawn up by the American magazine *Forbes*) and an ambitious middle class of nearly 300 million people; a strong public sector (inherited from the Nehru era) which employs more than 20 million civil servants; a peasant tradition which clings to existence in the country's 600,000 villages; and around 350,000 poor workers, who subsist on less than a dollar a day in the cities' slums.

Development based on solid foundations

However, despite continued inequality, India has significant assets on which to build a "shining" future, as recent governments have said. The country's greatest asset is its strong democracy, which is the biggest in the world, with 605 million voters registered in 2004. Despite regional and community tensions, the Republic of India has proven its stability since 1950. India is a country of freedom and tolerance, basing its economic development on political liberalism and the stability of a democratically elected government.

Efforts to boost education are also driving economic dynamism. Although illiteracy levels remain high among adults, 87% of primary school children are able to read and write. As regards higher education, India currently has 7 Institutes of Technology which train extremely skilled engineers, fluent in English. There are also 17 regional engineering schools, a network of polytechnics, and more than 1000 other engineering and IT schools. Young IT graduates then choose to create their own organisations or bring their skills



Key historic dates

2500 – 1700 B.C.

Indus Valley or Harappan civilisation.

1500 B.C.

Aryan invasion – Sanskrit introduced and *Vedas* (religious texts) written.

566 – 486 B.C.

Probable dates of the life of Buddha and foundation of Jainism by the prophet Mahavira.

320 – 232 B.C.

Mauryan Empire. Ashoka was the great emperor of this dynasty.

375 – 467

Gupta Empire.

712

First Arab conquest. At the same time the Parsis fled their country of origin, Persia, due to Islamic persecution.

1139

Delhi Sultanate founded.

1498

Vasco da Gama reached India.

1526

Foundation of the Mughal Empire (Mughal was the name given by the Persians to the Turks of Central Asia, and equates to Mongol) by Babur, the first of the 6 Emperors known as the "Great Mughals". The other five were Humayun, Akbar, Jahangir, Shah Jahan and Aurangzeb.

1602

Foundation of the Dutch East India Company.

1674

French colony established at Pondicherry.

1690

Calcutta founded by the British.

1761

Extension of the British occupation, to the detriment of the French presence.

1876

Queen Victoria given the title of Empress of India.

1930

Mahatma Gandhi's salt march. The "Quit India" movement, launched by Gandhi and Nehru against the British, began in 1942.

1947

Independence of India and Pakistan.

1948

Assassination of Mahatma Gandhi.

1950

Adoption of the Constitution.

1948 – 1971

Series of Indo-Pakistani wars, finishing in 1971 with the independence of Bangladesh.

1969

Start of the "Green Revolution", instigated by Indira Gandhi.

1984

Assassination of Indira Gandhi.



A new economic colossus

India decided to liberalise its economy in 1991 by opening up previously State-controlled sectors to the wider world. 15 years later, the world is recognising India as a leader in IT services, while it looks set to become the leader in pharmaceutical research and generic medicines in the future. Its economy is composed of large, typically Indian family-owned companies such as the omnipresent Tata, Godrej and Birla; media darlings in the services sector such as TCS, Infosys and Wipro; laboratories such as Biocon and Ranbaxy, and thousands of small companies created over the last ten years.

The services sector is currently the largest and accounts for 60% of GDP. However, it employs only 6% of Indians, while nearly 70% of the population live off agriculture (20% of GDP). Industry has stabilised and produces 20% of national wealth (source: Bank of India). Over the past fifteen years, investments by Indian companies have increased both in India and outside the country, and are likely to continue rising as long as India improves its infrastructures and tackles wealth inequality.

to Indian companies (such as Infosys, Wipro and Tata Computer Services, which derive more than 90% of their turnover from export) or Western giants which are investing massively in Bangalore, Delhi, Pune and Madras. In 2005 alone, Microsoft, Intel, Oracle and Cisco invested more than 5bn dollars in these new hubs of Indian development. Profiting from the huge numbers of qualified workers and production costs which are 20% cheaper than in Eastern Europe, for example, several large industrial groups have followed in their footsteps. Saint-Gobain is one such example as it built a glass pane production factory in Madras in 2006. Motor vehicle construction companies, attracted by the country's huge internal market, are doing likewise.

Finally, India's third asset is its proven ability to combine assimilation of the Western model with preservation of its own traditions. This aptitude for

cultural mixing, which allows a balance between a strong cultural heritage and an imported modernity, is startlingly apparent in many areas. Cinema is a fine example, as the success of American films has not impinged on the popularity of Hindi films, which are several hours long and interspersed with dance routines. A similar situation can be observed in cuisine, which remains a major element of Indian culture.

Some challenges remain to be faced

India has thus benefited significantly from the liberalisation of the global economy. However, the resultant growth is still very unequal. Liberalisation has drawn a line across the country as south-western states have three times the income per head of the north-eastern ones. The gap seems to be widening: the richest states are getting richer



Infosys headquarters, Bangalore.

more quickly, because they attract external investment. Faced with the challenge of spreading wealth more evenly the Indian state has various leverage tools, primarily a Planning Commission, which is in charge of the development plans for national progression.

Another challenge, perhaps even more crucial, is rebalancing the numbers of men and women. It is estimated that there are 36 million fewer women than men in India. This is a sword of Damocles hanging over certain regions, such as Haryana or Punjab, which have a ratio of 750 women to 1,000 men. This can lead to significant tensions.

While India's future depends on its ability to correct these imbalances, the foundations on which it is building are solid. With an unusual growth dynamic driven by service industries, India has become a key partner and competitor for Europe and the United States. It is also the pioneer of the Asian continent, towards which the centre of gravity of the international economy is steadily shifting.



The caste system

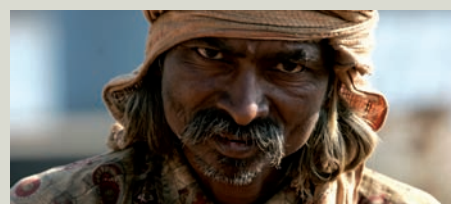
The social hierarchy that we know as the caste (*varna*) system appears in the religious texts known as the *Vedas* (knowledge) and defines each person's identity and place in society.

- **Brahmins:** the priest and scholar caste.
- **Kshatriyas:** the warrior caste.
- **Vaishyas:** the merchant caste.
- **Shudras (or Dalits):** the lower caste, responsible for lower-rank jobs.

These castes are divided into sub-castes or socio-economic categories (*jati*). They may correspond to jobs such as barber or laundry worker and there are about 4,635 of them.

Unlike in Western societies, individuals are born into a caste which determines who they can associate with.

The Indian Constitution, which was passed in 1950, bans caste-based discrimination. In an increasingly urbanised India, castes play a dwindling role in cities, although marriage announcements always state the individuals' origin. However, the system continues to play a significant role in rural areas, for marriages and elections as well as in the job market. It also plays a role in politics, where quota systems for the "lowest" castes have recently caused heated debate in universities.



Kalyaniwalla & Mistry



Keki Elevia

■ **Managing Partner**
of Kalyaniwalla & Mistry

Turnover: €1.4m

Offices: Mumbai, Pune, Bangalore

Headcount: 150 staff and 9 partners

Areas of expertise: audit, financial advice, tax advice, IT systems consultancy, HRM outsourcing.

Main clients: 14 companies listed on the Bombay Stock Exchange including Godrej Consumer Products Limited, Godrej Industries Limited, Grindwell Norton Limited, Saint-Gobain Sekurit India Limited, GMM Pfaudler Limited, The Great Eastern Shipping Company Limited, Great Offshore Limited and Mahindra Gesco Developers Limited. Other Indian companies including Tata Sons, Air India, Tata AIG Life Insurance Company Limited, HDFC Standard Life Insurance Company Limited; Subsidiaries or Associated entities of International companies including American Express Bank, Cap Gemini India Limited, Carlyle India Advisors Private Limited, Cegedim, Telecom Italia, Knight Frank (India) Private etc.



MAZARS IN INDIA

From correspondence to integration

2006 marked a key stage in the development of Mazars' presence on the Indian sub-continent with the integration of two independent local firms, Kalyaniwalla & Mistry and S.N. Dhawan & Co.

S.N. Dhawan & Co.



Vijay Dhawan

■ **Managing Partner**
of S.N. Dhawan & Co.

Office: Delhi

Headcount: 80 staff and 2 partners

Areas of expertise: audit, accountancy, tax advice, management consultancy

Main clients: Listed Indian companies including Escorts Group, Talwar Group and MGF Group; international companies including Thales International India Ltd, Legris India Private Ltd, Musashi Auto Parts India Private Ltd, Oberthur Card Systems Private Ltd etc.

In countries which are development priorities, Mazars usually establishes its presence through several successive stages. The first is to seek out high-performing independent firms which share Mazars' values and high standards for client service. The next stage is to establish correspondent agreements, which allow a privileged relationship to be established between the parties. Finally, the correspondent firms are integrated into the international partnership and become cooperating firms.

India is no exception to the rule. Mazars signed two correspondent agreements some years ago with Kalyaniwalla & Mistry and with S.N. Dhawan & Co. In 2005, negotiations began with a view to establishing an integration agreement, and in 2006 the integration was approved by the Mazars partners at the general meeting.

Two firms with a strong local presence

Kalyaniwalla & Mistry was founded in 1928 in Bombay (Mumbai) and now employs more than 100 professionals, 9 of whom are partners. It offers a wide range of services including statutory audit, contractual audit, financial and tax advice, IT systems consulting and outsourcing of human resources management. With an excellent reputation for service quality, technical excellence and a proven ability to "go the extra mile", Kalyaniwalla & Mistry also has offices in Pune and Bangalore and serves a large range of Indian companies in the transport, hotel and leisure, banking, construction, consumer goods, engineering, real estate, energy and new technology sectors. Thanks particularly to their mastery of international accounting standards (IFRS and US GAAP), Kalyaniwalla & Mistry also have a number of subsidiaries and associate companies of Western companies in India among their clients.



Several major service providers are among S.N. Dhawan & Co and Kalyaniwalla & Mistry's main clients.

STRATEGY

S.N. Dhawan & Co. originated in Lahore, the capital of modern-day Pakistan. Mr S.N. Dhawan founded his accountancy business there in 1944. Like many inhabitants, he was forced to flee his country at the time of Partition, and even temporarily ran his office from his car before acquiring proper premises. Now, with two offices in Delhi, 80 employees, 2 partners and 28 Indian chartered accountants, S.N. Dhawan & Co. is one of the top ten players in northern India. The firm is managed by Vijay Dhawan, son of the founder, while Bharat Dhawan, S.N. Dhawan's grandson, is in charge of marketing and business development.

S.N. Dhawan & Co. has been a Mazars correspondent since 2000 and provides its clients with audit, chartered accountancy and tax and management consultancy services.

The contribution that Kalyaniwalla & Mistry and S.N. Dhawan & Co. will bring to the partnership will allow Mazars to significantly increase its power in the Indian peninsula, and by extension in the whole Asian Pacific zone. The organisation has strengthened its ability to serve European clients which are expanding internationally, as well as to build a solid portfolio of local clients.

Audit and Corporate Governance in India

According to a 2003 survey carried out by the World Bank, there were over 43,000 audit firms in India. Along with the Big 4, a multitude of organisations of all sizes (among which 75% are made of a single individual) perform legal audit services for the 25,000 Indian listed companies (source: World Bank, 2003). This spectacular progression does not seem likely to stop (audit firms are major

recruiters) and can indeed be attributed to the liberalisation of the Indian economy since 1991. It is also concomitant with a double trend: a growing convergence between Indian accounting standards (ASs) and new international standards (IFRS) on the one hand, and a widely shared will to codify corporate governance practices on the other hand. In this area, the

Confederation of Indian Industry has played a pioneering role by releasing, as early as 1998, a first document - entitled "Desirable Corporate Governance: A Code", which emphasised the need for increased transparency in financial disclosures. Two years later, the Securities and Exchange Board of India (SEBI) issued a series of obligations for listed companies, including the

appointment for a three-year period of Audit Committees whose members must be qualified and, for the majority of them, independent.

Thanks to these obligations, which have been strengthened over time, Indian companies are now seen as the most adequately governed in Asia.



GODREJ

The history of an Indian dynasty

While India stands out thanks to the quality of its workforce, Mazars' offices stand out thanks to the quality of their clients, including the two giants Tata and Godrej, which have been clients of Kalyaniwalla & Mistry for a long time.

Visitors encounter the Godrej logo immediately on arrival at the entrance of its enormous campus at Vikhroli, a north-eastern suburb of Mumbai. This campus houses the largest industrial-residential facility in Mumbai and manufactures a diverse range of products including locks, oleo-chemicals and components for rocket engines. It also provides residential apartments for more than 3,000 families and includes schools, a hospital and mangrove forests. The family bought the land 65 years ago and a large part of it is now a nature reserve for plant and animal species. This is not as surprising as it might appear, as large Indian companies have always stood by the principle of deploying some of their profits to improve their environment.

Godrej is a brand with more than a century of history and heritage. Inseparable from daily life in India, the Godrej name has been built on a spirit of innovation that has made it one of the country's most remarkable industrial corporations. The Godrej brand has come to mean different things to different people across the length and breadth of India. Companies operating under the group umbrella are involved in a wide range of businesses – from locks and safes to typewriters and word processors, from refrigerators and furniture to machine tools and process equipment, from engineering workstations to cosmetics and detergents, from edible oils and chemicals to agro products.

The story began at the start of the 19th century, when Ardeshir Godrej abandoned his career as a lawyer to begin a business in locks. He had the idea of engraving his name on the metal of each lock, which made and still makes Godrej a name synonymous with security for several generations of Indians. With the subsequent idea of creating soap from vegetable oil and help from his brother Pirojsha, his initial industrial dream rapidly became a synonym for innovation and quality. The two brothers, who supported Gandhi in his boycott of British products in the 1940s, were always committed to creating high-quality products. This commitment drove them throughout their lives, and was taken on by following generations.



Adi Godrej (3rd seated from the left) and the Board of one of the Godrej Group's listed companies.

Godrej is the market leader in India in safes and security equipment, liquid detergents, office furniture, hair colours, locks, almirahs, air care, oleo chemicals, household insecticides (a joint venture with Sara Lee) and animal feeds. They are also market leaders in hair colour in 14 other countries in the world and leaders in household insecticides.

The Godrej story is not limited to industrial excellence and enlightened concerns. It is also a human chronicle of determined men and women, gifted with vision and talent, who are building a vibrant business by enriching the quality of life everyday, everywhere. The group, now led by Adi Godrej, employs 23,000 people and is keen on continuing its international forays. "We currently derive 80% of our turnover from India and 20% from the rest of the world, a figure we need to increase. Europe is an aging continent, while India is a young sub-continent. We should work together." It is up to investors to respond to Adi Godrej's call.

For the record

1897
Foundation of the Godrej Group

Turnover
€1.05 bn

Staff
23,000

Businesses

Industrial products, household appliances, locks, furniture, consumer products, chemicals, vegetable oils, rural retail, agri-inputs and real estate development.

Corporate Social Responsibility according to Adi GODREJ

Adi Godrej is one of the contributors to Mazars' book, *"Corporate Accountability and Trust"*. Here's what he says about Corporate Social Responsibility.

"Companies today are accountable primarily to their shareholders, but also significantly to their employees, their customers, their suppliers, their other business relations and of course, the environment in which they operate.

One is often given the impression that serving all of these stakeholders can lead to trade-offs. But in today's environment, a number of companies have found that being on good terms with all of their stakeholders has improved their position. Companies that can show that they are socially responsible can, over the long haul, gain recognition and a favourable reputation - what economists call "reputation capital". A good reputation can lead to all kinds of benefits such as better relations with employees, easier access to credit, and customer and supplier loyalty. Investors are more willing to trust their investments to firms that have better reputations because they perceive fewer risks. And indeed, there is even evidence showing a correlation between corporate social performance and long-term profitability

... Good governance provides a competitive advantage in the global marketplace. Well governed companies raise capital widely, easily, and cheaply. Good governance also leads to improved employee morale and higher productivity. Another well researched fact is that well-governed companies last longer and have a far better record at creating long term shareholder value.

... I believe a very large number of corporations and executives today are becoming increasingly aware and conscious of their social responsibilities. This is being seen both at the organizational level and at an individual level. I believe that there are several global and Indian Corporate leaders who display these trends in an exemplary manner. Globally, Shell has been doing an exemplary job in the areas of environmental responsibility and the quest for renewable sources of energy. In our own way, we are working with the Indian farming community through "Aadhar" - our rural retailing initiative - in terms of working with them on improving productivity, involvement with initiatives on social development and improving general standards of living."



Recommended reading

Being Indian

Pavan.K.Varma
Heinemann

**Que sais-je ?
Histoire de l'Inde**

Michel Boivin
PUF

**L'Inde
contemporaine :
de 1950 à nos jours**

Ed. Christophe Jaffrelot
Fayard-Ceri

**Freedom at
Midnight**

Dominique Lapierre and Larry
Collins
HarperCollins

**The Holy Cow
& Other Indian
Stories**

Tarun Chopra
Prakash book



**Maximum City:
Bombay Lost and
Found**

Suketu Mehta
Headline Review
A remarkable urban biography
of the largest city in Asia.

India Unbound

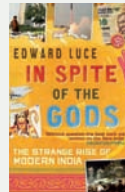
The social and economic
revolution independence to
the global information age
Gurcharan Das
2002, Penguin Books
A pertinent analysis of India's
economic development since the end
of the colonial period.

**A new history
of India**

Stanley Wolpert
7th edition, 2003,
Oxford University Press
This single-volume edition is the
most accessible work on the history
of India in the English language.

In Spite of the Gods

The strange rise of
modern India
Edward Luce
2007, Random House
A reference study, written by an
American journalist who is an expert
on India, identifying the forces
shaping the India of tomorrow as it
balances national traditions and
modernity.



**What's this India
Business?**

Offshoring, Outsourcing
and the Global Services
Revolution
Paul Davies
2004, Nicholas Brealy
A lucid explanation of the reality of
the Indian market, and practical
advice for investors interested by this
new *eldorado*.

**The Argumentative
Indian**

Amartya Sen
2005, Allen Lane
A compilation of essays on India,
its culture and its identity, by the
winner of the Nobel Prize for
Economics 1998.

For further information

The Idea of India

Sunil Khilnani
Penguin Books

Idées reçues : l'Inde

Pascale Haag and Blandine Ripert
Français/ Le cavalier bleu

**Que sais-je ?
L'Hindouisme**

Louis Renou
PUF

L'Inde où j'ai vécu

Alexandra David-Néel
Pocket

All Men Are Brothers

Gandhi
Folio
Continuum

**City of Djinnis:
A Year in Delhi**

William Dalrymple
Flamingo

A Barbarian in Asia

Henri Michaux
W.W. Norton & Co

L'Inde classique

Michel Angot
Français/ Les Belles lettres

**Indira Gandhi ou la
démocratie dynastique**

Emmanuelle Ortoli
Flammarion

**Dictionnaire amoureux
de l'Inde**

Jean-Claude Carrière
Plon

L'Appel de l'Inde

Michel Testard
Village mondial

**L'Inde, avènement
d'une grande puissance**

Bertrand Schneider
Éditions d'organisation

Novels

A Suitable Boy

Vikram Seth
Phoenix Press

The Alchemy of Desire

Tarun J. Tejpal
Picador

A Princess Remembers

Memoirs of the Maharani
of Jaipur
Gayatri Devi
Rupa & Co.

The God of Small Things

Arundhati Roy
Flamingo

Inside the Haveli

Rama Mehta
Women's Press

On the web

www.timesofindia.indiatimes.com
The website for the most read
English-language newspaper in the
world.

www.amb-inde.fr
The website for the Indian embassy
in France. In both French and English.

<https://www.cia.gov/cia/publications/factbook/geos/in.html>
A comprehensive view of India,
politically, economically, and
geographically. In English.

www.samachar.com
An English-language site about
India and Indian daily life.

For a more specifically economic
perspective:
www.indiabusiness.nic.in
A very comprehensive
governmental site. In English.

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