Challenges are only challenges until you look at them from the right perspective.
until you look
at them from
the right
perspective.
Vision & philosophy

Deloitte Luxembourg is led by people motivated by a common objective: to help you achieve your goals and overcome even the most complex and sensitive of challenges

There is a universal truth across industries and markets: the pace of change is accelerating and it is set to stay that way. The foundations of our firm are specifically designed to help you manage these steps by anticipating your forthcoming challenges and understanding your present and future needs. With this in mind, and because we strongly believe in the benefits of collaborative work, we place our relationship with you at the centre of everything we do; our core service values of quality, trust and respect are at the heart of all our interactions.

At Deloitte, we do not believe that one size fits all, which is why we always provide the right solutions designed for your specific industry, marketplace and above all, your unique situation. Whatever your area of activity, we can deliver the experience and knowledge required to create tailor-made solutions which add value to your organisation.

We are different in that we are a truly multidisciplinary firm, with a very well balanced team of professionals across our three core service offerings: audit, tax and consulting.

Another distinctive feature is our structure: we are a locally owned and independent firm with the required flexibility to respond and adapt quickly to your needs and the changing environment, whilst still being able to leverage the strengths of the international Deloitte network.

With all these qualities, Deloitte Luxembourg is ideally placed to meet your particular needs - let’s discuss how our evolving range of innovative ideas and practical strategies can help you achieve all your goals, and even more!

Yves Francis
Managing partner
There is a place where sophistication meets clarity. In this place, we work hard to attract people that are sharp enough to stay humble yet experienced enough to go straight to your point. We nurture an environment in which we build knowledge and expertise, thus creating a world of opportunities for those who are ready to seize them. All this to grow people you’d like to sit with shoulder-to-shoulder, focusing on your questions.

Our talent strategy sets high standards of behaviour and gears people towards delivering results beyond expectations. The day we have the privilege to serve you is the day when you trust and can count on our people.

Quality is a pillar of our strategy as our brand relies on the excellence of the services that we provide.

To ensure that everyone within Deloitte Luxembourg strives to attain the same standards of excellence, we all adhere to a clearly-defined quality charter, articulated around 10 key principles.

To deliver beyond our own standards of excellence, and because the way we communicate with you ultimately determines the quality of our services, we seek regular feedback from you through a formal and rigorous satisfaction assessment process. This ensures that we perform according to your highest expectations.

Finally, for your peace of mind, quality has to be carried all the way through. And because quality is not an act, but a habit, we make sure that it continuously guides our day-to-day work.

Raymond Krawczykowski
Talent leader

Sophie Mitchell
Quality & excellence leader
Our ultimate objective is to become the partner of choice for your commercial development. We strive to build trusting and long-term relationships with you.

We strongly believe that in order to do so, we must build up an expert to expert dialogue. To achieve this, we have made major investments over many years in recruiting senior experts in different key industries including asset management, banking, insurance, public sector and SMEs. These professionals have enabled us to expand our service offering and give you the added-value you seek.

Furthermore, as your trusted advisor, we are committed to constantly keeping you up-to-date with the latest industry, regulatory or tax changes, thus ensuring our services and products are in line with your very specific needs.

Vincent Gouverneur
Clients & markets leader
Deloitte Luxembourg, a centre of excellence
In Luxembourg…

With more than 70 partners and 1,400 employees, Deloitte Luxembourg (www.deloitte.lu) is amongst the top professional service firms in the market. For over 60 years, we have delivered high quality added-value services to both national and international clients, offering a full range of services in the fields of audit, tax, financial advisory and consulting.

To meet our clients’ needs, we have created specific and tailor-made service teams with professionals experienced in their sector of expertise. Many of our staff have previously occupied senior positions in the financial services industry including banking, funds and insurance, as well as commercial industries, industrial and public sectors. Throughout the years, whilst respecting the strictest independence rules in relation to our audit clients, we have developed an integrated business model bringing together a vast pool of competencies, allowing cross service line exchange of advice and support to ensure all our clients receive the assistance they expect.

Furthermore, as a result of many of our clients being based abroad and in many cases beyond the borders of our continent, we are helping to contribute to the growing international influence of Luxembourg.

With a multicultural workforce comprised of approximately 50 different nationalities, we are committed to facilitating dialogue and understanding the needs of our clients around the world. Moreover, the opening of three representative offices in New York, Hong Kong and London is also helping to bring our clients and our firm closer together, whilst extending Luxembourg’s influence beyond its borders.

Our partners are very active and play a leading part in not only most of the major Luxembourg professional associations and Chambers of Commerce, but also work very closely with government institutions.

Worldwide

Deloitte Luxembourg is a member of the global network of Deloitte Touche Tohmatsu Ltd (www.deloitte.com), an international audit, tax and consulting organisation present in over 150 countries.

As a leading professional services firm, Deloitte provides services to around half of the world’s largest companies, as well as to large national enterprises, public institutions and successful, fast-growing global companies.

An extensive network, giving access to the intellectual capital of 200,000 professionals worldwide
Luxembourg - The gateway to expanding your business in Europe

**Culture**
- A diverse and multi-lingual culture
- A highly skilled workforce
- Several research and innovation programmes
- EU institutions presence

**Location**
- Central position in Europe
- Major capitals accessible within two hours
- Access to a market of 500 million consumers
- Highly effective logistics hub

**Regulations**
- Strict confidentiality enshrined in national law
- Strong personal data protection
- Business-oriented legal and regulatory environment

**Infrastructure**
- State-of-art connectivity infrastructure
- Vast offering of data and business continuity centres plus ICT services
A highly skilled multilingual and multicultural workforce, a dynamic legal and regulatory framework combined with a full range of diversified and innovative financial services are just some of the factors that make Luxembourg one of the most popular financial centres in the world.

Luxembourg boasts over 140 banking institutions from 25 countries and, in terms of assets under management, its investment fund industry is the second largest player worldwide after the U.S.

The Grand Duchy of Luxembourg is also renowned for its competitive tax regime for foreign holding and financing activities. A wide array of tailor-made incentives for investment allows international groups to take advantage of one of Europe’s most competitive and effective tax rates for commercial and manufacturing activities. For years, the Luxembourg tax authorities have been praised for their proximity and proactivity in their constant work to put in place the most up-to-date and innovative fiscal and legal environment.

Situated at the heart of Europe, Luxembourg has evolved as an international logistical hub for contract, air freight-based and value-added services. Its proximity to the principal European capitals combined with the high quality of its communication and transport infrastructure, make Luxembourg an ideal platform for rapid low-cost entry into Europe’s main consumer markets. Many international groups specialising in manufacturing and logistics have recognised these benefits and successfully established their European operating base in Luxembourg.

Recent official surveys have classified Luxembourg’s economy as one of the most competitive worldwide. This healthy economic environment translates into one of the highest GDP per capita in the world with one of the lowest unemployment rates in Europe. The strong political stability, recognised prominence and its position as a role model in European politics combined with being the headquarters of major European institutions such as the European Commission and the European Investment Bank, contribute to providing sound assurance to international investors.

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A specific approach to business: our integrated strategy

We offer our clients a range of services that is not only pre-eminent but also the widest available in Luxembourg to meet the ever-increasing needs of a growing number of investors and businesses for a fully integrated solution, acting as a cross-border and cross-functional service firm.

These strategic offerings, together with both our industry and geographic approaches to the market, enable us to identify new business opportunities for our clients and to take a proactive approach when faced with a changing business environment.

Our priority: to help our clients excel

At Deloitte, we are focused on developing and maintaining a trusting and long-term relationship with our clients, based on understanding and collaborative work.

Our leading industry experts keep our national and international clients regularly updated on the latest trends and changes impacting their business through regulatory alerts, white papers, brochures, tailor-made workshops and training seminars, as well as webinars.

We consolidate knowledge, methodology and the highest levels of ethics and integrity to deliver the utmost quality of professional services.

This client-centric approach, together with our well-proven methodologies and our ability to function in multicultural, multi-jurisdictional and multilingual environments, are the key factors in building the valued relationship for which we are praised by our clients, to their utmost satisfaction.
Five reasons to work with Deloitte

1. We know and understand your needs
   Our approach is based on collaborative work with you and your teams.

2. We know and understand your industries
   Deloitte is composed of multi-disciplinary teams with in-depth industry expertise.

3. We have the know-how
   Deloitte’s skills and methodologies support the implementation of various large scale projects: international audits, operations migration, RFPs, system selection and implementation, international mergers.

4. We can cover the entire needs
   With a single point of entry, Deloitte’s team can assist you with all your challenges, from project inception to the implementation of the solution or new organisation.

5. We are at the fore-front of regulatory technology and environmental changes
   Our work is based on clear insights into business challenges and innovative solutions, for which we have a proven track record and the know-how through our cross-functional expertise.

Our industries

- Investment Management & Hedge Funds
- Banking
- Insurance
- Real Estate & Private Equity
- Financial Sector Professionals (PSF)
- Luxembourg Public Sector
- Commerce & Industry
- Life Science & Healthcare
- EU & Supranational Organisations
- Technology, Media & Telecommunications
Deloitte’s service offering

Audit

Our audit services go beyond merely meeting the statutory regulatory requirements. We can assist you with improving your performance. We listen to your needs, consider the associated business implications, and tailor our approach accordingly to provide you with the best-in-class client service.

Our audit approach, methodology and supporting technologies are considered as benchmarks within our profession. Through systematic analysis of risks specific to key business processes, we derive critical focus on areas, transactions and events that are material to the quality and credibility of your financial reporting.

As registered auditors and recognised national and international experts, we are committed to providing you with the professional advice and assurance on your controls and accounting systems all year round. Central to our approach is the determination of the relevant risks through careful assessment of the industry in which you operate and its defining features and activities.

We understand your operations, and the specific issues you face, enabling us to provide you with the relevant advice, anticipate complex business challenges, and even recommend preventive actions, in an ever-changing business environment.

Our wide range of clients allows us to have a helicopter view of best practices of the market and to benchmark your procedures to that of your industry peers, a most valuable commodity in competitive times.

Advisory & Consulting

Our distinctive client-centric working culture translates into five pillars of core competencies encompassing:

1. Strategy and corporate finance
2. Operations and human capital
3. Technology and enterprise applications
4. Risk, compliance and attest
5. Outsourced solutions

Our straightforward approach is known for effectively solving our clients’ most complex business challenges. Our teams are drawn from a multitude of backgrounds with considerable field experience. We work hand-in-hand with you to understand your businesses and improve your performance, increase shareholder value and create a competitive edge.

In Luxembourg, our main focus is on the financial services and public sectors, but we also work for major European and global industrial groups. We provide comprehensive financial, economic, and strategic advice to you throughout every phase of their economic cycle. Our proven track record for producing results and a reputation for client satisfaction speak for themselves.
Having timely access to accurate tax information and solutions is crucial for the successful growth and positioning of corporations in today’s global economy. Being able to understand, in advance, the tax implications of your business decisions and keeping abreast of the latest regulatory developments in both domestic and international legislation are two key elements which can help you shape your innovative business strategy.

Diversification of assets has become a necessity in today’s complex world. Considered as an investment strategy, portfolio diversification aims to decrease the volatility of returns and the risk of losses. Diversification operates not only across asset classes but also across geographical regions. This resulting increase in international trading makes transfer pricing one of the major inevitable tax issues facing multinational groups. Consequently we provide services that can help you to better understand and optimize your tax position. Our global network is key to ensuring that your most challenging tax concerns are addressed in a coordinated way by subject matter and industry experts based locally and abroad.

We are committed to supporting you to steer your business through this ever-changing environment by sharing, on an on-going basis, our experience and our innovative tax solutions. We can assist you with quantifying and monitoring your world-wide tax exposure, assess the various tax opportunities and interact with local tax authorities on your behalf as required.

Whether your focus is on real estate, investing in private equity, or operating as a large multi-national corporation, our accounting services team will work with you to develop and implement the quality solutions you need both today and in the future. The combination of our specialist skills, industry expertise and on-going investment allows us to anticipate complex business problems resulting from regulatory change and to recommend innovative accountancy solutions.

Depending on your requirements and challenges, our experts can provide timely and reliable financial information during all stages of your company’s life cycle either through tailored services to meet your specific needs or to provide a full compliance package. Our dedicated team ensures your reporting deadlines are met through rigorous compliance focusing on long term collaboration. One of our priorities is to provide a complete approach by engaging with other departments as required.

Our services are also geared towards anticipating market demands such as IFRS, consolidation and U.S. GAAP reporting. Our resources and experience enable us to provide you with market leading services together with the in-depth knowledge of our accounting service team across all your business jurisdictions.
Our integrated services offering at a glance...

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A high quality of service, leading to local and international recognition

- **Professional Service Firm of the Year 2011**
  marking the second occasion Deloitte has been awarded with top honours, 13 April 2011
  (Real Deals Private Equity Awards)

- **Best Luxembourg Tax Firm 2012**
  (International Tax Review)

- **Largest Global Financial Services Consulting Provider**
  based on 2010 Management Consulting revenue (Kennedy Consulting Research & Advisory;
  Financial Services Consulting Marketplace 2010-2014; © 2011 Kennedy Information, LLC.
  Reproduced under license)

- **Largest Management Consulting Practice**
  by revenue, 2010 (Kennedy Consulting Research & Advisory; Global Consulting Marketplace
  2011-2014; © Kennedy Information, LLC. Reproduced under licence)

- **European Transfer Pricing Firm of the Year 2012**
  (International Tax Review)

- **Best IT Advisory Company of the Year 2011**
  (IT One)

- **Best HR Strategy firm 2012**
  (HR One)

- **Top 5 World’s Most Attractive Employer 2012, in the business category**
  (Universum’s Global Top 50 list)

- **Entreprise Socialement Responsable**
  (INDR accreditation)

- **Winner of the Prix Santé en Entreprise 2012**
  (Luxembourg Health Ministry)

- **Action Positive** accredited by the Luxembourg Ministère de l’Égalité des Chances
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Due to the constant changes and amendments to Luxembourg legislation, Deloitte cannot assume any liability for the content of this leaflet. It shall only serve as general information and shall not replace the need to consult your Deloitte adviser.

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Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

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Designed and produced by MarCom at Deloitte Luxembourg

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