



Grant Thornton LLP

Mexico Annual Partners Meeting 2019

October 3, 2019

Introduction



Grant Thornton LLP

Thriving since 1924, our U.S. firm serves the companies of tomorrow, the ones that require nimble partners who deliver at the pace of growth and change.

- 42% Fortune 100 companies served
- 36% Fortune 500 companies served
- 35% Fortune 1000 companies served

Top 5 auditor of Russell 2000 companies

20% revenue growth with Russell 2000 clients

23% average relationship size growth with Russell 2000

Top 5 firm for IPOs (2010 – present)

* Statistics as of July 31, 2019. Growth statistics are over the prior fiscal year.



\$1.9bn

in revenue (5% growth over prior year)



8,952

people, including 623 partners



57

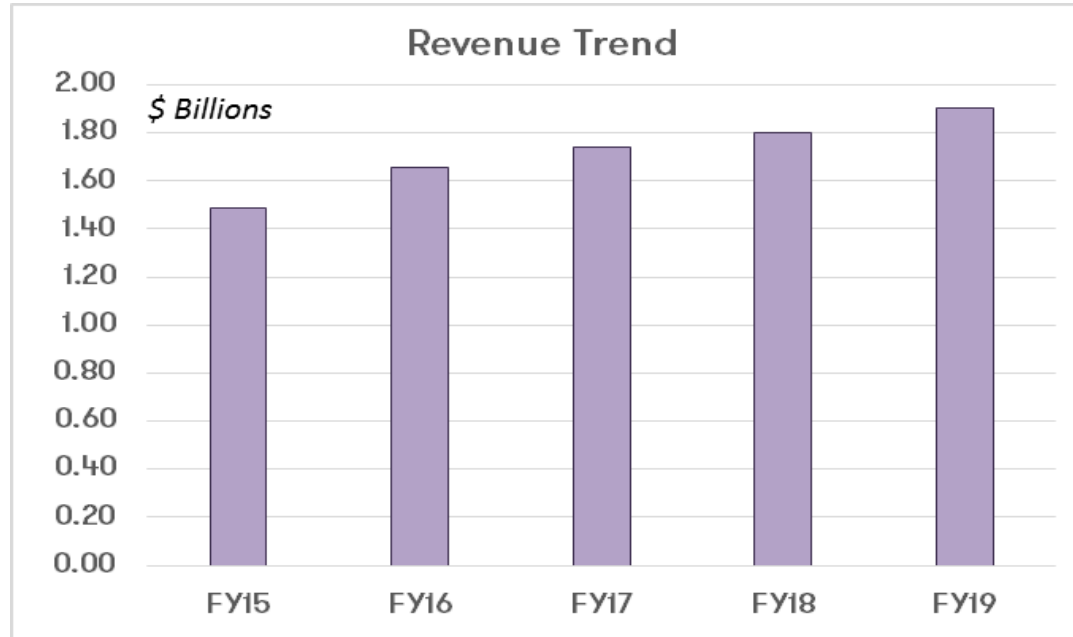
offices



Acquisitions/hiring in last 5 years:

- Audit, tax and consulting in growth territories/offices
- IT consulting and software solutions
- Forensics and investigations
- Compensation and benefits
- Oracle consulting and implementation
- Life Sciences consulting

Firm growth



Global Client Services

Introduction & Overview

The Global Client Services (GCS) team supports Grant Thornton LLP international business centers and **international business groups** in winning international projects, facilitating cross border service integration between GTI member firms, and mobilizing talent throughout the international network.



Jacqueline Akerblom

National Managing Principal,
Global Client Services



Global Client Services Snapshot (FY18)

4

International Business Center Directors
(covering Asia Pacific, Americas, & EIMEA)

5

International Business Groups
(Japan, China, India, Ireland, & Latin America)

50

professionals

\$16.2M

inbound/outbound revenue generated across BGs in FY18

U.S. International Business Center Directors



Lou Centanni

IBC Director,
Europe, India, Middle East, & Africa



Scott Farber

IBC Director,
Asia Pacific



Anthony Bonaguro

IBC Director,
Asia Pacific



Joseph Loretto

IBC Director,
Americas



Japan Business Group

Data

- Grant Thornton's US Japan Business Group is led by **Kumiko Watanabe** and supported by 6 full-time US professionals located in Chicago and NYC.
- There are an additional 5 part-time US members and 4 members of JBG located internationally (2 in Brazil, 2 in Mexico)
- JBG's revenue in 2018 was \$4.658 million USD



Kumiko Watanabe

National Leader,
Japan Business Group



Japan Business Group Snapshot

17

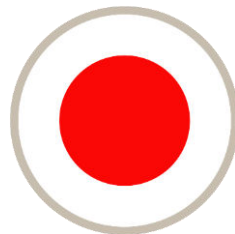
professionals internationally (7 full-time US)

\$4.66M

in revenue

4

wins over \$100k (including one over \$1 million USD)



India Business Group

Data

- Grant Thornton's US India Business Group is led by **Raj Tripathi** and supported by 3 part-time US professionals located in Washington, D.C., New York, and New Jersey
- IBG's revenue in 2018 was \$2.6 million
- 58 referrals inbound and outbound



Raj Tripathi

National Leader,
India Business Group



India Business Group Snapshot

4

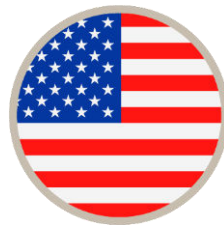
professionals (1 full-time)

\$2.6M

in revenue (inbound and outbound)

4

wins over \$100k



Proof that our dedication to culture is working

No. **4**

Vault Accounting 50

No. **55**

in Universum's Attractive Employer ranking

3rd

consecutive year as one of Chicago's Best Places to Work by *Crain's Chicago Business*

13th

consecutive year on *Working Mother's* 100 Best Companies List

6th

time as a Top Company for Executive Women by National Association for Female Executives



Winner
Best Programme
for Leadership
Development



Section 2

Firm Strategy FY 2020

Firm purple chips



Strategic alignment – unite as one firm.



Engage our talent – hearts and minds matter.



Grow profitably – focus on quality and distinctive client service.



Strengthen our foundation – drive a high performing culture.



Firm strategy

TIP

Talent
Integrity
Performance

QUALITY

Talent

- Build experience by serving clients
- Develop yourself or others
- Source, hire and retain the best
- Encourage intellectual curiosity
- Embrace diversity and inclusion
- Show appreciation and gratitude
- Have some fun

Integrity

- Get results by doing the right things
- Adopt a stewardship mindset
- Be accountable and trustworthy
- Be truthful and transparent
- Live our values & culture

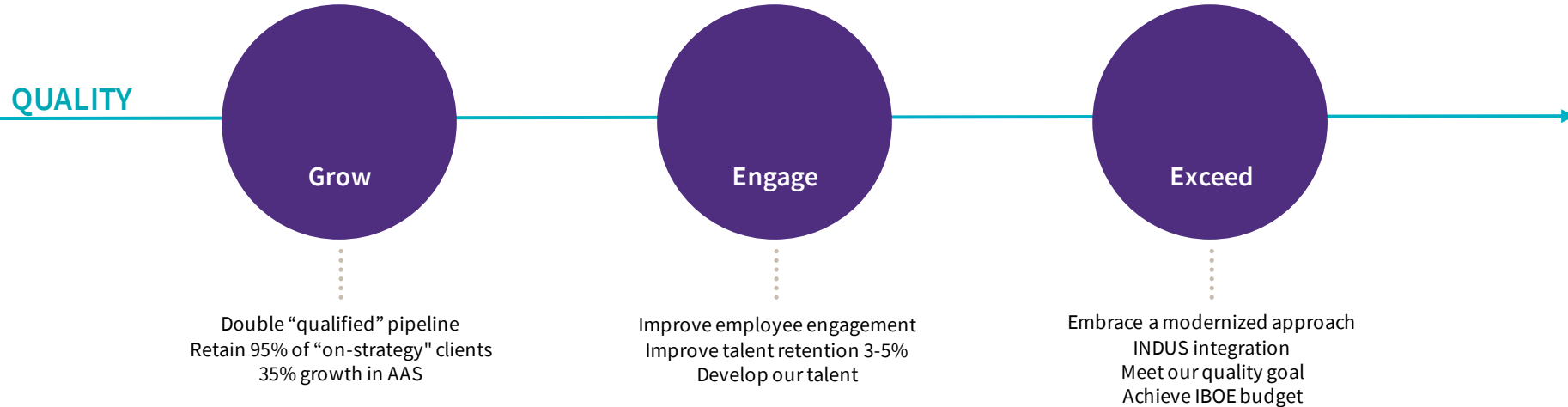
Performance

- Tenacious focus on client service
- Strategically aligned value-added actions
- Quality is our differentiator
- Innovate continuously
- Execute with excellence
- Drive profitable growth
- Reduce cost of delivery



Audit strategy execution tasks

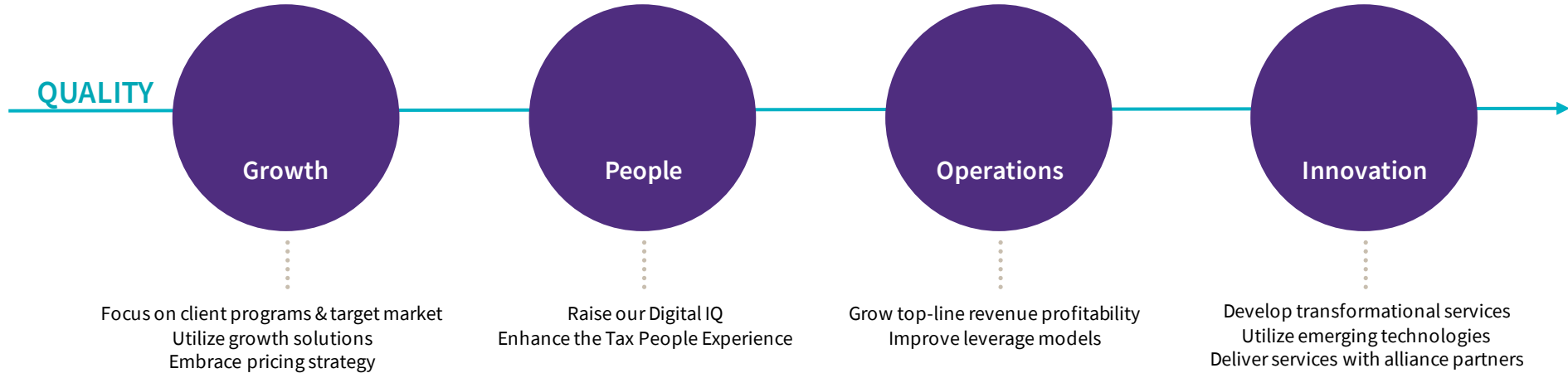
With the right focus, tomorrow becomes clear



...in collaboration with INDUS, Tax, Advisory, industry, geography and ICS

Tax strategy execution tasks

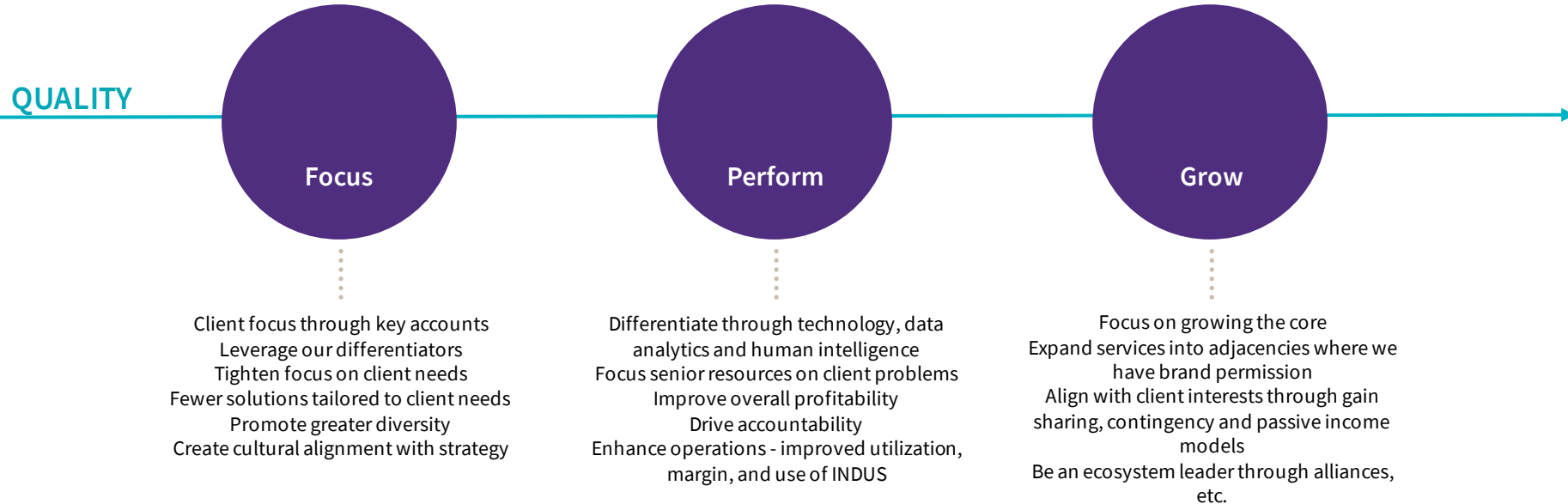
Intensify pivot to the market, develop our people, and mobilize around innovation



...in collaboration with INDUS, Tax, Advisory, industry, geography and ICS

Advisory strategy execution tasks

Our mantra: Focus, perform, and grow



...in collaboration with INDUS, Tax, Advisory, industry, geography and ICS

Growth & Performance strategy execution tasks

Equip our people to win and deliver the best of our firm to grow clients in our Target Market



...in collaboration with INDUS, Tax, Advisory, industry, geography and ICS

Top Growth Solutions

Our Top Growth Solutions have been identified by our growth and industry leaders as those with the largest opportunity to impact our clients as we begin the new fiscal year. They have been selected based on client needs, recent regulatory and legislative outcomes and current industry/market conditions.

Advisory

- 1 Digital Transformation
- 2 Cyber/Privacy
- 3 Transaction Solutions
- 4 Business Applications
- 5 Strategy
- 6 Enterprise IT Strategy
- 7 Performance Improvement

Tax

- 1 Tax Reform
- 2 Wayfair
- 3 Tax Innovation

Audit

- 1 Audit Solutions

Cross-Serve

- 1 Accounting Consulting
(Lease Accounting / Revenue Recognition)
- 2 Outsourcing



Section 3

Service Delivery

We understand our clients' needs

How we service private companies

- **More value-added time** focusing on your needs instead of those of governing bodies
- **More opportunities** to integrate services, gain economies of scale and elevate insights garnered from combined teams
- **More close relationships** with owners, allowing us to more directly tie findings and opportunities into the business' overall strategy and goals
- **More focus** on evaluating and preparing clients for FASB and the Private Company Council's alternative accounting framework



of our corporate clients are private



of the top 50 Forbes America's Largest Private companies



"Grant Thornton has the ability to customize its advice and responsiveness to private companies. The team has been extremely responsive and practical in resolution of issues. All levels and practice areas of Grant Thornton have consistently demonstrated these qualities."

-- CPA Executive, Private company client, ClientVoice survey



Universal capital markets acceptance

Bringing the quality that public companies need

- Seasoned in complex technical matters as a result of serving a large number of accelerated filers and large accelerated filers.
- In constant contact with the SEC and PCAOB and involved in numerous industry committees.
- 2,500 listed companies are audited by Grant Thornton member firms around the world.



"As CEO, I am confident that Grant Thornton has examined all the relevant issues, asked the appropriate questions, and come to the correct conclusion."

– CEO of a public company client through a ClientVoice survey



- **Top 2** firm for lowest rate of audit deficiencies noted in the most recently released PCAOB inspections
- **Top 5** firm for number of 10K large accelerated filer audit clients
- **40%** of our accelerated/large accelerated filer audit clients have market caps of > \$1B
- **49%** of our 10k accelerated/large accelerated audit clients have been clients for 10+ years
- **68%** of our 234 SEC audit clients are accelerated/large accelerated filers
- **100%** of top 20 underwriters have completed IPOs with us

Grant Thornton LLP solutions

A full portfolio of services to meet our clients' needs



Audit

Financial Statement Audits

Examination and Reviews

Accounting Advisory Services

Public Finance Services



3,000 audit clients

2,400 audit professionals



Tax

Enhanced technology and processes

Corporate structures & ownership strategies

Cash tax planning

Effective tax rate management

International cross border & U.S. state and local tax



4,900 tax clients

1,700 tax professionals



Advisory

Financial Advisory

Public Sector

Business Consulting



2,200 advisory clients

2,963 advisory professionals



Section 4

Markets, clients, & industries

National Industry Program

Grant Thornton LLP offers specialized focus for clients in 10 industry groups, as well as private companies



Public Sector



Energy



Technology, Media, Entertainment
and Telecommunications



Private Equity



Not-for-Profit



Financial Services



Construction, Real Estate,
Hospitality and Restaurants



Healthcare and Life
Sciences



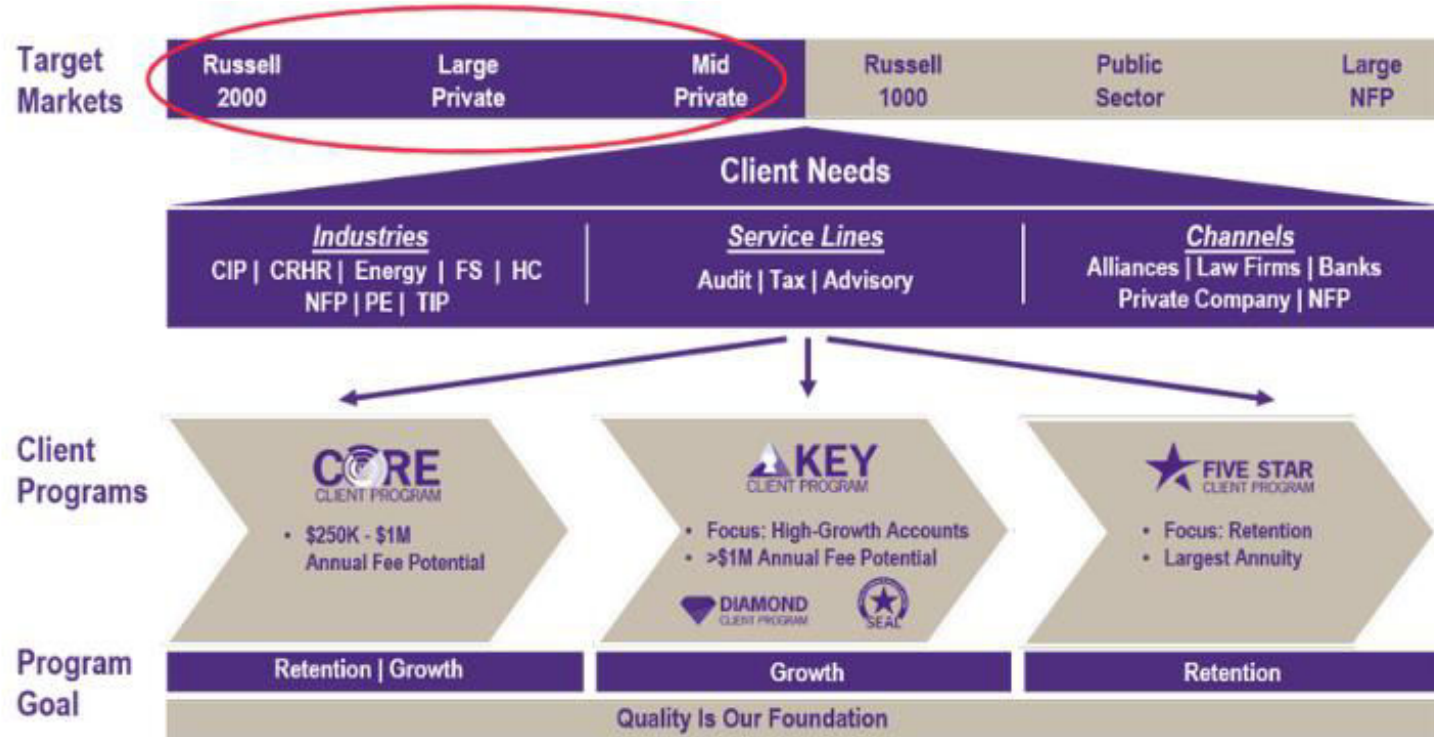
Consumer and Industrial
Products



Services



Our growth strategy: Target Market & Client Programs



Client satisfaction



9.3^{out of 10}

client satisfaction score
firmwide



Section 5

US National Update

Political and economic outlook

US economy at a glance

Current economic trends

- Strong housing market due to favorable mortgage rates
- Rise in real disposable personal income
- GDP growth rate slowing, but strong



“We may have skirted a recession at the turn of the year but risks for 2020 remain high. Global uncertainty continues to rise in response to trade wars and geopolitical instability.” – Diane Swonk, Chief Economist



\$ 21.06 trillion

GDP revenue

3.7%

nationwide unemployment rate

Information technology

fastest-growing industry in 2019

2%

Annual GDP Growth Rate

Trade & tariffs

USMCA



U.S. / China



U.S. / Japan

