

Strategy, outlook, and acquisitions

Business choices aim to separate Deloitte from the pack

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Deloitte has a far-reaching network and multidisciplinary model, with deep institutional knowledge that allows member firm professionals to deliver exceptional services across a range of industry sectors. Deloitte is an innovator that is expanding its capabilities in areas such as cognitive technologies, cloud computing, digital applications, cyber, risk, and crisis services.

Deloitte's aspiration is to be the undisputed global leader in professional services. This means being the first choice for clients; being the premier career destination for top talent; being a role model of quality, integrity, and positive change; and helping solve the toughest global challenges. We are intent on being the best, not necessarily the biggest.

Within the context of our Purpose—making an impact that matters—five strategic business priorities define our path forward: client leadership, business leadership, geographic leadership, talent leadership, and network leadership.

That's what Deloitte's strategy is all about—strengthening our businesses, empowering our talent, and backing them with an exceptional network to serve the world's most important organizations. We are executing these choices with passion and rigor against an ever-evolving external backdrop that continues to challenge Deloitte and our competitors in each of our businesses. The disruptions Deloitte continues to confront include:

- **Increasing geopolitical changes** that are reshaping the global marketplace, shifting the balance of power, and creating new hotspots of political unrest;
- **Continued economic volatility and uncertainty**, causing financial risk in some parts of the world and shifting the balance of our investments across developed and emerging markets;
- **Rapidly shifting technology paradigms** where data proliferation, open innovation, and data analytics are exploding, while cyber security threats worsen;
- **Regulatory changes**, including the potential for a markedly different global regulatory landscape to emerge at the end of a protracted period of change across several markets; and
- **Fluid geographic challenges** presented by the expanding scale of multinationals operating in different markets, creating the demand for seamless cross-border services.

Guided by past strategic choices, Deloitte has thrived in the midst of economic adversity and dramatic market changes. Deloitte is confident our current strategy and Purpose-led approach position the organization to accelerate its success and achieve its goal of undisputed leadership.



Strategic acquisitions

Deloitte's FY2015 acquisition activity focused on adding specific capabilities aligned with growth areas identified in our strategy. Key member firm acquisitions included:

- GMK Partners, a boutique provider of chartered accounting services to high-net-worth clients in Australia (Deloitte Australia).
- KD Johns & Co., an Australian tax and business advisory firm (Deloitte Australia).
- Hervé Schauer Consultants, a network security consulting agency in France (Deloitte France).
- Visser Consulting, a leading provider of regulatory, safety, and environmental compliance services to energy companies in western Canada (Deloitte Canada).
- Licetus, a Germany-based provider of software asset management services in Europe (Deloitte Germany).
- Kavanagh Fennell, one of Ireland's leading corporate recovery and insolvency services firms (Deloitte Ireland).
- Analytics Group, an Australian consultancy offering CFO-level advisory services and operational support (Deloitte Australia).
- AXOA, a French services company specializing in software-as-a-service (SaaS) solutions (Deloitte France).
- The Lonsdale Group, an Australian boutique that provides consulting and advisory services for cloud-based systems (Deloitte Australia).

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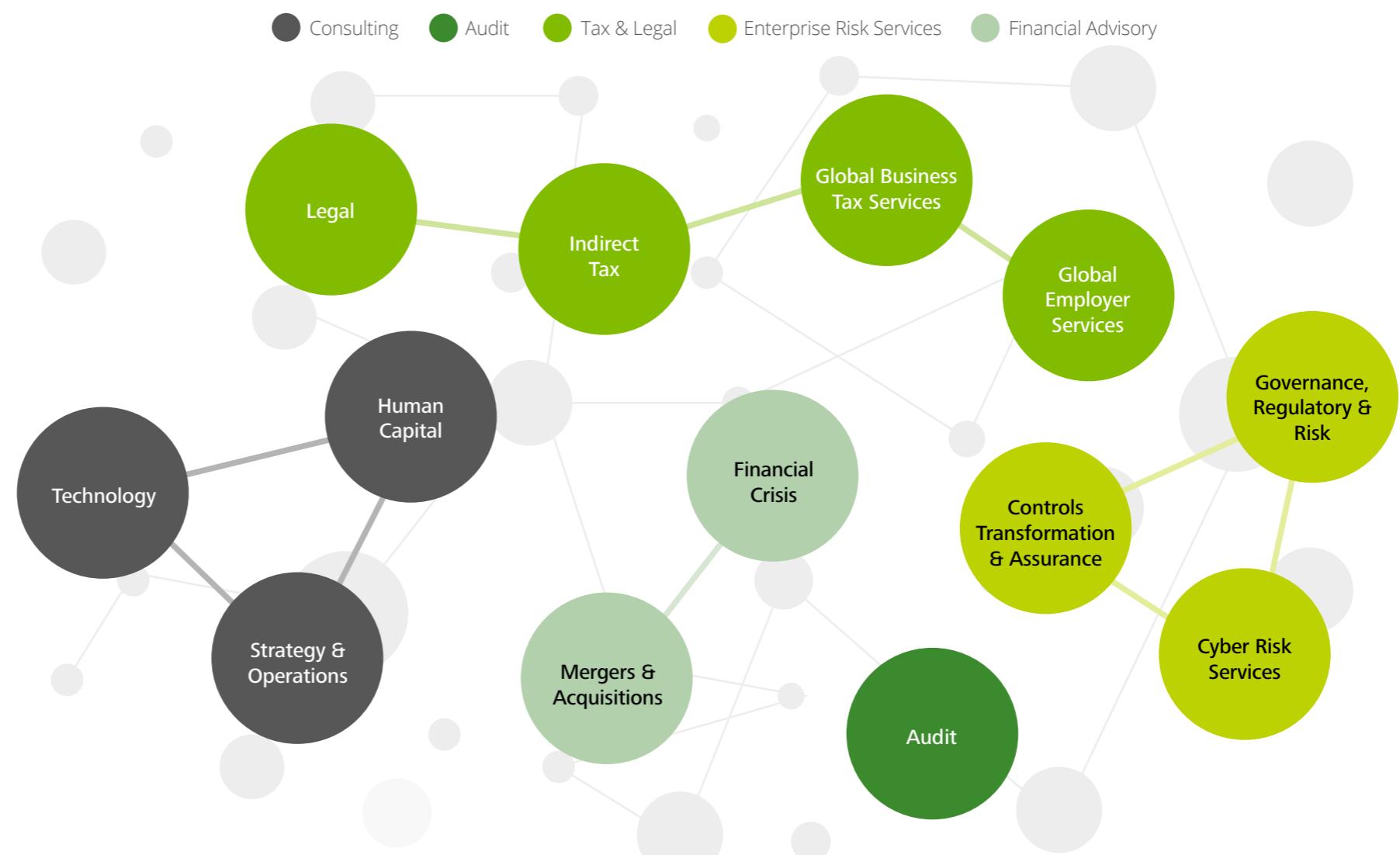
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DELOITTE CORE SERVICES

Solving complex problems is Deloitte's passion. We've built our world-class businesses to effect change that matters, and to deliver transformational impact for clients and the communities in which we work. Deloitte's operating model allows our businesses to work better together and enables sustained enhancement and innovations to service capability and cross-border delivery, and talent development and deployment. Our multidisciplinary portfolio empowers Deloitte professionals to deliver deep business capability and industry insights across a broad spectrum of services.



The above list of services is a representative sampling of Deloitte's cross-business capabilities. Deloitte offers many services, not all of which are available from every Deloitte member firm and not all of which are permissible for audit clients under various professional and regulatory standards.

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