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## Deloitte Global Chief Executive Officer and Chairman of the Board letter

The Fourth Industrial Revolution (Industry 4.0) has arrived—and with it, a profound shift in how humans live and work.

Industrial revolutions have reshaped the world four times over the past four centuries. Deloitte was born as the First Industrial Revolution wound down, and helped bring accountability to the burgeoning railroad and manufacturing industries, and trust to capital markets.

The Second Industrial Revolution was marked by a wave of globalization, as innovations in rail, steam power, telegraph, and electricity facilitated greater movement of people and information. Around the world, Deloitte – and firms that would later be part of Deloitte—served clients with the increasingly sophisticated accounting procedures needed to support the rise of multinational corporations.

The emergence of the consulting profession as we know it, and enhancement of professional practices and tools used by accountants, occurred in response to the Third Industrial Revolution. Since that time, Deloitte has been at the forefront of the development of these professions, evolving to meet client needs and serve the public interest in the changing business environment.

And now Industry 4.0 brings the physical and digital worlds together, at a pace unmatched by previous industrial revolutions, embedding the power of data, analytics, and mobility into everything we do. Tremendous opportunities emerge almost daily, and organizations that are ready to seize these opportunities know that:

- Relevancy requires vision, deep insights, and speed
- Excellence stems from blending disciplined execution with innovation and transformative ideas
- Evolving needs of clients and professionals necessitate smart collaboration and strong relationships
- Getting results starts with asking the right questions and making a steadfast commitment to purpose as the inspiration for operational and talent strategies
- Advancing society means thinking beyond business implications

Deloitte is prepared to take on the challenges of a changing world, to seize the opportunities of a new era, and to advise clients as they do the same. Deloitte is ready. Are you? Explore our 2017 Global Impact Report to learn more.

Sincerely,

Handwritten signature of Punit Renjen in black ink.

Punit Renjen,  
Deloitte Global Chief Executive Officer

Handwritten signature of David Cruickshank in black ink.

David Cruickshank,  
Deloitte Global Chairman of the Board



Punit Renjen,  
Deloitte Global Chief Executive  
Officer



David Cruickshank,  
Deloitte Global Chairman of  
the Board