Our purpose is building a better working world. It starts with better questions. The better the question. The better the answer. The better the world works.
### EY at a glance

<table>
<thead>
<tr>
<th>Content</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman and CEO’s letter</td>
<td>4</td>
</tr>
<tr>
<td>Chairman and CEO’s Q&amp;A</td>
<td>6</td>
</tr>
</tbody>
</table>

### Global disruptive forces

<table>
<thead>
<tr>
<th>Force</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurship</td>
<td>12</td>
</tr>
<tr>
<td>Globalization</td>
<td>16</td>
</tr>
<tr>
<td>Urbanization</td>
<td>20</td>
</tr>
<tr>
<td>Natural resources</td>
<td>24</td>
</tr>
<tr>
<td>Health care</td>
<td>28</td>
</tr>
<tr>
<td>Digital</td>
<td>32</td>
</tr>
</tbody>
</table>

### Adapting to a world in motion

<table>
<thead>
<tr>
<th>Component</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent</td>
<td>38</td>
</tr>
<tr>
<td>Corporate responsibility</td>
<td>42</td>
</tr>
<tr>
<td>Our service lines</td>
<td>46</td>
</tr>
<tr>
<td>Our service lines</td>
<td>46</td>
</tr>
</tbody>
</table>

### Facts and figures

<table>
<thead>
<tr>
<th>Category</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>EY at a glance</td>
<td>2</td>
</tr>
<tr>
<td>Chairman and CEO’s letter</td>
<td>4</td>
</tr>
<tr>
<td>Chairman and CEO’s Q&amp;A</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Content</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global disruptive forces</td>
<td>2</td>
</tr>
<tr>
<td>Adapting to a world in motion</td>
<td>2</td>
</tr>
<tr>
<td>Facts and figures</td>
<td>50</td>
</tr>
</tbody>
</table>
EY at a glance
Under our Vision 2020 plans we are explicit about our purpose of building a better working world, and this has given us great momentum both inside and outside the organization. It has helped us engage with our clients and guide our successful work on their complex issues; it has also helped us attract, retain and motivate our people. We are proud of this year’s results, which saw fast-paced growth across all of our service lines and in each geographic area.

Service line growth

<table>
<thead>
<tr>
<th>Service</th>
<th>Growth</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>8.1%</td>
<td>US$11.3b</td>
</tr>
<tr>
<td>Tax</td>
<td>10.3%</td>
<td>US$7.5b</td>
</tr>
<tr>
<td>Advisory</td>
<td>17.6%</td>
<td>US$7.3b</td>
</tr>
<tr>
<td>TAS</td>
<td>15.5%</td>
<td>US$2.5b</td>
</tr>
</tbody>
</table>

2015 highlights

<table>
<thead>
<tr>
<th>Growth</th>
<th>Emerging markets</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Double-digit growth in local currency terms, to US$28.7b.</td>
<td>Percentage increase in revenue.</td>
<td>More people in member firms than ever before.</td>
</tr>
<tr>
<td>11.6%</td>
<td>12.3%</td>
<td>212,000</td>
</tr>
</tbody>
</table>
Area growth

<table>
<thead>
<tr>
<th>Region</th>
<th>Growth</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>12.3%</td>
<td>US$12.7b</td>
</tr>
<tr>
<td>EMEIA</td>
<td>11.6%</td>
<td>US$11.8b</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>11.2%</td>
<td>US$3.1b</td>
</tr>
<tr>
<td>Japan</td>
<td>4.6%</td>
<td>US$1.0b</td>
</tr>
</tbody>
</table>

**Gender balance**
Up from 26% last year, the percentage of new EY partner-ranked professionals who are women.

31%

**Most attractive employer**
Universum® ranking for third year running.

Top 3

**Supporting our communities**
Number of volunteering hours to community projects worldwide.

350,000
Chairman and CEO’s letter

Asking better questions

EY is committed to building a better working world. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who work together to deliver on our promise to all our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.
Building a better working world starts by asking better questions: questions that lie at the heart of all of our services and that unlock new solutions to some of today’s most pressing challenges.

These challenges center on six major trends – entrepreneurship, globalization, urbanization, natural resources, health care, digital – that are disrupting and reshaping the world.

For our clients, these trends mean major adjustments to their strategies; and new thinking about issues such as innovation, competition, transparency, cybersecurity and data privacy.

These trends also affect us, including whom we recruit and where we invest. We look to attract a diverse group of women and men who are curious and excited about the possibilities a changing world presents; who will bring new ideas to the table to help our clients anticipate and seize opportunities.

Over the coming years we will continue to invest in the emerging markets, in technology and in new services that reflect an economy that is more global than ever.

Our understanding of our clients’ issues, our targeted investments, and our commitment to delivering exceptional client service through the highest-performing teams led to a very strong year for EY in 2015.

I’m proud of our results and the work that we do helping businesses and governments address the major, inter-connected trends that are driving all of our futures. We don’t claim to have a crystal ball. But we do believe in the importance of thinking critically, objectively and independently, and asking better questions – because better questions lead to better answers. These better answers help our clients operate more efficiently, manage risk, foster growth and inspire confidence, and, ultimately, lead to a better working world.

Mark A. Weinberger
EY Global Chairman and CEO
In conversation with Mark Weinberger
EY Global Chairman and CEO

How would you describe the current business environment?

I’d sum it up as uncertain, fragile and fragmented. There’s a lot of geopolitical, economic and regulatory uncertainty today and, as a result, economic growth in many parts of the world is fragile.

This fragile growth has led to fragmentation – around monetary policy, for example, where the world’s biggest central banks are going in different directions. This will likely have a destabilizing effect on world currencies for some time. Energy prices have also caused fragmentation, as they affect the economies of energy importers and exporters in very different ways.

An uncertain, fragile and fragmented business environment not only tests global businesses, but also means governments start looking inward when crafting their economic policies, becoming more concerned with protecting borders than promoting trade.

There are reasons to be optimistic for the future however. Progress is being made on two major multilateral trade deals: the Trans-Pacific Partnership, and the Transatlantic Trade and Investment Partnership. Together, they would open markets in countries that make up two-thirds of the world’s GDP. And the trends that are transforming our world, such as globalization, are creating new businesses and opportunities. They have the potential to drive global growth in a big way.

The emerging markets still attract attention, but often because of their perceived volatility. What’s your view?

The emerging markets are a good example of how important it is to look beyond today’s headlines and really consider long-term trends.

What a short-term perspective misses is that the emerging markets represent great long-term potential. Ten years ago, there were fewer than 50 Fortune 500 companies headquartered in emerging markets. Today, that number is 157. In addition, 90% of the world’s young people – the people who will drive so much of our future prosperity – live in the emerging markets.

The emerging markets hold some of tomorrow’s biggest opportunities. That’s the advice we give our clients, and that’s why we’re continuing to invest in our own emerging-market practices.

Many countries continue to scrutinize how corporations handle their tax obligations – are businesses prepared for this level of scrutiny?

Tax authorities continue to be more assertive in examining cross-border activities, and the volume of tax information exchange agreements has increased substantially in recent years. Companies should now assume that tax data reported in one country will be available to tax administrators in others, particularly given the advent of the Organisation for Economic Co-operation and Development (OECD) project to address Base Erosion and Profit Shifting (BEPS).

The pace, volume and complexity of tax change mean that businesses need to be well informed about tax policy developments and trends not just in the markets they are already in, but also the markets they intend to enter in the future. Businesses must also be prepared to invest more in the tax function – in terms of technology, for data extraction, analysis and reporting capabilities; as well as tax talent, to support the business in providing the information required to comply with new tax transparency and reporting regulations and mitigate increased tax risk.
How is the balance shifting among the services EY offers?

We strongly believe that a multi-disciplinary model, where professionals from different disciplines gain a wide range of insights through the different services they provide, makes us a better organization, helps us provide that broad range of insight to our clients and enhances the quality of all of our services. Today, all of our service lines—Advisory, Assurance, Transaction Advisory Services (TAS) and Tax—are growing in response to client demand for them.

Assurance remains the backbone of our offerings, however. It’s the largest service line today, in terms of both revenue and headcount, and will remain so for years to come.

Investor confidence is the foundation of today’s global economy, and the audits we provide play a vital role in enabling that confidence. That’s why we’re continually enhancing our Assurance services and investing in our ability to deliver high-quality audits today and thinking about, and planning for, what a high-quality audit tomorrow will require.

What is EY doing to improve the quality of its services?

We continuously look for opportunities to improve quality across our service lines. We are acutely aware of our important role in serving the public interest, promoting transparency and supporting investor confidence and economic growth. We remain committed to building strong relationships with our clients, regulators and other stakeholders through the delivery of high-quality service.

Across our service lines, we invest in recruiting, training and retaining the best people in their respective disciplines. We also invest in strong Quality and Assurance Professional Practice functions in our geographies to advise, support and enable our people, and to implement our quality initiatives, to a consistently high standard around the world.

Our Quality and Assurance Professional Practice teams advise on engagements in real-time, and operate our global quality review program, which evaluates engagements for quality as well as compliance with EY policies and professional standards, and takes corrective action where necessary. These teams work closely with our global Risk Management function, which has responsibility for ethics, policy compliance, conflicts of interest and independence matters. Risk Management also provides global tools and processes that support our people in evaluating, accepting and serving the right clients with the right services, in accordance with our commitment to objectivity and independence.

In Assurance, we are continually working to improve audit quality and the consistency of our audit execution. It is central to our reputation and our brand, and also necessary if we want to achieve our overall growth ambitions.

In 2015, as part of the Assurance Sustainable Audit Quality (SAQ) strategic initiative, a new role of quality enablement leader was created globally and in the regions to support and enable improved audit quality.

Technology and training are also essential elements of providing high-quality service and we invest in both. In Assurance for example, in 2015, we commenced the global deployment of our new audit tools resulting from our US$400 million investment in our audit transformation initiative. These tools help us to improve quality by focusing on risk and by better managing complex audits. Last year our Assurance professionals collectively undertook about five million hours of training, all of it focused on improving quality.

“We remain committed to building strong relationships with our clients, regulators and other stakeholders through the delivery of high-quality service.”
How did EY perform this year?

2015 was a very strong year for EY – we have more people, helping more clients, in more places than ever before. Our headcount grew past 200,000 people, we promoted more than 28,000 people around the world and 753 of our people became partners in our member firms. Women make up nearly one-third of this partner group and nearly one-third of the group are based in the emerging markets. Along with our 618 direct-admit partners, this represents our largest annual partner class ever.

Among a host of awards, for the third year running we were named among the top three employers globally in Universum’s World’s Most Attractive Employers for business students. We were also named, for the second time, to the 25 Best Multinational Workplaces by the Great Place to Work Institute. And in a survey of our own people, 84% of us said we were proud to work here, which is a best-in-class result for our sector.

We continued to invest in our organization – in our services, our people, acquisitions, in technology and innovation – which enabled us to remain close to our clients’ issues and respond quickly to market changes. As a result we saw combined revenue grow to US$28.7b, an increase of 11.6% in local currency terms – the fastest revenue growth since 2008.

I’m proud of our results. They reflect the strength of our brand and reputation in the market, and the commitment and energy that our people put in every day to accomplish great results for our clients, and for our wider community.

What are the major investments that EY is making?

We invest heavily in people, and in FY15 EY member firms hired about 60,000 full-time employees around the world – or about one person every nine minutes, 365 days a year. Our headcount is now at an all-time high of 212,000 people, all rallying around our common purpose of building a better working world.

In FY15 we spent US$500 million on training our people, and delivered 8.2 million hours of formal learning. Sector knowledge is a particularly important investment priority for us. We’re bringing on more people with specific sector expertise and building more sector knowledge into all training, especially in the emerging markets.

We’re also driving growth through strategic acquisitions – in FY15 EY firms closed 32 deals globally to bolster services we offer including cybersecurity and analytics.

We’re also investing in strategic alliances with organizations such as LinkedIn. With this exciting relationship we’re working together to help businesses develop deeper customer relationships by using technology, social networks and data analytics.

Innovation is also vital. That means investing where we see future growth, such as our US$500 million investment in data analytics. But innovation is more than new services or technology. It’s thinking of new ways to work with clients and how we work with each other. To that end we’ve appointed a new EY Global Chief Innovation Officer to help drive all of our efforts around innovation through our business.

We’re continuing to invest in the emerging markets, despite the volatility those markets have been experiencing, because they are an important and growing part of our business.

Finally, each of our service lines also has a detailed investment plan. In Assurance that includes a multi-million dollar, multi-year investment in audit tools and processes as part of our audit transformation initiative, to deliver on our goal to provide the highest quality audits in the profession.

The business world is changing at an ever-faster pace. What anchors EY?

Our values remain the fundamental beliefs of our organization and guide the actions and behaviors of each one of us. They influence the way we work and interact with each other, as well as the way we serve our clients and engage with all our stakeholders.

Our values define who we are: People who demonstrate integrity, respect and teaming. People with energy, enthusiasm and the courage to lead. People who build relationships based on doing the right thing.
Our great people culture, our hugely talented professionals, our shared purpose and values, all make me tremendously proud to be part of this organization.
Global disruptive forces
Better questions lead to better answers around the inter-connected trends that are having a major impact on industries, businesses, societies and individuals.

<table>
<thead>
<tr>
<th>Natural resources</th>
<th>Health care</th>
<th>Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td>The addition of 1.2b people to the world population by 2030, notably in emerging markets, will significantly increase the demand for energy, commodities, food and water.</td>
<td>Health care – which already accounts for 10% of global GDP – is embarking on a once-in-a-lifetime transformation driven by the convergence of technology and changing demographics.</td>
<td>Rapid advances in cloud computing, connected devices, mobile, social media and data analytics are forcing companies to reassess fundamental aspects of their businesses.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Entrepreneurship</th>
<th>Globalization</th>
<th>Urbanization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurs are the lifeblood of economic growth, but their success depends on an ecosystem geared to their needs.</td>
<td>Faster growth rates and favorable demographics in key emerging markets will continue to shift power from north to south and from west to east.</td>
<td>The number and scale of cities continues to grow across the globe, but harnessing the economic benefits of urbanization requires planning and investment.</td>
</tr>
</tbody>
</table>
Are entrepreneurs born or made?

Many entrepreneurs share certain traits, but these characteristics alone won’t guarantee a successful venture. Entrepreneurs also need an ecosystem, supported by governments and businesses, geared to their needs.

Read more here: ey.com/megatrends #BetterQuestions

The better the question. The better the answer. The better the world works.
The growth and prosperity of all economies depend on entrepreneurial activity. Entrepreneurs are the lifeblood of economic growth: they provide a source of income and employment for themselves and for others; produce new and innovative products and services; and encourage creativity and competition.

Increasingly, the face of entrepreneurship is changing. With youth unemployment at an all time high, it’s not surprising that young people are turning to entrepreneurship to create opportunities for themselves. In a Universum® survey of 16,000 young people from 42 countries, 70% of respondents saw themselves as entrepreneurs.

But while many of these entrepreneurs share certain traits – they are ‘digital natives’, having grown up with the internet, they have the ability to see opportunity where others see disruption, and are comfortable accepting calculated risk – these characteristics alone won’t guarantee a successful entrepreneurial venture.

Rather, governments and businesses need to work together to create an ecosystem which includes the following five pillars, in order to help entrepreneurs launch and grow their enterprises. An entrepreneurial ecosystem should include:

1. Greater choice of funding, for example, a new class of loan for small businesses and entrepreneurial firms.
2. Mentoring and broader support, because capital without mentorship is lost capital; mentorship and financial education should be a condition of funding.
3. A change in culture, to one that promotes entrepreneurs as crucial job creators.
4. Targeted incentives for success, such as tax benefits for investing in start-ups.
5. Less red tape, to ease the administrative burden.

Today EY firms audit more IPO companies, VC-backed companies, leading family businesses and new entrants to the Global Forbes 2000 than the other members of the Big Four.

Helping companies accelerate growth

For over three decades, we’ve been helping companies accelerate growth. We work with entrepreneurs and leaders of the world’s fastest-growing companies, combining our insights and experience, our global resources and our industry capabilities to help them develop unique and groundbreaking approaches to achieve their market leadership aspirations.

Follow Annette Kimmitt, EY Global Middle Market Leader and Asia-Pacific Accounts Leader: @AnnetteKimmitt

EY insight
Read more about our recommendations on entrepreneurial ecosystems at: ey.com/lostgen

EY insight
For more information visit: ey.com/acceleratinggrowth

EY insight
For more information about how we support entrepreneurs visit: ey.com/entrepreneurship
Jones Energy, Inc. is an independent oil and gas company with sites in Texas and Oklahoma. With family roots in the petroleum industry dating back to the 1920s, Jonny is a third-generation explorationist.

“Over the years EY has supported us on a number of projects. For example, they helped us develop our tax strategy in the lead-up to our IPO. In fact, had we not been able to come up with this particular strategy, we probably would not have been able to go public. And since we’ve gone public, EY has supported our different acquisitions, accounting and risk management strategies.”

Most recently Jonny and his entire management team used EY Growth Navigator™ to help plan for future growth. These sessions give users the opportunity to step back from their business, get a fresh perspective on best practices and use these insights to determine next steps.

“The EY Growth Navigator sessions really challenged our own perceptions about what’s critical to our business, our strengths and weaknesses, and what strategies we can implement now that will have the biggest impact on our business.

“As an entrepreneur, I want to create sustainable value. EY gets that – they understand entrepreneurs, know what’s critical to my business and industry, and provide long-term growth strategies that fit our company. EY asks better questions that lead to better ideas and answers.”

Accelerating growth

“We started working with EY and its tax teams over 15 years ago when we were primarily a fast-expanding family business. Today we’re listed on the NYSE – and EY’s played an important part in our growth journey,” says Jonny Jones, CEO and Chairman of Jones Energy.

Creating a win-win

As part of EY’s commitment to helping clients accelerate growth, we have developed specific initiatives to help guide today’s most dynamic and innovative start-ups into the market-leading companies of tomorrow, and connect them with our ecosystem and network.

One such initiative is the EY Startup Challenge™, an open innovation program for tech start-ups, who receive guidance and support from senior EY professionals and EY clients.

The objective is to work collaboratively to help find ‘use cases’ – in other words, how the end-user could use the start-ups’ technologies to accomplish a particular goal. “What we wanted to do was create a ‘win-win’ – help the start-ups grow, by helping them win more business; and help our clients benefit from the innovative solutions the start-ups can provide,” says Jamie Qiu, EY Startup Challenge™ founder and program lead in the UK.

The success of the EY Startup Challenge™ means that it’s expanding to other markets. Mervyn Gerarde Maistry is leading the program in Germany. He says, “Berlin boasts a vibrant start-up scene with a unique mix of fashion, art, creative industries and technology. A new start-up with radical ideas and innovations driven by the possibilities of digital technology is founded every 20 minutes. These Berlin-based companies are attracting not only local, but also increasingly international, investors to the tune of US$2.2b in the past 12 months. This investment boom looks set to continue for the German capital.

“We’re excited to be helping these companies, whether they are at the seed financing phase or established, move up to the next level.”

EY insight

For more information visit: ey.com/startupchallenge
126 million women are launching or operating brand new businesses in 67 economies around the world. However, access to finance remains a hurdle for female entrepreneurs.

**EY insight**
Find out how our *Entrepreneurial Winning Women™* program helps high-potential women entrepreneurs scale their businesses.
47% of entrepreneurs expect to increase their total global workforce this year in contrast to the hiring plans of senior executives at large corporates, at 29%.
Rapid-growth markets are beginning to see their fair share of high impact entrepreneurs. Recent EY World Entrepreneur Of The Year™ winners have come from India, Kenya, Singapore, and China.

**EY insight**
There are Entrepreneur Of The Year programs in more than 145 cities and more than 60 countries. Almost half of NASDAQ 100 listed companies are run or were founded by former Entrepreneur Of The Year winners.
Alternative sources of funding, such as crowdfunding and microfinance, are gaining traction particularly in the emerging markets where the crowdfunding market was worth US$5b in 2013 and could rise to US$96b by 2025.
Where will the 21st century Silk Road run?

Asia, with China at its heart, will remain at the center of the world’s fastest-growing trade routes.
Read more here:
ey.com/megatrends #BetterQuestions

The better the question. The better the answer. The better the world works.
'One Belt, One Road’ might seem a strange name for China's expansive foreign and economic strategy. But it represents the country's vision for a modern-day Silk Road, with the belt referring to the land trade route linking central Asia, Russia and Europe, and the road referring to a maritime route via the western Pacific and Indian Oceans.

Asia, with China at its heart, will remain at the center of the world’s fastest-growing trade routes – Asia-Middle East, Asia-Latin America and Asia-Africa. The Middle East and Africa will become new trade hubs, driven by economic integration with Asia, proximity to Europe, capacity for low-cost production and growing domestic markets.

Thanks in no small part to this expansive Silk Road network, it is predicted that by 2030 rapid-growth markets will generate 63% of global GDP – amounting to US$223 trillion – up from 38% today. They will be hotbeds of innovation, with Asia as a global research and development hub. The war for talent will become increasingly fierce, and the most successful businesses will have the most diverse workforces.

Organizations with global ambitions must prepare for this shift in economic power from north to south and from west to east. It has the potential to affect everything from supply chain management to choice of HQ location to brand positioning to recruitment.
All roads lead out of China

“China is on the verge of becoming a net exporter of capital, which will have an important and far-reaching influence on the movement of global capital,” explains Loletta Chow, EY Global Leader, China Overseas Investment Network.

With the gradual maturing of China’s outbound investment, the focus has shifted from neighboring countries to further afield. Today, the footprint of Chinese investors covers 184 countries and regions, including resource-rich developing countries such as Brazil and South Africa, and developed countries such as the United States and the UK.

“In recent years, developed countries have had lower asset prices due to the European debt crisis, while Chinese enterprises’ investments have shifted to brand, technology and other high-end areas, making Europe and the US attractive destinations for Chinese investors looking for mergers and acquisitions.

“In the first half of 2015, China’s outward foreign direct investment totalled US$56b, a year-on-year increase of 29.2%. During these six months, the roll-out of the Chinese government’s ‘One Belt, One Road’ initiative and the implementation of a series of reform measures have encouraged more Chinese enterprises to ‘go out’ into the global market.

“At EY, our China Overseas Investment Network, comprising multi-lingual professionals in member firms in 65 countries, is providing consistent and coordinated services to such enterprises, as well as businesses looking to invest in China.

“We’re helping to improve their ability to establish and implement strategic planning, and then to integrate internationalization into their long-term development goals, conduct an assessment of their competitiveness, and consider the external environment and their practical needs in order to make the right move at the right time. Experience tells us that with this kind of approach and plan, companies can step out onto the new Silk Road with confidence.”

<table>
<thead>
<tr>
<th>China’s foreign direct investments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>US$56b</strong></td>
</tr>
<tr>
<td>China’s outward foreign direct investment in the first half of 2015.</td>
</tr>
<tr>
<td><strong>29.2%</strong></td>
</tr>
<tr>
<td>Year-on-year increase.</td>
</tr>
</tbody>
</table>

Loletta Chow
EY Global Leader, China Overseas Investment Network
By 2030, rapid-growth markets will generate 63% of global GDP – amounting to US$223 trillion – up from 38% today.
Two-thirds of the global middle class will be Asia-Pacific residents by 2030, up from just under one-third in 2009. Global and home-grown companies will increasingly compete to meet the needs of these newly empowered and diverse consumer bases.
Asian countries have grown their share of global spending on R&D from 33% to 40% in the past five years. Southeast Asia has become the world’s largest region for new research investments – a trend expected to continue through the next decade.
China has overtaken the US in the number of doctorates awarded in science and engineering; it also has around 1.6 million researchers and academics and more than 30 million students enrolled in higher education. One of the outcomes of this knowledge shift will be increased innovation in China and the outsourcing of services to the wealthiest rapid-growth markets.
Can bigger cities be better cities?

Every week for the next two decades, more than one million people are expected to move to a city, placing enormous strain on resources. While many cities are already ‘smart’, they also need to be resilient.

Read more here: ey.com/megatrends #BetterQuestions

The better the question. The better the answer. The better the world works.
In the past thirty years some 500 million people in China have moved from the countryside into cities – one of the biggest mass migrations the world has ever seen.

This pattern is repeating itself around the world. In Africa, Kinshasa will have seen its population grow from 200,000 in 1950 to a projected 20 million by 2030; Lagos will have over 24 million residents by that time. Even in mature economies we’re seeing expanding urbanization, as more people move to existing city centers to live and work.

Regardless of location, urbanization is driving demand for resources and infrastructure – food and water, energy and telecommunications, houses and highways. India alone will need to build 12,000 miles of roads and up to 250 miles of new subway lines each year for the next two decades.

Many cities are already ‘smart’ – they use technology and exploit data to make buildings more efficient, reduce energy consumption and waste, and make better use of renewable energy – thus helping to alleviate some of the challenges around infrastructure.

But cities should also be resilient. That means city planners should also ensure that the economic growth that cities generate is inclusive and sustainable, and that efficient and affordable transport, health and education services are built in. Resilient cities are also able to withstand sudden, threatening events as a result of climate change; disease outbreaks; or terrorist attacks.

Local and national governments, along with businesses, city planners, environmentalists and citizens need to work closely together to plan and manage urbanization effectively. Policies must incorporate job-creation and investment; innovation and technology; security and governance, in order to deliver the cities of the future.

“The work that we do around the challenges – and opportunities – of urbanization directly supports our purpose of building a better working world,” says Bill Banks, EY Global Infrastructure Leader.

“We support infrastructure programs from end to end. We help clients develop the right strategic approach, raise capital, improve efficiency, manage risk, build stronger relationships, enhance accountability and improve stakeholder confidence so that they in turn can deliver benefits to their clients and citizens.

“Whether advising on job creation or supporting city planners with smart metering, we’re helping to improve living standards – through healthier, better connected and more competitive cities – for billions of people.”

EY insight
For more information visit: ey.com/infrastructure

Bill Banks
EY Global Infrastructure Leader
The model railway of the future

How do you maintain 20,000 miles of railway track and keep 7,000 maintenance engineers connected? With an app – My Work – developed by EY.

My Work is just one of Network Rail’s many successes under its ORBIS (Offering Rail Better Information Services) digitization program. The aim of ORBIS is to enable the UK’s Victorian-era railway infrastructure to support the estimated 400 million extra passenger journeys expected between now and 2020.

My Work sends out daily job schedules to all maintenance engineers, according to location and skills required. The app uses precise map coordinates so that workers can find sites easily and finish jobs more quickly. Management reports are sent from the app, including information such as whether additional maintenance is needed, thus supporting track safety even further.

Amanda Clack, Head of EY UK & Ireland Infrastructure (Advisory) says: “The ability to access the right information on track and quickly see trends is driving better decisions, enabling the teams to be safer and more agile in how they work.”

Tricia Nelson, EY Client Service Partner for Network Rail in UK & Ireland adds: “ORBIS has really affected the way Network Rail approach change – they are putting the employees affected by the change at the center of the conversation and debate, which ultimately engages not only hearts and minds, but also makes it much easier to realize the benefits. My Work, one of the first apps developed under ORBIS, replaces paper with automatic work scheduling. We now have over four million work orders processed by My Work.”

EY firms work with organizations such as the Rockefeller Foundation, whose many initiatives include 100 Resilient Cities to help more cities build resilience to the physical, social and economic challenges that are a growing part of the 21st century.

For more information visit: 100resilientcities.org

EY insight
Find out more: ey.com/smarttransport

How can technology-enabled transport infrastructure improve the lives of citizens, the operations of businesses and efforts to attract investment? Our Urban Mobility Indicator uses data analytics to assess and define the ultimate purpose of mobility in a city.
Every week for the next two decades, more than one million people – roughly the population of Stockholm – are expected to move to a city. This growth will fall disproportionately to the Far East. By 2030, 40% of the world’s largest cities in the world, in terms of constant-prices GDP, will be in China.
The cost of addressing Africa’s infrastructure deficit is US$90b every year for the next decade, with spending needed for new investments, such as new highways, as well as maintaining what is already there. Infrastructure financing must look beyond aid, and governments have to look at alternative financing solutions that are economically feasible.

**EY insight**

EY’s Africa attractiveness survey explores what it will take to drive inclusive and sustainable growth in Africa.
Urbanization is driving sector shifts and changing employment patterns. Lagos, Beijing and Mumbai are all expected to create more financial service sector jobs than London from 2013 to 2030; these financial and business service jobs, in turn, will drive the real estate office sector.
The largest urban explosion of young people will be in Africa. But old and new cities both face risks – aging populations can reduce economic growth and strain public resources; young populations can drive unrest in countries with high unemployment.

EY insight
For more details on how EY is tackling youth unemployment visit: ey.com/youthjobcreation
Natural resources
Can growth be green?

According to EY’s analysis, Formula E – a new racing championship featuring single-seater cars powered exclusively by electricity – could contribute to sales of an additional 77 million electric vehicles by 2040 and prevent 900 million tonnes of CO₂ being released, proving that it’s possible to deliver positive change for business and the environment.

Read more here: ey.com/megatrends #BetterQuestions

The better the question. The better the answer. The better the world works.
Can growth be green? For FIA (Federation Internationale de l’Automobile) the answer is yes.

It recently launched Formula E – a new racing championship featuring single-seater cars powered exclusively by electricity and capable of going more than 225km/h. Formula E complements Formula 1, which FIA also governs, and is designed to appeal to a younger generation of racing fans.

To mark the launch, FIA tasked EY with analyzing the impact of Formula E and its contribution to removing the current barriers affecting the electric vehicle market – such as pricing and technology – and quantifying that in terms of number of sales.

We found that Formula E could raise the profile of electric cars and contribute to sales of an additional 77 million electric vehicles by 2040 and create 42,000 permanent jobs in the car industry worldwide.

From an environmental perspective, this would lead to a reduction in use of four billion barrels of oil – the equivalent of Japan’s current consumption over 2.5 years – and prevent 900 million tonnes of CO₂ being released, the equivalent of Italy’s current annual emissions over two years.

That’s not all. Our report also forecast savings of more than US$25bn on health care costs and productivity from the reduction of pollution in cities.

Juan Costa Climent, EY Global Leader for Climate Change and Sustainability Services says: “Today’s business has to meet the expectations of shareholders who want assurances that companies are meeting short-term performance targets against a long-term backdrop of scarce resources, new regulations and a different set of stakeholders who are demanding a more sustainable approach across the whole supply chain.

“Managing all of this requires a fundamental re-think of strategy and operations of what constitutes ‘value’ beyond a financial balance sheet, and how other types of value – such as environmental impact – are reported.

“And rather than thinking of sustainability in terms of a cost outlay to ensure compliance or appease stakeholders, far-sighted businesses are using sustainability as an opportunity to innovate – not just to see new ways to save money, but new ways to view a changing world, design new products and services and expand market share,” says Juan.

Juan leads a global network of more than 800 Climate Change and Sustainability Services practitioners – subject-matter specialists including former geologists and engineers; government officials; and accounting, law and tax professionals – to provide a range of services. These include non-financial (sustainability) reporting and advisory, sustainability strategy, human rights advisory, sustainable supply chain, and waste and cost reduction.
Meeting the challenge of climate change

Urbanization and globalization are helping to create economic growth and improve the lives of millions of people around the world.

But these trends are also driving climate change and increased competition for natural resources. By 2030, freshwater shortages could cause a 30% reduction in grain production, while global energy demands could increase by more than one-third.

Combined with the impact of extreme weather caused by a changing climate, this competition poses significant risks for businesses:

<table>
<thead>
<tr>
<th>Strategic</th>
<th>Operational</th>
</tr>
</thead>
<tbody>
<tr>
<td>From distributed power generation to urban water recycling, businesses must innovate to meet the demands of new environmental challenges. Companies that are not taking similar steps to understand and meet these challenges risk being left behind.</td>
<td>Freshwater shortages, desertification and climate change will lead to price shocks and supply disruptions. Companies must investigate ways to remain resilient and anticipate issues before they become problems.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compliance</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>An increasing number of international and national protocols covering labor laws, anti-bribery, environmental performance and carbon emissions mean that companies face new compliance risks.</td>
<td>Disclosing their sustainability performance to investors can be viewed not just as an obligation but also a source of competitive advantage, but this requires strong internal controls capable of producing investment-grade information.</td>
</tr>
</tbody>
</table>

Juan Costa Climent
EY Global Climate Change and Sustainability Services Leader
In 2014, 64% of investors considered mandatory board oversight of non-financial performance reporting as ‘essential’ or ‘important’. In 2015 that number had increased to 80% of investors.
By 2035 there is expected to be a 33% increase in global energy demands; the majority of this demand will come from China, India and the Middle East.
The number of ultra-deepwater drilling rigs has increased 22% since 2012. With these advances, global energy production has begun to shift away from traditional suppliers in Eurasia and the Middle East to suppliers in North America, Australia, Brazil and Africa, with the potential to change trade patterns and the geopolitical balance of power.
In 2014, the number of companies setting an internal price for carbon stood at just 150. Another 538 companies now say they will adopt carbon-pricing in the next two years.
What will it take to succeed in Health 2.0?

Health care – which accounts for 10% of global GDP – is experiencing a once-in-a-lifetime transformation, where success demands a reimagined approach.

Read more here: ey.com/megatrends #BetterQuestions

The better the question. The better the answer. The better the world works.
Rising costs have become increasingly unsustainable, driving health care systems and payers to seek new approaches that emphasize value.

These pressures are being exacerbated by aging populations, increasingly sedentary lifestyles in emerging markets and an imminent chronic disease epidemic.

Meanwhile, the rapid rise of digital health – apps, wearables, big data, analytics and more – is enabling real-time, cost-effective interventions. Companies beyond health care are entering the fray, providing new sources of competition and collaboration.

These trends are driving a once-in-a-lifetime transformation from ‘sick care’ by traditional health care companies to ‘Health 2.0’ – a more active management of health by an increasingly diverse set of players, including entrants from sectors such as tech, telecoms, retail and more.

**Health insurance for Health 2.0**

To remain relevant in Health 2.0, health insurers will need new business models that are patient-centric, behaviorally driven, grounded in pay-for-performance, and empowered by mobile health and data analytics.

In 2015, EY launched a new service – Health insurer of the future – to help clients build a new business model that approaches health insurance in a fundamentally different way. This model transforms insurance from a short-term contractual relationship to a longer-term collaborative one by laying the foundation for ongoing engagement with customers.

The model is powered by mobile-health (m-health) technologies, which help influence customer behavior and also generate valuable data. It is delivered by a consortium of health care-related entities – including providers, patient groups, m-health companies and retailers – that collaborate to improve outcomes and share success.

This model allows the insurer and its partners to create best-in-class health data – an extremely valuable asset in increasingly outcomes-focused health care systems.

Most importantly, the model recognizes that the health insurer of the future will need to be in a very different core business. So far, insurers have been in the business of pricing and underwriting risk – risk that has been static and, unfortunately, quantified using relatively little information.

With this new approach, the insurer would leapfrog the competition and enter a very different business – not just pricing and underwriting risk, but influencing and reducing risk as well, and doing so with a much better understanding of customers’ behaviors and risk factors.
The algorithm will see you now

“A number of years ago I started seeing a lot of interest in health care from large telecom companies in markets such as India, China and Japan,” says Jacques Mulder, EY Global Health Leader.

“These firms were expecting a significant portion of their future growth and revenue to come from health and wellness. For example SoftBank, the Japanese telecom giant, and Fitbit, worked together to bring a subscription-based activity tracker service to Japanese customers.

“Today we’re seeing similar interest from technology companies. Their strengths—advanced analytics reporting, cloud and web-enabled capabilities—will become increasingly critical in the provision of health care.

“That’s because we’re moving to a world where diagnosis, decision and prescription can all be done by an algorithm on a chip. For example, a physician treating a cancer patient needs to make several decisions for which he or she has limited information. Decisions such as: ‘What tests do I need to determine the optimal drug cocktail and what is the upfront cost of these tests? How can I use those results to pick a course of treatment and how do I understand the economics of that decision?’

“This is far too complicated for an individual physician to figure out. What’s needed is for someone to do the calculations and guide the doctor to the best prescription based on the patient’s genotype/phenotype and other variables. That’s where health care is headed, thanks in part to major advances in testing capabilities and analytics.

“Of course, these exciting developments in health care raise crucially important issues around patient privacy, data ownership, risks and accountability, not to mention regulatory approval. If an app is performing dosage calculations, someone has to be accountable for the correctness of the algorithm used.”

Jacques Mulder
EY Global Health Leader

Shooting for the moon

As an example of how EY is building a better working world, we sponsor HealthXL, a unique global collaboration that brings together companies from across health care—payers, providers, manufacturers, digital health start-ups, etc.—to tackle some of health care’s thorniest challenges.

Specifically, HealthXL members collaborate on three ‘moonshot’ challenges: harnessing the power of big data; using remote monitoring to improve outcomes; and enabling behavior change to stem the tide of chronic disease.

EY professionals play an active part in this effort, helping identify the most promising approaches and mentoring young companies on all aspects of running a business.

We have also hosted events in Boston, Dublin and Melbourne, providing opportunities for the network to convene and learn about the cutting-edge technologies and approaches being developed by new start-ups.

Find out more:
healthxl.org

About EY Health services

EY Health services include 4,000 member firm professionals with a range of backgrounds: chief executives of departments of health, clinicians, hospital administrators, accountants and policy advisors. These professionals work closely with colleagues in other sectors—life sciences, technology, telecommunications, insurance and consumer products—to help organizations manage costs and improve efficiency, use big data and analytics to improve health services management, and help develop new business models.

Find out more:
ey.com/health
Over 20,000 health care smartphone apps are available, with more on the way. These apps and wirelessly connected medical devices are creating real-time data and enabling real-time interventions.
Social media channels will generate 25,000 petabytes of significant health care data by 2020. This data is being analysed to improve the efficiency of everything from drug R&D to care coordination.
The global mobile health and fitness sensor market will grow at 40% CAGR between 2013 and 2018.
Companies from new sectors are entering the health care business. Technology companies are tackling the challenge of data analytics and telecom firms are empowering patients in managing their health.
Is your business strategy fit for a digital world?

Digital technology isn’t merely enhancing today’s businesses. It’s driving transformation to a digital future that will be a new, virtually unrecognizable world.

Read more here: ey.com/megatrends #BetterQuestions

The better the question. The better the answer. The better the world works.
The interlacing ripple effects of cloud computing, mobility, big data analytics, social media and the internet are driving the transformation of businesses worldwide and shaping a new economy whose inner workings are still hard to predict.

Technology is transforming business models (including revenue models), customer relationships, sales, marketing and supply chains.

Simultaneously, digital developments are replacing unskilled and semi-skilled labor with robotics and knowledge workers with artificial intelligence. It’s exponentially intensifying competitive dynamics as companies in all sectors re-examine their role in value chains and technology companies blur into every other industry. Digital is creating more collaborative, virtual workforces and increasingly flexible office configurations. And it has exposed all aspects of business enterprise to escalating cyber risks.

Coping with this digital future requires organizations to develop new skill sets. And topping the list is agility.

Agility is paramount because the core challenge is not that digital transformation will affect what you sell, how you distribute it and how you organize the business to support your operations. The core challenge is that all those business aspects will be evolving continuously for the foreseeable future.

Hard-to-anticipate challenges will often appear – such as the still-unanswered questions around revenue recognition, taxation and customer privacy resulting from digital distribution of goods and services.

Another required skill is the ability to make sense of a rapidly expanding volume and variety of customer data. Organizations will gain important advantage if they can derive real insight by interpreting the data that emerge from social media, online behavior, geo-location and direct customer interaction with products and services. Already, some businesses are engaging in an ongoing dance of product development, continuously evolving in response to customers’ observed use of new releases, customer feedback and collaborative conversations.

EY professionals can help companies truly realize their new business models, aligning their operational efficiency, capital requirements and risk profiles in support of transformation and in the process, giving them greater confidence in fitting their business strategy to a digital world.

Investing in technology in EY

Technology is an important growth driver for our own business. That is why we invest significantly in technology internally – strengthening our infrastructure and improving our network so that it is faster, more secure and more stable – and externally, in terms of how we work with our clients, and how we can better meet their needs. Recently we implemented Skype for Business, and Sharepoint, to improve collaboration and knowledge sharing with our people and clients.

Strengthening our global analytics and big data capabilities is a particular focus for EY. Our Vision 2020 plan explicitly describes analytics as a key differentiator for EY – not only for taking analytics solutions to market, but also in transforming our existing services.

Recent achievements in the area of data and analytics include embedding analytics into all service offerings, including in audit, where analytics is an integral part of our audit transformation initiative, our US$400 million plan to deliver high-quality audits now and in the future. This year we launched our audit analytic suite of tools, EY Helix, to enable us to more efficiently and completely examine large tranches of client data in an audit, thereby helping us focus on higher-risk areas more quickly and continuously improve audit quality.

Other achievements this year also include hiring more than 500 analytics professionals around the world across all service lines, and acquiring 10 organizations to build, and enhance, our capabilities.

We also formalized eight new strategic business relationships with market leaders in analytics. Our alliance network now includes Microsoft, IBM, SAP, SAS, Guidewire, Hortonworks and Los Alamos.

In all service lines, harnessing new technology and innovating new solutions gives deeper understanding of clients’ businesses, enables us to more quickly identify risks and issues, and deliver solutions tailored to their needs.
Will 3D printing unleash your supply chain?

Because 3D printing is in a classic technology industry gap – everyone is excited about its possibilities, but the infrastructure for it to become mainstream is still being built – too many executives believe they have plenty of time before 3D printing has an impact on their organizations.

But while printed human hearts may still be some time in the future, 3D-printed heart valves and blood vessels are available now. In other industries, 3D printing is even more established – mining companies on remote excavation sites, for example, already use it to print out spare parts.

The benefits of 3D printing include cost savings on inventory, factories and shipping, as well as speed to market and customization. However, widespread adoption of this technology also means disruption on a massive scale. Manufacturing could come closer to the end user, flattening supply chains. Prototyping, production, warehousing and delivery could all be redefined. Logistics could be more about sending digital designs to a system of networked printers than about moving container ships and cargo planes from one part of the world to another.

The most immediate disruption likely is the way 3D printing will force changes in tax rules. “It’s too early to answer the countless questions 3D printing will raise. But it is certainly not too early to start defining these questions and influencing the policy surrounding their answers,” notes Channing Flynn, EY Global Technology Industry Leader, Tax Services.

3D printing has the potential to transform every aspect of manufacturing and distribution, from how goods are sold to where companies base their operations. But analyzing the 3D business opportunity without understanding its tax implications could severely undermine the anticipated benefits.

“We help businesses start planning now for 3D printing, in order to seize the opportunities and mitigate the risks. With 3D printing, it’s important for organizations to keep their tax teams closely involved with strategic development to ensure that their choices aren’t undermined by tax surprises,” concludes Flynn.
Today’s smartphone has more computing power than NASA used to send three men to the moon and back less than 50 years ago. The speed of technological change is just one of the challenges that businesses must face today.
40 zettabytes – 40 trillion gigabytes – of data will be created by 2020.
Cybersecurity globally costs more than US$445b, equal to 0.5% of the world’s total GDP. Read our annual *Global Information Security Surveys* to help you understand your information security.
Technology is enabling new virtual communities that are bigger than any country. But while vocal individual consumers may serve as powerful brand or product ambassadors, and online communities may provide key platforms for introducing and testing products, companies can find it challenging to control messages about themselves in this new era.
The investments we are making in our organization – in our people, services, technology and innovation – enable us to remain close to our clients’ issues and have a positive impact on our wider community.
<table>
<thead>
<tr>
<th>Talent</th>
<th>Corporate responsibility</th>
<th>Assurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working at EY is more than a job. Our promise to all our people is: Whenever you join, however long you stay, the exceptional EY experience lasts a lifetime.</td>
<td>Our purpose is building a better working world. We do that through the services we provide our clients, and the opportunities that we give our people. But fulfilling our purpose goes further than our day jobs.</td>
<td>Assurance is committed to innovating new services, delivering exceptional client service and continuing to protect and serve the public interest and safeguard the long-term reputation and sustainability of the audit profession.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tax</th>
<th>Advisory</th>
<th>Transaction Advisory Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>In Tax we combine business insights and technical knowledge on the latest developments in tax policy, legislation and administration, to help our clients develop tax strategies that align with business drivers.</td>
<td>In Advisory we develop sustainable services that can make businesses more efficient, profitable and innovative.</td>
<td>In TAS we help clients make better and more informed decisions about how they strategically raise, invest, preserve and optimize their capital in a changing world.</td>
</tr>
</tbody>
</table>
Talent
A job? Or a lifetime experience?

Working at EY is more than a job. Our promise to all our people is: Whenever you join, however long you stay, the exceptional EY experience lasts a lifetime.

#LegacyBuilders

The better the question. The better the answer. The better the world works.
Our promise to all our people is that time spent with EY is exceptionally valuable, whether they stay with us for three years or 30 years. That’s because we help people grow, develop and contribute in ways that are unique.

Starting from the beginning, at recruitment, candidates learn about the issues our clients face and our purpose of building a better working world. Whether joining EY or not, they find out more about themselves through the interview process and opportunities like our intern programs around the world.

The outstanding candidates who join EY participate in world-class learning, coaching, counseling and on-the-job experiences that provide opportunities to contribute, excel and build careers. We focus on creating and maintaining a diverse and inclusive environment where everybody’s voices are heard and valued and where there is flexibility in how and where people work.

The EY culture is an important reason why people join EY and develop their careers here. Two powerful elements of our culture are highest performing teams and a global and inclusive vision of leadership.

Highest performing teams inspire individual and collective success. Across all ranks and roles, we are advancing a culture of world-class, highest performing teams that create lasting value for us, our people and clients. Engaged and inspired by a shared vision, highest performing teams bring together the right mix of talent and deliver quality results that surpass expectations.

Leadership is one of the hallmarks of the exceptional EY experience for all our people. Developing inclusive leaders underpins how we make the world work better, as the actions of EY leaders have a lasting impact on our clients, our people and our communities.

Our distinctive definition of leadership at EY provides one shared vision and language of leadership to unite our efforts in building the leaders of tomorrow, for EY and for the world.

When people eventually leave EY, their lifetime experience continues. We are proud of the more than 800,000 EY alumni who today are excelling in business, government and academia and who remain connected to the EY family through our global alumni program.

For every one of our people, this is how we sum it up: Whenever you join, however long you stay, the exceptional EY experience lasts a lifetime.

**Leadership at EY**

Our definition of team, business, client and personal leadership at EY

Leadership at EY is grounded in our values, commitment to technical excellence and inclusiveness and our purpose of building a better working world.

**Investment**

8.2m hours

In 2015 we invested more than US$500 million on training and delivered 8.2 million hours of formal learning through our career development framework ‘EYU’ (EY and you). EY has a strong legacy of high-quality learning, and 2015 was our biggest year ever in terms of industry recognition for our learning programs.

**Mobility**

88 countries

This year 2,600 EY people at member firms in 88 countries went on an international assignment. Mobility is important, to both accelerate our peoples’ career development and to meet our clients’ increasingly cross-border demands.

**EY alumni**

800,000+

We are proud of the more than 800,000 EY alumni who today are excelling in business, government and academia, and remain connected to the EY family through our global alumni program.

**Leadership at EY**

Meet some of our EY alumni: ey.com/alumni
Better begins with you

‘Better begins with you’, is our flagship global awards program. Individuals and teams are nominated in four categories: exceptional client service; strengthening communities; pursuing innovation; and developing outstanding leaders and teams.

From more than 3,600 nominations recognizing 12,000 people, judges selected 20 global finalists – EY people who, through their everyday work, make an impact and leave their mark on EY and beyond.

Edwin Aguilar, an Assurance professional, was nominated in the developing outstanding leaders and teams category.

Edwin grew up in Watts, a tough neighborhood in Los Angeles, California, and became the first in his family to go to college, working full-time to do so.

At EY, Edwin has been deeply committed to helping other deserving students reach their potential. He not only mentors students to position them for success, he also launched the self-funded ‘Edwin Scholarship’ which he awards to a deserving accounting student each semester. So far, Edwin has identified and mentored 13 high-quality recruits, all of whom have accepted offers from EY member firms.

At EY, Edwin has been deeply committed to helping other deserving students reach their potential. He not only mentors students to position them for success, he also launched the self-funded ‘Edwin Scholarship’ which he awards to a deserving accounting student each semester. So far, Edwin has identified and mentored 13 high-quality recruits, all of whom have accepted offers from EY member firms.

Celebrating OUTstanding future leaders

Rath Wang, a Tax Senior in EY Japan, was ranked fourth in OUTstanding’s Top 30 LGBT Future Leaders.

Rath leads the EY Unity network for LGBT employees and allies in Japan; co-founded a non-profit organization promoting LGBT equality in the workplace; and has contributed to campaigns to prevent suicide among young LGBT people.

Diversity and inclusiveness (D&I) is a strategic imperative for the global economy and for EY as a global organization. Our clients work across borders and so do we. Our clients represent diverse backgrounds, capabilities and points of view and so do the people on our teams.

Diversity is about differences. We believe that all differences matter. Inclusiveness is about creating an environment in which people feel, and are, valued and where we can leverage those differences to deliver better business results.

Every day, we connect with all sorts of people and teams around the globe, both inside and outside of EY. By maximizing the power of different perspectives and experiences, we are able to build the highest performing teams. We are able to ask better questions and offer better approaches which help our clients achieve their goals. The end result? We make a tremendous impact on the working world. Rath is an example of how we make this tremendous impact.

Women. Fast forward

According to the World Economic Forum Global Gender Parity Report 2014, it will take until 2133 to achieve global gender parity in the workplace.

We think 118 years is too long to wait.

We are taking the lead in accelerating the rate of change toward gender parity with Women. Fast forward, our unifying platform around women’s initiatives that brings together the collective knowledge of our people and our clients, in order to accelerate women’s progress in the workplace.

EY insight

For more information visit: ey.com/womenfastforward

Awards

In 2015 we were recognized by 94,000 business students in Universum’s annual survey as one of the top 3 most attractive employers in the world, for the third year running.

Around the world EY member firms have also been recognized by:

• Great Place to Work®’s World’s Top 25 Best Multinational Workplaces – the only one of the Big 4 to be listed

• FORTUNE magazine as a great place to work for 17 years in a row

• Working Mother magazine as one of America’s 100 best companies for working mothers 18 years in a row

• The Mexican Ministry of Labor and Social Welfare as an inclusive and responsible family company

• Corporate University Best-in-Class CUBIC™ Awards as the Corporate University of the year, 2015, EY South America Region

• Training Journal, who shortlisted Advisory’s ‘World Class Learning’ eLearnings program for best commercial program

• Canada’s Mediacorp as one of Canada’s best diversity employers

• UK’s Race for Opportunity for our Far East Network

• Expatriate Management and Mobility Awards (EMMAs) for our mobility programs in the Americas, Asia-Pac and EMEIA

• The Australian Workplace Equality Index for LGBTI workplace inclusion

• Women in Leadership Economic Forum as the most women-friendly international employer in China

• Japan’s Ministry of Health, Labor and Welfare for supporting the next generation

• India’s World HRD Congress as dream employer of the year
Corporate responsibility
How can we lead with purpose?

Our purpose is building a better working world. We do that through the services we provide our clients, and the opportunities that we give our people. But fulfilling our purpose goes further than our day jobs.

#BetterQuestions

The better the question. The better the answer. The better the world works.
EY’s purpose is building a better working world, and we believe strongly that the services that we provide our clients, the way we manage our business, and the opportunities that we give our people go a long way to fulfilling that purpose.

So when we talk about corporate responsibility, that really runs through the entire organization and is about what 212,000 EY people do on a daily basis.

An important idea that’s wrapped up in our purpose is our search for better in everything we do. And that search for better goes further than our day jobs.

In a world that’s uncertain, fragile and fragmented – with rising tensions, an uneven economic recovery and rising inequality – we ask ourselves: what can we do to improve that situation? Where can we have the biggest impact?

For us the answer is in unlocking the human potential for social and economic growth in four ways:

- supporting young people who are the builders of tomorrow’s working world
- driving entrepreneurialism for innovation, growth and jobs
- valuing greater diversity to find better answers and outcomes
- working together with others to solve the world’s most complex problems, and create a positive impact

Business has a pivotal role in solving society’s issues and through these four areas, EY must, and will, play its part.

**Equipping young people for the innovation economy**

Today’s young people face a new reality: a world that is more dynamic, and more uncertain than ever before.

According to the World Bank, there are currently 75 million unemployed young people globally and, in the next 20 years, there will be at least 600 million more young people looking for work than projected jobs. No longer are good grades and college acceptance the only keys to success.

To be competitive in today’s economy, young people need a certain outlook and way of approaching their lives. They need to have an entrepreneurial mindset, be able to demonstrate comfort with risk, problem-solving ability, interpersonal skills and confidence.

The Network for Teaching Entrepreneurship’s (NFTE) mission is to provide programs that inspire young people from low-income communities to stay in school, to recognize business opportunities and to plan for successful futures. It is trying to unlock the potential of young people by teaching them how to think entrepreneurially – to recognize opportunity, take initiative, and to be innovative in the face of challenges.

EY is supporting NFTE in creating, launching and institutionalizing the Entrepreneurial Mindset Index (EMI), a definitive system of assessment tools to measure entrepreneurial mindset in young people. The EMI will collate the essential attitudes, skills, and behaviors of entrepreneurs, and certify or badge young people as having learned and demonstrated this mindset.

Nicky Major, EY Global Corporate Responsibility Leader says: “EY is working with NFTE to identify the unique qualities of successful entrepreneurs and to look at which of these qualities are malleable and can be taught; what entrepreneurial literacy is and how can we measure it; and how entrepreneurial qualities vary across cultures and nationalities.”

For more information: [nfte.com](http://nfte.com)
What are your memories of your first job?

Were you full of excitement and optimism and keen to learn and grow? Today, many of the world’s young people long to create these kinds of memories. But the odds are stacked against them.

Young people account for roughly 40% of the world’s unemployed and are up to three times more likely to be unemployed than their older peers. With a record number of young people on the planet, combatting the persistent youth employment crisis is the focus of the World Bank’s Solutions for Youth Employment (S4YE) project. It involves designing and setting up the S4YE coalition, aimed at increasing employment opportunities for 150 million young people in developing countries by 2030.

Established in late 2014, the coalition will seek to accelerate the employment of young people, between the ages of 15-24 years old, through transformative and scalable solutions, linking them to governments, civil society and business.

Safa Razeghi, in Advisory, in collaboration with the World Bank Group account and the financial services team in McLean, Virginia, helped the World Bank to lay the financial foundations on which the initiative could build.

She helped to develop the S4YE Five Year Sustainability Strategy, outlining how the coalition can obtain the necessary funding required to implement its mission through 2020.

She also conducted a detailed research analysis on the state of the youth employment investment portfolio across the World Bank and associated external organizations. Portions of her analysis were used in S4YE’s ‘Towards Solutions for Youth Employment’ inaugural flagship report.

“My experience of working with a variety of private sector clients really helped in my work with the World Bank,” says Safa. “I was able to bring a different perspective and consulting approach to their financial planning, which complemented their more traditional methods.”

For more information visit: s4ye.org

What are your memories of your first job?

Empowering local entrepreneurs to save lives

According to the World Health Organization, unclean water used for drinking and cooking causes 115 deaths every hour in Africa.

With operations in Uganda, Rwanda, Democratic Republic of Congo and Kenya, a promising small business, Jibu, is aiming to put a huge dent in that number. Co-founded by a father and son team from the United States, Jibu wants to help one million people gain access to clean drinking water in five years.

Jibu means ‘solution’ in Swahili and its solution is an ingenious business model – a franchise operation that empowers local entrepreneurs to run street-front shops, using water treatment equipment to produce clean, locally sourced water and make it available to their communities at a fraction of the price of other bottled water.

As part of the EY Enterprise Growth Services (EGS) program, an EY professional from Switzerland spent five months in Uganda. Working with the local EY member firm, he helped the Jibu team to design and implement the kind of financial and operational metrics and controls that will be essential to supporting the business’s continued rapid expansion.

“EGS filled a skillset and experience gap that was crippling our capacity to grow,” says Galen Welsh, CEO, Jibu. “For the first time, we’re able to make management and business model decisions that we were previously making blindly.”

EGS’s corporate social enterprise model brings the best of EY to organizations that wouldn’t ordinarily be able to work with us. In two years, EGS teams have supported 27 social-impact businesses across the world.

Jon Shepard, Director, EGS says: “Growing a business to support people in poverty is tough work. The entrepreneurs we work with have vision and work hard, and it’s a privilege to help them.”

For more information visit: ey.com/egs
jibu.org
In Assurance, better questions and increased professional skepticism around financial information enables us to help protect and serve the public interest, and safeguard the long-term reputation of the audit profession.

This year we launched our global audit platform, EY Canvas, an important milestone in our US$400 million audit investment program designed to deliver the highest-quality audits in the profession. EY Canvas is online, global and transparent, which means our audit teams have a clear, comprehensive overview of the entire audit plan, helping us to better manage risk.

We also launched EY Helix, our suite of analytic tools that enables us to analyze large volumes of audit-relevant data, and thereby derive deeper insights and understanding of our clients’ financial operations; EY Atlas, a research tool that allows us to share relevant insights and knowledge with clients more quickly; and an audit approach tailored especially to the needs of our private middle-market clients.

In addition to innovating specific tools, in FY15 we looked at what we need to do to reinforce our quality-driven culture in EY. To that end we launched our global Sustainable Audit Quality (SAQ) strategic initiative. This initiative highlights auditor integrity, ethics and professional skepticism, and covers: tone at the top, people issues (such as recruitment, resourcing and reward), simplification and standardization of the audit process, transformation through the use of modern technology, increased quality support to teams and greater accountability.

We also established coordinated networks of Quality Control Committees and Quality Implementation Leaders in all of our geographies. These groups are charged with implementing all of our quality initiatives in a globally consistent manner and providing on-the-ground guidance to engagement teams.

Alongside our commitment to delivering the highest-quality audits is our commitment to creating the highest-performing teams. This year we expanded our award-winning Audit Academy, our portal which combines interactive, classroom-based simulations with on-demand learning modules, Sector-specific training, and providing our people with mobility opportunities, remain priorities.

Throughout FY15 we also provided non-audit services to meet the needs of our clients and stakeholders. We are pleased to report that our Financial Accounting and Advisory Services (FAAS), Fraud Investigation & Dispute Services (FIDS), and Climate Change and Sustainability Services (CCaSS) all delivered double-digit growth.

Looking ahead we are dedicated to innovating new services, delivering exceptional client service — specifically, being connected to our clients’ business, responsive to their needs and insightful — and continuing to protect and serve the public interest and safeguard the long-term reputation and sustainability of the audit profession.
In Tax, asking better questions helps our clients understand how best to meet their tax obligations and prepare for resolving tax controversy. Asking better questions helps facilitate dialogue with administrators, government officials and other stakeholders about the desired outcome of policy decisions. Ultimately, better questions lead to better answers on tax policy, tax administration and tax compliance to ensure companies and individuals are paying the correct amount of a variety of taxes.

By combining business insights and technical knowledge on the latest developments in tax policy, legislation and administration, we help our clients develop tax strategies that align with business drivers. We help these businesses respond to an increasingly connected world, where tax policy and tax changes are accelerating.

Tax had a successful year, with combined global revenues reflecting an active market for tax services, built on strong performance across all our sub-service lines and specialty practices. We achieved growth across virtually all geographies and all businesses.

This year we made significant changes and investments to our services to help clients invest in their talent needs of the future. We formed People Advisory Services by combining Human Capital services with Advisory’s People & Organizational Change services, resulting in more than 10,000 professionals across member firms in 76 countries providing 60 service offerings that address an organization’s talent and change agenda.

We invested in our transfer pricing and international tax capabilities in anticipation of changes triggered by the final recommendations of the Organisation for Economic Cooperation and Development’s Base Erosion and Profit Shifting project. We continue to grow EY law practices where permitted, with services in member firms in more than 70 countries aligned to tax, regulatory and commercial laws of the new global economy. We invested heavily in developing new tools, including EYKeySpace™, a Global Compliance and Reporting Innovation platform intersecting finance and tax. And we invested in local market services, such as our award-winning COMPASS solution, which helps companies in the US to cope with the many tax reporting compliance implications of the Affordable Care Act. Our ongoing investment in digital and data analytics allows businesses to better leverage their own information to drive increased value and reduce costs.

We maintained our world-leading thought leadership program, including our flagship Tax Risk and Controversy series. Our Tax Insights publications continue to inform our clients about important tax trends, with clear points of view on the implications to business and actions to be taken.

Finally, we continue to invest in having the best people in the profession. Our focus is on engagement with our people, and building on our proposition: that the exceptional EY experience lasts a lifetime.

We grew and developed our Tax professionals and invested significantly in new talent to continue providing the highest levels of exceptional client service. We welcomed over 14,000 Tax professionals to member firms through acquisitions and direct recruitment, increasing headcount by 15% to a record-high 43,000 Tax professionals and this year set a record for promotions. We continue to invest in the brightest professionals, who will ask the better questions to support the better answers.

---

FY15 combined revenue

US$7.5b

Tax professionals

43,182

Jay Nibbe
EY Global Vice Chair – Tax
@JayNibbe
Isn’t it also an art to see the beauty in underlying patterns?

The more we can understand the complete picture, the more we can appreciate it. Using advanced data analytics, our auditors can look beyond the obvious and apparent, delving deeper into underlying patterns and trends to deliver a high quality audit. ey.com/assurance #BetterQuestions
When cars speak to each other, will our data remain private?

Find out how our Digital Law Practices help innovators around the world navigate legal complexity, ey.com/law #BetterQuestions
In Advisory, better questions enable us to gain deeper insight into our clients’ issues, and develop sustainable services that make businesses more efficient, profitable and innovative.

In FY15 we continued to build our presence in digital, cybersecurity, analytics and business transformation. EY firms doubled their share of the cyber market, and Gartner identified us as the third-largest security consulting service provider for North America, Western Europe, Mature Asia/Pacific in its Security Consulting Worldwide 2014 market share report*.

We established People Advisory Services (PAS), a network of more than 10,000 professionals, by integrating People & Organizational Change in Advisory, and Human Capital in Tax. PAS is designed to help our clients better manage the challenges of an increasingly borderless economy.

In FY15 we launched a new service, Purpose-Led Transformation (PLT). We also launched the EY Beacon Institute at the World Economic Forum annual meeting in Davos where we revealed findings from research with University of Oxford Saïd Business School and Harvard Business Review Analytic Services, showing that articulating a powerful ‘why’ your organization exists, and using this purpose to transform the business, is key to success. Our PLT services include helping organizations define their purpose, align their strategy, business model and operating model to drive growth.

This year Advisory particularly benefited from member firm acquisitions and new alliances. In FY15 21 acquisitions brought in US$200 million of revenue and we strengthened our existing alliances with key organizations such as SAP, Guidewire and IBM, and signed new alliances with organizations including LinkedIn, Hortonworks, Los Alamos, SAS and YourEncore.

We continue to invest heavily in our people. We introduced a more flexible, modular approach to training with the launch of new virtual classrooms, mobile-compatible training, and investments in new simulation technology. We welcomed 14,000 new people and continued our focus on creating more diverse teams.

We are proud of our growing list of industry awards, which is helping to enhance our position in the market. Analysts continue to position EY as a leader in numerous reports and many of them attended and provided positive feedback on our Global Analyst Summit this year, which helped to demonstrate our vision, strategy and the power of our integrated approach to addressing big, complex industry issues — globally, cross-sector and cross-service line.

Our clients face relentless disruption. Given that, Advisory professionals are no longer prized just for their ability to analyze data, help manage change and build relationships. At EY we are deeply connected to the issues our clients face, collaborate globally with clients and colleagues, and consistently seek new ways to solve the most complex challenges our clients face.

TAS provides a broad range of M&A-related strategic, financial, operational, tax and corporate finance services in advising our clients with their capital agenda — how they raise, invest, optimize and preserve capital.

The M&A environment — as predicted by our own Capital Confidence Barometer — is marked by the pursuit of disruptive innovation and sector convergence. Companies are using M&A and capital allocation strategies to secure competitive advantage.

In that context, TAS helps our clients develop and implement growth, portfolio and transaction strategies.

The investments we are making in TAS, in acquisitions, service innovations, and recruiting and retaining great people, mean that we are strongly placed to help our clients navigate this complex market.

This year we significantly broadened our capabilities around Corporate Finance Strategy, boosted by the US acquisition of the Parthenon Group. We are now more strongly positioned than ever to advise clients on all aspects of their long-term growth and investment strategies, whether that’s around market positioning, competitive differentiation, or product portfolios, often in conjunction with M&A.

In addition to Parthenon, member firms acquired Roam Consulting and Ricol Lasteyrie, which will bolster services in Australia and France respectively.

Investments in service innovations are a priority. For example, the launch of our Social Media Analytics tool makes us the first transactions advisor to harness social media for transaction analysis and due diligence. The tool helps clients understand what is being said about their target’s products and services across social media; this insight is fed into the overall valuation.

This year also saw our highest senior professional intake since 2008, and we continued our investment in training and development, particularly around deepening our sector expertise.

Looking ahead, we are committed to continuing to innovate and invest in our business, in order to help our clients take advantage of the opportunities of a market marked by complexity and disruptive change.

<table>
<thead>
<tr>
<th>FY15 combined revenue</th>
<th>US$2.5b</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAS professionals</td>
<td>10,728</td>
</tr>
</tbody>
</table>

Pip McCrostie
EY Global Vice Chair — Transaction Advisory Services
@PipMcCrostie
Change your people?
Or change your people?

Do you shift your workforce or shift your workforce’s mindset?
EY’s global People Advisory Services helps you enable your people to transform your business.
ey.com/pas #BetterQuestions

The better the question. The better the answer. The better the world works.
Buy? Build?

Developing your growth strategy involves choosing the right acquisitions to complement your organic growth.
ey.com/tas #BetterQuestions

The better the question. The better the answer. The better the world works.
Facts and figures
Global Governance Council
The Global Governance Council is the main advisory body for the EY network.

Leadership team
At EY we have strong leadership that sets one single global strategy and agenda.

Revenue, people and clients
This year saw our fastest revenue growth since 2008 with global combined revenues of US$28.7b, an increase of 11.6% in local currency terms.

Locations
Today we have more people serving more clients in more places than ever before.

Areas and Regions
Our streamlined structure allows us to provide exceptional client service wherever in the world our clients do business.
### Leadership team

**EY Global Executive**

- **Mark A. Weinberger**  
  EY Global Chairman and Chief Executive Officer

- **Carmine Di Sibio**  
  EY Global Managing Partner — Client Service

- **Lou Pagnutti**  
  EY Global Managing Partner — Business Enablement

- **Beth Brooke-Marciniak**  
  EY Global Vice Chair — Public Policy

- **Nancy Altobello**  
  EY Global Vice Chair — Talent

- **David Holtze**  
  EY Global Vice Chair — Finance

- **Felice Persico**  
  EY Global Vice Chair — Assurance

- **Norman Lonergan**  
  EY Global Vice Chair — Advisory

- **Jay Nibbe**  
  EY Global Vice Chair — Tax

- **Pip McCrostie**  
  EY Global Vice Chair — Transaction Advisory Services

- **Steve Howe**  
  Area Managing Partner — Americas

- **Steven Phan**  
  Area Managing Partner — Asia-Pacific

- **Mark Otty**  
  Area Managing Partner — EMEIA

- **Uschi Schreiber**  
  EY Global Vice Chair — Markets and Chair of the Global Accounts Committee

- **Rajiv Memani**  
  Chair of Emerging Markets Committee

- **Albert Ng**  
  Representative of Emerging Market Practices

- **Juliana Pereira**  
  Client-serving partner

### Americas

- **Steve Howe**  
  Area Managing Partner — Americas

- **Trent Henry**  
  Canada

- **Kelly Grier**  
  Central (US)

- **Anthony Caterino**  
  Financial Services Organization

- **Ronen Barel**  
  Israel

- **Francisco Álvarez**  
  Mexico and Central America

- **Scott Halliday**  
  Northeast (US)

- **Jorge Menegassi**  
  South America

- **Karole Lloyd**  
  Southeast (US)

- **Randy Cain**  
  Southwest (US)

- **Kay Matthews**  
  West (US)

### EMEIA

- **Mark Otty**  
  Area Managing Partner — EMEIA

- **Ajen Sita**  
  Africa

- **Rudi Braes**  
  BeNe

- **Jacek Kedzior**  
  Central and Southeast Europe

- **Joe Watt**  
  CIS

- **Andy Baldwin**  
  Financial Services Organization

- **Jean-Pierre Letartre**  
  FraMaLux

- **Georg Graf Waldersee**  
  GSA

- **Rajiv Memani**  
  India

- **Donato Iacovone**  
  Mediterranean

- **Abdulaziz Al-Sowailim**  
  MENA

- **Erik Mamelund**  
  Nordics

- **Steve Varley**  
  UK&I

### Our global organization

At EY we have a global leadership team that sets a single global strategy and agenda. This structure allows us to make decisions and support exceptional client service wherever in the world EY clients do business.
<table>
<thead>
<tr>
<th>Asia-Pacific</th>
<th>Japan</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven Phan</td>
<td>Koichi Hanabusa</td>
<td>Alison Kay</td>
</tr>
<tr>
<td>Area Managing Partner – Asia-Pacific</td>
<td>Area Managing Partner – Japan</td>
<td>EY Global Vice Chair – Industry</td>
</tr>
<tr>
<td>Max Loh</td>
<td></td>
<td>Randy Miller</td>
</tr>
<tr>
<td>Asean</td>
<td></td>
<td>Automotive &amp; Transportation</td>
</tr>
<tr>
<td>Gary Hwa</td>
<td></td>
<td>Bill Schlich</td>
</tr>
<tr>
<td>Financial Services Organization</td>
<td></td>
<td>Banking &amp; Capital Markets</td>
</tr>
<tr>
<td>Albert Ng</td>
<td></td>
<td>Kristina Rogers</td>
</tr>
<tr>
<td>Greater China</td>
<td></td>
<td>Consumer Products</td>
</tr>
<tr>
<td>Jin Sug Suh</td>
<td></td>
<td>George Atalla</td>
</tr>
<tr>
<td>Korea</td>
<td></td>
<td>Government &amp; Public Sector</td>
</tr>
<tr>
<td>Tony Johnson</td>
<td></td>
<td>Jacques Mulder</td>
</tr>
<tr>
<td>Oceania</td>
<td></td>
<td>Health</td>
</tr>
</tbody>
</table>

| Shaun Crawford                       |                                | Miguel Zweig                   |
| Insurance                            |                                | Mining & Metals                |
| Glen Giovannetti                     |                                | Adi Karev                      |
| Life Sciences                        |                                | Oil & Gas                      |
| John Nendick                         |                                | Benoit Laclau                  |
| Media & Entertainment                |                                | Power & Utilities              |
| George Atalla                        |                                | Jeff Bunder                    |
| Government & Public Sector           |                                | Private Equity                 |
| Jacques Mulder                       |                                | Howard Roth                    |
| Health                               |                                | Real Estate, Hospitality & Construction |
| Miguel Zweig                         |                                | Patrick Hyek                   |
| Mining & Metals                      |                                | Technology                     |
| Adi Karev                            |                                | Prashant Singhal               |
| Oil & Gas                            |                                | Telecommunications             |
| Benoit Laclau                        |                                | Mike Lee                       |
| Power & Utilities                    |                                | Wealth & Asset Management      |
| Jeff Bunder                          |                                |                                |
| Private Equity                       |                                |                                |
| Howard Roth                          |                                |                                |
| Real Estate, Hospitality & Construction |                            |                                |
| Patrick Hyek                         |                                |                                |
| Technology                           |                                |                                |
| Prashant Singhal                     |                                |                                |
| Telecommunications                   |                                |                                |
| Mike Lee                             |                                |                                |
| Wealth & Asset Management            |                                |                                |
Global Governance Council

The Global Governance Council consists of 35 senior client-serving partner-ranked professionals drawn from member firms across the four EY Areas, as well as five independent non-executive members. These senior professionals who otherwise do not hold senior management roles, are elected by their peers. They advise EY on policies and strategies. The approval of the Global Governance Council is required for a number of significant matters that affect the organization as a whole.

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albert Anelli</td>
<td>Canada</td>
</tr>
<tr>
<td>Vincent De La Bachelerie</td>
<td>France</td>
</tr>
<tr>
<td>Torben Bender</td>
<td>Denmark</td>
</tr>
<tr>
<td>Andreas Blumer</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Julie Gannon Boland</td>
<td>USA</td>
</tr>
<tr>
<td>Steve Brown</td>
<td>USA</td>
</tr>
<tr>
<td>Cliff Cammock</td>
<td>USA</td>
</tr>
<tr>
<td>Beth Carr</td>
<td>USA</td>
</tr>
<tr>
<td>Vincent Chan</td>
<td>Hong Kong SAR</td>
</tr>
<tr>
<td>Geoffrey Choi</td>
<td>China</td>
</tr>
<tr>
<td>CK Chow</td>
<td>Hong Kong SAR</td>
</tr>
<tr>
<td>Olivier Drion</td>
<td>France</td>
</tr>
<tr>
<td>Laura Giovacco</td>
<td>USA</td>
</tr>
<tr>
<td>Shyamala Gopinath</td>
<td>India</td>
</tr>
<tr>
<td>Tarsicio Guevara</td>
<td>Mexico</td>
</tr>
<tr>
<td>Diana Hoff</td>
<td>USA</td>
</tr>
<tr>
<td>Sonu Iyer</td>
<td>India</td>
</tr>
<tr>
<td>Dong Chul Kim</td>
<td>Korea</td>
</tr>
<tr>
<td>Guntars Krols</td>
<td>Latvia</td>
</tr>
<tr>
<td>Richard Lambert</td>
<td>UK</td>
</tr>
<tr>
<td>Alexey Loza</td>
<td>Russia</td>
</tr>
<tr>
<td>Georg Lutz</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Klaus Mangold</td>
<td>Germany</td>
</tr>
<tr>
<td>Lucy Myres</td>
<td>UK</td>
</tr>
<tr>
<td>Kreesen Naidu</td>
<td>South Africa</td>
</tr>
<tr>
<td>Samar Obaid</td>
<td>Jordan</td>
</tr>
<tr>
<td>Mark Olson</td>
<td>USA</td>
</tr>
<tr>
<td>Torsdon Poon</td>
<td>USA</td>
</tr>
<tr>
<td>Rocio Reyero Folgado</td>
<td>Spain</td>
</tr>
<tr>
<td>Marnix van Rij</td>
<td>The Netherlands</td>
</tr>
<tr>
<td>Andy Rusnak</td>
<td>USA</td>
</tr>
<tr>
<td>Chen Shein</td>
<td>Israel</td>
</tr>
<tr>
<td>Penny Stocks</td>
<td>UK</td>
</tr>
<tr>
<td>Oscar Suarez</td>
<td>USA</td>
</tr>
<tr>
<td>Wilson P Tan</td>
<td>Philippines</td>
</tr>
<tr>
<td>Koichi Tsuji</td>
<td>Japan</td>
</tr>
<tr>
<td>Trent van Veen</td>
<td>Australia</td>
</tr>
<tr>
<td>Andrea Weichert</td>
<td>Brazil</td>
</tr>
<tr>
<td>Ute Witt</td>
<td>Germany</td>
</tr>
<tr>
<td>Masahiko Yamauchi</td>
<td>Japan</td>
</tr>
</tbody>
</table>

● Presiding Partner  ● Independent Non-Executive
### Revenue

#### US$m

<table>
<thead>
<tr>
<th>Area</th>
<th>FY15</th>
<th>FY14</th>
<th>US$</th>
<th>local currency</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>12,701</td>
<td>11,542</td>
<td>10.0%</td>
<td>12.3%</td>
<td></td>
</tr>
<tr>
<td>EMEIA</td>
<td>11,815</td>
<td>11,780</td>
<td>0.3%</td>
<td>11.6%</td>
<td></td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>3,127</td>
<td>2,949</td>
<td>6.0%</td>
<td>11.2%</td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>1,012</td>
<td>1,098</td>
<td>(7.8%)</td>
<td>4.6%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>28,655</td>
<td>27,369</td>
<td>4.7%</td>
<td>11.6%</td>
<td></td>
</tr>
</tbody>
</table>

#### Service line

<table>
<thead>
<tr>
<th>Service line</th>
<th>FY15</th>
<th>FY14</th>
<th>US$</th>
<th>local currency</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>11,348</td>
<td>11,277</td>
<td>0.6%</td>
<td>8.1%</td>
<td></td>
</tr>
<tr>
<td>Tax</td>
<td>7,487</td>
<td>7,224</td>
<td>3.6%</td>
<td>10.3%</td>
<td></td>
</tr>
<tr>
<td>Advisory</td>
<td>7,285</td>
<td>6,526</td>
<td>11.6%</td>
<td>17.6%</td>
<td></td>
</tr>
<tr>
<td>TAS</td>
<td>2,535</td>
<td>2,342</td>
<td>8.2%</td>
<td>15.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>28,655</td>
<td>27,369</td>
<td>4.7%</td>
<td>11.6%</td>
<td></td>
</tr>
</tbody>
</table>

#### People

<table>
<thead>
<tr>
<th>Area</th>
<th>FY15</th>
<th>FY14</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>65,457</td>
<td>58,411</td>
<td>12.1%</td>
</tr>
<tr>
<td>EMEIA</td>
<td>102,176</td>
<td>90,564</td>
<td>12.8%</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>36,116</td>
<td>32,051</td>
<td>12.7%</td>
</tr>
<tr>
<td>Japan</td>
<td>7,701</td>
<td>7,266</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>211,450</td>
<td>188,292</td>
<td>12.3%</td>
</tr>
</tbody>
</table>

#### Service line

<table>
<thead>
<tr>
<th>Service line</th>
<th>FY15</th>
<th>FY14</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>76,760</td>
<td>69,547</td>
<td>10.4%</td>
</tr>
<tr>
<td>Tax</td>
<td>43,182</td>
<td>38,170</td>
<td>13.1%</td>
</tr>
<tr>
<td>Advisory</td>
<td>41,623</td>
<td>34,534</td>
<td>20.5%</td>
</tr>
<tr>
<td>TAS</td>
<td>10,728</td>
<td>9,311</td>
<td>15.2%</td>
</tr>
<tr>
<td>Practice support</td>
<td>39,157</td>
<td>36,730</td>
<td>6.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>211,450</td>
<td>188,292</td>
<td>12.3%</td>
</tr>
</tbody>
</table>

#### Basis of presentation

Revenues include expenses billed to clients. For purposes of reporting combined global revenues, revenues between member firms have been eliminated. Headcount numbers reflect personnel as of 30 June of each financial year.

### 2015 Fortune Global 500

Percentage of clients served by EY member firms

- **Audit clients**: 21.2%
- **Non-audit clients**: 56.4%
- **All other companies in the index**: 22.4%

### 2015 Forbes Global 2000

Percentage of clients served by EY member firms

- **Audit clients**: 23.5%
- **Non-audit clients**: 40.5%
- **All other companies in the index**: 34.2%
People by Area

Total
211,450
Up 12.3%

Americas
65,457
Up 12.1%

EMEIA
102,176
Up 12.8%

Asia-Pacific
36,116
Up 12.7%

Japan
7,701
Up 6.0%
Areas and Regions

EY member firms are organized into 28 Regions which are grouped into four geographic Areas: Americas; Europe, Middle East, India and Africa (EMEIA); Asia-Pacific; and Japan.

<table>
<thead>
<tr>
<th>Americas</th>
<th>EMEIA</th>
<th>Asia-Pacific</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>Africa</td>
<td>Asean</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Central (US)</td>
<td>Brunei</td>
<td></td>
</tr>
<tr>
<td>Financial Services Organization</td>
<td>CIS</td>
<td>Cambodia</td>
<td></td>
</tr>
<tr>
<td>Bahamas</td>
<td>Armenia</td>
<td>Guam</td>
<td></td>
</tr>
<tr>
<td>Bermuda</td>
<td>Azerbaijan</td>
<td>Indonesia</td>
<td></td>
</tr>
<tr>
<td>British Virgin Islands</td>
<td>Belarus</td>
<td>Laos</td>
<td></td>
</tr>
<tr>
<td>Cayman Islands</td>
<td>Georgia</td>
<td>Malaysia</td>
<td></td>
</tr>
<tr>
<td>United States</td>
<td>Kazakhstan</td>
<td>Maldives</td>
<td></td>
</tr>
<tr>
<td>Israel</td>
<td>Kyrgyz Republic</td>
<td>Myanmar</td>
<td></td>
</tr>
<tr>
<td>Mexico and Central America</td>
<td>Russia</td>
<td>N. Mariana Islands</td>
<td></td>
</tr>
<tr>
<td>Costa Rica</td>
<td>Ukraine</td>
<td>Philippines</td>
<td></td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>Uzbekistan</td>
<td>Singapore</td>
<td></td>
</tr>
<tr>
<td>El Salvador</td>
<td>FraMaLux</td>
<td>Sri Lanka</td>
<td></td>
</tr>
<tr>
<td>Guatemala</td>
<td>Algeria</td>
<td>Thailand</td>
<td></td>
</tr>
<tr>
<td>Honduras</td>
<td>France</td>
<td>Vietnam</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td>Luxembourg</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nicaragua</td>
<td>Monaco</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Panama</td>
<td>Morocco</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast (US)</td>
<td>GSA</td>
<td>Tunisia</td>
<td></td>
</tr>
<tr>
<td>South America</td>
<td>Austria</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Argentina</td>
<td>Germany</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bolivia</td>
<td>Liechtenstein</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>Switzerland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chile</td>
<td>Central and Southeast Europe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombia</td>
<td>Albania</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecuador</td>
<td>Bosnia and Herzegovina</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paraguay</td>
<td>Bulgaria</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peru</td>
<td>Croatia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uruguay</td>
<td>Cyprus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Venezuela</td>
<td>Czech Republic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southwest (US)</td>
<td>Estonia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aruba</td>
<td>Greece</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barbados</td>
<td>Hungary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curacao</td>
<td>Kosovo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jamaica</td>
<td>Latvia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trinidad and Tobago</td>
<td>Lithuania</td>
<td></td>
<td></td>
</tr>
<tr>
<td>West (US)</td>
<td>FYR of Macedonia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>Malta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Netherlands</td>
<td>Moldova</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BeNe</td>
<td>Montenegro</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central and Southeast Europe</td>
<td>Poland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Albania</td>
<td>Romania</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bosnia and Herzegovina</td>
<td>Serbia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bulgaria</td>
<td>Slovakia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Croatia</td>
<td>Slovenia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cyprus</td>
<td>Turkey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Czech Republic</td>
<td>UK &amp; Ireland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estonia</td>
<td>Singapore</td>
<td>Republic of Ireland</td>
<td></td>
</tr>
<tr>
<td>Greece</td>
<td>United Kingdom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hungary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kosovo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Latvia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lithuania</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FYR of Macedonia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moldova</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montenegro</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poland</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Romania</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serbia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slovakia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slovenia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turkey</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

© 2016 EYGM Limited.
All Rights Reserved.

EYG no. FY0030
ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, or other professional advice. Please refer to your advisors for specific advice.

ey.com