

**Risk powers performance**  
Reveal untapped opportunities

2019  
For private circulation only

Today's business climate is characterised by disruption and volatility. At Deloitte, we help businesses gain a new view of risk—seeing risk management as a vital performance lever, revealing untapped opportunities to create competitive advantage.



# One of the world's leading professional services organisation



## Deloitte Global FY2018

Global Firm

286,200+

professionals located in over 150 countries

Reach

Deloitte member firms serve

88%

of the 2018 Fortune Global 500®

Revenue

US \$ 43.2  
BILLION

Members

10,600

Partners and Principals

## India presence



### Deloitte India Services

- Consulting
- Risk Advisory
- Financial Advisory
- Tax & Regulatory
- Assurance

10,000+

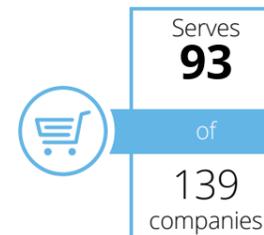
Professionals

14

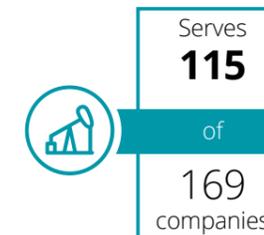
Locations

### India client base (November 2018 BT500\*)

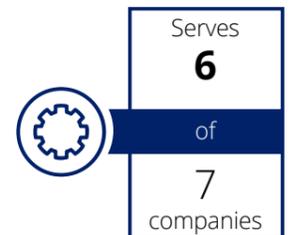
#### Consumer & Industrial Products



#### Energy & Resources



#### Public Sector



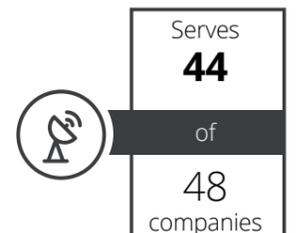
#### Financial Services



#### Life Sciences & Healthcare



#### Technology, Media & Telecom



# Risk Advisory overview

Deloitte helps companies mitigate risk while discovering new opportunities to create value. Our end-to-end risk services span all domains, from managing strategic risks in the C-Suite to improving board oversight, and from balancing financial and environmental policies to addressing cyber threats.

Leading organisations understand that risk is a source of competitive advantage. By managing risk more effectively these organisations unleash their full potential, creating and protecting value for all of their stakeholders.

# Key risk areas

## Strategic and Reputation Risk

## Regulatory Risk

## Financial Risk

## Operational Risk

## Cyber Risk



## Strategic and Reputation Risk

Deloitte helps organisations make risk-informed strategic choices and respond to disruptions to grow their business and protect their reputation. C-suite and boards need the right insights, best-in-class corporate governance, and a risk culture aimed at driving value.

### Our services



#### Corporate Governance

We assist boards and their members to become more effective in overseeing their organisation's key risks, strategy, and overall governance structure.



#### Strategic Risk

We identify, monitor, and provide insights on trends and disruptors that can impact competitive advantage, market position, and long-term performance.



#### Brand and Reputation Risk

We manage and measure brand, reputation, and customer experience, giving organisations the tools and insights to build a resilient and differentiated brand and customer experience.



#### Crisis Management

We help clients prepare for, respond to, and emerge stronger from any major crisis, with services, including enterprise crisis programmes, crisis readiness using simulations, rapid response, effective communication to stakeholders, and recovery programmes.



#### Sustainability

We develop, monitor, assure, and report on sustainability missions that address key stakeholders' social, ethical, environmental, and other non-financial needs.





## Regulatory Risk

Deloitte helps organisations anticipate and adapt to changes in the regulatory environment, and build better programmes and controls to address the wide variety of regulations and regulatory risks. We work with clients and regulators on effective remediation in response to compliance events.

### Our services



#### Regulatory Strategy

We develop regulatory strategies, structures, and processes that enable a proactive, forward-looking assessment of regulatory trends and their impact on business models.



#### Regulatory Response

We help clients respond to specific breakdowns in their regulatory compliance programmes, which are often driven by actual, or the prospect of, regulatory censure.



#### Regulatory Compliance

We assist clients in designing, assessing, and transforming their enterprise compliance programmes to preserve organisational value and create competitive advantage.

## Financial Risk

Deloitte helps organisations across the full life cycle of financial transactions. From governance and processes to technology and reporting, our services can enhance transparency, efficiency, compliance, and financial integrity.

### Our services



#### Market and Credit Risk

We assist clients in asset level reviews, analytics and cash-flow modelling, structural and document review, and post-closing compliance testing.



#### Capital Management, Liquidity and Treasury Risk

We transform and globally scale clients' treasury and commodity trading capabilities focused on large company events, including M&A, finance transformation, responding to regulatory requirements and changing market conditions from commodity and currency volatilities, and liquidity conditions.



#### Accounting and Financial Reporting Risk

We assist companies with changes in accounting and regulatory requirements, capital markets transactions, acquisition, and divestiture transactions.

## Operational Risk

Deloitte helps organisations transform the ways they leverage people, third-party relationships, technology, data, business processes and controls to manage operational risks and elevate business performance. Developing integrated, strategically aligned operational risk management solutions allows organisations to make optimised business decisions.

### Our services



#### Internal Audit

We help transform internal audit functions to make improvements in internal control and process efficiency and assist internal audit functions on their strategy and purpose, resourcing models and technology.



#### Assurance

We offer specialised information technology audit services to deliver risk and controls, audit analytics to extract insights from data, as well as third-party assurance to manage risks from the extended enterprise.



#### Conduct Risk

We help organisations assess and evolve the values, beliefs, tone, conduct and understanding of risk culture to align with their strategy and business practices.



#### Extended Enterprise Risk Management

We evaluate and manage third-party risk related to outsourcing, licensing, alliances, and other business partnerships across the organisation to maximise business performance, streamline information technology and licensing costs, and optimise supply chains.



#### Operational Risk and Transformation

We help clients transform the ways in which they leverage people, technology, data, business processes and controls to address their operational risks and drive business performance.



#### Technology and Data Risk

We help clients transform their enterprise-wide technology and data management frameworks to improve decision-making at the senior stakeholder level.



# Thought leadership

## Cyber Risk

Deloitte helps organisations prevent cyberattacks and protect valuable assets. We believe in being secure, vigilant, and resilient—not only by looking at how to prevent and respond to attacks, but at how to manage cyber risk in a way that allows you to unleash new opportunities. Embed cyber risk at the start of strategy development for more effective management of information and technology risks.

### Our services



#### Cyber Strategy

We help executives develop a cyber risk programme in line with the strategic objectives and risk appetite of the organisation.



#### Secure

We focus on establishing effective controls around the organisation's most sensitive assets and balancing the need to reduce risk, while enabling productivity, business growth, and cost optimisation objectives.



#### Vigilant

We integrate threat data, IT data and business data to equip security teams with context-rich intelligence to proactively detect and manage cyber threats and respond more effectively to cyber incidents.



#### Resilient

We combine proven proactive and reactive incident management processes and technologies to rapidly adapt and respond to cyber disruptions whether from internal or external forces.



#### The culture of risk:

The importance of managing conduct risk and maintaining an effective risk culture across the business

This publication highlights the importance of considering conduct risk within a financial institution's overall risk management framework.

#### Cyber security: The changing role of the Board and the Audit Committee

Cyber security has become a high priority on the agenda of Boards and Audit committees. Effective risk management is the product of multiple layers of risk defense. Business should support the board's need to understand the effectiveness of cyber security controls.



#### Moving towards a robust control framework : Next generation controls

The document, while highlighting the various business processes addressed by NGC framework, also elaborates on the key objectives and success factors for implementing Next Generation Controls. The document further details our approach, methodology and key deliverables while implementing NGC.



#### Internal audit insights : High impact areas of focus

Our latest Internal Audit Insights series identifies eleven areas of high impact for Internal Audit in the year ahead. It also explains why these areas are important to stakeholders and how Internal Audit might approach the area in upcoming audit plans.



#### Software Asset Management : Enhanced software value and lesser risk

With the increased focus on IT efficiency, the growing challenges of managing an organisation's software assets have become clumsy to manage, exposing the organisation to financial and operational risk liabilities. To manage this terrain more effectively, companies should take the action steps in order to understand how much software they have deployed and have licensed.



#### The future of risk: Ten trends

This report profiles 10 trends that have the potential to significantly alter the risk landscape for companies around the world and change how they respond to and manage risk.



Deloitte has consistently received strong ratings from industry analysts for its risk-related and consulting services



Named a **Global Leader in Security Operations Consulting** by ALM Intelligence

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Ranked **#1 Globally in Security Consulting based on revenue** by Gartner

Source: Gartner, Market Share Analysis: Security Consulting, Worldwide, 2015, Jacqueline Heng, Elizabeth Kim, April 2016



Named a **Leader in Enterprise Risk Management Consulting based on breadth and depth of capabilities** by ALM Intelligence

Source: ALM Intelligence; Enterprise Risk Management Consulting 2017; ALM Intelligence estimates © 2017 ALM Media Properties, LLC. Reproduced under license



Named a **Leader in Information Security Consulting based on current offering and strategy** by Forrester

Source: Forrester Research, Forrester Wave™: Information Security Consulting Services, Q1 2016", Martin Whitworth, January 29, 2016



Named a **Global Leader, ranked #1, in Risk Consulting in Financial Services based on capabilities and revenue** by Kennedy

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Named the **Leader in Crisis Advisory in Financial Services based on breadth and depth of capabilities** by Kennedy

Source: Kennedy Consulting Research & Advisory; Event-Driven Consulting in Financial Services Crisis Advisory in the New Regulatory Framework; Kennedy Consulting Research & Advisory estimates © 2015 ALM Media Properties LLC. Reproduced under license



Named a **Leader in Reputation Risk & Crisis Management based on breadth and depth of capabilities** by ALM Intelligence

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Named a **Global Leader in Cyber Security Consulting based on capabilities** by ALM Intelligence

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