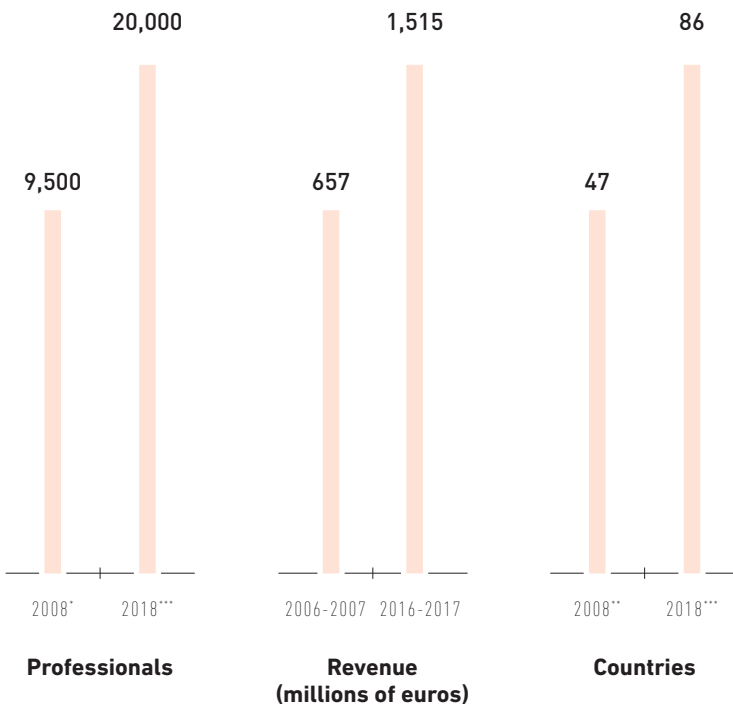


C R E A -
T I N G
S H A R E D
V A L U E

M A Z A R S
A T A
G L A N C E
2 0 1 8

T R A N S -
F O R -
M A -
T I O N

Continuous and robust growth over the last 10 years



*Figures as of 31st August 2008/**1st September 2008/**1st January 2018
 All the figures above refer to the Mazars global integrated partnership.

ABOUT MAZARS



Mazars is an **international, integrated** and **independent** organisation, specialising in **audit, accountancy, advisory, tax and legal** services.

As of 1st January 2018, Mazars and its correspondents operate throughout **102 countries and territories**, of which **86** are part of Mazars' **international integrated partnership** and **16** are Mazars correspondent firms and representative offices. The Praxity Alliance offers Mazars operating capacity via professional teams in **21** additional countries.

Mazars draws upon the expertise of **20,000 women and men** led by **980 partners** working from **300 offices** worldwide. We assist clients of all sizes, from SMEs to mid-caps and global players as well as start-ups and public organisations, at every stage of their development.

These figures are valid as of 1st January 2018.
For up-to-date information, please visit www.mazars.com/keydata

SERVING OUR CLIENTS WORLDWIDE

EUROPE	
👤 10,182	🏢 150

NORTH AMERICA	
👤 1,022	🏢 19

ASIA-PACIFIC	
👤 5,246	🏢 48

LATIN AMERICA & THE CARIBBEAN	
👤 1,186	🏢 19

AFRICA & MIDDLE EAST	
👤 2,749	🏢 51

- Integrated countries and territories
- ▣ Non-integrated countries and territories: Mazars correspondents and representative offices
- Areas covered via the Praxity alliance
- 👤 Staff (FTE/integrated partnership)
- 🏢 Number of offices (integrated partnership)

NORTH AMERICA

- Bermuda
- Canada
- United States

LATIN AMERICA & THE CARIBBEAN

- Argentina
- Brazil
- ▣ Cayman Islands
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- ▣ Dutch West Indies
- ▣ Ecuador
- El Salvador
- Guatemala
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Peru
- Puerto Rico
- Uruguay
- Venezuela

AFRICA & MIDDLE EAST

- Algeria
- Angola
- Bahrain
- Benin
- Botswana
- Cameroon
- Cape Verde
- ▣ Congo (Brazzaville)
- Congo (Kinshasa)
- Djibouti
- Egypt
- ▣ Ethiopia
- Ghana
- Israël
- Ivory Coast
- Jordan
- Kenya
- Kuwait
- Lebanon
- Lesotho
- ▣ Libya
- Madagascar
- ▣ Malawi
- Mauritius
- Morocco
- Mozambique
- Namibia
- Nigeria
- Oman
- ▣ Palestine
- Qatar
- Rwanda
- ▣ Saudi Arabia
- Senegal
- South Africa
- Tanzania
- Tunisia
- Uganda
- United Arab Emirates
- ▣ Zimbabwe

EUROPE

- Albania
- Austria
- Azerbaijan
- Belgium
- Bosnia & Herzegovina
- Bulgaria
- Channel Islands
- Croatia
- Cyprus
- Czech Republic
- Denmark
- ▣ Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Kosovo
- ▣ Latvia
- ▣ Lithuania
- Luxembourg
- Malta
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Turkey
- Ukraine
- United Kingdom

ASIA-PACIFIC

- Australia
- Bangladesh
- China
- Hong Kong (SAR)
- India
- Indonesia
- Japan
- ▣ Kazakhstan
- Korea
- Kyrgyzstan
- Malaysia
- ▣ Myanmar
- ▣ New Caledonia
- New Zealand
- Pakistan
- Philippines
- Singapore
- Sri Lanka
- Thailand
- Vietnam

GROUP EXECUTIVE BOARD



The Group Executive Board (GEB) is Mazars' executive body. It is in charge of operational management of the partnership with regards to collectively defined key strategic objectives. It focuses first and foremost on pursuing and accelerating growth, while ensuring the quality and sustainability of our activities.

As of 1st January 2018, the GEB was composed of nine members:



PHILIPPE CASTAGNAC

Chairman of the Mazars Group Executive Board (France)



HERVÉ HÉLIAS

Chief Executive Officer of the Mazars Group (France)



ANTONIO BOVER

Member of the Group Executive Board (Spain)



RUDI LANG

Member of the Group Executive Board (United Kingdom)



CHRISTOPH REGIERER

Member of the Group Executive Board (Germany)



WENXIAN SHI

Member of the Group Executive Board (China)



TON TUINIER

Member of the Group Executive Board (Netherlands)



PHIL VERITY

Member of the Group Executive Board (United Kingdom)



VICTOR WAHBA

Member of the Group Executive Board (United States)

DARING IS THE PRICE OF PROGRESS



Mazars' turnover rose by 12.8% in 2016-2017, to reach the €1.5bn threshold.

This **performance** shows a marked acceleration of our **growth** over the last 12 months and, even more significantly, confirms our continuous and fast-paced development trajectory, with a 45% increase over the last four years. Mazars pursues its **global expansion**: since 2008, we have almost doubled our geographic coverage, with an integrated partnership that now spans 86 countries and territories.

At Mazars, we believe that continuous and sustainable growth entails being able to **adapt** and **transform**. We are fully aware that the audit profession is undergoing profound changes, and we know that **innovation** will be of the essence. In a fast-evolving environment, we will continue to be advocates for increased **trust** and **transparency**.

As a global **audit and advisory** organisation, we will never compromise **the values and principles** we have inherited. We will strive to become more **agile**, more **flexible**, and more **diverse**. We are determined to fully embrace the digital revolution and we will acquire more and more **technology-driven expertise**.

This is how we will continue to **create shared value** or our clients, our teams, and all our stakeholders.

PHILIPPE CASTAGNAC
Chairman of the Mazars Group Executive Board

HERVÉ HÉLIAS
Chief Executive Officer of the Mazars Group

MAZARS' 2017 YEARBOOK

TRANSFORMATION



This year, our Yearbook has been redesigned as an entry point into a much larger world, with much more content available all year round on our digital platform.

From open innovation to stewardship, from the future of the audit profession to our team's perspective on the future, our 2017 Yearbook sheds light from various angles on the notion of transformation.

All our stories are available in full format on our "Creating Shared Value by Mazars" website:

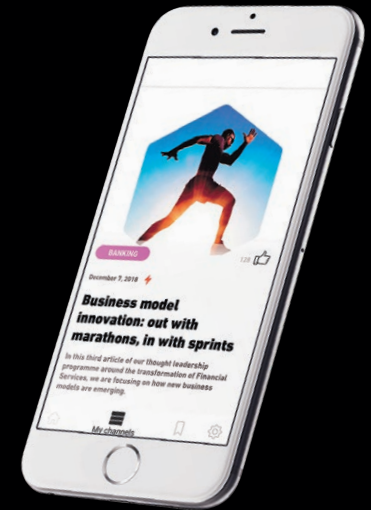
sharedvalue.mazars.com



MAZARS *LIVE!*



Your personal hub
for all Mazars news



The **MazarsLive!** app features content from many sources (websites, blogs, newsletters...) provided by Mazars at global level, in a smart way, letting you customise your newsfeed.

MazarsLive! news channels include:

Accounting and Outsourcing • IFRS
Banking • Insurance • Real Estate
Innovation • Management and Leadership
Opinions... and more!



1

Partnership

980

Partners

86

Countries
and territories

300

Offices

20,000

Professionals

€1.5 Bn

Turnover

12.8%

Growth

These figures are valid as of 1st January 2018.
For always up-to-date information, please visit:
www.mazars.com/keydata

www.mazars.com
www.linkedin.com/company/mazars
www.twitter.com/MazarsGroup



Audit • Accountancy • Advisory • Tax • Law
20,000 Professionals • **86** Countries and territories