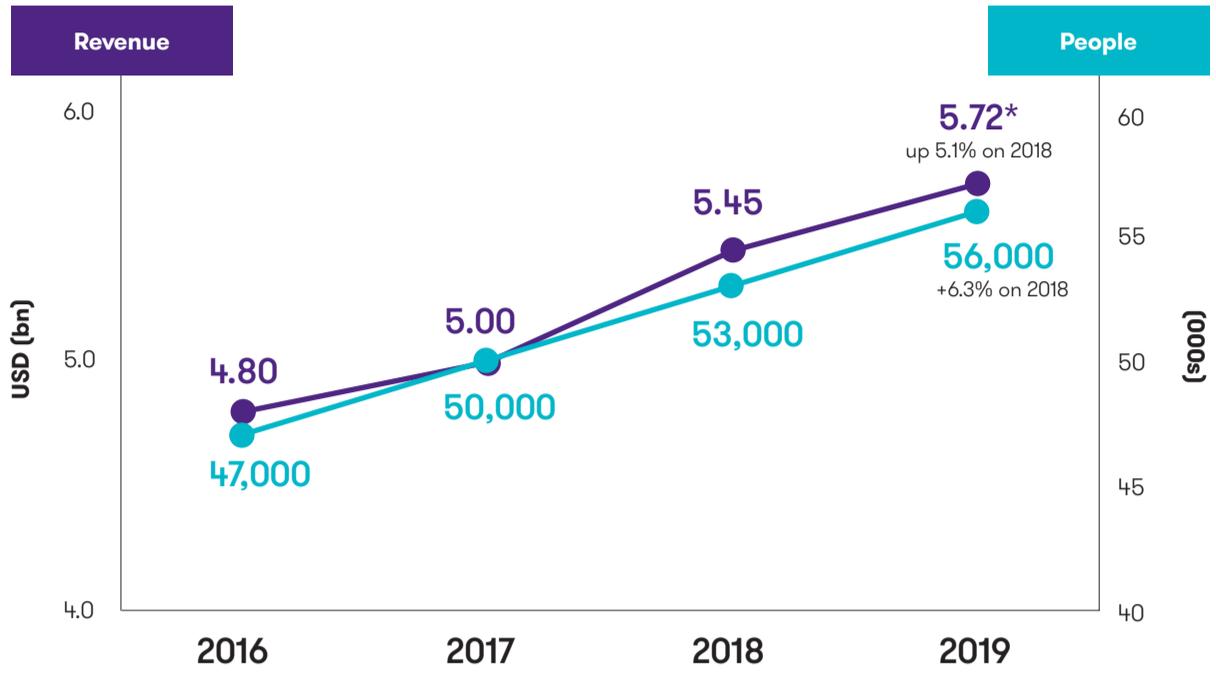


Global results FY2019

Growth: revenue and people



*This result represents growth of 6.4% on revenues of USD5.80bn in constant currency terms.

Key drivers of growth

Strategic growth markets



12.8%

13 strategic growth market countries Grew at double the global growth rate and now represent USD1bn of total revenue.

Top 20 firms



7.1%

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

APAC



10.7%

Asia Pacific saw outstanding growth from many firms, including:

- China (9.9%)
- India (21.2%)
- Japan (14.4%)

Europe



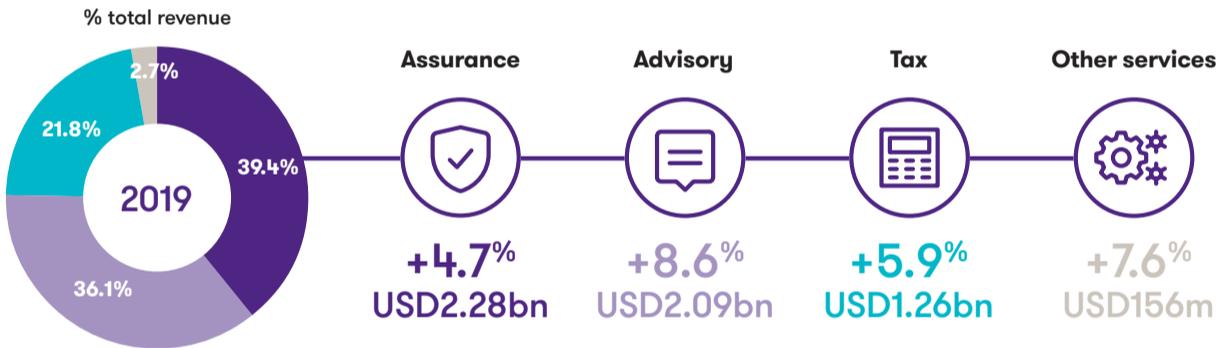
+7.9%

Europe saw particularly strong performances from:

- Denmark (21.9%)
- Germany (24.3%)
- Ireland (10.4%)
- Poland (24.7%)
- Spain (14.9%)

Figures are in constant currency

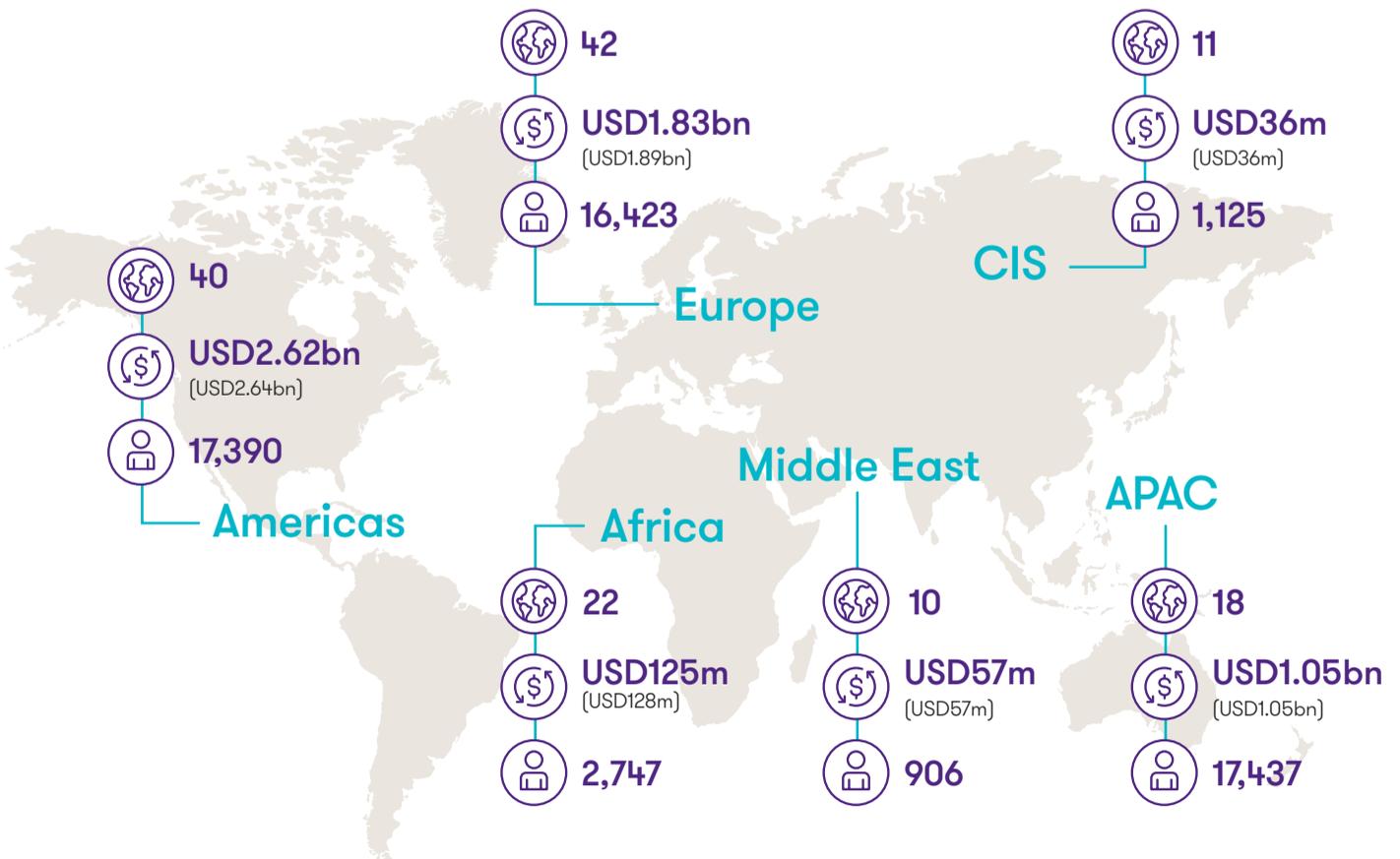
Service line growth



Figures are in constant currency

Global network

Countries **Revenue** **People**



(Figures in brackets are in constant currency)