

HEALTH WEALTH CAREER

MERCER | COMPTRYX

TOOL DEMO

8. MAY 2019



3 DISTINCT MODULES



WORKFORCE METRICS

Compare the size, shape, mix, and demographics of your organization to the competition.



LABOR COST MODELING

Design virtual organisations and get an instant calculation of payroll costs in potential locations around the world.

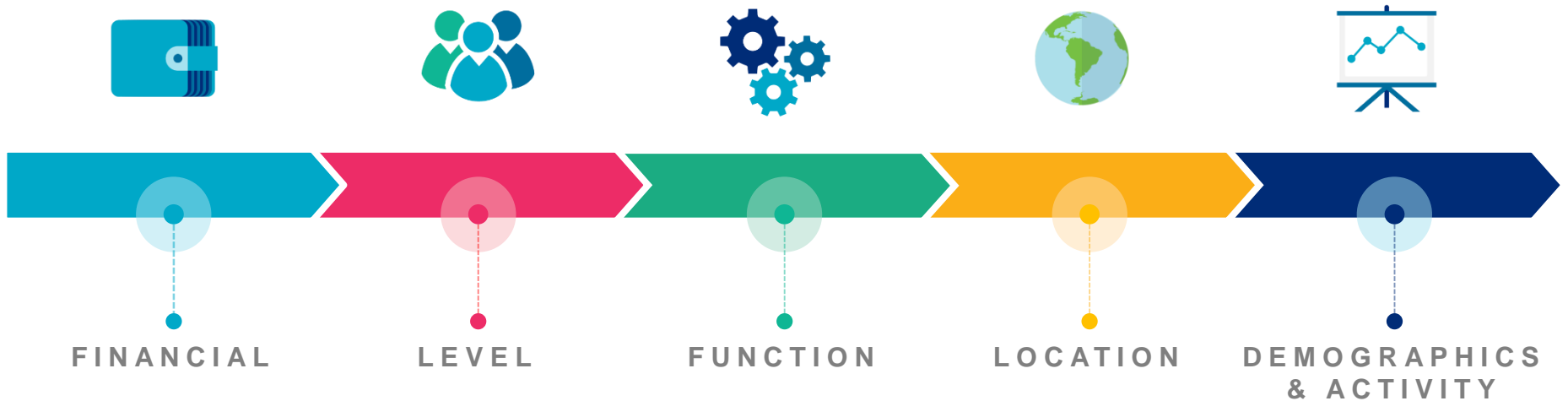


GLOBAL PAY

The global database allows you to conduct pay analysis for all jobs across the globe from one source.

MERCER | COMPTRYX WORKFORCE METRICS

PROFILE YOUR ORGANIZATION AGAINST THE COMPETITION.



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SELECTED CLIENTS

Selected Technology Clients

Adobe Systems	Facebook	OpenText	Symantec
Agilent Technologies	Hewlett Packard Enterprise	Oracle	Textron Systems
Bell Helicopter	Hitachi Data Systems	PayPal	Thomson Reuters
BMC Software	HP Inc	Pinterest	Tibco Software
BMW Car IT	Hulu	Porsche Digital	TomTom
Cisco	IBM Corporation	Rocket Software	Trend Micro
Citrix	Intel	Salesforce.com	TripAdvisor
Cognizant	Lockheed Martin	SAP	Uber Technologies
Comptel	Lumesse	SAS	Unit4
Cree	Marvell Semiconductor	Seagate	Veeam Software
eBay Inc	Microsoft Corporation	SimCorp	Verizon Communications
Electronic Arts	NetApp	Skyscanner	VM Ware
Equinix	Nokia Networks	Spotify	Yelp, Inc

Available Industry Segments

Computer / Hardware	Consumer Tech	Internet / E-Commerce	Prof. Services / Outsourcing
Semiconductor	Software / SaaS	Telecommunications	Electronics
Aerospace and Defense			

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JOB MODEL AND CODING (EXTRACT)

Major Function	Function	Major Function	Function																	
General & Administrative	AA Administrative Services	Research & Development	RA Aerospace Engineering	<table border="1"> <thead> <tr> <th colspan="2">Sub Functions</th> </tr> </thead> <tbody> <tr> <td>RSC</td> <td>Cyber Engineering</td> </tr> <tr> <td>RSG</td> <td>Software Generalist</td> </tr> <tr> <td>RSW</td> <td>Software Eng. Applications</td> </tr> <tr> <td>RSS</td> <td>Software Eng. Systems</td> </tr> <tr> <td>RSF</td> <td>Firmware Engineer</td> </tr> <tr> <td>RSI</td> <td>UI Engineering</td> </tr> <tr> <td>RSM</td> <td>Mobile Applications Dev.</td> </tr> </tbody> </table>	Sub Functions		RSC	Cyber Engineering	RSG	Software Generalist	RSW	Software Eng. Applications	RSS	Software Eng. Systems	RSF	Firmware Engineer	RSI	UI Engineering	RSM	Mobile Applications Dev.
	Sub Functions																			
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	RSI		UI Engineering																	
	RSM		Mobile Applications Dev.																	
	AC Corporate Support		RC Chemical/Materials Eng.																	
AF Finance	RG Research & Development																			
AH Human Resources	RH Hardware																			
AI Information Technology	RM Research																			
AL Legal	RP Product Development																			
AM General Mgmt/Executive	RQ Quality																			
AS Safety & Security	RS Software																			
AT Transportation	RU Dev. Support																			
AX G&A - Other	RX R&D - Other																			
Operations	OD Distribution	Sales & Marketing	SM Marketing	<div style="display: flex; align-items: center;"> <div style="margin-right: 5px;">↓</div> <div style="font-size: 0.8em;"> Mobile Applications Dev. Software Research & Development </div> </div>																
	OF Flight Operations		SR Retail Operations																	
	OM Manufacturing		SS Sales																	
	OX Operations - Other		SU Sales Support																	
Services	PC Customer Support		SW Web/E Commerce																	
	PE Training/Education		SX Sales & Marketing - Other																	
	PO Outsourcing		PC Generic Other																	
	PP Core Professional Services																			
	PX Services - Other																			
Generic																				

MERCER | COMPTRYX CAREER FRAMEWORK

Career Path	Core Level	Level		Career Path	Core Level	Level	
Executive	Top Executive	Officer	E4	Professional	Senior Professional	Fellow	P8
		Exec VP	E3			Strategist	P7
	Vice President	Sr VP	E2			Advisory	P6
		VP	E1			Expert	P5
Management	Director	Sr Dir/Asc VP	M6		Professional	Mastery	P4
		Director	M5			Proficiency	P3
	Manager	Senior Manager	M4			Developing	P2
		Manager	M3			Entry	P1
	Supervisor	Entry Mgr/Sr Spv	M2	Support	Lead	Specialist	S5
		Supervisor	M1			Advanced	S4
Entry	Entry	Proficient	S2			Entry	Skilled
		Associate	S1		Associate		S1

JOB CODE: Cyber Engineer Prof Level 3: R S C P3

MERCER | COMPTRYX SALARY AGGREGATES

Main Cash Components

- Base Salary
- Basic Salary
- Fixed Base
- Total Cash - Target
- Total Cash - Actual
- Total Direct Compensation

Variable Pay

- STI Target (total, >0, %)
- STI Actual (total, >0, %)
- LTI (total, >0)

Allowances and Benefits

- Allowance total
- Allowance – Car
- Benefits Fringe
- **Comptryx TCC**

Eligibilities and Receipt Rates

- % Eligible for STI
- % Eligible for Car
- % Eligible for LTI
- % Receiving STI
- % Receiving LTI
- % Receiving Promotion

Promotion

- Promotion Amount
- Promotion as % of Base

+ Base Salary

+ Short-term Incentives

+ Long-term Incentives

+ Allowances

+ Fringe Benefits rate

(includes statutory and non-statutory contributions)

**Total
Cost to
Company
(TCC)**

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MECHANICS OF A SUBSCRIPTION

01

DATA SUBMISSION

- Global full-census data submission including: terminations, promotions, gender, YOB, top performers.
- Data requested annually, within 60 days of a company's focal increase date.

02

PRICING 2019

- Small (4 or less countries and < 750 employees) - EUR 5,700
- Mid (5 to 14 countries or < 5,000 employees) - EUR 9,700
- Large (15 or more countries or > 5,000 employees) - EUR 16,400

03

MEMBERSHIP ELEMENTS

- 12 month access to all three modules
- Unlimited users
- Personalized workforce review in first year access
- Pre-set cuts within your industry sector, one peer cut

WORKFORCE ANALYTICS WITH MERCER | COMPTRYX

“WORKFORCE INTELLIGENCE THAT
MATTERS FOR BUSINESS”



BUILDING THE ANALYTICS-DRIVEN ORGANIZATION

An organization's workforce is the outcome of three interrelated labor flows and the effectiveness with which they are managed



ATTRACTION/ NEW HIRES

- Where and how many employees enter an organization?
- At what cost?
- How does hiring compare to market norms?



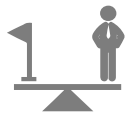
DEVELOPMENT/ PROMOTIONS

- How many people are promoted?
- Who is promoted and what is the increase rate?
- How do promotion rates differ from market norms?



RETENTION/ TURNOVER

- At what rates are people leaving my company and is it higher than market norms?
 - Where does it happen?
 - Who is leaving? (Top Perf, New Hires)
-



PROFILE YOUR ORGANIZATION
AGAINST THE COMPETITION



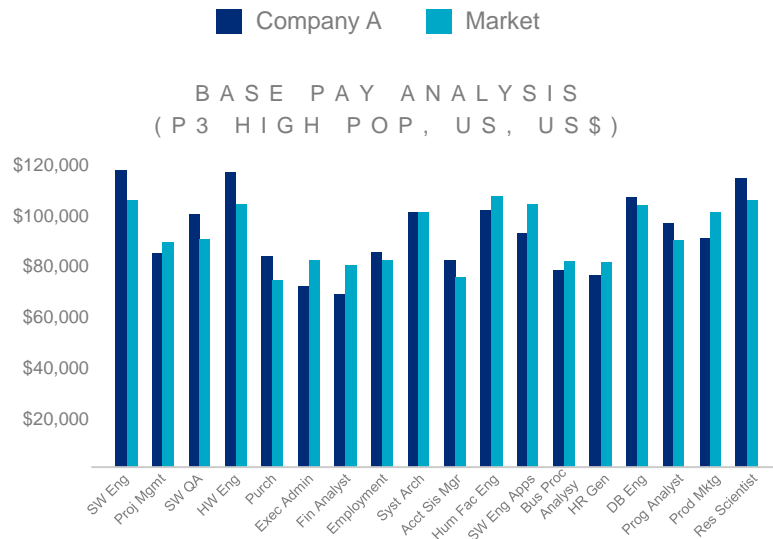
FULL ANALYTICAL CAPABILITY
YOU VS. YOUR MARKET

ANALYSIS BEGINS WITH UNDERSTANDING PAY AND COST



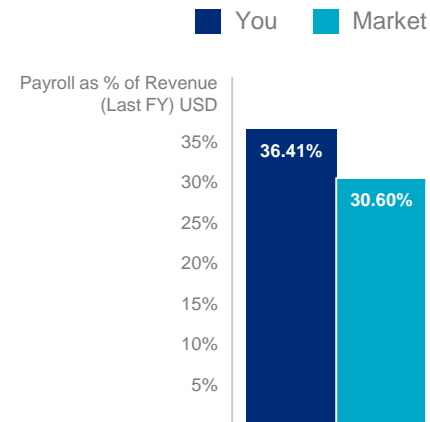
TRADITIONAL PAY ANALYSIS

WHILE PAY APPEARS COMPETITIVE...



MEASURING PEOPLE COST

PAYROLL AS % OF REVENUE



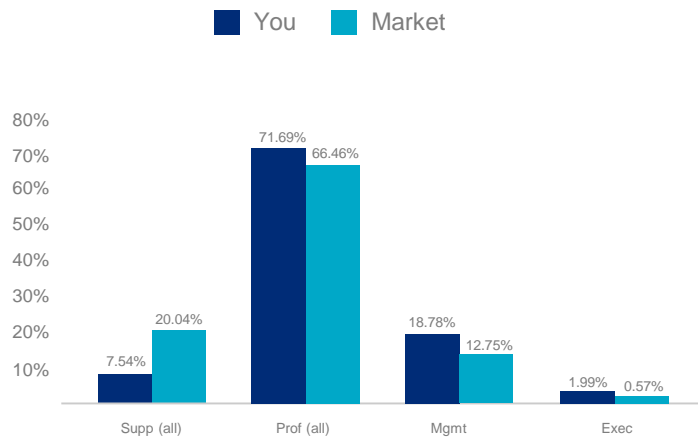
PAYROLL AS % OF REVENUE SUGGESTS THAT TOTAL PAYROLL COSTS ARE **6% OR \$240M** HIGHER THAN MARKET

LEVEL ANALYSIS



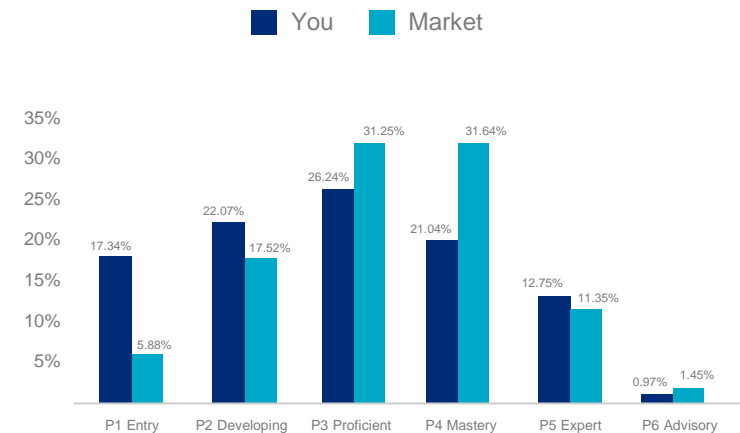
REVIEW OF LEVELS UNCOVER THE “WHY” BEHIND OVERALL PAYROLL COSTS

MAJOR ROLE



MORE EXECUTIVES AND MANAGERS
CREATES LOWER SPAN OF CONTROL AND
RAISES PAYROLL COST

DISTRIBUTION OF PROFESSIONAL STAFF

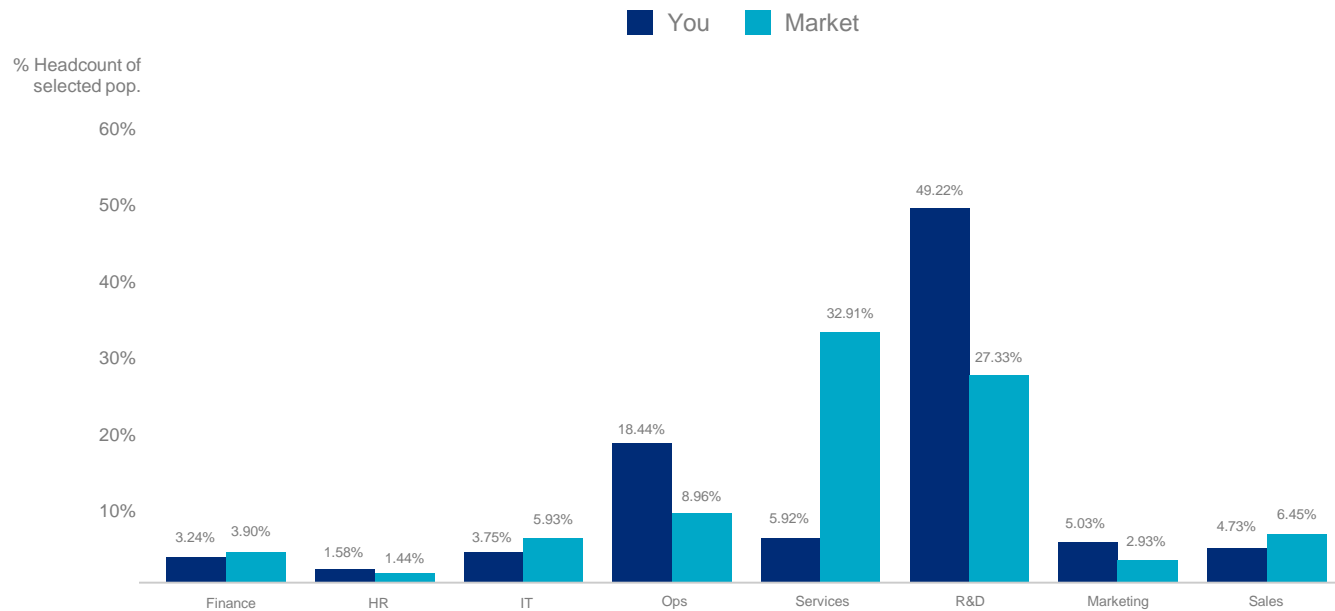


SKWEW OF LOWER LEVEL STAFF
CAN LOWER PAYROLL COST

FUNCTIONAL ANALYSIS



FUNCTIONAL DIFFERENCES CAN REFLECT STRATEGY OR CAN INFLUENCE COST



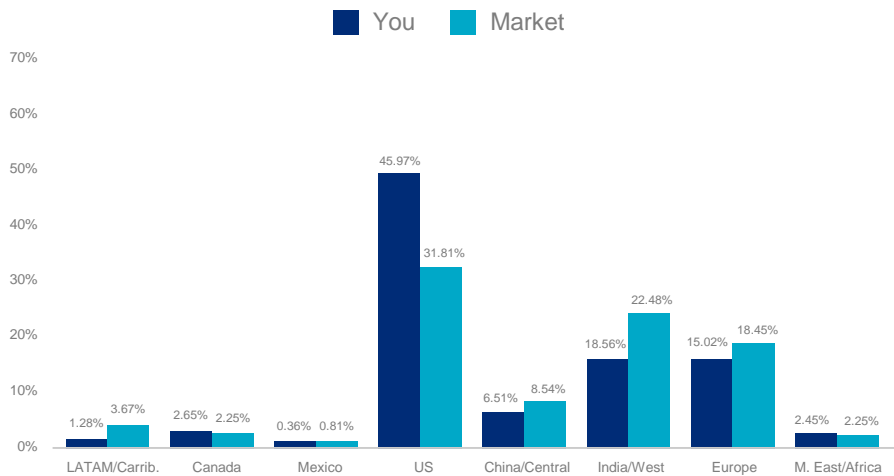
MORE HEADCOUNT IN HIGH COST FUNCTIONS (E.G. R&D) DRIVES UP PAYROLL COSTS BY \$45M

LOCATION ANALYSIS

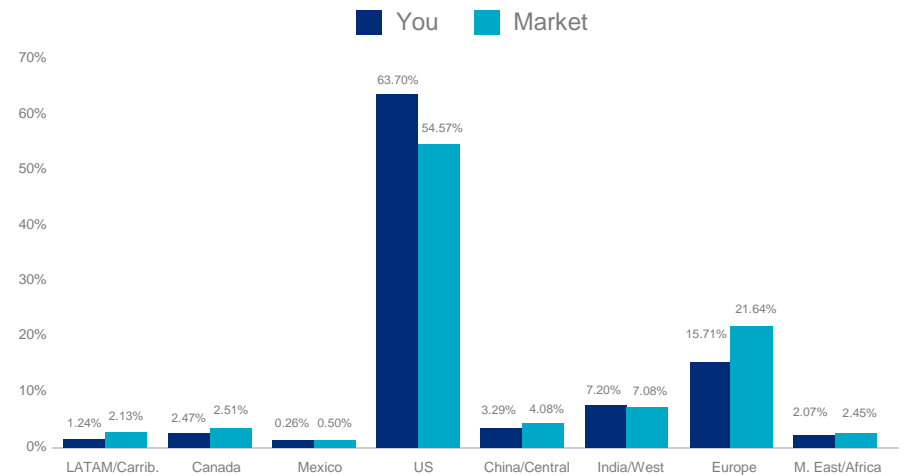


LOCATION OF STAFF HAS BOTH STRATEGIC AND COST IMPACT

% HEADCOUNT BY REGION



% PAYROLL BY REGION



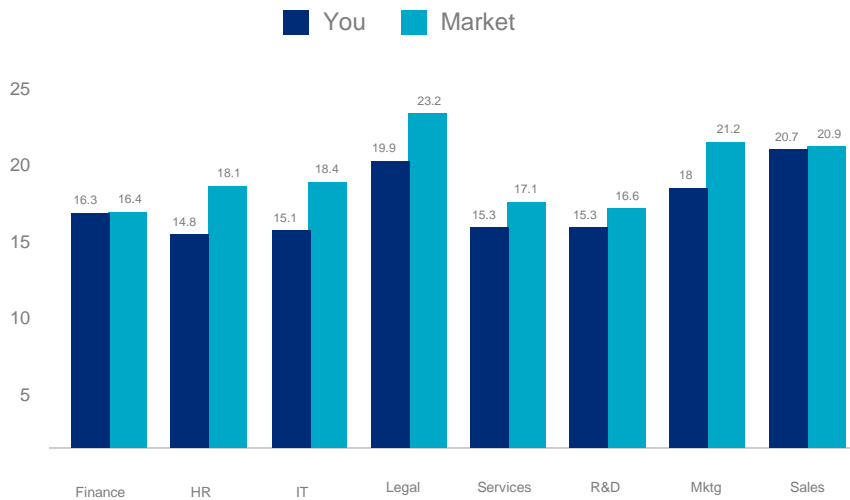
LOWER UTILIZATION OF LOWER-COST COUNTRIES
RAISES PAYROLL COSTS BY **\$254M**

DEMOGRAPHIC ANALYSIS

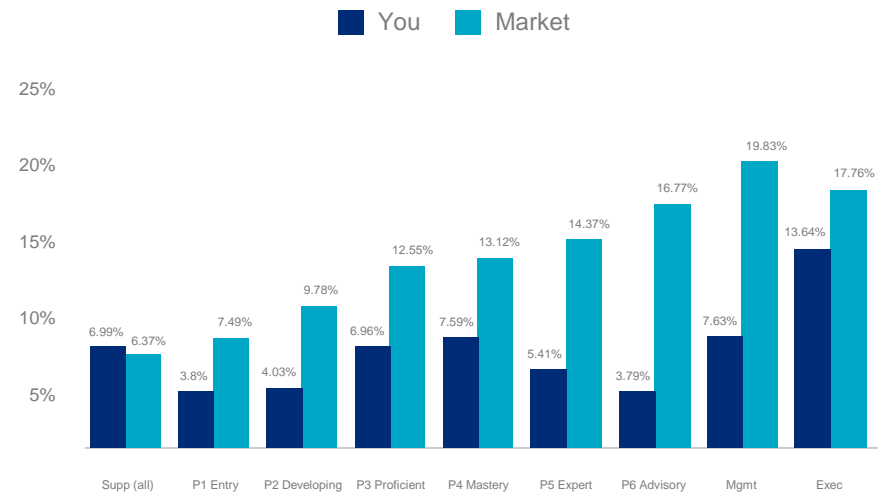


POWERFUL ORGANIZATIONAL INSIGHT THROUGH DEMOGRAPHIC ANALYSIS

EXPERIENCE BY FUNCTION



TOP PERFORMERS BY LEVEL

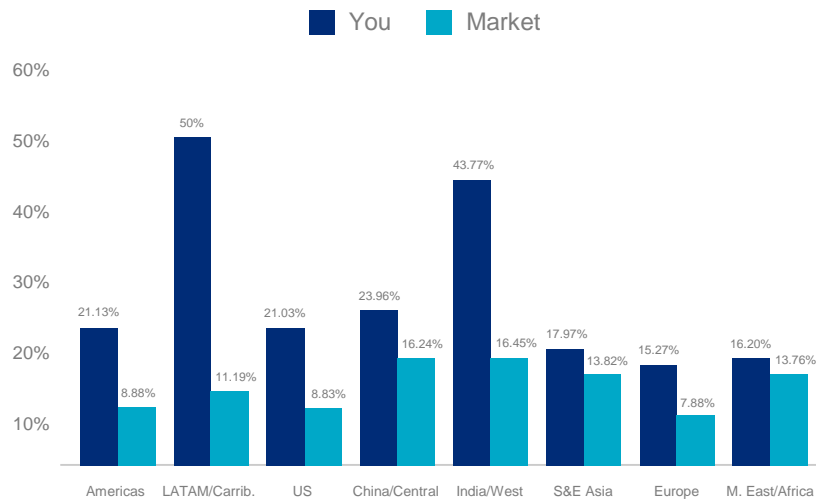


TURNOVER/CHURN

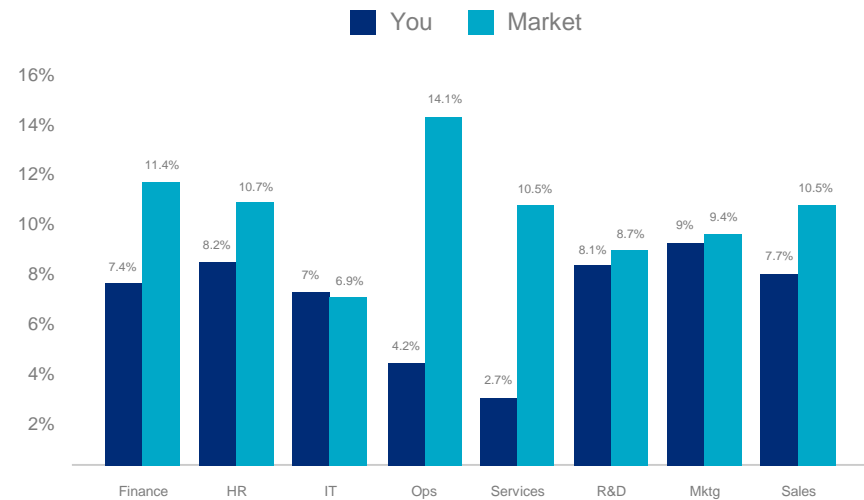


MONITOR TALENT MOVEMENT TO SUPPORT WORKFORCE PLANNING

NEW HIRE



TURNOVER (VOLUNTARY)



AN ORGANIZATION'S PROFILE CHANGES OVER TIME BASED ON THE CHURN IN YOUR WORKFORCE – WHO IS HIRED AND WHO LEAVES.

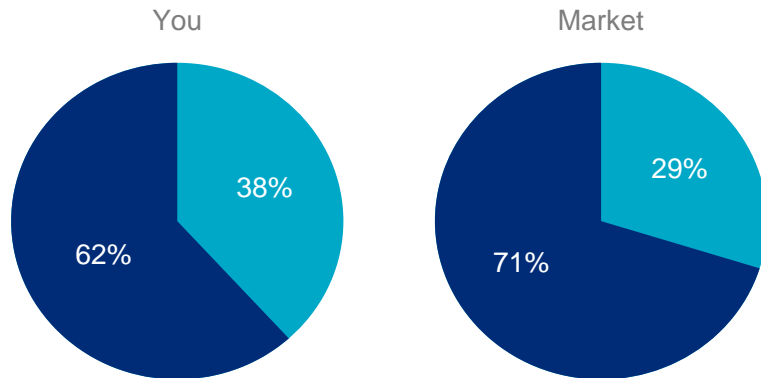
GENDER DEMOGRAPHIC ANALYSIS



UNDERSTAND KEY GENDER DIVERSITY MEASURES

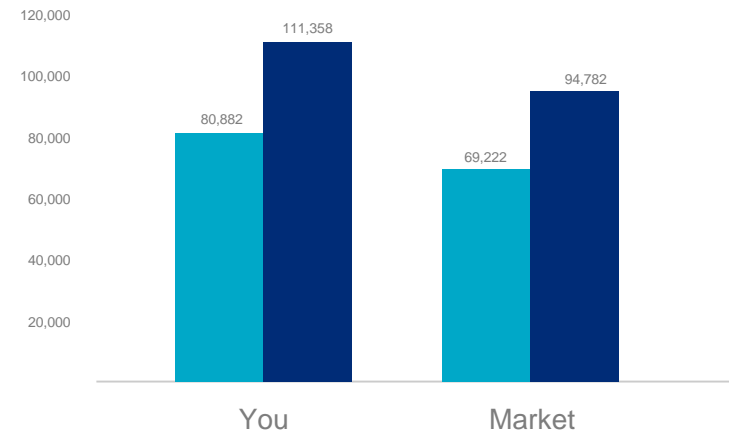
HEADCOUNT (TECH SUPP, EUROPE)

Female Male



WAGE GAP (R&D, U.S.)

Female Male

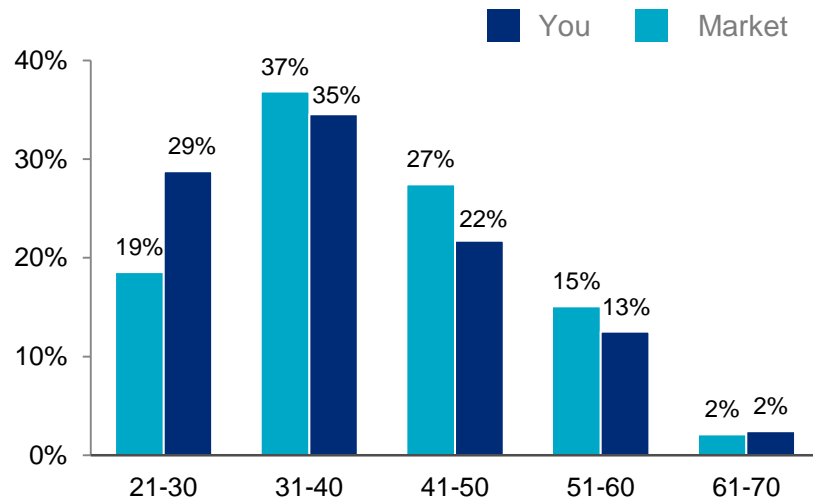


AGE DEMOGRAPHIC ANALYSIS

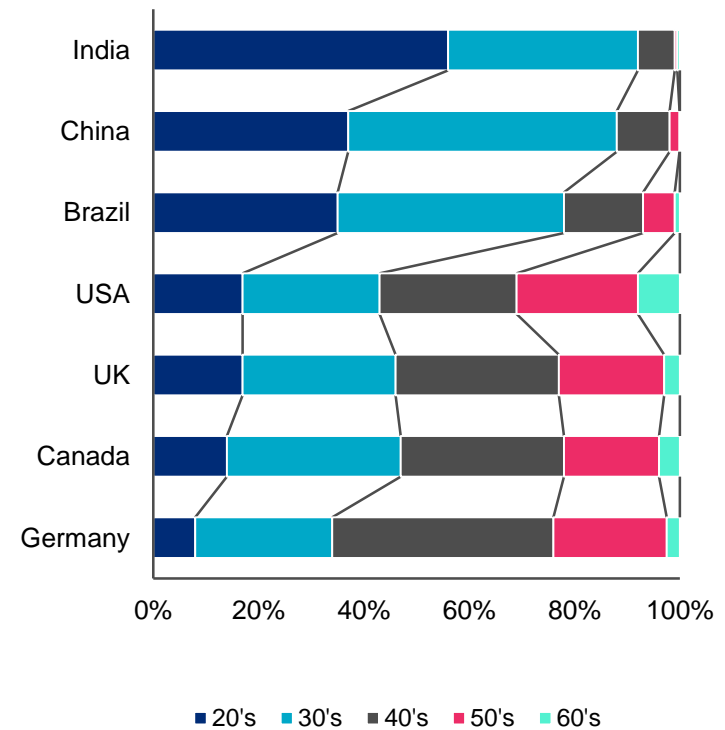


UNDERSTAND AGE METRICS SEGMENTED BY CATEGORIES

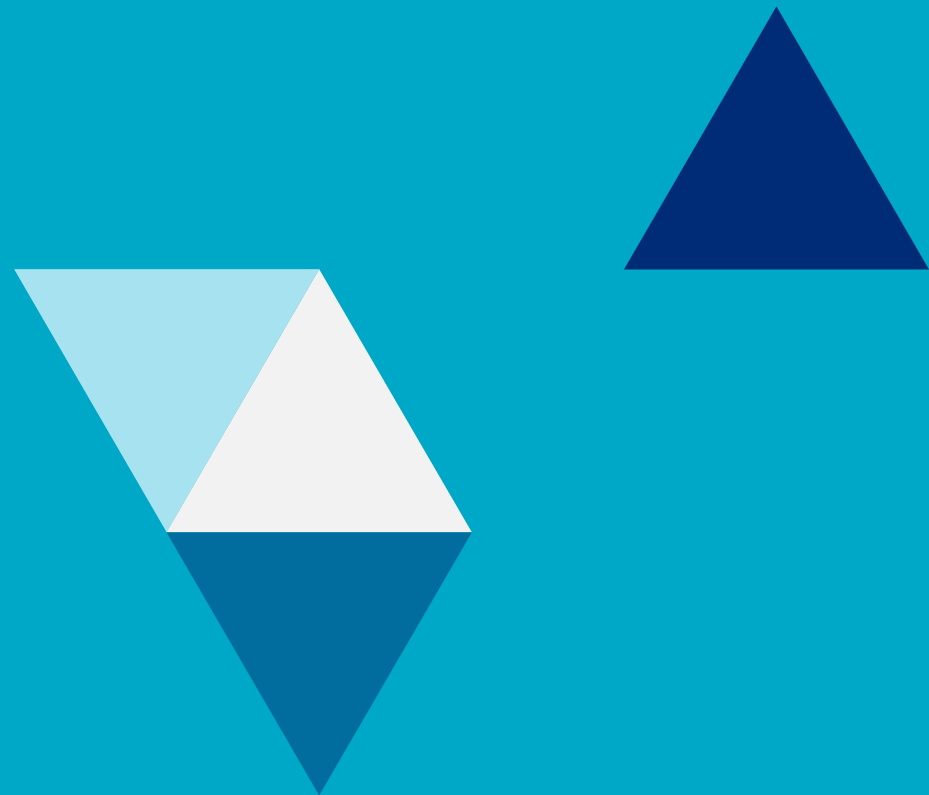
AGE BY CATEGORY



AGE CATEGORY BY COUNTRY



APPENDIX PRODUCT DETAILS SNAPSHOT



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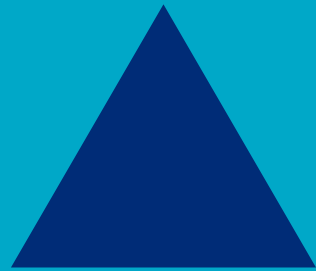
PRODUCT DETAILS SNAPSHOT

DASHBOARD TYPE	METRICS
WORKFORCE RATIOS	% Headcount
	% Payroll
	Sub populations (% new hire, % terms, % promote, % Top Performer)
FINANCIAL METRICS	Revenue per FTE
	Profit per FTE
	Payroll as a % of Revenue
	Payroll as % of Profit
DEMOGRAPHICS	Management Span of Control
	Tenure , Age & Experience
	Job level
	Top Performer
	% Promoted & VP in title
EMPLOYEE TURNOVER	Retention Rate
	New Hire Rate
	Turnover (Total) & Turnover (Voluntary)
	Churn Rate (NH + Total Term)
PAYROLL	Average & Key Percentiles: 10 th , 25 th , 50 th , 75 th , 90 th
PAY LEVERAGE	STI as a % of Target Total Cash
	LTI as a % of Total Direct Comp
	Fixed Base as % of Total Cost to Company
GENDER	% Male vs % Females, % Female, Wage Gap



FILTER AND COMBINE DATA BY:
 Market View (sector & headcount)
 Selected Peer Cut

APPENDIX FUNCTION LISTING



FUNCTION/ SUB-FUNCTION LISTING GENERAL AND ADMINISTRATIVE (CONTINUED)

HUMAN RESOURCES	INFORMATION TECHNOLOGY		
Benefits	Audio/Visual Support	Help Desk Support	Information Systems Security
Compensation	Business Systems Analysis	Information Systems Security	Information Technology - General
Compensation & Benefits	Cloud Engineering	Information Technology - General	IT - Other
Employee Relations	Cloud Services-Operations	IT - Other	IT Project/Program Manager
Employment	Cloud Services-Reliability	IT Project/Program Manager	Network Administration
Global Mobility	Data Center Operations	Network Administration	Network Engineering
HRIS	Data Management	Network Engineering	Network Planning
Human Resources - Other	Data Reporting Analyst	Network Planning	Programming Analysis - Applications
Human Resources Generalist	Data Storage Engineering	Programming Analysis - Applications	Programming Analysis - Systems
Human Resources Operations	Database Administration	Programming Analysis - Systems	Systems/Platform Architecture
Labor Relations	Database Engineering	Systems/Platform Architecture	Telecommunications Analysis
Organizational Development	Desktop/PC Support	Telecommunications Analysis	Telecommunications Engineering
Workforce Analysis	Disaster Recovery	Telecommunications Engineering	

FUNCTION/ SUB-FUNCTION LISTING

GENERAL AND ADMINISTRATIVE (CONTINUED)

LEGAL	REGULATORY AFFAIRS	SAFETY & SECURITY
Brand Protection/Anti-Piracy	Medical Affairs	Electrical
Contract Administration	Regulatory - General	Environmental Health & Safety
Corporate Compliance	Regulatory Affairs	Facilities Management
Governmental Affairs	Regulatory Affairs - Other	Hazardous Material Management
Legal - General Management	Regulatory Compliance	Janitorial/Custodial
Legal - Other	Medical Affairs	Occupational Nursing
Legal Assistant / Secretary		Plumbing
Legal Counsel	TRANSPORTATION	Safety & Security - Generalist
Paralegal	Aviation/Pilots	Safety & Security - Other
Patent Law	Driver/Dispatch	Security
Brand Protection/Anti-Piracy	Fleet Administration	
Contract Administration	Transportation - Other	
Corporate Compliance	Truck Driver	

FUNCTION/ SUB-FUNCTION LISTING

OPERATIONS

DISTRIBUTION	FLIGHT OPERATIONS	MANUFACTURING	
Distribution - Generalist	Aircraft Maintenance	Assembly	Production Planning
Distribution - Other	Aircraft Reliability	Biochemical Manufacturing Operations	Quality Assurance
Distribution Analysis	Flight Operations - General	Component Engineering	Quality Inspection/Control
Import/Export	Flight Operations - Other	Machine Operations	Supplier Quality Assurance
Inventory Control	Flight Safety & Inspection	Manufacturing - General Management	Wafer Fab Operations
Logistics	UAV Pilot	Manufacturing - Other	Procurement
Material Handling	GENERAL	Manufacturing Engineering	Product Test Engineering
Order Fulfillment	Operations - General	Manufacturing Equipment Maintenance	Production Planning
Shipping/ Receiving	OPERATIONS - OTHER	Materials Planning	Quality Assurance
Supply Chain Management	Operations - Other	Process Engineering	Quality Inspection/Control
Traffic		Procurement	Supplier Quality Assurance
		Product Test Engineering	Wafer Fab Operations

FUNCTION/ SUB-FUNCTION LISTING RESEARCH AND DEVELOPMENT

AEROSPACE ENGINEERING

Aerospace Engineering - General

Aerospace Engineering - Other

Engineering - Aeronautical

Engineering - Propulsion

CHEMICAL/MATERIALS ENGINEERING

Chemical Engineering

Chemical/Materials Engineering - General

Chemical/Materials Engineering - Other

Composites Engineering

Materials Engineering

Plastics Engineering

CLINICAL DEVELOPMENT

Clinical Development - General

Clinical Development - Other

Clinical Research

Clinical Trials

Patient Recruitment & Education

GENERAL & ADMINISTRATIVE - OTHER

General & Administrative - Other

GENERAL RESEARCH & DEVELOPMENT

Generic Development Engineering

DEVELOPMENT SUPPORT

Algorithms Engineering

Localization Engineering

CAD Engineering

Medical Writing &
Documentation

Dev Support - Other

NPI (New Product
Implementation)
Engineering

Documentation
Management

Package Engineering

Engineering
Program/Project Mgmt.

PCB Layout Design

Human Factors
Engineering

Release Engineering

Industrial Design

Sustaining Engineering

FUNCTION/ SUB-FUNCTION LISTING

RESEARCH AND DEVELOPMENT (CONTINUED)

HARDWARE
Analog Engineering
ASIC/Digital Design
Electronic Design Engineer
Engineering - Acoustics
Hardware - Other
Hardware Engineering - Multi
HW/Electro-Mechanical Engineering
Mechanical Engineering
Mixed Signal Engineering
Optical Engineering
Systems Architecture
Wireless Engineering

PRODUCT DEVELOPMENT
Product Development - General
Product Development - Hardware / Systems
Product Development - Other
Product Development - Software

R&D - OTHER
R&D - Other

GENERAL MANAGEMENT/EXECUTIVE	
Biologist	Meteorologist
Chemist	Pharmacology
Chief Technology Officer	Physicist
Corporate Librarian	Research - Other
Mathematician	Research Scientist

QUALITY
Quality - Development
Quality - Generalist
Quality - Other
Reliability/Failure Analysis
Software Quality Assurance
Validation Engineering
Verification Engineering

SOFTWARE	
Animator	Software - Generalist
Cyber Engineering	Software - Other
Embedded Software/Firmware Engineer	Software Engineering - Applications
Game Designer	Software Engineering - Systems
Mobile Applications Developer	User Interface Engineering

FUNCTION/ SUB-FUNCTION LISTING MARKETING AND SALES

MARKETING	
Alliance/Partnership	Pricing
Brand Marketing	Product Management
Business Development	Product Marketing
Channel / Reseller Marketing	Public Relations
Creative Services	Social Marketing
Direct Marketing	Telemarketing
Event Planning	Web Advertising
General Marketing	Marketing Programs Analysis
Graphic Design	Marketing Research
Health Economics	Pricing
Licensing	Product Management
Market Access	Product Marketing
Marketing - Other	Public Relations
Marketing Communications	Social Marketing
Marketing Programs Analysis	Telemarketing
Marketing Research	Web Advertising

RETAIL OPERATIONS	
Retail - Other	
Retail Store Operations	
R&D - OTHER	
R&D - Other	
SALES	
Account/Territory Sales	Key Account Management
Contract Renewal Sales	Partner/Reseller Sales
Distributor/Retail Sales	Professional Services Sales
Financing (Leasing) Sales	Sales - Other
Government Sales	Sales & Marketing
Inside/Tele-Sales	Services Contract Sales
Internet Sales	Solution Sales

SALES & MARKETING - OTHER	
Sales & Marketing - Other	
SALES SUPPORT	
Account Management - Sales	Sales Commission
Bid Proposal	Sales Operations
Grants Administration	Sales Support - Other
Order Processing	Sales Training
Overlay Specialist	Subcontract Program Management
Sales Analysis & Forecasting	Systems Engineering (pre-sales)

FUNCTION/ SUB-FUNCTION LISTING

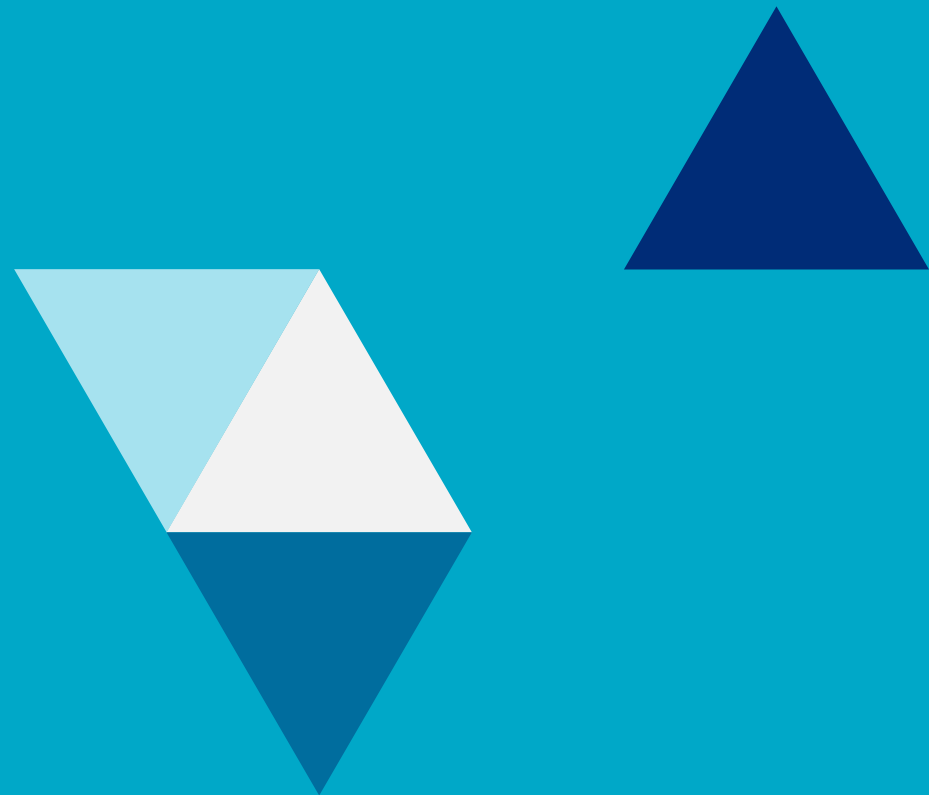
MARKETING AND SALES (CONTINUED)

WEB/e-COMMERCE
Customer Analytics
Digital / Web - Other
Digital Photographer
E Commerce Architect / Engineer
Search Marketing Specialist
Web - Generalist
Web Administrator
Web Applications Developer
Web Content Management
Web Design
Web Developer
Web Security Specialist
Web Video Editor




FUNCTION/ SUB-FUNCTION LISTING SERVICES

CORE PROFESSIONAL SERVICES	CUSTOMER SUPPORT	OUTSOURCING
Applications Consulting	Call Center Analysis	Business Process Analysis
Client Relationship Management	Customer Service	Delivery
Cloud Enablement Consulting	Customer Support - Generalist	Engagement
Consulting - General	Customer Support - Other	Outsourcing - Generalist
Core Prof Services - Other	Field Customer Support	Outsourcing - Other
Digital Consulting	Implementation Specialist	Outsourcing Management - Business Process (BPO)
Management Consulting	Product Support (1st Tier)	Outsourcing Management - Information Technology (ITO)
Project Management (client focused)	Service Dispatch	
Strategy Consulting	Spares/Parts Provisioning	TRAINING/EDUCATION
Technical Consulting	Technical Support Engineering	Customer Education
	Warranty Administration	E-Learning
GENERAL		Instructional Design
Services - General	SERVICES - OTHER	Technical Training
	Services - Other	Training - Generalist

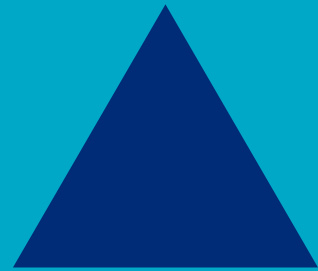
APPENDIX LEVEL LISTING



LEVEL LISTING

MAJOR LEVEL	MID LEVEL	LEVEL TITLE	
 EXECUTIVE	Top Executive	Officer	
		Executive VP	
	Vice President	Senior VP	
		VP	
 MANAGEMENT	Director	Senior Director/Associate VP	
		Director	
	Manager	Senior Manager	
		Manager	
	Supervisor	Entry Manager/Senior Supervisor	
		Supervisor	
 PROFESSIONAL	Senior Professional	Fellow	
		Strategist	
		Advisory	
		Expert	
	Professional	Mastery	
		Proficiency	
		Developing	
		Entry	
		Lead	Specialist
			Advanced
Skilled			
Entry	Proficient		
	Associate		

APPENDIX LOCATION LISTING



COUNTRIES OF DATA



Algeria	Cyprus	Ireland	Morocco	Slovakia
Argentina	Czech Republic	Israel	Netherlands	Slovenia
Armenia	Denmark	Italy	New Zealand	South Africa
Australia	Dominican Republic	Ivory Coast	Nicaragua	South Korea
Austria	Ecuador	Jamaica	Nigeria	Spain
Azerbaijan	Egypt	Japan	Norway	Sri Lanka
Bahrain	Denmark	Jordan	Pakistan	Sweden
Bangladesh	El Salvador	Kazakhstan	Panama	Switzerland
Belarus	Estonia	Kenya	Peru	Taiwan
Belgium	Finland	Kuwait	Philippines	Thailand
Bosnia-Herzegovina	France	Latvia	Poland	Tunisia
Botswana	Germany	Lebanon	Portugal	Turkey
Brazil	Ghana	Libya	Puerto Rico	Ukraine
Brunei	Greece	Lithuania	Qatar	United Arab Emirates
Canada	Guatemala	Luxembourg	Romania	United Kingdom
Chile	Honduras	Macedonia	Russia	Uruguay
China	Hong Kong	Malaysia	Saudi Arabia	United States
Colombia	Hungary	Malta	Senegal	Venezuela
Costa Rica	India	Mauritius	Serbia	Vietnam
Croatia	Indonesia	Mexico	Singapore	

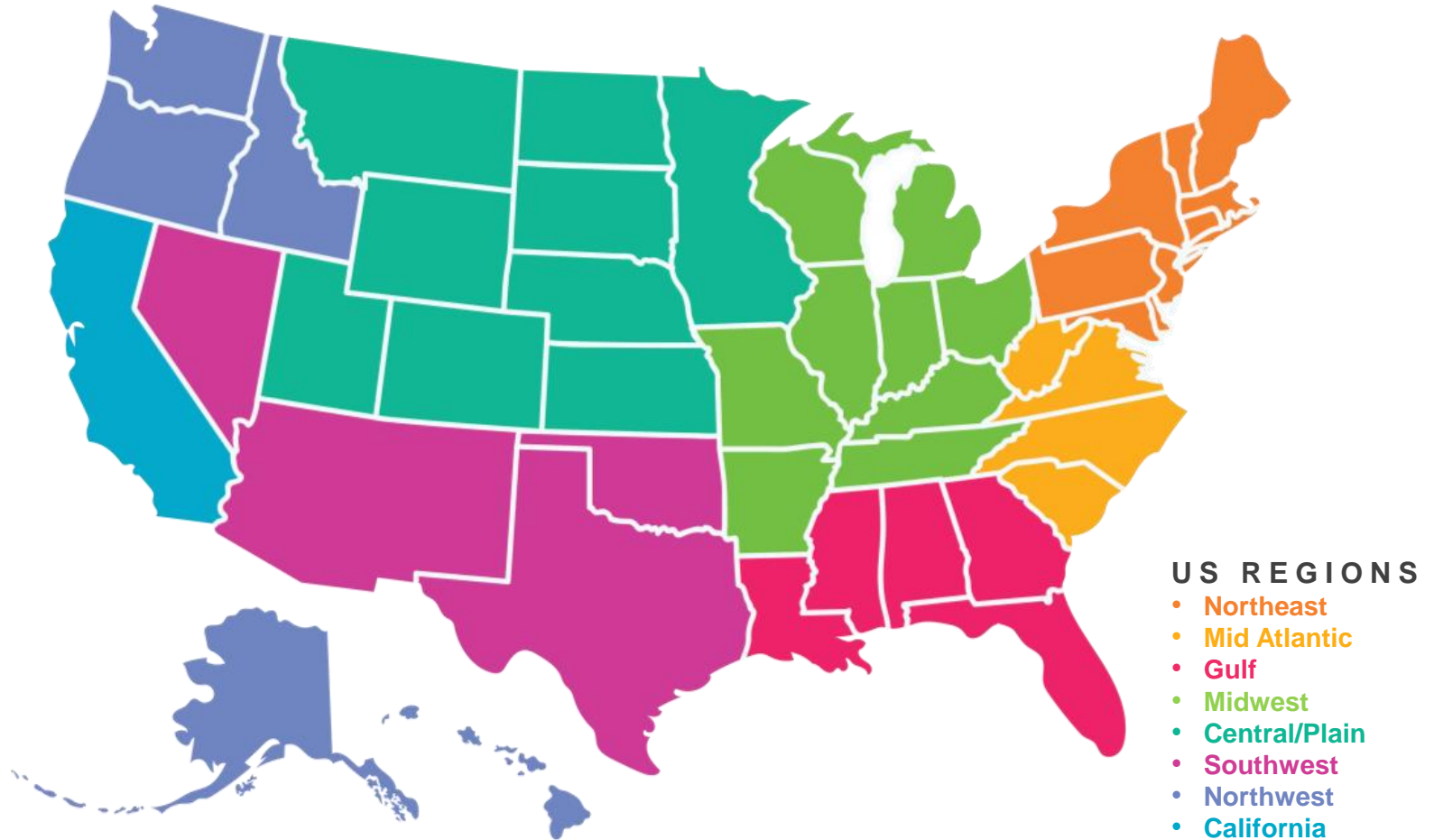
REGIONS AND METROS AMERICAS



LATAM/CARRIB	PUERTO RICO	Monterrey	Miami	San Diego
ARGENTINA	San Juan	UNITED STATES	Milwaukee / Madison	Seattle/Tacoma
Buenos Aires	TRINIDAD AND TOBAGO	Atlanta	Minneapolis/St Paul	Silicon Valley/Bay Area
BRAZIL	URUGUAY	Austin	Nashville	St. Louis
Brasilia	VENEZUELA	Boise	NY Tri State Metro	Tucson
Rio de Janeiro	NORTH AMERICA	Boston/Providence	Orlando/Tampa	
Sao Paulo	CANADA	California Other	Miami	
CHILE	Atlantic Provinces	Charlotte	Milwaukee / Madison	
Santiago	Calgary	Chicago	Minneapolis/St Paul	
COLOMBIA	Edmonton	Colorado Springs	Nashville	
Bogota	Montreal	Columbus/Cleveland	NY Tri State Metro	
COSTA RICA	Ottawa	D.C./Baltimore	Orlando/Tampa	
DOMINICAN REPUBLIC	Quebec City	Dallas/Ft Worth	Philadelphia	
ECUADOR	Toronto	Denver/Fort Collins	Phoenix	
EL SALVADOR	Vancouver	Detroit	Pittsburgh	
GUATEMALA	Waterloo	East Coast	Portland/Beaverton	
JAMAICA	Winnipeg/Regina	Hawaii	Research Triangle Park	
PANAMA	Mexico	Houston	Sacramento	
PERU	Guadalajara	LA/Orange County	Salt Lake City	
Lima	Mexico City	Louisville / Lexington	San Antonio	

REGIONS AND METROS

AMERICAS GEOGRAPHIC REGION



*California is represented by the following four metros, LA / Orange County, San Diego, Silicon Valley / Bay Area and California-Other

REGIONS AND METROS EUROPE



AUSTRIA	Oulu	GREECE	Amsterdam	SLOVENIA	Home Counties
Vienna	Tampere	Athens	Utrecht	Ljubljana	Leeds
BELARUS	FRANCE	HUNGARY	NORWAY	SPAIN	London
BELGIUM	Lyon	Budapest	Oslo	Barcelona	Manchester/Liverpool
Antwerp	North/NW	IRELAND	POLAND	Madrid	Midlands
Brussels	Paris	Cork	Krakow	SWEDEN	Northern Ireland
BOSNIA AND HERZEGOVINA	South	Dublin	Lodz	Gothenburg	Scotland
BULGARIA	Strasbourg	West	Warsaw	Kista/Stockholm	Southeast
Sofia	Toulouse	ITALY	Wroclaw	SWITZERLAND	Southwest
CROATIA	GERMANY	Bologna	PORTUGAL	Fribourg	Thames Valley
Zagreb	Berlin	Milan	Lisbon	Geneva	Wales
CYPRUS	Cologne	Napoli	ROMANIA	Lausanne	
CZECH REPUBLIC	Dusseldorf	Rome	Bucharest	Zurich	
Brno	Frankfurt	Turin	RUSSIA	UKRAINE	
Prague	Hamburg	LATVIA	Moscow	Kiev	
DENMARK	Hanover	Riga	St. Petersburg	UNITED KINGDOM	
Copenhagen	Heidelberg	LITHUANIA	SERBIA	Birmingham	
ESTONIA	Munich	LUXEMBOURG	Belgrade	Bristol	
FINLAND	Nuremberg	MALTA	SLOVAKIA	Cambridge	
Helsinki/Espoo	Stuttgart	NETHERLANDS	Bratislava	England-North	

REGIONS AND METROS ASIA PACIFIC



GREATER CHINA	Tier 2	Jakarta	Seoul
CHINA	Tier 3	JAPAN	THAILAND
Beijing	Urumqi	Chiba	Bangkok
Chengdu	Wuhan	Fukuoka	VIETNAM
Dalian	Wuxi	Nagoya	SOUTH ASIA
Fuzhou	Xian	Osaka	BANGLADESH
Guangzhou	HONG KONG	Tokyo	INDIA
Hangzhou	MACAU	Yokohama	Ahmedabad
Hefei	TAIWAN	MALAYSIA	Bangalore
Jinan	Taipei	Johor	Chennai
Kunming	SE & PACIFIC	Kuala Lumpur	Gurgaon
Nanjing	AUSTRALIA	Penang	Hyderabad
Qingdao	Adelaide	NEW ZEALAND	Kolkata
Shanghai	Brisbane	Auckland	Mumbai
Shenyang	Canberra	Wellington	New Delhi
Shenzhen	Melbourne	PHILIPPINES	Pune
Suzhou	Perth	Manila	PAKISTAN
Tianjin	SYDNEY	SINGAPORE	SRI LANKA
Tier 1	INDONESIA	SOUTH KOREA	

REGIONS AND METROS

MIDDLE EAST AND AFRICA



ALGERIA	MOROCCO
ANGOLA	Casablanca
ARMENIA	NIGERIA
AZERBAIJAN	OMAN
BAHRAIN	QATAR
EGYPT	SAUDI ARABIA
Cairo	Riyadh
GHANA	SENEGAL
ISRAEL	SOUTH AFRICA
Haifa	Cape Town
Herzliya	Johannesburg
Tel Aviv	TUNISIA
JORDAN	TURKEY
KAZAKHSTAN	Ankara
KENYA	Istanbul
KUWAIT	UNITED ARAB EMIRATES
LEBANON	Abu Dhabi
MAURITIUS	Dubai

MAKE



**TOMORROW,
TODAY**