

MAZARS NORTH AMERICA ALLIANCE

Enhanced presence in North America to benefit our international clients

OUR GROWTH JOURNEY

1945
START-UP



Mazars' journey began with Robert Mazars some 70 years ago

Establishment of our unique international partnership.
€100 million of revenues, **1,000 professionals** and regional coverage



1995
INTERNATIONAL SME

2005
INTERNATIONAL MID-MARKET



Growth in all regions.
€500 million of revenues. **5,000+ professionals**. Active in **38 countries**. Driven by Audit & Assurance (75% of our global revenues)

We became a **€1.6bn** firm (+50% over 5 years) with **23,000 professionals** in **89 integrated countries** and territories. Well-balanced range of services: 44% in Audit & Assurance, 56% in Advisory, Accounting, Tax & Legal



2018
LARGE GLOBAL FIRM

2019
EXTENDED COVERAGE IN NORTH AMERICA



Creation of **Mazars North America Alliance** comprising five major accounting and consulting firms in the **U.S. and Canada**. Mazars can now rely on **40,000 professionals** to serve clients worldwide – 24,000 in its integrated partnership and 16,000 via the Alliance

Our plan is to reach over **€2bn** in **100+ integrated countries** and become a trusted and influential global advisor



2020
GLOBAL VISION

WHAT IS MAZARS NORTH AMERICA ALLIANCE?



Mazars North America Alliance is an agreement between Mazars and five leading firms in the United States and Canada – BKD, Dixon Hughes Goodman, Moss Adams, Plante Moran (U.S. firms) and MNP (Canadian firm). This is a unique and dedicated solution for Mazars to serve international clients into North America.

HOW CLIENTS BENEFIT FROM MAZARS NORTH AMERICA ALLIANCE

- 1 Enhanced coverage and capability across North America** - The Alliance significantly enhances Mazars' on the ground coverage and resources, enabling us to serve our international clients in all territories in North America. This complements our existing presence in North America, giving us full national coverage in the U.S. and Canada.
- 2 Global team:** With the alliance agreement Mazars' clients benefit from the expertise of 40,000 professionals globally – 24,000 professionals in 89 countries and territories in our integrated partnership + 16,000 professionals in the U.S. and Canada via Mazars North America Alliance.
- 3 Seamless, high quality services:** The five firms in the Alliance are leading firms in the U.S. and Canada, each with revenues ranging from USD450m to USD800m, staff from 2,500 to 5,000 each. All five firms are registered with the PCAOB.

MAZARS NORTH AMERICA ALLIANCE MEMBERS

Mazars North America Alliance is an alliance agreement between **Mazars** and the following five leading firms in the **United States and Canada**. A dedicated Board will govern the process to decide how best to work with each client.



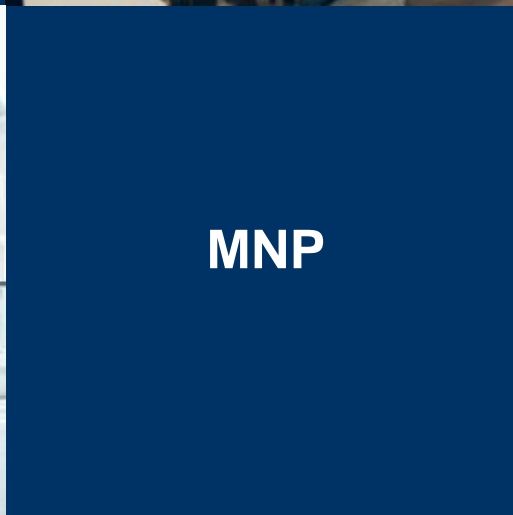
**DIXON HUGHES
GOODMAN**



MOSS ADAMS



BKD



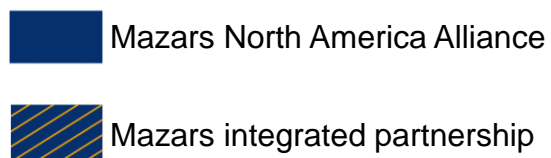
MNP



PLANTE MORAN

SERVING INTERNATIONAL CLIENTS ACROSS NORTH AMERICA

- This alliance agreement complements Mazars' existing coverage in the U.S. and Canada, with an additional 16,000 professionals and the ability to serve international clients across the region.
- With this scale and breadth of talent we offer tailored, consistent and high-quality services to our international clients operating in North America.



ALLIANCE MEMBERS



BKD

CEO: Ted Dickman
Head Office: Springfield, MO
2,950 professionals
295 partners
40 offices



DIXON HUGHES GOODMAN

CEO: Matt Snow
Head Office: Charlotte, NC
2,000 professionals
250 partners
32 offices



MOSS ADAMS

CEO: Chris Schmidt
Head Office: Seattle, WA
3,200 professionals
338 partners
26 offices



MNP

CEO: Jason Tuffs
Head Office: Calgary, Alberta
5,000 professionals
790 partners
70 offices



PLANTE MORAN

CEO: Jim Proppe
Head Office: Southfield, MI
3,100+ professionals
350+ partners
26 offices



ABOUT MAZARS



A GLOBAL PARTNERSHIP BASED ON STRONG VALUES

Mazars is an internationally integrated partnership, specialising in audit, tax and advisory services. Operating in **89 countries and territories** around the world, we draw on the expertise of **40,000 professionals** – 24,000 in the Mazars integrated partnership and 16,000 via the Mazars North America Alliance - to assist clients at every stage in their development.



AT MAZARS, WE WORK FOR THE
PUBLIC INTEREST AND AIM FOR
SUSTAINABLE GROWTH

KEY FACTS AND FIGURES



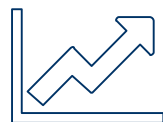
89
COUNTRIES
& TERRITORIES



310
OFFICES



+8.7%
GROWTH



€1.6bn
TURNOVER



40,000
PROFESSIONALS*



Over
1,000
PARTNERS

Figures as of June 2019, for Mazars' integrated partnership

* 24,000 in Mazars' integrated partnership and 16,000 in the Mazars North America Alliance



NORTH AMERICA

 **17,050***
 **19**

LATIN AMERICA AND THE CARIBBEAN

 **1,570**
 **20**



EUROPE

 **11,970**
 **160**

ASIA-PACIFIC

 **6,360**
 **52**

AFRICA AND MIDDLE EAST

 **3,050**
 **60**

-  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)

Figures as of June 2019
 * 1,050 in the Mazars integrated partnership and 16,000 via the Mazars North America Alliance.