Global results FY2019

Growth: revenue and people

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (USD bn)</th>
<th>People (000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>4.80</td>
<td>47,000</td>
</tr>
<tr>
<td>2017</td>
<td>5.00</td>
<td>50,000</td>
</tr>
<tr>
<td>2018</td>
<td>5.45</td>
<td>53,000</td>
</tr>
<tr>
<td>2019</td>
<td>5.72*</td>
<td>56,000</td>
</tr>
</tbody>
</table>

Key drivers of growth

Strategic growth markets
- 13 strategic growth market countries grew at double the global growth rate and now represent USD1bn of total revenue.

Top 20 firms
- Combined growth in 2019
- Strong growth in largest firms in key markets highlight the strength of the network.

APAC
- Asia Pacific saw outstanding growth from many firms, including:
  - China (9.9%)  
  - India (21.2%)  
  - Japan (14.4%)  

Europe
- Europe saw particularly strong performances from:
  - Denmark (21.9%)  
  - Germany (24.3%)  
  - Ireland (10.4%)  
  - Poland (24.7%)  
  - Spain (14.9%)  

Service line growth

<table>
<thead>
<tr>
<th>Service Line</th>
<th>2019</th>
<th>2018</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>+4.7%</td>
<td>+6.3%</td>
<td></td>
</tr>
<tr>
<td>Advisory</td>
<td>+8.6%</td>
<td>+7.1%</td>
<td></td>
</tr>
<tr>
<td>Tax</td>
<td>+5.9%</td>
<td>+7.6%</td>
<td></td>
</tr>
<tr>
<td>Other services</td>
<td>+7.9%</td>
<td>+4.6%</td>
<td></td>
</tr>
</tbody>
</table>

Global network

- Americas: USD2.62bn (41,390)
- Europe: USD1.83bn (16,423)
- Asia Pacific: USD1.26bn (10,086)
- Middle East: USD156m (906)
- Africa: USD125m (2,747)
- CIS: USD36m (11,125)
- APAC: USD1.05bn (17,390)

*This result represents growth of 4% on revenues of USD5.80bn in constant currency terms.