

**Document information**

Taxonomy	<a href="http://www.nltaxonomie.nl/10.0/report/kvk/entrypoints/cooperations/kvk-rpt-jaarverantwoording-2015-nlgaap-cooperaties-groot-horizontaal-categoriaal-direct.xsd">http://www.nltaxonomie.nl/10.0/report/kvk/entrypoints/cooperations/kvk-rpt-jaarverantwoording-2015-nlgaap-cooperaties-groot-horizontaal-categoriaal-direct.xsd</a>
View	Presentation linkbase; this document contains unbound facts

**Balans**

	<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
	31/05/2016	31/05/2015
		01/06/2015 - 31/05/2016
<b>Balance sheet [title]</b>		
<b>Balance sheet before or after appropriation of results</b>		
Consolidated [member]		Voor
Separate [member]		Voor
<b>Assets [title]</b>		
<b>Non-current assets [title]</b>		
<b>Intangible assets</b>		
Consolidated [member]	EUR 14,104,000	EUR 15,630,000
Goodwill [member]	EUR 8,490,000	EUR 10,557,000
Consolidated [member]	EUR 14,104,000	EUR 15,630,000
Intangible assets [member]		
Consolidated [member]	EUR 14,104,000	EUR 15,630,000
Research and development costs, not internally generated [member]	EUR 5,614,000	EUR 5,073,000
Consolidated [member]		
<b>Property, plant and equipment</b>		
Consolidated [member]	EUR 65,184,000	EUR 68,355,000
Land and buildings [member]	EUR 35,621,000	EUR 39,553,000
Consolidated [member]	EUR 11,170,000	EUR 12,457,000
Machinery [member]		
Consolidated [member]	EUR 12,278,000	EUR 16,189,000
Other property, plant and equipment [member]		
Consolidated [member]	EUR 65,184,000	EUR 68,355,000
Property, plant and equipment [member]		
Consolidated [member]	EUR 6,115,000	EUR 156,000
Property, plant and equipment under construction and prepayments of property, plant and equipment [member]		
Consolidated [member]		
<b>Financial assets</b>		
Consolidated [member]	EUR 25,395,000	EUR 4,941,000
Deferred tax assets [member]	EUR 19,125,000	EUR 0
Consolidated [member]	EUR 25,395,000	EUR 4,941,000
Financial assets [member]		
Consolidated [member]	EUR 82,476,000	EUR 0
Financial assets [member]		
Separate [member]	EUR 34,601,000	EUR 0
Investments in group companies [member]		
Separate [member]	EUR 734,000	EUR 2,331,000
Other investments in participating interests [member]		
Consolidated [member]	EUR 5,536,000	EUR 2,610,000
Other receivables (non-current) [member]		
Consolidated [member]	EUR 47,875,000	EUR 0
Receivables from group companies (non-current) [member]		
Separate [member]	EUR 82,476,000	EUR 0
Separate [member]		
<b>Non-current assets</b>		
Consolidated [member]	EUR 104,683,000	EUR 88,926,000
<b>Current assets [title]</b>		
<b>Receivables</b>		
Consolidated [member]	EUR 206,452,000	EUR 198,223,000
Separate [member]	EUR 6,832,000	EUR 0
<b>Cash and cash equivalents</b>		
Consolidated [member]	EUR 66,602,000	EUR 18,971,000
<b>Current assets</b>		
Consolidated [member]	EUR 273,054,000	EUR 217,194,000
Separate [member]	EUR 6,832,000	EUR 0
<b>Assets</b>		
Consolidated [member]	EUR 377,737,000	EUR 306,120,000
Separate [member]	EUR 89,308,000	EUR 0
<b>Equity and liabilities [title]</b>		
<b>Equity [title]</b>		
<b>Share capital</b>		
Separate [member]	EUR 6,400,000	EUR 0
<b>Legal reserves</b>		
Separate [member]	EUR 5,614,000	EUR 0
<b>Other reserves</b>		
Separate [member]	EUR -59,017,000	EUR 0
<b>Result for the year</b>		
Separate [member]	EUR 11,854,000	EUR 0
<b>Equity</b>		
Equity [member]	EUR -35,149,000	EUR 0
Separate [member]		
Legal reserves [member]	EUR 5,614,000	EUR 0
Separate [member]		
Other reserves [member]	EUR -59,017,000	EUR 0
Separate [member]		
Result for the year [member]	EUR 11,854,000	EUR 0
Separate [member]		
Separate [member]	EUR -35,149,000	EUR 0
Share capital [member]	EUR 6,400,000	EUR 0
Separate [member]		
<b>Provisions</b>		
Consolidated [member]	EUR 8,115,000	EUR 6,377,000
Other provisions [member]	EUR 1,247,000	EUR 285,000
Consolidated [member]	EUR 1,972,000	EUR 2,286,000
Provision for disposal obligations [member]		
Consolidated [member]	EUR 2,148,000	EUR 1,400,000
Provision for legal proceedings [member]		
Consolidated [member]	EUR 374,000	EUR 549,000
Provision for pension obligations [member]		
Consolidated [member]	EUR 8,115,000	EUR 6,377,000
Provisions [member]		
Consolidated [member]	EUR 2,374,000	EUR 1,857,000
Restructuring provision [member]		
Consolidated [member]		
<b>Non-current liabilities (exceeding one year)</b>		

## Balans

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>		
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
	Consolidated [member]	EUR 220,512,000	EUR 154,741,000	
	Separate [member]	EUR 117,800,000	EUR 0	
	<b>Current liabilities</b>			
	Consolidated [member]	EUR 184,259,000	EUR 138,352,000	
	Separate [member]	EUR 6,657,000	EUR 0	
	<b>Equity and liabilities</b>			
	Consolidated [member]	EUR 377,737,000	EUR 306,120,000	
	Separate [member]	EUR 89,308,000	EUR 0	

## Bestuursverslag

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Management report [title]</b>			
Management report, exemption and reference to location of availability	<p>This is our first fully Integrated Annual Report. It contains and integrates our separate Annual Report and Sustainability Report for the year ended May 31, 2016. In the prior year, separate versions of these reports were published on July 15, 2015. This Integrated Annual Report contains an overview of our value creation model and related performance, and provides insight into the execution of our strategy in the period June 1, 2015 through May 31, 2016.</p> <p>In writing this report, we have endeavoured to build a bridge between the mandatory standards applicable to Deloitte for financial reporting, and voluntary standards such as those from the International Integrated Reporting Council (IIRC) and the Global Reporting Initiative (GRI). Our Report starts with the Report from our Supervisory Board and is followed by a performance focused Report from the Executive Board. In the section 'Our impact', which is the heart of this Report, we focus on value creation and on explaining how our Strategy 2020 is enabling us to create value for our stakeholders. In 'Our interactions with stakeholders' we provide insight into our stakeholder engagement and the results of this engagement. The section 'Our way of working' gives insights into how we are organised, how we guide our policies in ethics and integrity, and the risks and opportunities we see in the near future and in the longer term. Our financial statements and disclosures are included in Annex 1 while our sustainability performance is included in Annex 2. By choosing for this setup, we express our vision and related integrated performance and reporting. We aim to discuss this vision with our stakeholders in order to fine-tune and evolve our approach in the coming years.</p> <p>This Report has been compiled using the International &lt;IR&gt; Framework of the IIRC, the G4 Sustainability Reporting Guidelines of the GRI, and NL GAAP for reporting our financial statements. Please refer to Annex 1 for the Financial Statements and to Annex 2 for the GRI Reference Table. With regards to sustainability, in preparing this Report, we have followed the 'Comprehensive In Accordance' option that is externally assured by our auditors EY. This Report and its annexes also serve as the Communication on Progress, as prescribed by UN Global Compact, to which Deloitte Netherlands is a signatory.</p> <p>Scope</p> <p>In this Report, Deloitte refers to Coöperatief Deloitte U.A. and its fully owned subsidiaries as listed in the 'Notes to the company financial statements' in Annex 1. Coöperatief Deloitte U.A. was founded on April 10, 2015. On June 1, 2015 the shareholding companies of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. in a membership of Coöperatief Deloitte U.A.</p> <p>As a result of obtaining all the shares of Deloitte Holding B.V., as of June 1, 2015 Coöperatief Deloitte U.A. is the ultimate parent of Deloitte Holding B.V. and its subsidiaries. In this merely concerns a change in the legal structure on behalf of the ultimate owners of Deloitte Holding B.V. and Coöperatief Deloitte U.A. respectively, the transaction was accounted for using the pooling of interests method and the consolidated financial statements of Coöperatief Deloitte U.A. are a continuation of the existing group of Deloitte Holding B.V. (including comparative information).</p> <p>In May, 2016, and in accordance with the vote taken by the members of Coöperatief Deloitte U.A. and the board of InterNos, Deloitte Holding B.V. became the sole board member of Stichting InterNos and as a consequence, Stichting InterNos has been consolidated as part of Deloitte.</p> <p>Deloitte Holding B.V. is the Netherlands' member firm of Deloitte Touch Tohmatsu Limited (DTTL). Please refer to <a href="http://www.deloitte.com/about">www.deloitte.com/about</a> for a detailed description of DTTL and its member firms. Like all member firms, Deloitte Holding B.V. is a separate and independent legal entity that provides its services subject to applicable local law and regulations.</p>		
	Materiality	<p>In conformity with the standards referred to in this section, we have defined materiality using input provided by our stakeholders. We provide an overview of this input in 'Our interactions with stakeholders' on page 61 of this Report.</p>	
	Basis for reporting	<p>We have included the assumptions and data definitions used for calculating non-financial and strategic KPI's in Annex 2 on page 144. KPI's that are in our opinion self-explanatory or that are based on GRI definitions are omitted from this overview for the sake of conciseness.</p>	
	Conciseness	<p>In order to meet the criteria of conciseness, we have opted to provide as much of the statutory required financial information that we deem not material for Integrated Reporting in Annex 1. The same applies to sustainability information that is out of scope in terms of materiality in the context of Integrated Reporting. Such information is provided in Annex 2.</p>	
	Reporting boundaries	<p>There is a significant overlap of issues identified by our internal and external stakeholders. Some of these, especially covering employment, diversity, training and education and health and safety, are a primary focus of our internal stakeholders. However, these issues also directly influence the quality and continuity of our services. We therefore conclude that all issues mentioned and their related aspects are material both within and outside our organisation.</p>	
	Restatements	<p>There are no restatements compared to the Annual Report and the Sustainability Report as issued in previous reporting years.</p>	
	Reliability and completeness	<p>For the information in scope for GRI we have collected the relevant performance data from our business information systems and suppliers as supported by our internal controls system. This was centrally recorded and reviewed by our internal audit department and externally assured by EY on the level of reasonable assurance. The conclusions of EY can be found in their Assurance report in Annex 3. EY also performed an audit on the data tables in our Transparency Report 2015/2016.</p>	
	Comparability	<p>For financial information that was previously disclosed in our Annual Reports, we have included comparative data. The same is applicable for non-financial data that was previously published in our Sustainability Reports. For KPIs that were newly developed in the context of Strategy 2020, we lack comparative data for previous reporting years.</p>	
	Report from the Executive Board	<p>This Integrated Annual Report highlights the activities of Deloitte in the Netherlands, our impact on our clients and people and on society at large, during the financial year ended May 31, 2016. Deloitte is led by a single purpose: to make an impact that matters. This purpose guides our ambitions and strategic objectives. It also defines what we are as an organisation.</p>	
	In this Report we strive to take a holistic view and reflect openly about our business environment, dilemmas and opportunities. We believe in an open and transparent relationship with you, our stakeholders. By sharing this Integrated Annual Report, we aim to provide you with a better understanding on how we make an impact that matters, creating and sustaining value in the short, medium and long term. We also appreciate your feedback that enables us to continue improving our integrated reporting in the years ahead. Please send your comments to <a href="mailto:nlbcommunications@deloitte.nl">nlbcommunications@deloitte.nl</a> .		
	Purpose, ambition and strategy	<p>To address our key challenges and opportunities, and fulfil our aspirations, we have defined a clear strategy towards 2020. This strategy guides us on our journey, and enables us to achieve our wider purpose; to make an impact that matters: for our clients, our people, and society, and our aspiration to be the undisputed leader in professional services.</p>	
	To us this means:	<ul style="list-style-type: none"> <li>•• To be the organisation that clients, the public, regulators and talent hold up as a role model of quality, integrity, and positive change</li> <li>•• To be the employer of choice, providing the best talent with professional and personal fulfillment</li> <li>•• To be the most innovative partner for our clients and our talent</li> <li>•• To be able to solve the toughest business challenges 'As one' across Functions, service lines and borders</li> <li>•• To be the first choice for premium clients</li> <li>•• To be the undisputed leader in professional services</li> <li>•• To always pursue our purpose</li> </ul>	
	Our strategy	<p>To realise our ambitions, we have defined six priorities within our Strategy 2020. These are as follows:</p> <ul style="list-style-type: none"> <li>•• Ensure quality</li> <li>•• Become the premier career destination</li> <li>•• Accelerate growth and innovation</li> <li>•• Improve the client portfolio</li> <li>•• Establish lean operations</li> <li>•• Seek internationalisation</li> </ul> <p>We elaborate further on these priorities within the 'Our impact' section of this Report.</p>	
	Target setting	<p>We have defined strategic plans for each of our priorities, set ambitious targets and allocated resources accordingly. For more information on these targets up to 2020, please refer to the 'Our impact' section on pages 20-57 of this Report.</p> <p>At Deloitte, we determine our strategic priorities and our target setting in a collaborative manner. We also welcome any relevant insights from our stakeholders in this regard.</p>	
	Execution capabilities	<p>The successful implementation and execution of our strategy requires recognition and support throughout our organisation, and effective change management where necessary. We are proud of what we have accomplished to date and we are confident in our ability to deliver on the strategy in the years ahead, despite the challenges we will inevitably face.</p>	
	The Executive Board has performed an in-depth risk assessment to challenge the Strategy 2020 from a risk perspective. By setting up strong governance systems around the implementation of our strategy, we ensure a focus on the key initiatives and a more effective management of the corresponding risks.		
	Organisational changes	<p>We have implemented a number of organisational changes that are closely linked to the execution of our Strategy 2020. To achieve an optimal structure, an Executive Board was formed comprising a Chief Executive Officer, Chief Operations Officer, and a Chief Quality Officer, as well as a 13-member Executive Committee. The Executive Committee includes Function Leaders, Market Leaders, the Risk and Reputation Leader and the Finance, Talent and Strategy leads. In line with our focus on quality, the Chief Quality Officer is a new role within the Executive Board. This new structure complies with the report from the Dutch auditing professional body (NBA) on industry-wide measures to restore trust in the audit profession: among others, a compact Executive Board that may only have a limited client portfolio after explicit permission from the Supervisory Board. This combined with Executive Board remuneration that is not based on profitability with no direct client responsibilities.</p> <p>As mentioned previously under 'Scope', via the incorporation of Coöperatief Deloitte U.A. and subsequent share transfer of Deloitte Holding B.V. to Coöperatief Deloitte U.A., effective from June 1, 2015, the Coöperatief is the ultimate holding and reporting entity of Deloitte. In the second half of 2015, we noted that there were different views on the consolidation of Stichting InterNos, including public press coverage, on the appropriate accounting treatment and whether Stichting InterNos should be consolidated in the Deloitte Holding B.V. accounts. Relating thereto, the Board initiated a project to evaluate the Deloitte and Stichting InterNos structure going forward including the current accounting treatment of Stichting InterNos.</p> <p>The outcome and conclusion of the review is that the current accounting treatment of Stichting InterNos is appropriate. Furthermore, the review outcome of the current Deloitte legal and reporting structure conclusion was that the current structure can be further optimised and clarified, also from a stakeholder perspective. In order to simplify our structure and for further international alignment, the members voted to</p>	

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transfer Stichting InterNos to Deloitte Holding B.V. Subsequent to this vote, combined with agreement by the Board of Stichting InterNos, Deloitte Holding B.V. obtained control of Stichting InterNos and became the sole Board member of Stichting InterNos as of May 23, 2016. As a consequence, Stichting InterNos is now reported as part of Deloitte Holding B.V. and Cooperatief Deloitte U.A. We refer to Annex 1: Notes to the consolidated financial statements general section: Acquiring control over Stichting InterNos.

### Our year

As the year began, we developed our Strategy 2020 to focus on our priority: to make an impact that matters. The strategy was launched and widely communicated, and has also included several messages from our leadership throughout the year, as well as updates on developments and progress.

Through our focus on quality and innovation, we made a significant impact on our clients, which is reflected in the excellent results achieved in 2016. We saw considerable revenue growth in each of our Functions, which is an unprecedented achievement. We did so despite the challenging market environment and a backdrop of political and economic uncertainty. Although stabilising, the Dutch economy is showing limited growth as it continues to be affected by uncertainty combined with volatility in the surrounding countries and economies. We have achieved double digit growth in revenues and in earnings driven by the leading performance of our Consulting and Risk Advisory businesses, while growth was also robust in Tax and Legal and Financial Advisory Services. Audit performance remained on track while results were driven by large public interest entities (PIE) transitions resulting from new wins.

We strive to be the most innovative professional services firm. To lead in innovation we focus on the growth areas including cybersecurity, data analytics and digitalisation. An example of making an impact is our HackERS-team that won the Global Cyberlympics for the fourth time. This is a major achievement in the cybersecurity space and the result of strong teamwork and close collaboration. We also make an impact on our clients by partnering with innovative institutions like Singularity University and Cambridge Innovation Center. For more information about these partnerships, please see 'Accelerate growth and innovation' on page 44 of this Report.

In March 2016, the Netherlands Authority for the Financial Markets (AFM) issued its fine that resulted from the 2014 inspection report 'Quality statutory audits Big 4'. The AFM's inspection report covers audits from the financial years 2011 and 2012. The fine amounts to €1.8 million that related to files evaluated by the AFM and deemed to not be fully compliant with audit standards. For the audits deemed to be not fully compliant, none resulted in the need to reissue the auditor report or restate the financial statements.

We attach great value and are fully committed to providing the highest quality of services. Over the past years, we have implemented fundamental measures and made strong efforts to enhance our system of quality control, quality monitoring and engagement level quality. This theme is covered at length in our Transparency Reports, where we also note that our audit quality has improved compared to the period in which the inspection was performed. We also note that this journey is one that requires continuous change and ongoing learning, engagement, and continuous improvement.

The quality, integrity and independence of our services and the role we play in society is our licence to operate. Our attention on continuously enhancing the quality of our services is part and parcel of Strategy 2020 as is the intrinsic motivation of our professionals to drive quality day in and day out.

Our impact on talent continues to develop and grow. In the year we welcomed over 1,200 new Deloitte team members. Our talent pool consists of graduates from academic economic faculties, other faculties for STEM-talent (Science, Technology, Engineering and Mathematics) as well as experienced professionals. We continue to work closely with several national and international academic faculties. We support internships and graduation work at Deloitte premises, through which our professionals engage in curricula teaching, and are also involved in joint research projects.

To increase our impact on society in combination with our employees we have transformed the Deloitte Fair Chance Foundation into the Deloitte Impact Foundation. As part of this transformation, and in alignment with our purpose, we are committed to spend 1 percent of our talent's productive hours on pro-bono and volunteer work. This implies that we aim to invest some 45,000 hours per year. The Deloitte Impact Foundation focuses on education and innovative projects that contribute to making a difference to those that need help and support. An example of this is our pro-bono work for the Red Cross, which is described in the 'Our Impact' section on page 20 of this Report.

### Performance

We are proud to report growth in our revenues and profits resulting from our continued efforts and strategic initiatives and focus. Specifically, net turnover increased by 19.6% compared to the previous year to reach €785.3 million. Results before taxation increased by €19.8 million to €115.3 million, an increase of 20.7%. In many respects, 2015/2016 was an excellent year for Deloitte. The revenue growth was largely driven by a strong performance in our Risk Advisory and Consulting business. At the same time, our Audit business, Financial Advisory business and Tax and Legal business also achieved growth. We are convinced that our focus on quality, innovation and talent are key drivers for this strong performance.

Key drivers for our performance are embedded in our strategy 2020 plan. An unrelenting focus on quality combined with growing the business, improving our client portfolio, investing talent initiatives, and ensuring cost control through our fit for growth programme. This combined with even closer collaboration with Deloitte internationally all contributed to the financial year 2015/2016 being a record year for the firm. Our improved performance translated into an improved result before taxation as a percentage of revenue from 14.5% in 2014/2015 to 14.7% in 2015/2016. Combining revenue growth with a stable operating cost base in 2015/2016 also formed the basis for a substantial increase in variable pay for employees to €41 million (2014/2015: €14 million).

### Audit

Our Audit business consists of assurance and non-assurance accounting services. Net revenues in Assurance remained stable in 2015/2016. This reflected, on the one hand, the impact of new audit mandates resulting from mandatory rotations, which included clients such as Heineken, Randstad, Aalberts Industries, VolkerWessels, Vopak and Wolters Kluwer. On the other hand, the impact of a decrease in clients resulting from the Improve Client Portfolio (ICP) initiative has also affected performance. Through the ICP initiative, we have reduced the overall number of audit clients in order to improve our quality, reduce workload and improve returns. By making more targeted choices with regard to the composition of our client portfolio, we are able to apply our resources more effectively. Talent management, on-the-job coaching, improved project management (audit quality milestones), and the deployment of accountants from neighbouring Deloitte firms are other ways in which we are achieving this.

During financial year 2015/2016, we continued to implement actions from our audit quality plan, and spent significant time transitioning on our new audit mandates. Continuously improving audit quality remained our top priority in the year, and is part of a long-term commitment that includes the implementation of measures and changes in processes and procedures, together with a change in culture and behaviour. It is important to recognise that this will take time and that we measure our progress and continue to make adjustments where necessary. The investments we are making in this regard are considerable and affect both our quality system and the execution of audit assignments, which results in more hours per engagement. These measures are continuously subject to change on the basis of root cause analyses. In addition, we are investing in data analytics and automation, among other areas, to enhance our relevance for clients and also broadening the talent experience. We continue to note and monitor the demands and the impact that regulatory requirements have on our audit professionals. This has resulted in various strategic initiatives including Distinctive Audit, Improved Client Portfolio, learning investments, and a drive to free-up time for our audit professionals and ensure a more balanced demand and use of their time.

Our non-assurance business within the small and medium enterprises market (SME) continued to expand in the year as we benefitted from substantial growth opportunities in mid-market advisory, especially mergers and acquisitions. We maintained and intensified our focus on family businesses through the EMEA Deloitte Family Business initiative that collects market information about this segment and develops relevant new products and services. Also, over the last year our innovative Cri-platform continued to be an important growth driver for our SME-business. For more information, please see 'Accelerating growth and innovation' on page 44 of this Report.

Audit revenues in 2015/2016 grew by 5.1% to €219.1 million.

### Risk Advisory

In recent years, Risk Advisory has grown significantly in the Financial Services Industry; Manufacturing, Energy and Resources (MER); Consumer Business; and Technology, Media and Telecommunication (TMT), while showing stable performance in the Public Sector. In terms of delivered services, the largest growth has been in the Governance Risk Regulatory service area, mainly within the Financial Services Industry as a result of growing regulatory demands by financial market authorities, Cyber Risk Services and Control Transformation Assurance services have continued growing in all Industries, particularly Manufacturing, Energy and Resources (MER), Consumer Business and Technology, Media, Telecom (TMT), as a result of growing awareness of internal control risks and cyber risk threats. Along with the growth of the overall Function, we expect to increase our IT Audit involvement and Audit Analytics assistance as a result of new clients within Deloitte Audit.

The growth of Risk Advisory has resulted from our continued focus on our priorities: clients, talent and innovation. Our focus on Global Crown Jewel clients has resulted in continuing large programmes in which all our Service Areas are represented within cross-Functional Deloitte teams. This has demonstrated the success of our focus on strategic clients in sales and resources planning, and of our cross-functional client service. Talent and innovation are key for our growth. We grew from roughly 250 to 550 professionals over a five-year period and continue to develop Technology Enabled Solutions to deliver new and innovative services.

Risk Advisory revenues in 2015/2016 grew by 43.3% to €113.5 million.

### Tax andamp; Legal

Revenues for Tax and Legal showed strong growth in 2015/2016. For mostly Manufacturing, Energy and Resources, the Financial Services Industry and Technology, Media and Telecommunication grew significantly, while our growth in specific country regions largely remained flat. Revenues also increased in the Public Sector, which has developed into a growth market. In categories and services lines within Tax and Legal, Global Employer Services perform extremely well. MANdA Legal grew significantly, mainly due to the application of data analytics and tax related ERP offerings. Overall, Tax and Legal's profile has continued to change rapidly in terms of its approach and implementation. The Tax and Legal Function employs over 800 people. Approximately 90% of these professionals have traditional tax or legal backgrounds, while a little less than 10% have a 'non-traditional' educational background. The importance of this non-traditional part is growing each year and is also reflected in the type of services and offerings provided and corresponding revenues. Particularly process and technology have evolved into mature business elements and play a crucial role within the Tax and Legal business. Large, multi-country, outsourcing projects have become regular features in all tax areas and the legal market following the same path. This partly explains the double-digit increase of revenues in, for example, Global Employer Services. These changes require large investments in skills and competencies, and our learning curriculum is under constant pressure to deliver the preparation and development our people expect and our business needs. This shift was identified by Tax and Legal some years back and we are proud to see that the investments and steps taken to date have enabled us to achieve leading market expertise in several important, and relatively new, areas.

Tax and Legal revenues in 2015/2016 grew by 10.9% to €185.5 million Consulting

Deloitte Consulting achieved very strong performance in the year, with revenues up by more than 20%. Our strategy aims at a preferred Consulting position at large (mostly multinational) accounts in financial, public and private sectors in the Dutch market. We combine our strategic, operations, human capital and technology capabilities to partner with our clients and deliver successful transformations. There was particularly strong growth in the Financial Sector (Banking) and Private Sector industry segments (Consumer Business, Manufacturing and Energy and Resources). We were able to further strengthen our executive relationships at our key accounts and supported strategic and functional transformations in various domains. All our capability areas - Strategy and Operations, Human Capital and Technology - contributed to our growth.

There was solid growth in consulting services such as Post Merger Integration/Carve outs, HCM cloud, Technology advisory and Implementation and Digital. Growth was organic, and inorganic via the integration of HCM Cloud capabilities in the summer of 2015. Pivotal to our organic growth has been a strong focus on developing and retaining our existing talent and recruiting new talent at all levels.

Consulting revenues in 2015/2016 grew by 30.0% to €193.8 million.

### Financial Advisory Services (FAS)

FAS provides services related to MandA, real estate and pension-related challenges faced by clients. Our broad client base ranges from leading (Dutch) multinationals, owner-managed business and private equity, through to local and national government bodies.

MandA activity levels were generally favourable in the year, while the real estate market also showed an upturn in activities. Given the limited changes in pension legislation, our Benefits and Pension Advisory services revenue stagnated. Revenue growth was mainly driven by our Transaction Services. Risk Advisory revenues were also strong. Deloitte Tax and Legal is actively discussing this topic with clients and has also developed a number of tools that can help clients assess the impact of potential measures. We see it as our responsibility to address this matter pro-actively with our clients to make them aware of the possible impact and also cover with them the implications outside the tax function.

FAS revenues in 2015/2016 grew by 42.7% to €70.5 million.

### Regulatory environment

We are subject to national, international and internal regulations. Especially in our Audit Function, we work in a highly regulated industry that demands compliance with all relevant regulations. Regulatory compliance is part and parcel of our approach to quality. However, the importance of the regulatory environment and the expectations of various stakeholders stretches beyond the scope of the Audit Function. For example, the publication of the so-called Panama papers has served as a catalyst for the debate on ethical taxation.

### Audit

We have adopted changes in our governance and remuneration for Audit that are in line with the recommendations of the NBA report 'In het publiek belang'. Elsewhere in this report you can read the changes that we have implemented. Furthermore, we continued to strengthen our quality focus by actively promoting the right tone at the top, among other measures. The appointment of a Chief Quality Officer within the Executive Board is an example of this. We have also continued our investments in effective quality controls such as the Engagement Quality Control Reviews (EQCR) and portfolio reviews, and continue to actively participate in the public debate on the role of Audit within society.

During the reporting year, we were fined for breaches of relevant audit regulations by the AFM for audits that took place in 2011 and 2012. We refer to further information on this fine on page 16 of this Report. We were also subject to a number of external reviews, among others, by the Public Company Accounting Oversight Board (PCAOB) for audits performed in 2015. We are happy to inform our stakeholders that no irregularities or comments were reported from these inspections. To us, this is a signal that we are on the right track, while we continue to have work to do to fulfill our ambition to be the undisputed leader in audit quality.

### Tax

Responsible Tax has remained an important topic that is widely discussed. These discussions gained momentum due to, among others, the publication of the so-called Panama papers. Governments in many countries are reviewing their practice and are preparing for the EU recently agreed new legislation to prevent tax evasion, including increased demands for tax transparency by reporting entities.

Deloitte Tax and Legal is actively engaged in the Responsible Tax debate. We contribute our technical expertise by providing comments on the various proposals from the OECD and Dutch government and also engage in conversations with external stakeholders including NGOs. Since the start of the debate, Deloitte Tax and Legal is actively discussing this topic with clients and has also developed a number of tools that can help clients assess the impact of potential measures. We see it as our responsibility to address this matter pro-actively with our clients to make them aware of the possible impact and also cover with them the implications outside the tax function.

### Outlook

While both the global and Dutch economies remain volatile, we continue to build and execute on our vision and strategy. We plan to grow our business and improve our performance by making conscious investments in quality, talent development, innovation, and by recruiting and retaining the best talent, in order to achieve our accelerated growth targets.

Our other strategic initiatives will also continue in the areas of improving client portfolio and lean operations. In addition, we will seek internationalisation for further collaboration to serve our clients even better, improve quality, and enhance career opportunities. Furthermore, we are actively pursuing opportunities with other Deloitte member firms to strengthen our market focus, resource allocation and collaboration in providing seamless service.

With financial year 2015/2016 being a record year, we expect 2016/2017 to be a year where we will continue to grow and invest in quality, innovation and our talent. Based on the current visibility and a stable environment we plan to grow in number of professionals between 3 and 5 percent. We will continue to invest in innovation and product development at levels similar to 2014/2015 while increasing our investments in talent development and time allocated to making an impact on society with the goal of growing this to 1 percent of revenue.

### In Control statement of the Executive Board

The Executive Board is responsible for actively managing all strategic, compliance, financial and operational risks; ensuring that adequate risk management and control mechanisms are in place, and that the risks as mentioned in the Risk Management paragraph of this report are sufficiently assessed and managed. The Executive Board actively promotes our ethical principles and quality standards, including checks for all professionals across the Deloitte organisation.

The Executive Board has reviewed and analysed the risks that Deloitte is exposed to, and it periodically reviewed the design and operational effectiveness of the internal control framework. The outcome of these reviews was shared with the Audit Committee and the Supervisory Board.

We have assessed the design and the operational effectiveness of our risk management and internal control framework. Based on the activities that took place in 2015/2016, the Executive Board considers the framework to have worked effectively, and that this provides sufficient assurance to state that we have been, currently are, and anticipate to be, in control of our key risks and that this provides reasonable assurance that the financial statements 2015/2016 do not contain any material misstatements.

Rotterdam, September 2, 2016

P. J. Bommel, Chief Executive Officer and Chair

M. van Vliet, Chief Operations Officer

E. Robbe, Chief Quality Officer

### Information on risks and uncertainties

Risk management is key to sustaining our current and future performance. Maintaining the highest standards for quality and integrity are essential to our brand and reputation and to make a lasting impact that matters for our stakeholders. In our ever-changing market landscape we actively pursue new business opportunities, invest in innovation and manage risk and our reputation. The Supervisory Board, the Executive Board, and the Executive Committee proactively oversee these opportunities and related uncertainties, and seek to anticipate them through a structured risk management approach that is aligned with our Strategy

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2020.

### Context

The environment that we and our clients operate in is ever-changing. Change is not linear but exponential and disruptive. In our aspiration to make an impact that truly matters and deliver the right solutions and excellent quality to our clients, it is vital to stay abreast of emerging risks. Trends such as cyber and data, increasing regulation and the adoption of new technologies and delivery models, continue to offer business opportunities while also affecting our risk profile. Continued economic recovery and our strategic choices and investments have led to significant growth in many parts of our business, primarily in the advisory practice. This brings risk in relation to being able to attract and retain talent by being a leading professional services firm to work for, and continue to deliver the highest quality to all our clients. Mitigation strategies defined in relation to these risks, including our Talent Strategy and Quality Plans, continue to be top priorities in rolling out the Strategy 2020 and managing our priority risks. Incidents occur that are inherent to any business. We have faced increased stakeholder and regulatory scrutiny, incurred fines and have had to address ethical incidents and information security breaches. Although the magnitude of this impact has been limited to below materiality levels, these events emphasise the vital importance of a comprehensive and robust risk management system. This requires that the root causes of such incidents be analysed, and any lessons learned are translated into measures that help prevent similar incidents occurring in the future. In this context, the strengthening of our governance and culture of quality and integrity has been a top priority for Deloitte in the year.

### Risk governance: roles & responsibilities

Risk governance is embedded in our overall governance structure. The primary responsibility for identifying and managing risks resides with line management, the Executive Committee and ultimately the Executive Board with oversight from our Supervisory Board.

In October 2015 the members of our new Executive Board were elected. In the Executive Board, a new role, the Chief Quality Officer (CQO), was introduced. The CQO, who is responsible for overseeing quality and risk management, also introduced a Risk & Quality Committee, both an executive level as well as Supervisory Board level (starting in October 2016). These committees meet periodically to maintain oversight of all quality and risk initiatives, and report, through the CQO to the Board. The Risk & Reputation Leader (RRL), who reports to the CQO, has day-to-day responsibility for overseeing the Enterprise Risk Framework and corresponding risk and control system. On an annual basis, the Executive Board evaluates the performance of and acknowledges its overall accountability for the effectiveness of the risk and control system through an in-control statement. To substantiate the evaluation, the Board obtains input from both line management, the RRL as well as the internal auditor, who provides assurance on the key elements of the risk and control system. The Executive Board also gives consideration to the findings and reporting of the external auditor on the functioning of internal controls as part of their annual audit engagement.

### Risk Framework

Through our Enterprise Risk Framework we address the full spectrum of our business, from strategy to execution. We actively challenge ourselves whether we are doing the right things and that we do those things with excellence. The Risk Framework helps us to ensure we have the right information available, comply with applicable laws and regulations and meet our own high quality standards. We aim to prevent risks from materializing where possible, and try to anticipate and respond appropriately when they do occur. To support this we strive for a culture where people intrinsically embrace our quality and integrity ambition. We strongly believe that risk management is an enabler for both value preservation and creation and we broadly distinguish between two categories of risk:

- Unrewarded risks that provide limited premium but are critical to our brand and reputation, e.g. in compliance to rules and regulations.
- Rewarded risks that provide a premium if managed well, e.g. through innovation of our services.

### Risk appetite

To support us in maintaining the right balance between risk and reward, we have defined a risk appetite across four main risk categories: strategic, operational, finance & reporting, and quality & compliance. Our risk appetite subsequently guides our strategy to mitigate related risks and monitoring that risk exposure remains within tolerable boundaries.

### Risk universe

Our risk profile is formally assessed each year by the Executive Board. In a facilitated workshop, the Executive Board and Executive Committee members assess our risk profile in context of our Strategy 2020 and our risk appetite, giving explicit consideration to the balance between risk and reward. Mitigation strategies are challenged and where needed additional actions are defined and/or adapted. The outcome of the assessment is shared with the Audit Committee and the Supervisory Board. The table below represents the main (not limitative) risk areas of our risk universe as input for the annual assessment.

### Area: Strategy

**Risk Appetite:** We seek for a sound balance between risk and reward. Business opportunities inherently bring uncertainty, resulting in a focus on having a balanced portfolio of clients and services.

#### Guiding measures

- Robust strategic planning process
- Clear strategic KPIs
- Business case process for investments
- Portfolio management for clients and services

### Area: Operations

**Risk Appetite:** We aim for lean operations, while securing our quality standards, that go beyond the minimum that our stakeholders expect (i.e. being competitive through operational excellence).

#### Guiding measures

- Fit for Growth strategy through streamlining operations and costs while maintaining quality
- Management information systems and systematic reporting and analysis

### Area: Finance & reporting

**Risk Appetite:** Our approach to financial accounting is balanced in nature, striving for minimal audit adjustments. Should known audit adjustments be required by the auditor, these will be recorded. Our approach to reporting is to seek transparency and reliability in our reporting for our stakeholders on Deloitte's strategy, as well as corresponding risks and rewards and on financial and non-financial performance.

#### Guiding measures

- Policy framework including policies on internal and external reporting and communication
- A robust internal control environment and (AOIC) monitoring system, including a proactive approach to identify breaches as well as improvement areas
- Systematic internal audits against a normative framework

### Area: Quality & compliance

**Risk Appetite:** Our goal is to achieve the highest quality standards feasible, comply with legal and regulatory standards, and inspire our people to intrinsically embrace our quality and integrity ambitions.

#### Guiding measures

- Risk & Reputation Leadership function monitoring policies and metrics, applying disciplinary action if needed. Also, we reward quality excellence
- Organisation-wide quality programme with clear KPIs
- Learning from non-compliance indications and incidents, through root-cause analysis

### Risk universe

#### Strategy

- Strategy execution & change
- Competitor moves, market dynamics & internationalisation
- Client & products portfolio quality
- Talent - to become the number one career destination
- Innovation (incl. new business models)
- Reputation - misalignment with public interest

#### Operations

- Talent: attraction & retention, leadership development, succession planning, diversity
- Data protection & client confidentiality
- Business continuity
- Contracting terms & conditions

#### Finance & reporting

- Financial and non-financial KPIs
- Economic developments, competitor moves, and growth in defined offerings and innovation.
- Valuation of WIP, working capital
- Bank financing & meeting our covenants

#### Quality & compliance

- Audit Quality & Regulatory changes
- Override of systems & controls
- Independence and client risk - reward profile
- Integrity & living our values

### Priority risks

Resulting from the annual assessment the Executive Board and members of the Executive Committee agreed on priority risks and opportunities related to our strategy. Risks that both have a material impact and for which there is room for improvement in the current risk mitigation strategy. Each of these risks have been extensively assessed. Risk owners were assigned and relevant mitigating actions identified.

#### Living our values

Potential dilution of our culture of integrity and risk awareness and even individual misbehaviour can have severe consequences for our clients, our people and our brand. Beyond increased scrutiny of systems, processes and procedures, it is of utmost importance to consistently live as well as advocate our shared values in our communication from the top and throughout the organisation.

#### Quality / Regulatory / Reputational cluster

Quality is our license to operate. Evolving standards set by regulators and high expectations of both clients and society demands global consistent professional service delivery of the highest standards. The Chief Quality Officer in the Board reflects our key focus on quality, and oversees our organisation wide quality and risk programmes.

#### Talent & leadership development

In order to achieve our ambition to become the premier career destination we need to attract, hire and retain sufficient talent with the appropriate integrity, skills, experience and potential and develop leaders through training and mentoring. Our Talent strategy as a key pillar of our Strategy 2020 addresses the risks and opportunities we have identified.

#### Security & confidentiality

Adequate security of pertinent information is crucial for our stakeholders' confidence and compliance with confidentiality and privacy requirements. To prevent data leakage of and unauthorised access (e.g. cybercrime, loss of laptop, data leakage, privacy breach) we run various programmes to raise awareness and assess and monitor our security capabilities, both in technical terms and in behaviour.

#### Innovation & product portfolio

We need to continuously develop our portfolio of service/market offerings and/or business models that include the development of appropriate data and technology to support these new offerings that are aligned with our strategy. Both within our separate Innovation unit as well as within the Functions we have focused innovation initiatives that are being supported and monitored for progress.

#### Internationalisation

The further integration of Member Firms and alignment of processes, people and systems is a high priority of both the Dutch and global Executive.

#### Executive Board Statement

We refer to the Report from the Executive Board section for the Board's In Control statement.

## Code of conduct information

Good corporate governance is essential to ensuring economic growth in a global environment. Companies and industries that operate according to clear and effective codes of conduct will be more competitive, better prepared for challenges and will inspire investor confidence. Corporate governance is not only a matter of rules and regulations, but of quality of management, transparency, accountability and integrity. Adherence to a code that governs these areas is essential to ensuring that an organisation is managed in the best interests of its stakeholders.

### Structure

In order to optimise our structure as of June 1, 2015, the group structure of Deloitte was changed and a new Cooperative, Coöperatief Deloitte U.A., was introduced at the top of the organisation. As a result, the partners have exchanged their shares in Deloitte Holding B.V. for a membership of the cooperative. The new legal structure allows more flexibility.

### The Dutch Corporate Governance Code

Deloitte applies the principles of the Dutch Corporate Governance Code to a large extent and in addition to applicable Dutch Civil Law. As a non-listed company, Deloitte is different to the companies for which the Code was intended. All its members contribute their labour and expertise, in addition to the provision of capital and subordinated loans. For this reason, Deloitte has modified its implementation of the Code in certain areas, two of which are described below.

### Deviations from the Dutch Corporate Governance Code

#### Supervisory Board

The Supervisory Board includes up to three internal members, who are members of Coöperatief Deloitte U.A. working within the company. Pursuant to the Articles of Association, the majority of the members are external members. All external members, including the Chairman, are independent members as defined by the Code. All members of the Supervisory Board are appointed by the General Meeting at the nomination of the Supervisory Board, according to the procedures laid down in the Articles of Association. Specific rules and procedures have been drawn up to resolve any conflict of interest that may arise between an internal member's duties as a member of the Supervisory Board and the member's interest as member of the Coöperatief. Internal members receive no remuneration for their activities as members of the Supervisory

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Board. In March, 2016, the Deloitte Members voted to approve a Supervisory Board comprising external members only, to take effect in October 2016. Furthermore, a Partner Committee will be formed to support the Supervisory Board in its new composition.

### Best practice

Given the nature of the company, some of the best practices required by the Dutch Corporate Governance Code cannot be applied in identical form within Deloitte, such as protective measures against takeovers, the certification of shares, the publication of price-sensitive information and the information supplied to and discussions held with parties in the financial markets. Furthermore, neither Executive Board nor Supervisory Board members are granted share options.

### Governance Code for audit firms and the Public Interest Committee

In June 2012, the Dutch auditing professional body (NBA) and a number of major audit firms, including Deloitte Accountants B.V., signed the Governance Code for audit firms. In April 2013, Deloitte introduced a Public Interest Committee pursuant to that Code. The Public Interest Committee comprises the external members of the Supervisory Board. The Committee focuses on public interest matters that may affect our firm, and supervises the implementation of regulations contained in the Audit Firms Governance Code. The Committee has an important role in our stakeholder dialogue. We refer to the Transparency Report for a full description of the activities of the Public Interest Committee and its focus point in rebuilding trust in the audit profession.

The Minister of Economic Affairs has announced new legislation concerning inter alia the composition and authorities of supervisory boards of audit firms. Per October 1, 2016, Deloitte will implement a number of changes in anticipation of such legislation. One of these changes as previously discussed, is that as of October 1, 2016, our Supervisory Board will comprise external members only, with one seat reserved for a member firm from our international network. As per October 1, 2016, the Public Interest Committee will be dissolved and its tasks will be transferred to the Supervisory Board. Until then, the Supervisory Board and its Public Interest Committee remain dedicated to their public interest roles.

### Executive Board

Deloitte is managed by an Executive Board that is responsible, among other areas, for creating a strategic and policy framework and objectives, monitoring the implementation of policies and maintaining cohesion between the company's various service lines. The Executive Board reports to the Supervisory Board and to the General Meeting. The members of the Executive Board are collectively responsible for managing the company. The members of the Executive Board are appointed for a period of no more than four years, but may be re-appointed for one consecutive four-year terms.

### Responsibilities within the Executive Board are allocated as follows:

P.J. Bommel Chief Executive Officer and Chair;  
M. van Vliet Chief Operations Officer;  
C.J.G.M. de Boer Chief Quality Officer (with Engelhardt Robbe succeeding Cees de Boer, effective June 1, 2016).

The Executive Board acts in the company's best interest at all times when fulfilling its duties, taking into account the relevant interests of all stakeholders. It is responsible for observing relevant laws and regulations, managing the risks involved in the company's activities and overseeing its financial affairs. The Executive Board reports on these matters to the Supervisory Board. Effective June 1, 2016 Engelhardt Robbe succeeded Cees de Boer as Chief Quality Officer.

### Avoiding conflicts of interest

No member of the Executive Board takes part in discussions or decision-making processes that may give rise to a conflict of interest between the Board member and Deloitte. In such cases, Deloitte is normally represented by another person, who is appointed specifically for this purpose by the Supervisory Board. No transactions involving any potential or real conflict of interest, as defined by the Dutch Corporate Governance Code, took place in the year under review.

### Remuneration

The remuneration of all members of the Executive Board is determined by the Supervisory Board, based on remuneration policies approved by the General Meeting on proposal of the Supervisory Board. In line with proposals made by the Dutch auditing professional body (NBA) (see below), the remuneration of the Executive Board members is fixed, and not related to the results of the company, except for a small part (below 20%) which is dependent on certain mid-term goals linked to quality and other public interest objectives.

### Executive Committee

The Executive Committee supports the Executive Board and has a role with regards to decisions that affect the group as a whole. The Executive Committee currently consists of 16 members, reflecting our present operating structure:

- Three members of the Executive Board (CEO, COO, CQO);
- Function Leads, Market Leads and Support Leads

### Supervisory Board

The Supervisory Board consists of four independent external members and three internal members (partners). The Supervisory Board oversees and advises the Executive Board and supervises all general developments at Deloitte. The Supervisory Board is collectively responsible for the performance of its tasks and reports to the General Meeting. The Supervisory Board has a number of Committees:

1. Audit Committee
2. Remuneration Committee
3. Selection & Nomination Committee
4. Committee Partner Affairs
5. Public Interest Committee (until October 1, 2016)
6. Quality & Risk Committee (as of October 1, 2016)

### Tasks of the Supervisory Board

In fulfilling its duties, the Supervisory Board always acts in the company's best interests, taking account of the relevant interests of all stakeholders. The Supervisory Board supervises the activities of the Executive Board, inter alia in relation to the following:

- The realisation of the company's objectives
  - The strategies pursued by the company and the risks involved
  - The design and implementation of internal risk management, quality and control systems
  - Quality, independence, ethics and other public interest matters
  - The company's financial reporting process
  - The company's compliance with laws and regulations.
- The Supervisory Board is responsible for ensuring that it performs its duties as effectively and efficiently as possible. It has therefore drawn up guidelines for its size and composition. These guidelines take into account the nature of the company and the expertise and experience required of Supervisory Board members. The Supervisory Board evaluates its own collective performance as well as the performance of individual Board members at least once a year.

### Appointment of Supervisory Board members

Members of the Supervisory Board are appointed by the General Meeting on the basis of nominations made by the Supervisory Board. Members are appointed for a period of no more than four years. An external member may serve for no more than three four-year terms, an internal member for no more than two four-year terms.

### Gender diversity in the Executive Board and Supervisory Board

The Executive Board is presently composed of three men. The Supervisory Board will continue to look for diversity in the event of future re-appointments. In this respect it is important to note that Deloitte pursues a number of management development programmes aimed at increasing the number of women in Deloitte leadership positions. During the financial year 2015/2016, the Supervisory Board consisted of two women and five men.

### General Meeting

The General Meeting brings together the entire member community. The General Meeting helps maintain Deloitte's 'checks and balances' system. The Company's budget, the company's long-term policy and various other matters referred to in the Articles of Association require the approval of the General Meeting.

### External auditor

The external auditor is appointed by the General Meeting, on the recommendation of the Supervisory Board, advised by the Executive Board and the Audit Committee. The same procedure applies to the performance of any non-audit activities by the external auditor. At least once every four years, the Executive Board and the Audit Committee evaluate the performance of the external auditor, paying particular attention to any other business relations the auditor maintains. The main conclusions of this evaluation are then submitted to the General Meeting as part of the procedure for the appointment or re-appointment of the external auditor. The external auditor attends at least that part of the Supervisory Board meeting in which the external auditor's report on the financial statements and the assurance on non-financial information is discussed and in which a decision is made as to whether to approve them. The external auditor attends the General Meeting.

### Changes per 1 October 2016

In its meeting of March 29, 2016, the General Meeting approved a number of changes in the governance structure to be effective per October 1, 2016. These changes are approved as follow-up to the governance proposals made by the Dutch auditing professional body (NBA). The most significant changes can be summarised as follows:

- The Supervisory Board will consist only of independent, external members, with the possibility of appointing one external, non-independent member from our international network.
- Supervisory Board members will be appointed by the General Meeting following a binding nomination by the Supervisory Board. Only with a two-thirds majority, representing at least half the votes that can be cast, can such a nomination be overruled.
- The Public Interest Committee will cease to exist. Its tasks will be transferred to the entire Supervisory Board.
- Executive Board members will be appointed by the General Meeting following a binding nomination by the Supervisory Board. Only with a two-thirds majority, representing at least half the members, can such a nomination be overruled.
- The following Executive Board decisions will require Supervisory Board approval:
  - Association and termination of Audit partners
  - Remuneration policy of Audit partners and employees
  - Quality policy and assurance
- Appointment and appraisal of the Compliance Officer Audit
- Supervision on quality, independence and other public interest matters will be explicitly included in the objectives of the Supervisory Board.
- The requirement that Executive Board members are also partners of Deloitte will be removed.
- The Executive Board, with the approval of the Supervisory Board, will appoint a Partner Committee that consists of a maximum of five partners. The Partner Committee is charged with giving support and advice to the Supervisory Board.

### International association

Deloitte Holding B.V. is the Netherlands' member firm of Deloitte Touche Tohmatsu Limited (DTL), a UK private company limited by guarantee. For a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms, please refer to [www.deloitte.com/about](http://www.deloitte.com/about). The member firms of DTL are all separate and independent legal entities, and through their affiliates provide services in a certain geographic areas subject to applicable local laws and regulations.

P.J. Bommel Chief Executive Officer and Chair,  
C.J.G.M. de Boer Chief Quality Officer (with Engelhardt Robbe succeeding Cees de Boer, effective June 1, 2016),  
M. van Vliet Chief Operations Officer.

## Other information

Independent external members constituted the majority of the Supervisory Board of Deloitte Netherlands during financial year 2015/2016. This has been the situation for a large number of years, and the current Chairman is an independent external member. In September 2014 the NBA issued the report 'In het publiek belang' that contains a number of measures to be taken by audit firms to restore trust in the profession and improve quality. Deloitte has committed itself to implement all of the recommended measures. This also pertains to the Supervisory Board given that several of these measures relate to the governance structure of the audit firm.

During 2016 Deloitte will adopt a number of changes related to the organisation of the Supervisory Board. These are mainly as follows:

- As of October 1, 2016 the Supervisory Board will be fully comprised of external members. The three internal members who currently sit on the Supervisory Board will resign on that date.
- The responsibilities of the Supervisory Board will extend in line with the NBA measures, including its role and responsibility on Executive Board nominations.
- The Supervisory Board is entrusted with the supervision of the policies and activities of the Executive Board. In the two-tier corporate structure under Dutch corporate law, the Supervisory Board is a separate body and independent from the Executive Board.
- The Supervisory Board comprises an appropriate combination of knowledge, experience and diversity among its members, focused on the multidisciplinary and regulated character of Deloitte Netherlands as a professional services firm, and its public interest responsibilities. With the resignation of the internal Supervisory Board members, new external members with suitable qualifications will be appointed. The Supervisory Board aims for a Board comprising five members.
- The Supervisory Board has assigned, under its responsibility, a number of its specific tasks to five sub-committees:

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<ul style="list-style-type: none"> <li>•• Audit Committee</li> <li>•• Partner Matters Committee</li> <li>•• Public Interest Committee (to be resolved as per October 1, 2016; tasks move to Supervisory Board)</li> <li>•• Remuneration Committee</li> <li>•• Selection and Nomination Committee</li> <li>•• Quality and Risk Committee (scheduled to be installed in October 2016)</li> </ul> <p>The members of the Supervisory Board and the various sub-committees are listed below. The tasks and activities of the Supervisory Board and the committees are described hereafter in more detail. The Public Interest Committee was introduced in April 2013 pursuant to the Governance Code for Audit Firms in the Netherlands, which was adopted and signed by Deloitte in 2012. The Public Interest Committee is formed by the independent and external board members only. These external members have significant knowledge and an understanding of Deloitte's organisation and its public environment. As a result of the upcoming changes in the composition of the Supervisory Board, there will be no need to continue with this Committee. Its tasks will move to the Supervisory Board as a whole. Due to the great importance of proper risk management and focus on quality, a new Quality and Risk Committee will be introduced in this financial year (scheduled for October 2016). The Supervisory Board currently comprises seven seats: four for external, independent members and three for internal members. The internal members are required to be partners of Deloitte Netherlands. External members are required to be independent. Both the internal and the external members are required to comply with all the firm's relevant independence and compliance rules. Members are nominated by the Supervisory Board and appointed by the General Meeting of Members of Coöperatief Deloitte U.A. for fixed terms of a maximum of four years. External members may be reappointed for two additional four-year terms. Internal members may be reappointed for one additional four-year term. There are currently no vacancies in the Board. More information on the individual members of the Supervisory Board is included below.</p> <p>Members of the Supervisory Board Internal/External member End of Term F.G.H. Deckers, Chair external member 2020 A.J.L.M. van Berkel, vice-Chair (to resign in October 2016) internal member 2019 F.E. Eelkman Rooda external member 2017 S. Kloosterhof (to resign in October 2016) internal member 2016 C.A.M. Renne (to resign in October 2016) internal member 2016 J.P. Rijdsijk external member 2017 A.F. van der Touw external member 2016</p> <p>Audit Committee F.E. Eelkman Rooda, Chair F.G.H. Deckers C.A.M. Renne</p> <p>Partner Matters Committee F.G.H. Deckers, Chair S. Kloosterhof C.A.M. Renne J.P. Rijdsijk</p> <p>Remuneration Committee A.F. van der Touw, Chair A.J.L.M. van Berkel F.G.H. Deckers</p> <p>Selection and Nomination Committee J.P. Rijdsijk, Chair A.J.L.M. van Berkel F.G.H. Deckers</p> <p>Public Interest Committee F.G.H. Deckers, Chair F.E. Eelkman Rooda J.P. Rijdsijk A.F. van der Touw</p> <p>Background information on the members of the Supervisory Board F.G.H. Deckers (1950) Member since 2012 Profession/principal employment After a long career in banking (among others) as CEO of Van Lanschot Bankiers and different roles at ABN AMRO Bank, Floris Deckers is active as a Non-Executive Director and Senior Advisor to a number of European companies. External positions and activities •• Member of the Supervisory Board, Audit Committee and Chairman of the Remuneration Committee of SBM Offshore •• Member of the Supervisory Board of Arklow Shipping Limited (Ireland) and Member of the Supervisory Board of Arklow Shipping Nederland B.V. •• Advisor to Apollo Management International LLP (London) •• Member of the Supervisory Board of the Vlerick School of Management (Belgium) •• Member of the Board of Stichting Amici Almae Matris (Belgium) •• Chairman of the Supervisory Board of the Springpaarden Fonds Nederland •• Chairman of the Hilversumsche Golf Club •• Member of the Board of Stichting Administratiekantoor Professor Vlerick te Rotterdam</p> <p>A.J.L.M. van Berkel (1960) Member since 2011 Profession/principal employment Ardie van Berkel is the EMEA Lead Partner for Human Capital in Deloitte Consulting. She has over 25 years' experience as a management consultant on strategic and operational human capital matters. She has served a wide range of clients in the public and the private sectors.</p> <p>F.E. Eelkman Rooda (1952) Member since 2013 Profession/principal employment Frans Eelkman Rooda is former CFO of Royal Wessanen (2008/2011) and Mediq (1997/2008) in the Netherlands. Prior to that, he was a consultant and partner at McKinsey &amp; Company. External positions and activities • Member of the Supervisory Board of De Lage Landen International • Chairman of the Board of Trustees of Center for Human Drug Research • Partner in Umez Benelux</p> <p>S. Kloosterhof (1965) Member since 2012 Profession/principal employment Sander Kloosterhof is a partner at Deloitte Tax in Amsterdam. He has over 25 years of experience in (international) tax and currently is a partner in the TMC practice.</p> <p>C.A.M. Renne (1964) Member since 2012 Profession/principal employment Carlo Renne is a partner at Deloitte Accountants in Amsterdam. He has over 25 years of experience in serving a range of mid-market clients in the private sector with audit and assurance services.</p> <p>J.P. Rijdsijk (1956) Member since 2013 Profession/principal employment Jacqueline Rijdsijk has worked at the Dutch Central bank for more than 25 years in several executive positions, her last position being Director of Payments (until 2008). Subsequently, she has been a member of the Board of ASR Nederland. As of 2010 she has focused on oversight positions in the public and private sectors. External positions and activities •• Member of the Supervisory Board of Royal Cosun (Coöperatie Koninklijke Cosun U.A.) •• Member of the Supervisory Board of the VU Medical Center •• Partner at Partner in Toezicht •• Member of the Audit Committee of the Dutch Ministry of Internal Affairs •• Member of the Advisory Board of Airbus Defence and Space Netherlands B.V. •• Chair of the Supervisory Board of Fair Share Fund Triodos Bank •• Chair of the Supervisory Board of the Green Fund Triodos Bank •• Chair of the Supervisory Board of Veer foundation •• Member of the Board of Stichting Beheer Hotelschool Den Haag •• Member of the Advisory Board of The Waste Transformers</p> <p>A.F. van der Touw (1955) Member since 2012 Profession/principal employment Ab van der Touw is Chairman of the Executive Board of Siemens Netherlands. He has spent his entire career at Siemens and has worked both in the Netherlands and in Germany. External positions and activities •• Member of the Supervisory Board of The Hague Centre for Strategic Studies •• Chairman of the Oversight Board of the Center for Medical Imaging North-East Netherlands</p>
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## Bestuursverslag

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- Member of the Advisory Board of the Beta Technology Platform
- Vice-Chairman of the Board of FME/CWM
- Member of the Board of the Foundation FME-CWM ("Stichting Steunregeling FME-CWM")
- Member and treasurer of the Board of VNO/NCW
- Chairman of the German-Dutch Chamber of Commerce
- Chairman of the (Economic Development) Board of the "Zuidvleugel" (Randstad)
- Chairman of the Bach association ("Stichting de Nederlandse Bach Vereniging")
- Member of the Committee of primary and secondary education ("Commissie Onderwijs 2032 Ministerie OCW)
- Chairman of the Foundation Slachtofferhulp
- Vision
- The tasks and responsibilities of the Supervisory Board are laid down in the Charter and the Rules of Procedure of the Supervisory Board. The tasks and responsibilities of the different sub-committees of the Board are further described in separate Charters that form part of the Charter and the Rules of Procedure of the Supervisory Board. The separate reports of the different committees are included in this Report.
- The tasks of the Supervisory Board and the sub-committees include the supervision of the Executive Board with regards to:
  - The realisation of the firm's strategy, goals and objectives
  - The firm's financial performance and position
  - Public interest matters
  - Quality assurance and compliance with independence regulations
  - Risk management
  - The composition of the Executive Board
  - The remuneration of the Executive Board members
  - Human resources
- The Supervisory Board has a clear focus on the developments in corporate governance and the environment surrounding Deloitte, as well as the need for Deloitte to deliver high quality services that support the strategic vision of Deloitte which is 'to make an impact that matters'.
- For further information about the corporate governance structure of Deloitte Netherlands and a more detailed description of the tasks, roles and responsibilities of the Supervisory Board, see the section Roles and Responsibilities, on page 70 of this report.
- Highlights of the work of the Supervisory Board during the financial year 2015/2016 and achievements include the following, inter alia:
  - The Supervisory Board has held 9 regular meetings and 3 comprehensive strategy sessions during the financial year. Besides the regular meetings of the Board, several additional meetings were held in relation to: the firm's international strategy, the implementation of the new governance model of the firm, including the selection of a Chief Quality Officer, and the (continued) implementation of a number of industry-wide measures to restore trust in the audit profession.
  - The regulatory environment for the audit practice and audit quality are continuously on the agenda of the Supervisory Board. The Supervisory Board has closely monitored the follow up on previous inspection reports by the Netherlands Authority for the Financial Markets (AFM) and the Public Company Accounting Oversight Board (PCAOB), and the preparation and execution of inspections performed by both regulators in 2015/2016. The Supervisory Board has also closely monitored the public consultation regarding proposed new legislation for audit firms. Furthermore, the Supervisory Board has spent significant time discussing the implementation by Deloitte of a large number of measures agreed by the profession. Deloitte has strongly supported the implementation of these measures, aimed at restoring trust and confidence in the audit profession. This includes, for example: the change to a Supervisory Board comprising independent external members only and the new tasks of that Board, the introduction of Executive Board remuneration that is no longer linked to the results of the firm, and the introduction of a clawback for audit partners.
  - Quality is on the agenda at every regular Board meeting and receives constant attention from the Board. This also includes risk management for the entire Deloitte organisation, especially reputational risk. The Board has discussed the need for high quality and risk mitigation in all service areas within Deloitte, not only in the audit function. In the past financial year, other service lines (including Tax and Consulting) have received growing public interest that is also very relevant for the Deloitte organisation. For example, the discussion on international tax structures and the Panama Papers have been specifically on the agenda.
  - Given the importance of the subject matter, the Supervisory Board decided to introduce a Quality and Risk Committee as new standing Board committee, starting October 2016.
  - During the financial year 2015/2016 the further implications of the audit firm rotation for Public Interest Entities (organisaties van openbaar belang, or OOB), strict rules on separation of audit and advisory services at these Public Interest Entities, and stricter independence rules, were ongoing. Given Deloitte's success in the audit firm rotation audit tendering, this has also had an impact on the audit capacity and capabilities and potential risks for audit quality. The Supervisory Board has thoroughly discussed the implications of these changes and has been kept informed by the Executive Board of their response to these new developments, also including appropriate safeguards.
  - The Board supports and challenges the strategic initiatives of the Executive Board. During the year, these strategic initiatives – especially strategic initiatives aimed at further collaboration between the Deloitte Member Firms – were regularly discussed with the Executive Board and the Board has discussed and evaluated the progress made on these strategic initiatives.
  - As of September 2015 a new Executive Board model has been implemented, in line with the proposal of the Board and as approved by the General Meeting. Peter Bommel was re-appointed as Chief Executive Officer for a four year term. The Executive Board model comprises a Management Board (statuair bestuur) of three members (Chief Executive Officer, Chief Operating Officer and Chief Quality Officer), which is supported by a broad Executive Committee comprising Function Leaders, Market Leaders, the Risk & Reputation Leader and the Finance and Talent leads. This matter has been on the agenda of multiple Board meetings.
  - The newly appointed Chief Quality Officer as of June 1, 2016, Engelhardt Robbe, was recruited externally. Engelhardt Robbe succeeds Cees de Boer, who has served on the Executive Board for the last eight years, first in the capacity as COO/ CFO and since October 1, 2015 in the capacity of Chief Quality Officer. The Supervisory Board would like to take this opportunity to thank Cees for the invaluable and distinctive contribution he has made to Deloitte while serving on the Executive Board.
  - As in previous years, an extensive inspection was undertaken by the Risk & Reputation Leader on independence compliance. As part of this inspection, many partners, directors and senior managers were individually tested. It is critical that the organisation maintains a system of closely monitoring and inspecting adherence to the independence rules. The Board is regularly informed on the results of these inspections.
  - Important partner matters are, as a matter of principle, brought to the attention of the Supervisory Board and, when needed, discussed thoroughly with the Executive Board.
  - The Board completed a process to evaluate its performance and that of its individual members. This evaluation was performed with the support of an external expert, securing an independent and professional evaluation.
  - Following newspaper articles about the rotation of the external auditor of Deloitte, the Supervisory Board has evaluated the process of decision making with support of internal governance experts, and it has discussed the evaluation findings and recommendations in several meetings. Furthermore, after deferring the new auditor selection process, a new audit firm has been selected based on preset quality criteria (audit quality and risk assessment, working with Internal Audit, expertise in IR and governance and reporting thereon, team and confidentiality and conflict of interest protocol). The nomination of the new external auditor is subject to approval by the General Meeting in September, 2016.
  - One of the NBA measures implemented and effective as of June 1, 2016, relates to the Clawback for audit partners. The Board has discussed this extensively with the Executive Board to ensure this measure is implemented in accordance with the details provided by the NBA and the interpretation thereof. Also within the partnership, the Clawback was discussed in great detail. Implementation was supported by a vast majority of the audit partners and the General Meeting.
- Report of the Audit Committee
- The Audit Committee (AC) assists the Supervisory Board in fulfilling its oversight responsibilities for quality of internal and external reporting of the firm, the control and risk management framework, internal audit, engagement with the external auditor, financing and tax. In doing so, the AC takes note of the outcome of internal audit investigations and assessments of compliance with applicable laws and regulations.
- The AC has had six regular meetings during the financial year 2015/2016, two conference calls and has reported its findings and comments to the full Supervisory Board during the regular meetings of the Board.
- The COO, the Finance Lead, the Controller and the Internal Auditor attended all AC meetings. The external Auditor attended four meetings to discuss, inter alia, the audit plan and the audit findings and recommendations.
- Highlights of the work of the AC during 2015/2016:
  - Discussion on the financial performance of the firm, both at an aggregate level and for the different Functions of Deloitte. The Committee is satisfied with the financial performance of the Group
  - Discussion covering forecasts and financial plans
  - Structure of the control framework of the group
  - Approval of the annual internal audit plan
  - Planning and preparation of integrated reporting
  - The internal and external audit findings, including the follow-up on previous recommendations made by the internal and external auditors
  - Discussion on specific reports issued by the internal auditor in line with the annual internal audit plan
  - Review of the proposal for restructuring of Stichting Interfos and consolidation in Coöperatief Deloitte U.A.
  - Selection of the audit firm proposed to conduct the audit of the financial statements effective from financial year 2016/2017
- Report of the Partners Matters Committee
- The Partner Matters Committee (PMC) supports the Supervisory Board on oversight matters with regards to the partner remuneration system.
- The PMC has discussed a limited number of appeals by individual partners regarding their classification in the 2015/2016 partner remuneration system. Also, the PMC reviewed the classification of the entire group of partners in the 2015/2016 partner remuneration system.
- Report of the Public Interest Committee (PIC)
- The PIC was introduced and appointed in April 2013. The PIC is composed of the external members of the Supervisory Board. The PIC has had five meetings during the financial year, three of which have been combined with the meetings of the (entire) Supervisory Board.
- Highlights of the work of the PIC during 2015/2016:
  - Implementation of the NBA measures introduced in September 2014
  - Responsible Tax
  - Regulatory matters, especially related to the audit practice, such as external inspection reports of AFM and PCAOB. Including follow up measures taken by Deloitte
  - Whistle-blower Policy
  - Governance model of Deloitte
  - Public Policy Plan
  - Other regulatory matters related to specific external investigations by AFM
  - Selecting and recommending the appointment of the external auditor
  - Reports of internal and external quality reviews
  - Reports of independence reviews
  - Reports of ethics reviews
  - Reports of substantial litigation and risk management cases

## Bestuursverslag

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
	<p>•• Public Affairs matters</p> <p>•• The impact of international developments within the DTLT global network on Deloitte in the Netherlands</p> <p>A more comprehensive report of its activities will be included in the Transparency Report of Deloitte Accountants BV for the financial year 2015/2016.</p> <p>Report of the Remuneration Committee The Remuneration Committee (RC) supports the Supervisory Board on decisions regarding the remuneration of the members of the Executive Board, including an assessment of their individual performance. The RC advised the Supervisory Board to propose a new Executive Board remuneration policy for adoption by the General Meeting, in line with the NBA measures. As a consequence, the remuneration for members of the Executive Board is fixed and no longer linked to the results of the firm. The RC has held several meetings on this matter. The RC discussed the target setting for 2015/2016 of the Executive Board and each Executive Board member. Long term goals related to quality are explicitly included in the personal targets of the Executive Board members. In February 2016 and in June 2016, the RC discussed the performance of each member of the Executive Board during the financial year 2015/2016.</p> <p>Report of the Selection and Nomination Committee The Selection and Nomination Committee (SNC) is responsible for preparing the selection and nomination by the Supervisory Board of new members of the Executive Board and the Supervisory Board. The SNC also addressed succession planning of members of both Boards. This financial year (2015/2016) the SNC has advised the Supervisory Board to nominate Peter Bommel, Mario van Vliet and Engelhardt Robbe for (re)appointment as members of the Executive Board. Furthermore, the SNC has advised on the reappointment of Mrs Ardie van Berkel and Mr. Floris Deckers as members of the Supervisory Board, and started the search for a fifth Supervisory Board member.</p> <p>Integrated Annual Report 2015/2016 The financial statements of Coöperatief Deloitte U.A. as presented by the Executive Board, have been audited by Ernst &amp; Young Accountants LLP. Their report is included in Annex 3. The Board has approved the financial statements and recommends the members to adopt the 2015/2016 financial statements. Given this is the first year that a fully Integrated Report including Financial Statements is issued, the sustainability sections of the Integrated Report has also been an area of focus for the Supervisory Board including communications with both management and Ernst &amp; Young thereon. Ernst &amp; Young Accountants LLP has issued their report on certain sustainability sections of the Integrated Report and we refer to their report included in Annex 3. Other information. The Board has approved the Integrated Report including the sections on sustainability and recommends the members to adopt the 2015/2016 Integrated Report. Appreciation The Board wishes to express its gratitude to the members of the Executive Board, Executive Committee and all partners and all staff of Deloitte Netherlands for their continued contribution to the firm.</p>		
Communication on expected business developments	<p>Outlook While both the global and Dutch economies remain volatile, we continue to build and execute on our vision and strategy. We plan to grow our business and improve our performance by making conscious investments in quality, talent development, innovation, and by recruiting and retaining the best talent, in order to achieve our accelerated growth targets. Our other strategic initiatives will also continue in the areas of improving client portfolio and lean operations. In addition, we will seek internationalisation for further collaboration to serve our clients even better, improve quality, and enhance career opportunities. Furthermore, we are actively pursuing opportunities with other Deloitte member firms to strengthen our market focus, resource allocation and collaboration in providing seamless service. With financial year 2015/2016 being a record year, we expect 2016/2017 to be a year where we will continue to grow and invest in quality, innovation and our talent. Based on the current visibility and a stable environment we plan to grow in number of professionals between 3 and 5 percent. We will continue to invest in innovation and product development at levels similar to 2014/2015 while increasing our investments in talent development and time allocated to making an impact on society with the goal of growing this to 1 percent of revenue.</p>		

## Geconsolideerd overzicht van het totaalresultaat

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Statement of comprehensive income [title]</b>			
<b>Net result after tax</b>			
	Consolidated [member]	EUR 11,854,000	EUR 0

## Geconsolideerde balans

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>		
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Balance sheet [title]</b>				
<b>Balance sheet before or after appropriation of results</b>				
	Consolidated [member]			Voor
	Separate [member]			Voor
<b>Assets [title]</b>				
<b>Non-current assets [title]</b>				
<b>Intangible assets</b>				
	Consolidated [member]	EUR 14,104,000	EUR 15,630,000	
	Goodwill [member]	EUR 8,490,000	EUR 10,557,000	
	Consolidated [member]	EUR 14,104,000	EUR 15,630,000	
	Consolidated [member]	EUR 5,614,000	EUR 5,073,000	
	Research and development costs, not internally generated [member]			
	Consolidated [member]			
<b>Property, plant and equipment</b>				
	Consolidated [member]	EUR 65,184,000	EUR 68,355,000	
	Land and buildings [member]	EUR 35,621,000	EUR 39,553,000	
	Consolidated [member]	EUR 11,170,000	EUR 12,457,000	
	Machinery [member]			
	Consolidated [member]	EUR 12,278,000	EUR 16,189,000	
	Other property, plant and equipment [member]			
	Consolidated [member]	EUR 65,184,000	EUR 68,355,000	
	Property, plant and equipment under construction and prepayments of property, plant and equipment [member]	EUR 6,115,000	EUR 156,000	
	Consolidated [member]			
<b>Financial assets</b>				
	Consolidated [member]	EUR 25,395,000	EUR 4,941,000	
	Deferred tax assets [member]	EUR 19,125,000	EUR 0	
	Consolidated [member]	EUR 25,395,000	EUR 4,941,000	
	Financial assets [member]	EUR 82,476,000	EUR 0	
	Consolidated [member]	EUR 34,601,000	EUR 0	
	Investments in group companies [member]			
	Separate [member]	EUR 734,000	EUR 2,331,000	
	Other investments in participating interests [member]			
	Consolidated [member]	EUR 5,536,000	EUR 2,610,000	
	Other receivables (non-current) [member]			
	Consolidated [member]	EUR 47,875,000	EUR 0	
	Receivables from group companies (non-current) [member]			
	Separate [member]	EUR 82,476,000	EUR 0	
	Consolidated [member]	EUR 104,683,000	EUR 88,926,000	
	Consolidated [member]			
<b>Current assets [title]</b>				
<b>Receivables</b>				
	Consolidated [member]	EUR 206,452,000	EUR 198,223,000	
	Separate [member]	EUR 6,832,000	EUR 0	
<b>Cash and cash equivalents</b>				
	Consolidated [member]	EUR 66,602,000	EUR 18,971,000	
<b>Current assets</b>				
	Consolidated [member]	EUR 273,054,000	EUR 217,194,000	
	Separate [member]	EUR 6,832,000	EUR 0	
<b>Assets</b>				
	Consolidated [member]	EUR 377,737,000	EUR 306,120,000	
	Separate [member]	EUR 89,308,000	EUR 0	
<b>Equity and liabilities [title]</b>				



**Geconsolideerde balans**

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>			
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Equity [title]</b>			
<b>Equity</b>			
Equity [member]	EUR -35,149,000		EUR 0
Separate [member]			
Legal reserves [member]	EUR 5,614,000		EUR 0
Separate [member]			
Other reserves [member]	EUR -59,017,000		EUR 0
Separate [member]			
Result for the year [member]	EUR 11,854,000		EUR 0
Separate [member]			
Share capital [member]	EUR -35,149,000		EUR 0
Separate [member]	EUR 6,400,000		EUR 0
<b>Group equity</b>			
Consolidated [member]	EUR -35,149,000		EUR 6,650,000
<b>Provisions</b>			
Consolidated [member]	EUR 8,115,000		EUR 6,377,000
Other provisions [member]	EUR 1,247,000		EUR 285,000
Consolidated [member]			
Provision for disposal obligations [member]	EUR 1,972,000		EUR 2,286,000
Consolidated [member]			
Provision for legal proceedings [member]	EUR 2,148,000		EUR 1,400,000
Consolidated [member]			
Provision for pension obligations [member]	EUR 374,000		EUR 549,000
Consolidated [member]			
Provisions [member]	EUR 8,115,000		EUR 6,377,000
Consolidated [member]			
Restructuring provision [member]	EUR 2,374,000		EUR 1,857,000
Consolidated [member]			
<b>Non-current liabilities (exceeding one year)</b>			
Consolidated [member]	EUR 220,512,000		EUR 154,741,000
Separate [member]	EUR 117,800,000		EUR 0
<b>Current liabilities</b>			
Consolidated [member]	EUR 184,259,000		EUR 138,352,000
Separate [member]	EUR 6,657,000		EUR 0
<b>Equity and liabilities</b>			
Consolidated [member]	EUR 377,737,000		EUR 306,120,000
Separate [member]	EUR 89,308,000		EUR 0

**Geconsolideerde kasstroomoverzicht**

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>			
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Cash flow statement [title]</b>			
<b>Cash flows from (used in) operating activities [title]</b>			
Receipts of customers			EUR 777,563,000
Consolidated [member]			EUR 638,934,000
Payments to employees			EUR 595,246,000
Consolidated [member]			EUR 513,894,000
<b>Cash flows from (used in) operations</b>			
Consolidated [member]			EUR 182,317,000
EUR 125,040,000			
Interest received			EUR 810,000
Consolidated [member]			EUR 82,000
Dividends received			EUR 41,000
Consolidated [member]			EUR 35,000
Income tax received			EUR 0
Consolidated [member]			EUR 595,000
Interest paid			EUR 5,874,000
Consolidated [member]			EUR 7,065,000
Income tax paid			EUR 10,000,000
Consolidated [member]			EUR 0
<b>Cash flows from (used in) operating activities</b>			
Consolidated [member]			EUR 167,294,000
EUR 118,687,000			
<b>Cash flows from (used in) investment activities [title]</b>			
Purchase of intangible assets			EUR 2,065,000
Consolidated [member]			EUR 2,838,000
Purchase of property, plant and equipment			EUR 7,788,000
Consolidated [member]			EUR 18,418,000
Proceeds from sales of property, plant and equipment			EUR 9,000
Consolidated [member]			EUR 301,000
Purchase of group companies			EUR 2,343,000
Consolidated [member]			EUR 500,000
Purchase of other financial assets			EUR 292,000
Consolidated [member]			EUR 392,000
Proceeds from sales of other financial assets			EUR 546,000
Consolidated [member]			EUR 0
<b>Cash flows from (used in) investing activities</b>			
Consolidated [member]			EUR -11,933,000
EUR -21,847,000			
<b>Cash flows from (used in) financing activities [title]</b>			
Adjustments for increase (decrease) in payables to credit institutions			EUR -15,112,000
Consolidated [member]			EUR 2,945,000
Payments to acquire or redeem entity's shares			EUR 250,000
Consolidated [member]			EUR 0
Proceeds from borrowings			EUR 3,800,000
Consolidated [member]			EUR 4,065,000
Dividends paid			EUR 97,764,000
Consolidated [member]			EUR 95,206,000
<b>Cash flows from (used in) financing activities</b>			
Consolidated [member]			EUR -109,326,000
EUR -88,196,000			
<b>Net cash flows</b>			
Consolidated [member]			EUR 46,035,000
EUR 8,644,000			
<b>Increase (decrease) in cash and cash equivalents</b>			
Consolidated [member]			EUR 47,631,000
EUR 8,644,000			
<b>Increase (decrease) in cash and cash equivalents [title]</b>			
Cash and cash equivalents (cash flow), end of the period			

## Geconsolideerde kasstroomoverzicht

	http://www.kvk.nl/kvk-id:63086174	
	31/05/2016	31/05/2015
Consolidated [member]	EUR 66,602,000	EUR 18,971,000

## Geconsolideerde winst-en-verliesrekening

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Income statement [title]</b>		
<b>Net revenue</b>		
Consolidated [member]	EUR 785,325,000	EUR 656,804,000
Separate [member]	EUR 516,000	EUR 0
<b>Capitalised production costs</b>		
Consolidated [member]	EUR 336,000	EUR 255,000
<b>Other operating income</b>		
Consolidated [member]	EUR 2,584,000	EUR 478,000
<b>Operating income</b>		
Consolidated [member]	EUR 788,245,000	EUR 657,537,000
<b>Cost of outsourced work and other external expenses</b>		
Consolidated [member]	EUR 131,199,000	EUR 78,335,000
<b>Wages, salaries and social security charges</b>		
Consolidated [member]	EUR 343,321,000	EUR 302,366,000
Separate [member]	EUR 206,000	EUR 0
<b>Amortisation of intangible assets and depreciation of property, plant and equipment</b>		
Consolidated [member]	EUR 18,219,000	EUR 16,224,000
<b>Impairment of current assets</b>		
Consolidated [member]	EUR 2,317,000	EUR 0
<b>Other operating expenses</b>		
Consolidated [member]	EUR 170,892,000	EUR 158,759,000
Separate [member]	EUR 293,000	EUR 0
<b>Operating expenses</b>		
Consolidated [member]	EUR 665,948,000	EUR 555,684,000
Separate [member]	EUR 499,000	EUR 0
<b>Financial income</b>		
Consolidated [member]	EUR -6,964,000	EUR -6,331,000
Separate [member]	EUR -17,000	EUR 0
<b>Result from ordinary activities before tax</b>		
Consolidated [member]	EUR 115,317,000	EUR 95,550,000
Separate [member]	EUR 11,854,000	EUR 0
<b>Income tax expense from ordinary activities</b>		
Consolidated [member]	EUR 5,699,000	EUR 344,000
Separate [member]	EUR 0	EUR 0
<b>Share in results of participating interests</b>		
Consolidated [member]	EUR -16,000	EUR 28,000
Separate [member]	EUR 11,854,000	EUR 0
<b>Result after tax</b>		
Separate [member]	EUR 11,854,000	EUR 0
<b>Result attributable to non-controlling interest</b>		
Consolidated [member]	EUR -97,764,000	EUR -95,206,000
<b>Net result after tax</b>		
Consolidated [member]	EUR 11,854,000	EUR 0

## Informatie ten behoeve van het deponeren van de rapportage bij het Handelsregister

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	
<b>Document and entity information [title]</b>		
<b>Entity information [title]</b>		
Legal entity name	Coöperatief Deloitte U.A.	
Legal entity legal form	Coöperatie	
Legal entity registered office	Rotterdam	
Registration number at the Chamber of Commerce	63086174	
Business names	Deloitte	
Classification of the legal entity based on the legal size criteria	Groot	
SBI-code	6420	
<b>Contact for this document [presentation] [1]</b>		
Contact type	Ondernemer	
First name	W.	
Family name	Bontes	
Name of the organisation represented by the signatory	Coöperatief Deloitte U.A.	
Telephone number	+31882881221	
Email address	wbontes@deloitte.nl	
<b>Document information [title]</b>		
Start date of current financial reporting period	2015-06-01	
End date of current financial reporting period	2016-05-31	
Document relates to an individual entity or a group of entities	Geconsolideerd	
Presentation currency	EUR	
Financial statements adopted (Y/N)	true	
Date of adoption of the financial statements	2016-09-17	

## Kasstroomoverzicht

	http://www.kvk.nl/kvk-id:63086174	
	31/05/2016	31/05/2015
	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Cash flow statement [title]</b>		
<b>Cash flows from (used in) operating activities [title]</b>		
<b>Receipts of customers</b>		
Consolidated [member]	EUR 777,563,000	EUR 638,934,000
<b>Payments to employees</b>		
Consolidated [member]	EUR 595,246,000	EUR 513,894,000
<b>Cash flows from (used in) operations</b>		
Consolidated [member]	EUR 182,317,000	EUR 125,040,000
<b>Interest received</b>		
Consolidated [member]	EUR 810,000	EUR 82,000

## Kasstroombegroting

	http://www.kvk.nl/kvk-id:63086174			
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Dividends received</b>				
Consolidated [member]			EUR 41,000	EUR 35,000
<b>Income tax received</b>				
Consolidated [member]			EUR 0	EUR 595,000
<b>Interest paid</b>				
Consolidated [member]			EUR 5,874,000	EUR 7,065,000
<b>Income tax paid</b>				
Consolidated [member]			EUR 10,000,000	EUR 0
<b>Cash flows from (used in) operating activities</b>				
Consolidated [member]			EUR 167,294,000	EUR 118,687,000
<b>Cash flows from (used in) investment activities [title]</b>				
<b>Purchase of intangible assets</b>				
Consolidated [member]			EUR 2,065,000	EUR 2,838,000
<b>Purchase of property, plant and equipment</b>				
Consolidated [member]			EUR 7,788,000	EUR 18,418,000
<b>Proceeds from sales of property, plant and equipment</b>				
Consolidated [member]			EUR 9,000	EUR 301,000
<b>Purchase of group companies</b>				
Consolidated [member]			EUR 2,343,000	EUR 500,000
<b>Purchase of other financial assets</b>				
Consolidated [member]			EUR 292,000	EUR 392,000
<b>Proceeds from sales of other financial assets</b>				
Consolidated [member]			EUR 546,000	EUR 0
<b>Cash flows from (used in) investing activities</b>				
Consolidated [member]			EUR -11,933,000	EUR -21,847,000
<b>Cash flows from (used in) financing activities [title]</b>				
<b>Adjustments for increase (decrease) in payables to credit institutions</b>				
Consolidated [member]			EUR -15,112,000	EUR 2,945,000
<b>Payments to acquire or redeem entity's shares</b>				
Consolidated [member]			EUR 250,000	EUR 0
<b>Proceeds from borrowings</b>				
Consolidated [member]			EUR 3,800,000	EUR 4,065,000
<b>Dividends paid</b>				
Consolidated [member]			EUR 97,764,000	EUR 95,206,000
<b>Cash flows from (used in) financing activities</b>				
Consolidated [member]			EUR -109,326,000	EUR -88,196,000
<b>Net cash flows</b>				
Consolidated [member]			EUR 46,035,000	EUR 8,644,000
<b>Increase (decrease) in cash and cash equivalents</b>				
Consolidated [member]			EUR 47,631,000	EUR 8,644,000
<b>Increase (decrease) in cash and cash equivalents [title]</b>				
<b>Cash and cash equivalents (cash flow), end of the period</b>				
Consolidated [member]	EUR 66,602,000	EUR 18,971,000		

## Ondertekening van de jaarrekening

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	
<b>Signature managing and supervisory directors, disclosure [title]</b>		
<b>Type of director</b>		
ExecutiveBoard1	Bestuurder (huidig)	
ExecutiveBoard2	Bestuurder (huidig)	
ExecutiveBoard3	Bestuurder (huidig)	
SupervisoryBoard1	Commissaris (huidig)	
SupervisoryBoard2	Commissaris (huidig)	
SupervisoryBoard3	Commissaris (huidig)	
SupervisoryBoard4	Commissaris (huidig)	
SupervisoryBoard5	Commissaris (huidig)	
SupervisoryBoard6	Commissaris (huidig)	
SupervisoryBoard7	Commissaris (huidig)	
<b>Name of the organisation represented by the managing of supervisory directors</b>		
ExecutiveBoard1	P.J. Bommel (Chair)	
ExecutiveBoard2	E.M. Robbe	
ExecutiveBoard3	M. van Vliet	
SupervisoryBoard1	F.G.H. Deckers (Chair)	
SupervisoryBoard2	A.L.J.M. van Berkel (Vice-Chair)	
SupervisoryBoard3	F.E. Eelkman Rooda	
SupervisoryBoard4	S. Kloosterhof	
SupervisoryBoard5	C.A.M. Renne	
SupervisoryBoard6	J.P. Rijdsijk	
SupervisoryBoard7	A.F. van der Touw	
<b>Location of signing by managing and supervisory directors</b>		
Location	Rotterdam	
<b>Date of signing by managing and supervisory directors</b>		
Date	2016-09-02	

## Overige gegevens

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	
<b>Other information [title]</b>		
<b>Auditors opinion [title]</b>		
Reference to the auditor's opinion	A separate assurance report to this XBRL report is published on the Deloitte website ( <a href="https://www2.deloitte.com/nl/nl/pages/over-deloitte/articles/deloitte-verslagen.html">https://www2.deloitte.com/nl/nl/pages/over-deloitte/articles/deloitte-verslagen.html</a> ).	
<b>Provisions in the Articles of Association relating to profit appropriation [title]</b>		
Provisions of the Articles of Association relating to profit appropriation	In Article 18 of the Cooperative's articles of association the following has been presented concerning the appropriation of result: 1. The profit is fully distributed to the Members. 2. The General Meeting decides on appropriation of the profit based on a proposal by the Executive Board approved by the Supervisory Board. Profit will be distributed after adoption of the financial statements evidencing that this is permissible.	

## Overige gegevens

http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016	
	<p>3. Based on a proposal by the Executive Board approved by the Supervisory Board, the General Meeting may decide to distribute to the Members profit of the current fiscal year.</p> <p>4. If the Cooperative sustains a loss in any fiscal year, the Executive Board will submit to the General Meeting a proposal approved by the Supervisory Board regarding treatment of the loss. The General Meeting will take a decision with respect to treatment of the loss following the proposal submitted by the Executive Board as referred to in the first sentence of this paragraph. If losses have been charged to the capital accounts, no profit will be distributed until such losses have been made up.</p>
Result appropriation [title]	
Appropriation of the results	<p>Appropriation of result for the financial year April 10, 2015 until May 31, 2015</p> <p>The annual report 2015 was adopted in the general meeting of members held on May 25, 2016. The general meeting of members has determined the appropriation of result in accordance with the proposal being made to that end.</p>
Proposed appropriation of the results	<p>Proposed appropriation of result for the financial year June 1, 2015 until May 31, 2016</p> <p>The Executive Board proposes, with the approval of the Supervisory Board, that the result for the financial year 2015/2016 amounting to €11,854 to be distributed as profits. While noting that Coöperatief Deloitte U.A. has a negative equity as of May 31, 2016, the financial year 2015/2016 results and financial year 2016/2017 plan forms a sound basis for profit distribution. The financial statements do not yet reflect this proposal.</p>
Subsequent events [title]	
Subsequent events	<p>Subsequent events</p> <p>On July 1, 2016 the members of Coöperatief Deloitte U.A. approved the legal merger between Stichting InterNos and Deloitte Holding B.V. subject to approval of the court. This transaction can be qualified as a transaction under common control. Since this merely concerns an internal change to the organization structure that affects the legal structure, the transaction will be recorded under the carry over accounting method.</p>

## Toelichting op de geconsolideerde jaarrekening - Aandeel van derden in het resultaat

http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016	
Result attributable to non-controlling interest, disclosure [title]	
Result attributable to non-controlling interest, disclosure	<p><i>Consolidated [member]</i> Based on the revised Associate Agreement as of June 1, 2015 a management fee, which approximates 80% of the expected consolidated net amount of operational and financial income and expenses of Deloitte Holding B.V., is paid to the members of Coöperatief Deloitte U.A. through Stichting Financiering Deloitte. The net result after management fee and corporate income tax is proposed to be paid by Coöperatief Deloitte U.A. to the members as distribution of profits. The management fee is taxable for members. The distribution of profits is non-taxable for members, because Deloitte pays corporate income tax based on the result before taxation.</p> <p>Under the previous Associate Agreement, until May 31, 2015 an Associate Fee was payable equal to the consolidated net amount of operational and financial income and expenses of Deloitte before deduction of the Associate Fee itself. This Associate Fee was taxable for members. For the years 2015/2016 and 2014/2015 the management fee is before deduction of €10,463 respectively €10,903 distributed to Stichting InterNos.</p> <p>The members distribution can be specified as follows: in € thousands 2015/2016 2014/2015 Result before management fee (former Associate Fee) and taxation 115.317 95.550 Management fee members of Coöperatief Deloitte U.A. (former Shareholders' Associate Fee) (97.764) (95.206) Result before taxation 17.553 344 Corporate income tax (5.699) (344) Net result after taxation 11.854 -</p> <p>Management fee distributed to members 97.764 95.206 Proposed profit distribution to members 11.854 Total proposed distribution to members 109.618 95.206</p> <p>Average number of members in fte's *) 249 241</p> <p>Average management fee and proposed profit distribution before tax per member 463 396</p> <p>*) Members of the Executive Board who received a fix remuneration are not included.</p> <p>For the management fee (former Associate Fee) and transactions with related parties reference is also made to the accounting principles for determination of the result. Deloitte has transactions with the members for which the nature and scope are disclosed in the notes to the consolidated financial statements.</p>

## Toelichting op de geconsolideerde jaarrekening - Accountantsshonoraria

http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016	
Auditors fees, disclosure [title]	
Auditors fees, disclosure	<p><i>Consolidated [member]</i> The auditors fee is based on the agreed upon fees for the audit and other engagements for the year under review and any additional fees for out of scope work regarding the prior year.</p>

## Toelichting op de geconsolideerde jaarrekening - Accountantsshonoraria: Uitsplitsing [tabel]

http://www.kvk.nl/kvk-id:63086174			
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
Auditor's fees, breakdown [title]			
Auditors fees, audit of the financial statements			
	<i>Total fees [member]</i>	EUR 174,000	EUR 137,000
	<i>Consolidated [member]</i>		
Auditors fees, other audit procedures			
	<i>Total fees [member]</i>	EUR 107,000	EUR 86,000
	<i>Consolidated [member]</i>		
Auditors fees			
	<i>Total fees [member]</i>	EUR 281,000	EUR 223,000
	<i>Consolidated [member]</i>		

## Toelichting op de geconsolideerde jaarrekening - Afschrijvingen op immateriële en materiële vaste activa: Uitsplitsing [tabel]

http://www.kvk.nl/kvk-id:63086174			
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
Depreciation of property, plant and equipment and amortisation of intangible assets, breakdown [title]			
Amortisation of intangible assets			
	<i>Consolidated [member]</i>	EUR 4,779,000	EUR 3,887,000
Depreciation of property, plant and equipment			
	<i>Consolidated [member]</i>	EUR 13,440,000	EUR 12,337,000
Amortisation of intangible assets and depreciation of property, plant and equipment			
	<i>Consolidated [member]</i>	EUR 18,219,000	EUR 16,224,000

## Toelichting op de geconsolideerde jaarrekening - Algemene grondslagen voor verslaggeving

http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016	
General accounting policies [title]	
General policies [title]	
General policies	<p><i>Consolidated [member]</i> General accounting principles used for the preparation of the consolidated financial statements</p> <p>The consolidated financial statements have been prepared in accordance with the requirements of Title 9, Book 2 of the Netherlands Civil Code. Assets and liabilities are valued and results are determined on the basis of historical cost. Unless a different accounting principle is specified for the specific item on the balance sheet, assets and liabilities are carried at their face value. Income and expenses are allocated to the year to which they relate. Profits are only recorded if they have been</p>

## Toelichting op de geconsolideerde jaarrekening - Algemene grondslagen voor verslaggeving

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a> 01/06/2015 - 31/05/2016	
	realised on the balance sheet date. Losses originating before the end of the year under review are taken into consideration if they were known before the financial statements were prepared. All amounts in the financial statements are shown in thousands of euros, unless stated otherwise.
Separate [member]	The company financial statements have been prepared in accordance with Title 9, Book 2 of the Netherlands Civil Code. For an explanation of the general accounting principles used in the preparation of the financial statements, the policies for valuation of the assets and liabilities and for determining the result, as well as for the notes to the various company assets and liabilities and the results reference is made to the notes to the consolidated financial statements, unless stated otherwise.
Change in accounting policies [title]	
Change in accounting policies	
Consolidated [member]	Changes in accounting policies As a result of the new EU Directive on the Annual Financial Statements (Directive 2013/34/EU), several sections of Title 9 Book 2 of the Netherlands Civil Code have been amended. Some Decrees have been amended too, including the Decree on Current Value and the Decree on Financial Statements Formats. Although the amendments apply to financial years beginning on or after 1 January 2016, early application with effect from the 2016 financial year is allowed. Deloitte has decided to early apply.  The early application does not have a financial impact on the financial year 2015/2016 and comparative figures, but does have an impact on the disclosures.
Foreign currency translation policy [title]	
Foreign currency translation policy	
Consolidated [member]	Foreign currencies The functional currency of the company and its group companies is the euro. Receivables, liabilities and obligations in foreign currencies are translated at the exchange rate prevailing as of the balance sheet date. Transactions in foreign currencies during the period under review are recognised in the financial statements at the rates of exchange at transaction date. Exchange-rate gains and losses arising from such transactions are taken to the profit and loss account.
Financial instruments, policy [title]	
Financial instruments, policy	
Consolidated [member]	Financial instruments Financial instruments are both primary financial instruments (such as receivables and debts), and derivative financial instruments (derivatives). The notes to the specific items of the balance sheet disclose the fair value of the related instrument if this deviates from the carrying amount. If the financial instrument is not recorded in the balance sheet the information on the fair value is disclosed in the notes to the 'Contingent assets and liabilities'.  Primary financial instruments For the principles of primary financial instruments, reference is made to the recognition per balance sheet item of the 'Principles for the valuation of assets and liabilities'.  Derivative instruments (derivatives) Financial derivatives whose underlying value is not listed are recognised at cost. If the fair value is lower than the cost price or negative as at balance sheet date, the derivative is written down to the lower fair value and recognised in the profit and loss account, unless cost price hedge accounting has been applied. When determining the lower fair value the effect of current interest is not taken into account.  Hedge accounting The group applies hedge accounting based on individual documentation per individual hedge relationship. The group documents how the hedge relations suit the risk management goals, the hedge strategy and the expectation in respect of the hedge's effectiveness.  The effective part of derivatives that have been assigned for cost price hedge accounting is valued at cost. By comparing the critical comparative features of the hedge instrument with the critical features of the hedged position on balance sheet date, it is determined whether there is an indication for ineffectiveness. In the event the critical features of the hedge instrument and the critical features of the hedged position are not equal, this is an indication that the cost price hedge contains an ineffective part. In that case a quantitative ineffectiveness measurement is carried out by comparing the cumulative change of the fair value of the hedge instrument with the cumulative change of the fair value of the hedged position since the designation of the hedge relationship. Ineffectiveness is recognized in the profit and loss account if and insofar as the quantitative ineffectiveness measurement shows a (cumulative) loss.
Cash flow statement, policy [title]	
Cash flow statement, policy	
Consolidated [member]	Principles for preparation of the consolidated cash flow statement The cash flow statement is prepared using the direct method. Cash consists of the balance of cash and cash equivalents. Tax on profits, interest received and paid, and dividends received are included under cash flow from operating activities. The acquisition cost for acquired group companies is included under cash flow from investment activities. Existing cash and cash equivalents of these group companies are deducted from the acquisition cost.

## Toelichting op de geconsolideerde jaarrekening - Algemene toelichting

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a> 01/06/2015 - 31/05/2016	
Notes [title]	
General disclosure [title]	
Activities [title]	
Description of the most important activities of the entity	
Consolidated [member]	Activities Coöperatief Deloitte U.A. is a cooperative which has its registered office and its principal place of business in Rotterdam, Wilhelminalade 1, and is registered with the Chamber of Commerce with number 63086174. Coöperatief Deloitte U.A. is the ultimate parent of Deloitte Holding B.V. and its subsidiaries. The activities of Coöperatief Deloitte U.A. and the companies in its group consist mainly of Audit, Tax & Legal, Financial Advisory Services and Consulting, as well as other forms of professional financial services. These activities are conducted by and for the account of the respective group companies of Coöperatief Deloitte U.A. and Deloitte Holding B.V. which acts as holding companies and do not themselves conduct any activities in the field of professional financial services as referred to in the previous sentence.  Formation of Coöperatief Deloitte U.A. Coöperatief Deloitte U.A. was founded on April 10, 2015. In its first statutory financial reporting period ended May 31, 2015 there have been no activities.  On June 1, 2015 the shareholders of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. for membership rights in Coöperatief Deloitte U.A. at nominal value, being €25 per member, in total €6,150.  Since this merely concerns a change in the legal structure on behalf of the ultimate owners of Deloitte Holding B.V. and Coöperatief Deloitte U.A. respectively, in the consolidated financial statements, the transaction was accounted for using the pooling of interests method. The impact thereof is that Deloitte Holding B.V. activities for the year ended May 31, 2015 are fully reflected and presented in the current year and comparative period of Coöperatief Deloitte U.A., with the prior year presented on a pro forma basis.  In the company financial statements the transaction was accounted for using the carry over accounting method at June 1, 2015.
Going concern [title]	
Going concern, disclosure	
Consolidated [member]	Going concern As explained in the previous paragraphs, the acquisition of Stichting InterNed has a negative impact of approximately €53 million on equity of Coöperatief Deloitte U.A. As of financial year 2016/2017 the members have agreed to retain yearly €6.9 million (€5.3 million after tax) of future annual Deloitte Holding B.V.'s earnings until such time that the equity reduction caused by the restructuring is recovered. Including subordinated loans, the positive capital base of the group amounts to €83,069.  The restructuring is a non cash event and does not impact the liquidity of the group. Deloitte Holding B.V. continues to have positive equity as a basis to distribute its earnings annually to Coöperatief Deloitte U.A. Furthermore in financial year 2015/2016 and financial year 2014/2015 Coöperatief Deloitte U.A. generated €167 million and €119 million respectively in operating cash flow with approximately between €12 million and €22 million in annual investments. For financial year 2016/2017 and the years to follow the same level of net cash inflow is expected.  The cash generating ability of the group based on past performance and future planned performance continues to show growth in cash generation and is expected to form a solid basis for distributing funds annually from Deloitte Holding B.V. to Coöperatief Deloitte U.A. and from Coöperatief Deloitte U.A. to its members. The Executive Board is confident about the future outlook for the Deloitte Netherlands Group. The financial statements are prepared applying the going concern assumption.
Group structure [title]	
Group structure	
Consolidated [member]	International relationships Deloitte (Deloitte Holding B.V.) is a member firm of Deloitte Touche Tohmatsu Limited (DTL), a UK private company limited by guarantee. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates. DTL does not itself provide services to clients. DTL and each DTL member firm are separate and distinct legal entities, which cannot obligate each other. DTL and each DTL member firm are liable only for their own acts or omissions and not those of each other. Each DTL member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its territory through subsidiaries, affiliates, and/or other entities.  Shareholders' structure

**Toelichting op de geconsolideerde jaarrekening - Algemene toelichting**

<http://www.kvk.nl/kvk-id:63086174>  
**01/06/2015 - 31/05/2016**

	<p>Up to May 31, 2015 the shares in Deloitte Holding B.V. were held by shareholding companies owned by partners who have signed a so-called "Associate Agreement" with Deloitte Holding B.V. These shareholding companies are referred to as "shareholders" or partners.</p> <p>In addition, Stichting Financiering Deloitte held non-voting shares in Deloitte Holding B.V. acquired from former shareholders on a temporary basis.</p> <p>Under the Associate Agreement each shareholding company has placed (the workforce of) each partner at the disposal of Deloitte Holding B.V. and its group companies in which the relevant professional activities for that partner are performed.</p> <p>On June 1, 2015 the shareholders of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. for membership rights in Coöperatief Deloitte U.A. at nominal value. Also on June 1, 2015 the remaining non-voting shares of Deloitte Holding B.V. held by Stichting Financiering Deloitte were cancelled.</p> <p>Under the previous Associate Agreement, until May 31, 2015 an Associate Fee was payable equal to the consolidated net amount of operational and financial income and expenses of Deloitte before deduction of the Associate Fee itself. This Associate Fee was recognised as an expense therefore resulting in a net profit amounting to nil.</p> <p>Based on the revised Associate Agreement as of June 1, 2015 a management fee, which approximates 80% of the expected consolidated net amount of operational and financial income and expenses of Deloitte Holding B.V., is paid to the members of Coöperatief Deloitte U.A. through Stichting Financiering Deloitte (as further explained in the following paragraph). The net result for the year after management fee and corporate income tax is to be paid by Coöperatief Deloitte U.A. to the members as distribution of profits.</p> <p>Financing structure and Stichting Financiering Deloitte</p> <p>In addition to the members' capital, members of Coöperatief Deloitte U.A. (and the previous shareholders of Deloitte Holding B.V.) finance Deloitte with subordinated loans. These loans are provided through Stichting Financiering Deloitte.</p> <p>Payments of management fees (formerly associate fees) by virtue of the Associate Agreement and other payments (with exception of distribution of profits) to members also take place through Stichting Financiering Deloitte.</p> <p>Up to May 30, 2016, Stichting Financiering Deloitte has re-issued the brought-in loans to Deloitte Holding B.V.; starting from May 31, 2016 these loans are re-issued to Coöperatief Deloitte U.A.</p> <p>These loans are subordinated to all creditors and lender banks.</p> <p>As part of the restructuring, Coöperatief Deloitte U.A. as shareholder of Deloitte Holding B.V. contributed €70 million of these subordinated loans into Deloitte Holding B.V. via an additional paid in capital contribution, the rest of the partner subordinated loans received from Stichting Financiering Deloitte are issued to Deloitte Holding B.V. as subordinated loans.</p> <p>Stichting Financiering Deloitte was established by the (former-) Deloitte partners, members of Coöperatief Deloitte U.A. as an entity to protect the interests of the members collectively from a financing perspective should a calamity arise that could affect the members. The control over Stichting Financiering Deloitte lies with the members who have the right at all times to elect and dismiss its board members. Consequently, Stichting Financiering Deloitte is not controlled by Coöperatief Deloitte U.A. group and therefore is not included in these consolidated financial statements. For further information on Stichting Financiering Deloitte, reference is made to note 7.</p> <p>The liabilities on the balance sheet of Stichting Financiering Deloitte contain long-term and short-term subordinated loans from members which for the same amounts and under the same conditions are provided to Deloitte. Other current liabilities are short-term deposits and interests to be paid which are equal to the current liabilities owed to Stichting Financiering Deloitte by Deloitte. In the situation that Stichting Financiering Deloitte would be controlled and consolidated there would be an insignificant effect on the balance sheet and no effect on the financial results of Coöperatief Deloitte U.A.</p> <p>Comparative figures</p> <p>As these are the first consolidated financial statements of Coöperatief Deloitte U.A. and Coöperatief Deloitte U.A. is a continuation of the existing group of Deloitte Holding B.V. the financial year 2014/2015 figures of the consolidated financial statements of Deloitte Holding B.V. are stated as pro forma comparative figures.</p> <p>No adjustments to comparative figures have been made with regard to Stichting InterNos because Deloitte Holding B.V. only obtained control as of May 23, 2016.</p>
<p>Separate [member]</p>	<p>On June 1, 2015 the shareholding companies of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. with Coöperatief Deloitte U.A. at nominal value, as a settlement of their newly acquired membership of €25 per member, in total €6,150.</p>
<p>Group structure, name of the ultimate parent</p>	<p>Since this merely concerns an internal change to the organisation structure that affects the legal structure, in the company financial statements the transaction was accounted for using the carry over accounting method at June 1, 2015.</p> <p>Under the carryover method, Coöperatief Deloitte U.A. has recognised its interest in Deloitte Holding B.V. at the merger date at book value in accordance with the book values recognised in the consolidated financial statements without adjusting the comparative figures. We believe that using the carryover method and therefore not adjusting the comparative figures in the company financial statements method explains the effect of the transaction on the financial position of Coöperatief Deloitte U.A. better than using the pooling of interests.</p>
<p>Group structure, location where to obtain a copy of the consolidated financial statements</p>	<p>Group relationships</p> <p>As a result of obtaining all the shares of Deloitte Holding B.V., as of June 1, 2015 Coöperatief Deloitte U.A. is the ultimate parent of Deloitte Holding B.V. and its subsidiaries.</p> <p>After this transaction the consolidated financial statements of Coöperatief Deloitte U.A. are a continuation of the existing group of Deloitte Holding B.V. (including comparatives). As a result of this, Deloitte publishes her consolidated financial statements at the level of Coöperatief Deloitte U.A. from now on. In these consolidated financial statements Deloitte refers to Coöperatief Deloitte U.A. and its subsidiaries. For a list of subsidiaries required by articles 2:379 and 2:414 of the Netherlands Civil Code reference is made to the notes to the company balance sheet.</p>
<p>Consolidation [title]</p>	<p><a href="https://www2.deloitte.com/nl/nl/pages/over-deloitte/articles/deloitte-verslagen.html">https://www2.deloitte.com/nl/nl/pages/over-deloitte/articles/deloitte-verslagen.html</a></p>
<p>Consolidation, disclosure</p>	<p>Basis of consolidation</p> <p>The financial data of entities that form part of the group are included in the consolidated financial statements of Coöperatief Deloitte U.A. The consolidated financial statements have been prepared using the accounting principles for valuation and for determining results of Coöperatief Deloitte U.A.</p> <p>The company financial statements of Coöperatief Deloitte U.A. are included in the financial statements.</p> <p>The financial data of the group companies are included in full in the consolidated financial statements, eliminating intra-group relationships and transactions.</p> <p>Newly acquired group companies are consolidated from the date of their acquisition. The assets, provisions and liabilities of these acquired group companies are valued at the fair value on that date. The goodwill paid is capitalised and amortised over the useful economic life. Results from participating interests that have been disposed are included in the consolidation until the date that control ceases.</p>
<p>Mergers and acquisitions [title]</p>	<p>Mergers and acquisitions, disclosure</p>
<p>Consolidated [member]</p>	<p>Acquiring control over of Stichting InterNos</p> <p>Stichting InterNos is responsible for the settlement of former goodwill rights. This foundation is partly financed by Stichting Financiering Deloitte, which has been authorised by the members to withhold a proportion of the management fee (former Associate Fee) due to these members to finance Stichting InterNos. Until May 23, 2016 Stichting InterNos was not part of the Coöperatief Deloitte U.A. group of companies and therefore was not included in the consolidated financial statements.</p> <p>After a review of the Coöperatief Deloitte U.A. group structure and the Stichting InterNos structure during the 2016 financial year, it was recommended to further optimise the current structure. Specifically, to simplify the structure, also for possible future collaboration with other Deloitte member firms, on March 29, 2016, the members voted on a restructuring of the group and Stichting InterNos. This combined with the Stichting InterNos Board agreeing to the restructuring. On May 23, 2016, with the conditions for restructuring being met, Deloitte Holding B.V. was appointed as sole board member of Stichting InterNos and gained control thereof.</p> <p>This change in Board composition results in Deloitte Holding B.V. controlling Stichting InterNos with Stichting InterNos being consolidated into Deloitte Holding B.V. and Coöperatief Deloitte U.A. respectively. Subsequent, to the change in control of Stichting InterNos, the Board voted to legally merge Stichting InterNos into Deloitte Holding B.V. and this is in process of being effected in the 2017 financial year, subject to finalizing related legal formalities.</p> <p>On July 1, 2016 the members of Coöperatief Deloitte U.A. approved the legal merger between Stichting InterNos and Deloitte Holding B.V. subject to approval of the court.</p> <p>In combination with the above, the new group structure also provides a transparent basis for potential combination of the Deloitte Netherlands and other Deloitte member firms in the future should this become an option.</p> <p>Accounting consequences of the restructuring</p> <p>As explained in more detail in the following paragraph, Stichting InterNos is a vehicle with a sole purpose for the ultimate owners of Deloitte Holding B.V. and Coöperatief Deloitte U.A. in settling certain rights of former partners/shareholders.</p> <p>On May 24, 2016, the members of Coöperatief Deloitte U.A. approved the restructuring of Stichting InterNos. On May 23, 2016, Deloitte Holding B.V. was appointed as the sole board member of Stichting InterNos and therefore obtained control over Stichting InterNos. Since the collectivity of members of Coöperatief Deloitte U.A. and Stichting InterNos are identical the restructuring merely concerns an internal change of the organisational structure that affects the legal structure under common control, the legal merger is recognised under the carry over accounting method, applying book values in accordance with Coöperatief Deloitte U.A.'s accounting policies.</p> <p>On May 31, 2016, Stichting InterNos balances included prepayments on settlements with former partners/shareholders of €72.8 million and total bank liabilities of €72.8 million. Coöperatief Deloitte U.A. as the parent of Deloitte Holding B.V. assumed and consolidated the assets and liabilities of Stichting InterNos with approximately €53 million (net of deferred tax) being written-off to equity. As a consequence, this restructuring had a negative impact of approximately €53 million on equity of Coöperatief Deloitte U.A. As of financial year 2016/2017 the members have agreed to retain yearly €6.9 million (€5.3 million after tax) of future annual Coöperatief Deloitte U.A.'s earnings until such time that the equity reduction caused by the restructuring is recovered.</p> <p>As part of the restructuring, Coöperatief Deloitte U.A. as shareholder of Deloitte Holding B.V. contributed €70 million of the subordinated loans into Deloitte Holding B.V. via an additional paid in capital contribution, the rest of the partner subordinated loans received from Stichting Financiering Deloitte are issued to Deloitte Holding B.V. as subordinated loans.</p> <p>Given the change in control in May 2016, the profit and loss account of Stichting InterNos is excluded for the period prior to the change of control. For the financial year 2016/2017, the impact on the profit and loss account resulting from the restructuring of Stichting InterNos is a decrease in management fee members of approximately €11 million partly offset by an increase in financial expenses of approximately €4 million. Furthermore the members of Coöperatief Deloitte U.A. agreed to retain the difference of approximately €5.3 million after deduction of €1.8 million corporate income tax as group equity, therefore the restructuring does not have a cash flow impact for the members and Coöperatief Deloitte U.A.</p> <p>Deloitte Holding B.V. continues to be in compliance with all its bank covenants and for the Base Equity covenant, a waiver for the 12 month period following the financial year 2015/2016 balance sheet date was received from the banks.</p> <p>Effect consolidation Stichting InterNos on Coöperatief Deloitte U.A. balances: (in € thousands)</p> <p>Long-term Bank loan 66.800          Repayment on long-term bank loan in following year 6.000          Total bank loan 72.800          Cash (1.596)          Write-off to equity 71.204          Deferred tax (17.801)          Net effect on equity 53.403</p>

## Toelichting op de geconsolideerde jaarrekening - Belastingen

		http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016
<b>Income tax expense, disclosure [title]</b>		
<b>Income tax expense, disclosure</b>		
Consolidated [member]	The management fee (last year Associate Fee) will be taxed at the member level. The effective tax burden is 31% and can be broken down as follows: 2015/2016 2014/2015 % in € thousands % in € thousands Result before taxation and management fee 115.317 95.550 Management fee members of Cooperatief Deloitte U.A. (former Shareholders' Associate Fee) *) (97.764) (95.206) Result before taxation 17.553 344 Tax burden based on Dutch nominal rate 25% 4.388 0% - Application local, nominal rates (higher/lower rates) 0% (10) -3% (10) Non-tax deductible costs 5% 831 106% 363 Exempted income 0% (10) -3% (5) Prior financial years tax income/(charge) 3% 500 0% - 31% 5.699 100% 344	
Income tax, amount recognised directly in equity		
Consolidated [member]	The consolidation of assets and liabilities of Stichting Interkos resulted in approximately €71.2 million of goodwill being written-off to equity. This goodwill is deductible for corporate income tax, therefore €17.8 million temporary tax differences were added as deferred tax resulting in a net write-off to equity of €53.4 million. These temporary tax differences of €17.8 million are expected to be settled annually until financial year 2025/2026.	
<b>Income tax, fiscal unity, disclosure</b>		
Consolidated [member]	Coöperatief Deloitte U.A. and its wholly-owned subsidiaries in the Netherlands form one tax group for company tax purposes. There are no losses available for setoff against tax liabilities.	

## Toelichting op de geconsolideerde jaarrekening - Belastingen: Uitsplitsing [tabel]

		http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016
<b>Income tax expense, breakdown [title]</b>		
<b>Income tax expense previous financial years</b>		
Consolidated [member]		EUR -746,000
Income tax expense		
Consolidated [member]		EUR 5,699,000
<b>Income tax expense previous financial years</b>		
Consolidated [member]		EUR 500,000
<b>Income tax expense current financial year</b>		
Consolidated [member]		EUR 5,945,000
<b>Income tax expense, effective tax rate</b>		
Consolidated [member]		0.31
<b>Income tax expense, applicable tax rate</b>		
Consolidated [member]		0.25

## Toelichting op de geconsolideerde jaarrekening - Bezoldiging bestuurders en commissarissen

		http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016
<b>Remuneration of managing and supervisory directors, disclosure [title]</b>		
<b>Remuneration of managing and supervisory directors, disclosure</b>		
Consolidated [member]	The remuneration of members of the Executive Board comprises an Associate Fee plus a fixed expense allowance. As of October 1, 2015 the members of the Executive Board receive a fixed annual Associate Fee, chair €800 and members €650, plus fixed expense allowance. This remuneration also includes pension allowance. Number of members of the Executive Board in FTE's: 5; Number of external members of the Supervisory Board per May 31: 4.	

## Toelichting op de geconsolideerde jaarrekening - Bezoldiging bestuurders en commissarissen: Uitsplitsing [tabel]

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Remuneration of managing and supervisory directors, breakdown [title]</b>			
<b>Remuneration of managing and supervisory directors</b>			
Managing directors [member]		EUR 3,386,000	EUR 4,830,000
Regular remuneration [member]			
Separate [member]			
Supervisory directors [member]		EUR 202,000	EUR 202,000
Regular remuneration [member]			
Separate [member]			

## Toelichting op de geconsolideerde jaarrekening - Financiële baten en lasten: Uitsplitsing [tabel]

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Financial income and expense, breakdown [title]</b>			
<b>Other interest income and related income</b>			
Consolidated [member]		EUR 941,000	EUR 213,000
<b>Interest expenses and related expenses</b>			
Consolidated [member]		EUR 5,855,000	EUR 6,544,000
<b>Foreign currency exchange rate results</b>			
Consolidated [member]		EUR -2,050,000	EUR 0
<b>Financial income and expenses</b>			
Consolidated [member]		EUR 6,964,000	EUR 6,331,000

## Toelichting op de geconsolideerde jaarrekening - Financiële instrumenten

		http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016
<b>Financial instruments, disclosure [title]</b>		
<b>Financial instruments, disclosure</b>		
Consolidated [member]	Financial instruments The financial instruments shown on the balance sheet mainly regard financial fixed assets, receivables, cash, subordinated long-term and current liabilities and amounts owed to suppliers and trade credits.	

## Toelichting op de geconsolideerde jaarrekening - Financiële instrumenten en risicobeheersing

		http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016
<b>Financial instruments and risk management, disclosure [title]</b>		

## Toelichting op de geconsolideerde jaarrekening - Financiële instrumenten en risicobeheersing

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

Liquidity risk disclosure	
Consolidated [member]	<p><b>Exchange rate risk</b> Exchange rate risks, mainly dollar risks, arising from future operational cash flows and financing activities in foreign currencies may be hedged by means of forward exchange contracts if considered necessary. No hedging activities took place in the year under review.</p> <p><b>Interest rate risk</b> Interest rate risks relate mainly to:  <ul style="list-style-type: none"> <li>• short-term debit and credit facilities carrying variable Euribor based interest with a surcharge;</li> <li>• subordinated loans, carrying variable Euribor-based interest with a surcharge capped at 8% for the compulsory subordinated loans.</li> <li>• long-term loans to IHC Interposed Holding Company 1 S.A.S.</li> <li>• long-term bank loans with ING Bank and Rabobank; with variable interest rate, these interest rate risks are hedged using an interest rate swap.</li> </ul> </p> <p><b>Liquidity Risk</b> Liquidity risk is the risk that Deloitte Coöperatief Deloitte U.A. will be unable to meet its financial liabilities as they fall due. Liquidity risks arises from the ongoing financial obligations of Deloitte, including settlement of financial liabilities such as trade and other payables, as well as bank loans and subordinated loans of members. Deloitte's liquidity management policy is to ensure as far as possible that there are sufficient liquid funds available to be able to meet its liabilities when due without incurring unacceptable losses or damaging its reputation. The aim of Deloitte's treasury policy is to ensure that there are sufficient funds available to finance day-to-day activities. Deloitte has a credit agreement with ING Bank and Rabobank, since November 2013 the maximum credit facility is a revolving loan facility of €101,200, including current account facilities. The credit facility is partly used to provide guarantees, the remaining €97 million is not used as of May 31, 2016.</p> <p><b>Credit risk</b> Inherent to the nature of Deloitte's activities is its exposure to credit risk. These risks mainly regard uncollectable debts on debtors, for which adequate provisions have been recognised. The risk of non-collectability is mainly restricted by the multitude and diversity of parties owing to the group.</p> <p><b>Fair value</b> Unless stated otherwise, the estimated fair value of the financial instruments included in the balance sheet as of May 31, 2016 approximate their book value.</p> <p>For disclosure of the market value of the interest rate swap see note 7 bank loans.</p>

## Toelichting op de geconsolideerde jaarrekening - Financiële instrumenten gewaardeerd tegen hogere waarde dan actuele waarde : Uitsplitsing [tabel]

Financial instruments measured at higher value than fair value, breakdown [title]	<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>		
	31/05/2016	31/05/2015	
Non-current liabilities [title]			
Subordinated loans			
	Consolidated [member]	EUR 117,800,000	EUR 114,475,000
	Separate [member]	EUR 117,800,000	EUR 0
Payables to credit institutions	Consolidated [member]	EUR 66,800,000	EUR 0

## Toelichting op de geconsolideerde jaarrekening - Financiële vaste activa

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

Financial assets disclosure [title]	
Financial assets disclosure	<p>Separate [member]</p> <p>Amounts owed by group companies are unsecured subordinated loans.</p> <p>On May 31, 2016 the subordinated loans were repaid by Deloitte Holding B.V. to Stichting Financiering Deloitte and Stichting Financiering Deloitte provided these subordinated loans directly to Coöperatief Deloitte U.A. Also on May 31, 2016 Coöperatief Deloitte U.A. contributed share premium of €70,000,000 to Deloitte Holding B.V. and provided the remaining subordinated loans (after deduction of €70,000,000) to Deloitte Holding B.V. These transactions are all non-cash transactions and settled in current accounts.</p> <p>Additions relates to investments in Deloitte Holding B.V. On June 1, 2015 246 members transferred their share in Deloitte Holding B.V. to Coöperatief Deloitte U.A. as a settlement of their members capital of €25 per member, in total €6,150. On May 23, 2016 Deloitte Holding B.V. obtained control over Stichting InterNos, therefore Deloitte Holding B.V. assumed the assets and liabilities of Stichting InterNos with approximately €53,403 (net of deferred tax) being written-off to equity. This former goodwill of Stichting InterNos is considered a prepayment to members regarding their capital (goodwill) repayments to former partners and is therefor stated as prepayment of equity resulting in a negative equity. On May 31, 2016 Coöperatief Deloitte U.A. contributed share premium of €70,000 to Deloitte Holding B.V.</p> <p>Changes in the financial year under review</p> <p>On June 1, 2015 the shareholding companies of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. with Coöperatief Deloitte U.A.</p> <p>On May 23, 2016, Deloitte Holding B.V. was appointed as the sole board member of Stichting InterNos and therefore obtained control over Stichting InterNos.</p> <p>Other changes: On June 1, 2015 Deloitte Management Support B.V. changed its name into Ctri B.V. and was transferred by Deloitte Accountants B.V. to Deloitte Accountancy &amp; Advies B.V., Deloitte Family Office B.V. changed its name into Deloitte Accountancy &amp; Advies B.V. and was transferred by Deloitte Belastingadviseurs B.V. to Deloitte Holding B.V. and Deloitte Pension Advisory B.V. changed its name into Deloitte Benefits &amp; Pension Advisory B.V.</p> <p>On June 1, 2016 Deloitte Risk Services B.V. changed its name into Deloitte Risk Advisory B.V.</p>
Investments in group companies disclosure	<p>Separate [member]</p> <p>Name Registered office Share in the issued capital May 31, 2016            Deloitte Holding B.V. Rotterdam 100%            - Deloitte Accountants B.V. Rotterdam 100%            - Deloitte Salarisverwerking B.V. Rotterdam 100%            - Deloitte Belastingadviseurs B.V. Rotterdam 100%            - Deloitte Belastingadviseurs New York B.V. Rotterdam 100%            - Deloitte Belastingadviseurs Hong Kong B.V. Rotterdam 100%            - Deloitte Legal B.V. Rotterdam 100%            - Deloitte Consultancy Holding B.V. Rotterdam 100%            - Deloitte &amp; Touche Acquisition B.V. Rotterdam 100%            - Deloitte Consulting B.V. Amsterdam 100%            - Vivens Groep B.V. Joure 100%            - Vivens ICT B.V. Joure 100%            - Vivens CRM B.V. Joure 100%            - Deloitte Innovation Holding B.V. Rotterdam 100%            - Deloitte Innovation B.V. Rotterdam 100%            - PPK B.V. Rotterdam 100%            - Deloitte Financial Advisory Services B.V. Rotterdam 100%            - Deloitte Benefits &amp; Pension Advisory B.V. Rotterdam 100%            - Deloitte Group Support Center B.V. Rotterdam 100%            - Deloitte Education B.V. Rotterdam 100%            - Deloitte Group Support Center Overseas Services B.V. Rotterdam 100%            - Deloitte Risk Advisory B.V. Rotterdam 100%            - Deloitte Forensic &amp; Dispute Services B.V. Amsterdam 100%            - Deloitte Accountancy &amp; Advies B.V. Rotterdam 100%            - Ctri B.V. Amsterdam 100%            - Deloitte Overseas Projects I B.V. Rotterdam 100%            - Deloitte Overseas Projects II B.V. Rotterdam 100%            - Deloitte Overseas Projects III B.V. Rotterdam 100%            - Stichting Deloitte Fair Chance Foundation Rotterdam            - Stichting InterNos Rotterdam</p>
Receivables from group companies (non-current) disclosure	<p>Consolidated [member]</p> <p>The other participating interests are minority interests of 12% in Naulius Indemnity Holdings Ltd, established in the Bermudas, 0.3% in Deloitte University EMEA CVBA, established in the Belgium and 12.4% in Deloitte CIS Limited via a 31% participating interest in IHC Interposed Holding Company 1 S.A.S., a shareholder of Deloitte CIS Limited, established in France, a 40% shareholder of Deloitte CIS Limited. All minority interests are valued at cost or lower realisable value. Other receivables mainly relates to receivables from IHC Interposed Holding Company 1 S.A.S., a shareholder of Deloitte CIS Limited and accrued income relating to incentives granted in the connection with entering into sub-rental agreements for office buildings. The incentives are related to the sub-rental agreements and are therefore amortised over the term of the sub-rental agreement. It was concluded that given related uncertainties on repayment, an impairment on the investment and on the loan of 50 % has been recorded or €2,050.</p>
Deferred tax assets (non-current) disclosure	<p>Consolidated [member]</p> <p>Additions in deferred tax mainly relates to temporary tax differences of € 17,801 on assets of Stichting InterNos which have been written-off to equity and are deductible for corporate income tax. The temporary tax differences of € 17,801 are expected to be settled annually until financial year 2025/2026.</p>



**Toelichting op de geconsolideerde jaarrekening - Financiële vaste activa: Verloopoverzicht [tabel]**

	<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>		
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Financial assets, movement schedule [title]</b>			
<b>Additions</b>			
Deferred tax assets (member)			EUR 19,125,000
Consolidated (member)			
Financial assets (member)			EUR 23,434,000
Consolidated (member)			
Financial assets (member)			EUR 121,375,000
Separate (member)			
Investments in group companies (member)			EUR 70,000,000
Separate (member)			
Other investments in participating interests (member)			EUR 181,000
Consolidated (member)			
Other receivables (non-current) (member)			EUR 4,128,000
Consolidated (member)			
Receivables from group companies (non-current) (member)			EUR 51,375,000
Separate (member)			
<b>Disposals</b>			
Deferred tax assets (member)			EUR 0
Consolidated (member)			
Financial assets (member)			EUR -1,001,000
Consolidated (member)			
Financial assets (member)			EUR -3,500,000
Separate (member)			
Other investments in participating interests (member)			EUR 0
Consolidated (member)			
Other receivables (non-current) (member)			EUR -1,001,000
Consolidated (member)			
Receivables from group companies (non-current) (member)			EUR -3,500,000
Separate (member)			
<b>Impairments</b>			
Deferred tax assets (member)			EUR 0
Consolidated (member)			
Financial assets (member)			EUR -2,050,000
Consolidated (member)			
Other investments in participating interests (member)			EUR -1,721,000
Consolidated (member)			
Other receivables (non-current) (member)			EUR -329,000
Consolidated (member)			
<b>Exchange differences</b>			
Deferred tax assets (member)			EUR 0
Consolidated (member)			
Financial assets (member)			EUR -24,000
Consolidated (member)			
Other investments in participating interests (member)			EUR 0
Consolidated (member)			
Other receivables (non-current) (member)			EUR -24,000
Consolidated (member)			
<b>Share in result of participating interests</b>			
Deferred tax assets (member)			EUR 0
Consolidated (member)			
Financial assets (member)			EUR -16,000
Consolidated (member)			
Financial assets (member)			EUR 11,854,000
Separate (member)			
Investments in group companies (member)			EUR 11,854,000
Separate (member)			
Other investments in participating interests (member)			EUR -16,000
Consolidated (member)			
Other receivables (non-current) (member)			EUR 0
Consolidated (member)			
<b>Dividend from participating interests</b>			
Deferred tax assets (member)			EUR 0
Consolidated (member)			
Financial assets (member)			EUR -41,000
Consolidated (member)			
Other investments in participating interests (member)			EUR -41,000
Consolidated (member)			
Other receivables (non-current) (member)			EUR 0
Consolidated (member)			
<b>Share in direct equity movements</b>			
Financial assets (member)			EUR -53,403,000
Separate (member)			
Investments in group companies (member)			EUR -53,403,000
Separate (member)			
<b>Other movements</b>			
Deferred tax assets (member)			EUR 0
Consolidated (member)			
Financial assets (member)			EUR 152,000
Consolidated (member)			
Financial assets (member)			EUR 6,150,000
Separate (member)			
Investments in group companies (member)			EUR 6,150,000
Separate (member)			
Other investments in participating interests (member)			EUR 0
Consolidated (member)			
Other receivables (non-current) (member)			EUR 152,000
Consolidated (member)			
<b>Financial assets, end of the period</b>			
Consolidated (member)	EUR 25,395,000	EUR 4,941,000	
Deferred tax assets (member)	EUR 19,125,000	EUR 0	
Consolidated (member)			
Financial assets (member)	EUR 25,395,000	EUR 4,941,000	
Consolidated (member)			
Financial assets (member)	EUR 82,476,000	EUR 0	
Separate (member)			
Investments in group companies (member)	EUR 34,601,000	EUR 0	
Separate (member)			
Other investments in participating interests (member)	EUR 734,000	EUR 2,331,000	
Consolidated (member)			
Other receivables (non-current) (member)	EUR 5,536,000	EUR 2,610,000	
Consolidated (member)			
Receivables from group companies (non-current) (member)	EUR 47,875,000	EUR 0	
Separate (member)			
Separate (member)	EUR 82,476,000	EUR 0	

**Toelichting op de geconsolideerde jaarrekening - Gemiddeld aantal medewerkers**

	<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
	01/06/2015 - 31/05/2016	
<b>Average number of employees during the period, disclosure [title]</b>		
<b>Average number of employees during the period, disclosure</b>		
Consolidated (member)	Virtually all employees are based in the Netherlands.	

**Toelichting op de geconsolideerde jaarrekening - Gemiddeld aantal medewerkers: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
Average number of employees during the period, breakdown [title]			
Average number of employees during the period			
	Audit Consolidated [member]	1,555	1,517
	Consulting Consolidated [member]	933	837
	Fee earners Consolidated [member]	3,808	3,501
	FinancialAdvisoryServices Consolidated [member]	240	212
	Partners Consolidated [member]	250	241
	RiskAdvisory Consolidated [member]	546	427
	Support Staff Consolidated [member]	750	779
	SupportOther Consolidated [member]	740	780
	TaxLegal Consolidated [member]	794	748
	Total Consolidated [member]	4,808	4,521

**Toelichting op de geconsolideerde jaarrekening - Gemiddeld aantal medewerkers: Uitsplitsing per segment [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
Average number of employees during the period, breakdown per segment [title]			
Average number of employees during the period			
	Audit Consolidated [member]	1,555	1,517
	Consulting Consolidated [member]	933	837
	Fee earners Consolidated [member]	3,808	3,501
	FinancialAdvisoryServices Consolidated [member]	240	212
	Partners Consolidated [member]	250	241
	RiskAdvisory Consolidated [member]	546	427
	Support Staff Consolidated [member]	750	779
	SupportOther Consolidated [member]	740	780
	TaxLegal Consolidated [member]	794	748
	Total Consolidated [member]	4,808	4,521

**Toelichting op de geconsolideerde jaarrekening - Gesegmenteerde informatie**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>
		01/06/2015 - 31/05/2016
Segment information, disclosure [title]		
Segment information, disclosure		
Consolidated [member]	The aggregated operating segments of Deloitte comprises of Audit, Tax & Legal, Consulting, Risk Advisory and Financial Advisory Services which engages business activities for external clients and Support/Other which mainly provides internal services.	
	All operating segments' operating results are reviewed regularly by the Executive Board to assess their performance for which there is discrete financial information available.	
	Segment results that are reported to the Executive Board include items directly attributable to a segment. Corporate costs, such as cost of fixed assets, accommodation-, office-, IT- and innovation expenses are the responsibility of the Support/Other segment and are allocated on a reasonable basis to the five business segments.	
	As Deloitte mainly operates in the Netherlands, there is only one geographic segment.	
	The pricing of transactions between the different segments is determined in accordance with objective and commercial principles.	
	There are no differences the principles for the valuation of assets and liabilities in the financial statements and the segmented information.	

**Toelichting op de geconsolideerde jaarrekening - Gesegmenteerde informatie: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>			
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
Segment reporting, breakdown [title]					
Segment information, assets					
	Audit Consolidated [member]	EUR 47,965,000	EUR 51,324,000		
	Consulting Consolidated [member]	EUR 52,132,000	EUR 49,929,000		
	Elimination Consolidated [member]	EUR -137,708,000	EUR -160,374,000		
	FinancialAdvisoryServices Consolidated [member]	EUR 21,203,000	EUR 24,258,000		
	RiskAdvisory Consolidated [member]	EUR 25,086,000	EUR 19,153,000		
	Support/Other Consolidated [member]	EUR 300,152,000	EUR 258,865,000		
	TaxLegal Consolidated [member]	EUR 68,907,000	EUR 62,965,000		
	Total Consolidated [member]	EUR 377,737,000	EUR 306,120,000		
Segment information, liabilities					
	Audit Consolidated [member]	EUR 37,740,000	EUR 44,376,000		
	Consulting Consolidated [member]	EUR 24,896,000	EUR 42,316,000		
	Elimination Consolidated [member]	EUR -48,851,000	EUR -95,859,000		
	FinancialAdvisoryServices Consolidated [member]	EUR 7,004,000	EUR 8,539,000		
	RiskAdvisory Consolidated [member]	EUR 12,830,000	EUR 9,410,000		
	Support/Other Consolidated [member]	EUR 213,877,000	EUR 134,675,000		
	TaxLegal Consolidated [member]	EUR 39,475,000	EUR 35,161,000		
	Total Consolidated [member]	EUR 286,971,000	EUR 178,618,000		
Segment information, revenues from other segments					
	Audit Consolidated [member]			EUR 17,627,000	EUR 18,868,000

**Toelichting op de geconsolideerde jaarrekening - Gesegmenteerde informatie: Uitsplitsing [tabel]**

	http://www.kvk.nl/kvk-id:63086174		
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
			01/06/2014 - 31/05/2015
Consulting Consolidated [member]			EUR 12,855,000
Elimination Consolidated [member]			EUR -209,759,000
Financial/Advisory Services Consolidated [member]			EUR 1,829,000
Risk/Advisory Consolidated [member]			EUR 12,344,000
Support/Other Consolidated [member]			EUR 159,053,000
Tax/Legal Consolidated [member]			EUR 6,051,000
Total Consolidated [member]			EUR 0
<b>Segment information_revenues</b>			
Audit Consolidated [member]			EUR 219,073,000
Consulting Consolidated [member]			EUR 193,762,000
Elimination Consolidated [member]			EUR 0
Financial/Advisory Services Consolidated [member]			EUR 70,516,000
Risk/Advisory Consolidated [member]			EUR 113,492,000
Support/Other Consolidated [member]			EUR 2,967,000
Tax/Legal Consolidated [member]			EUR 185,515,000
Total Consolidated [member]			EUR 785,325,000
			EUR 12,508,000
			EUR -199,631,000
			EUR 1,556,000
			EUR 7,201,000
			EUR 154,482,000
			EUR 5,016,000
			EUR 0
			EUR 208,496,000
			EUR 148,995,000
			EUR -166,000
			EUR 49,405,000
			EUR 79,169,000
			EUR 3,658,000
			EUR 167,247,000
			EUR 656,804,000

**Toelichting op de geconsolideerde jaarrekening - Groepsvermogen**

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	
<b>Group equity_disclosure [title]</b>		
<b>Group equity_disclosure</b>		
Consolidated [member]	<p>The group equity and the subordinated loans represent the group's capital base €82,651 (May 31, 2015 €121,125)</p> <p>Statement of changes in equity of the legal entity as part of the group equity over 2015/2016</p> <p>in C thousands Capital accounts Statutory reserves Other reserves Result for the year Total Shareholders' equity Deloitte Holding B.V. as of May 31, 2015 6.650 5.073 (5.073) 6.650 Cancellation of shares (500) (500) Initial contribution of members' capital and reserves ** 6.150 5.073 (5.073) 6.150 Consolidated net result after taxation 11.854 11.854 Total comprehensive income 11.854</p> <p>Movement in equity Restructuring of InterNos through transfer of prepayments to members * (71.204) (71.204) Deferred income tax * 17.801 17.801 Net effect on equity of the restructuring of Stichting InterNos (53.403) Movement in capital accounts due to changes in members' capital 250 250 Movement in capitalised costs 541 (541) Total movement of equity 250 541 (53.944) - (53.153)</p> <p>Members' equity as part of group equity as of May 31, 2016 6.400 5.614 (59.017) 11.854 (35.149)</p> <p>* see notes to the consolidated and company financial statements for reference                  ** The members' capital classify as puttable instruments. In accordance with RJ 290.808 these rights are classified as equity.</p> <p>For a detailed explanation on the group equity reference is made to the notes to the members' equity in the company financial statements.                  For an explanation of the capital base (group equity and subordinated loans) see note 7.</p>	

**Toelichting op de geconsolideerde jaarrekening - Grondslagen voor de bepaling van het resultaat**

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	
<b>Accounting policies [title]</b>		
<b>Accounting policies for the determining the result [title]</b>		
<b>Accounting principles for determining the result</b>		
Consolidated [member]	<p>Concept of profit and taxation Under the General Terms and Conditions of Deloitte, the Rules on Financial Relationships and the Associate Agreements, Deloitte Holding B.V. is obliged to pay out management fees (former Associate Fees) to the members of Cooperatief Deloitte U.A. Until last year the fees paid to members (shareholders) for services rendered were equal to the net amount of operational and financial income and expenses of Deloitte Holding B.V., before deduction of Associate Fees. The management fees for services rendered are generally recognised as operating costs in the profit and loss account. The management fees are presented separately as the last item in the profit and loss account. Presenting the management fees as last item in the profit and loss account provides a better insight of the results the members are entitled to. The management fees to be paid to members through Stichting Financiering Deloitte are treated as operating expenses for tax purposes. As a consequence the amount of corporate income tax paid is based on results after deducting management fees, reference is made to note 15. The management fees members receive are subject to corporate income tax, where as the distribution of profits they receive are deductible for tax.</p>	
<b>Net revenue_policy [title]</b>		
<b>Net revenue_policy</b>		
Consolidated [member]	<p>Net turnover Net turnover is the income from services rendered to third parties during the year and includes the cost of work that Deloitte subcontracts to others.</p>	
Separate [member]	<p>The net turnover relates to the management fee received from Deloitte Holding B.V.</p>	
<b>Wages_salaries and social security charges_policy [title]</b>		
<b>Wages_salaries and social security charges_policy</b>		
Separate [member]	<p>Salaries and social security charges Salaries and social security charges includes remuneration of the external members of the Supervisory Board.</p>	
<b>Operating expenses_policy [title]</b>		
<b>Operating expenses_policy</b>		
Consolidated [member]	<p>Operating expenses Operating expenses are calculated on a historical basis and allocated to the year to which they relate.</p>	
<b>Share in results of subsidiaries and participating interests_policy [title]</b>		
<b>Share in results of subsidiaries and participating interests_policy</b>		
Consolidated [member]	<p>Share in result of non-consolidated associated companies For participating interests over which a significant influence is being exercised on business and financial policy, the result amounts to the share in the result of these participating interests that is attributable to the company. This result is determined on the basis of the accounting principles of Cooperatief Deloitte U.A. For participating interests over which no significant influence on business and financial policy is being exercised, any dividend received is treated as financial income.</p>	
<b>Income tax expense_policy [title]</b>		
<b>Income tax expense from ordinary activities_policy</b>		
Consolidated [member]	<p>Taxation</p>	

**Toelichting op de geconsolideerde jaarrekening - Grondslagen voor de bepaling van het resultaat**

<http://www.kvk.nl/kvk-id:63086174>

01/06/2015 - 31/05/2016

Corporate income tax is calculated at the applicable rate on the result for the financial year, taking into account permanent differences between profit calculated according to the financial statements and profit calculated for taxation purposes. Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets (if applicable) are only valued insofar as their realisation is likely.

**Toelichting op de geconsolideerde jaarrekening - Grondslagen voor de waardering van activa en passiva**

<http://www.kvk.nl/kvk-id:63086174>

01/06/2015 - 31/05/2016

	31/05/2016	31/05/2015	
<b>Accounting policies for the balance sheet [title]</b>			
<b>Assets_policy [title]</b>			
<b>Non-current assets_policy [title]</b>			
<b>Intangible assets_policy [title]</b>			
<b>Goodwill_policy</b>			
<i>Consolidated [member]</i>			Intangible fixed assets Goodwill paid for companies acquired from third parties is included under intangible fixed assets. Goodwill is presented at cost less accumulated amortisation and, if applicable, less impairments in value. Amortisation is charged at a fixed percentage of cost, as specified in more detail in the notes to the balance sheet. The useful life and the amortisation method are reassessed at the end of each financial year.
<b>Property, plant and equipment_policy [title]</b>			Capitalised development costs included under intangible fixed assets are amortised over their estimated useful life of approximately 5 years on a straight line basis, and as applicable, reduced by impairment losses. Development costs comprises direct labour cost and the attributable share of other direct operating costs.
<b>Property, plant and equipment_policy</b>			
<i>Consolidated [member]</i>			Tangible fixed assets Tangible fixed assets are valued at acquisition cost or production cost, less accumulated depreciation and, where applicable, impairment losses. Depreciation is based on the estimated useful life of the asset and calculated using the straight-line method based on the cost, taking account of any residual value. The asset starts to depreciate from the date that it is taken into use. Tangible fixed assets under construction are valued at production cost. Production cost comprises licensing costs, direct labour costs, expenditure on services from third parties and the attributable share of other operating costs. Grants for the purchase of (tangible) fixed assets are deducted from the investment and amortised through depreciation.
<b>Financial assets_policy [title]</b>			
<b>Financial assets_policy</b>			
<i>Consolidated [member]</i>			Financial fixed assets The financial fixed assets comprise participating interests and amounts owed by participating interests and loans. The participating interests over which significant influence is being exercised on business and financial policy are valued at net asset value. The other participating interests are valued at cost, taking into account where necessary any impairment losses. Upon initial recognition amounts owed by participating interests and loans are valued at fair value and then valued at amortised cost, less provisions deemed necessary for the risk of non-collectability. Deferred tax assets are presented under the financial fixed assets to the extent it is probable that the temporary tax differences can be realised in due course. These deferred tax assets are valued at nominal value and have a predominantly long-term character.
<b>Investments in group companies_policy</b>			
<i>Separate [member]</i>			Participating interests in group companies are carried at net asset value, determined on the basis of group accounting principles.
<b>Current assets_policy [title]</b>			
<b>Receivables_policy [title]</b>			
<b>Receivables_policy</b>			
<i>Consolidated [member]</i>			Receivables, prepayments and accrued income Receivables are initially recognised at fair value and subsequently valued at amortised cost, less provisions deemed necessary for the risk of non-collectability. Unbilled amounts for client work is valued at the estimated realisable value of services already performed but not yet invoiced, less advance payments invoiced.
<b>Cash and cash equivalents_policy [title]</b>			
<b>Cash and cash equivalents_policy</b>			
<i>Consolidated [member]</i>			Cash and cash equivalents Cash represents cash at bank and is valued at face value and is at the free disposal of the group, unless stated otherwise.
<b>Current assets</b>			
<i>Consolidated [member]</i>	EUR 273,054,000	EUR 217,194,000	
<i>Separate [member]</i>	EUR 6,832,000	EUR 0	
<b>Equity and liabilities_policy [title]</b>			
<b>Equity_policy [title]</b>			
<b>Equity_policy</b>			
<i>Separate [member]</i>			Members' equity The membership rights classify as puttable instruments. In accordance with RJ 290.808 these rights are classified as equity.
<b>Provisions_policy [title]</b>			
<b>Provisions_policy</b>			
<i>Consolidated [member]</i>			The provisions relate to professional liability, pensions, reorganisations, unoccupied premises contracts and dismantling costs and occupational disability. The provision for professional liability relates to the liabilities from claims. This provision is calculated per claim based on the estimated future expenditure, including the cost of obtaining legal advice, subject to a maximum amount per claim equal to the uninsured own risk. The provision for unoccupied premises relates to offices not used or that will not be used in the short term and is calculated based on the term of vacancies and possible rent-free periods. This provision is calculated at net present value using a discount rate of 0.3% (prior year 0.3%). The provision for the dismantling costs is based on management's best estimate. The provision for reorganisation is based on the cost of staff redundancies, in accordance with the reorganisation plan. The actuarial calculations for pension provisions include an estimated future annual increase of the pension entitlements by 1.0% (prior year 1.0%). A discount rate is set at 0.96% (prior year 1.4%). The provision occupational disability relates to liabilities existing as at balance sheet date regarding own risk for continued payment of the salaries (including employer's contribution) of personnel that as at balance sheet date is expected stay totally or partially disabled and former personnel who left disabled or got disabled within 28 days after leaving the company. A provision has been formed for the amount expected to be due in the future, the provisions include an estimated future annual increase of the disability entitlements by 2.0% (prior year 2.0%). A discount rate is set at 1.4% (prior year 2.5%). Amounts paid concerning disabled personnel are deducted from this provision.
<b>Provision for pension obligations_policy</b>			
<i>Consolidated [member]</i>			Pension schemes Contributions payable to the pension plan administrator are recognised as an expense in the profit and loss account. Contributions payable or prepaid contributions as at year-end are recognised under current liabilities and accruals, and receivables and prepayments, respectively. A provision is formed for liabilities other than the contributions payable to the pension plan administrator if, as at the balance sheet date, the group has a legal or constructive obligation towards the pension plan administrator, if it is probable that settlement of these liabilities will lead to an outflow of resources and if a reliable estimate can be made of the amount of the liabilities. The provision for additional liabilities to the pension plan administrator is based on a best estimate of the amounts required to settle these liabilities at the balance sheet date, applying established actuarial methods and assumptions. The provision is carried at present value with the discount rate before taxation reflecting the current market rate. For back service liabilities for a closed group former employees faced with total or partial disability status ("Arbeitsongeschicktheit") a provision is maintained. The main actuarial assumptions are explained under "Provisions".
<b>Non-current liabilities_policy [title]</b>			
<b>Non-current liabilities (exceeding one year)_policy</b>			
<i>Consolidated [member]</i>			Long-term liabilities Long-term liabilities have a term of more than one year. Liabilities falling due within one year are considered to be current liabilities. Loans are initially valued at fair value and subsequently at amortised cost.

## Toelichting op de geconsolideerde jaarrekening - Immateriële vaste activa

		http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016
<b>Intangible assets, disclosure [title]</b>		
<b>Research and development costs, disclosure</b>		
Consolidated [member]	Development cost relates to product development.	
<b>Goodwill, disclosure</b>		
Consolidated [member]	Goodwill is amortised over the period where related economic benefits are expected to be realised. This results in amortisation periods for goodwill of 5 (20%), 7 (14 2/7%) and 15 (6 2/3%) years. On June 1, 2015 Deloitte acquired all activities, assets and liabilities of FCTB B.V. Furthermore, on September 1, 2015 Deloitte acquired all activities, assets and liabilities of Indicia Talent & Performance B.V. The following Financial data relates to the two acquisitions in aggregate: (in € thousands) Total purchase price: 2.985 Fair value of nets assets/liabilities acquired: 225 Goodwill: 3.210 Total acquisition amount: 2.985 Deferred payment (642) Net cash outflow (ref Cash Flow Statement) 2.343	
<b>Other intangible assets, disclosure</b>		
Consolidated [member]	Development costs: additions development costs relates to project Brisq. Goodwill: Acquisitions are recognized in the financial statements according to the purchase accounting method, whereby all assets and liabilities are valued at the fair value ruling at the acquisition date.	
<b>Intangible assets, description of fully amortised assets</b>		
Consolidated [member]	In financial year 2015/2016, it was determined based on the outcome of the annual impairment review that certain investments in goodwill and development costs did not provide sufficient future cash flow and as a result an impairment charge of € 1,162 for goodwill and € 860 for development costs has been recorded.	

## Toelichting op de geconsolideerde jaarrekening - Immateriële vaste activa: Verloopoverzicht [tabel]

		http://www.kvk.nl/kvk-id:63086174		
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Intangible assets, movement schedule [title]</b>				
<b>Additions</b>				
	Goodwill [member]			EUR 3,210,000
	Consolidated [member]			
	Intangible assets [member]			EUR 5,275,000
	Consolidated [member]			
	Research and development costs, not internally generated [member]			EUR 2,065,000
	Consolidated [member]			
<b>Amortisation</b>				
	Goodwill [member]			EUR -4,115,000
	Consolidated [member]			
	Intangible assets [member]			EUR -4,779,000
	Consolidated [member]			
	Research and development costs, not internally generated [member]			EUR -664,000
	Consolidated [member]			
<b>Impairments</b>				
	Goodwill [member]			EUR -1,162,000
	Consolidated [member]			
	Intangible assets [member]			EUR -2,022,000
	Consolidated [member]			
	Research and development costs, not internally generated [member]			EUR -860,000
	Consolidated [member]			
<b>Cost or manufacturing price, ending balance</b>				
	Goodwill [member]	EUR 41,805,000	EUR 38,934,000	
	Consolidated [member]			
	Intangible assets [member]	EUR 50,502,000	EUR 45,566,000	
	Consolidated [member]			
	Research and development costs, not internally generated [member]	EUR 8,697,000	EUR 6,632,000	
	Consolidated [member]			
<b>Accumulated amortisation and impairments, ending balance</b>				
	Goodwill [member]	EUR -33,315,000	EUR -28,377,000	
	Consolidated [member]			
	Intangible assets [member]	EUR -36,398,000	EUR -29,936,000	
	Consolidated [member]			
	Research and development costs, not internally generated [member]	EUR -3,083,000	EUR -1,559,000	
	Consolidated [member]			
<b>Intangible assets, end of the period</b>				
	Consolidated [member]	EUR 14,104,000	EUR 15,630,000	
	Goodwill [member]	EUR 8,490,000	EUR 10,557,000	
	Consolidated [member]			
	Intangible assets [member]	EUR 14,104,000	EUR 15,630,000	
	Consolidated [member]			
	Research and development costs, not internally generated [member]	EUR 5,614,000	EUR 5,073,000	
	Consolidated [member]			
<b>Amortisation rate</b>				
	Research and development costs, not internally generated [member]			0.200
	Consolidated [member]			
<b>Intangible assets amortisation rate, start of range</b>				
	Goodwill [member]			0.067
	Consolidated [member]			
<b>Intangible assets amortisation rate, end of range</b>				
	Goodwill [member]			0.200
	Consolidated [member]			

## Toelichting op de geconsolideerde jaarrekening - Kortlopende schulden

		http://www.kvk.nl/kvk-id:63086174 01/06/2015 - 31/05/2016
<b>Current liabilities, disclosure [title]</b>		
<b>Subordinated loans (current), disclosure</b>		
Consolidated [member]	Repayments on long-term loans in the following year contains €6 million bank loan repayment due May 31, 2017 and €3,325 short-term subordinated loans to be repaid to Stichting Financiering Deloitte.	
<b>Payables to receivables shareholders and participating interests (current), disclosure</b>		
Consolidated [member]	Due to the changes in organisation structure Stichting Financiering Deloitte is no longer responsible for the settlement of the former Associate fees, therefore the current account is considerably lower than last year.	
<b>Other payables (current), disclosure</b>		
Consolidated [member]	The profit sharing to be paid to personnel increased from €13 million to €41 million.	

## Toelichting op de geconsolideerde jaarrekening - Kortlopende schulden: Uitsplitsing [tabel]

		http://www.kvk.nl/kvk-id:63086174	
		31/05/2016	31/05/2015
<b>Current liabilities, breakdown [title]</b>			
<b>Subordinated loans</b>			
	Consolidated [member]	EUR 9,325,000	EUR 2,850,000
	Separate [member]	EUR 3,325,000	EUR 0
<b>Trade payables</b>			

**Toelichting op de geconsolideerde jaarrekening - Kortlopende schulden: Uitsplitsing [tabel]**

		http://www.kvk.nl/kvk-id:63086174	
		31/05/2016	31/05/2015
	Consolidated [member]	EUR 35,509,000	EUR 29,639,000
Payables to group companies			
	Separate [member]	EUR 3,288,000	EUR 0
Payables to other related parties			
	Consolidated [member]	EUR 14,498,000	EUR 0
Payables to receivables shareholders and participating interests			
	Consolidated [member]	EUR 1,731,000	EUR 16,843,000
Taxes payable and social security contributions payable			
	Consolidated [member]	EUR 40,482,000	EUR 33,388,000
Pension related payables			
	Consolidated [member]	EUR 374,000	EUR 622,000
Other payables			
	Consolidated [member]	EUR 59,450,000	EUR 29,614,000
Accruals and deferred income			
	Consolidated [member]	EUR 22,890,000	EUR 25,396,000
	Separate [member]	EUR 44,000	EUR 0
Current liabilities, total			
	Consolidated [member]	EUR 184,259,000	EUR 138,352,000
	Separate [member]	EUR 6,657,000	EUR 0

**Toelichting op de geconsolideerde jaarrekening - Langlopende schulden**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	
<b>Non-current liabilities, disclosure [title]</b>			
<b>Non-current liabilities (exceeding one year), disclosure</b>			
Consolidated [member]	Deferred income relates to incentives received in the connection with entering into rental agreements for new office buildings and operational lease contract for cars and copying/printing machines. The incentives are related to the rental agreements and the operational lease contract and are therefore amortised over the term of the rental agreement and the operational lease contract.		
<b>Subordinated liabilities (non-current), disclosure</b>			
Consolidated [member]	Members who enter into an Associate Agreement with Deloitte are obliged to grant a subordinated loan to Stichting Financiering Deloitte. In turn this Foundation grants a subordinated loan for the same amount and under the same conditions to Deloitte. The subordination relates to all third party creditors and banks. The loans amount to €117,800 as per May 31, 2016 (May 31, 2015: €114,475) and are subordinated to all existing and future liabilities of Deloitte and, together with the group equity, make up the capital base of Deloitte. The interest paid is equal to a 3-month Euribor plus 4%, with a minimum of 4% and a maximum of 9%. The loans are repaid at the termination of the Associate Agreement. The maturity date of these loans depends on joining and leaving of members and therefore cannot be expressed in years.		
Separate [member]	On May 31, 2016 the subordinated loans were repaid by Deloitte Holding B.V. to Stichting Financiering Deloitte and Stichting Financiering Deloitte provided these subordinated loans directly to Cooperatief Deloitte U.A. Also on May 31, 2016 Cooperatief Deloitte U.A. contributed share premium of €70 million to Deloitte Holding B.V. and provided the remaining subordinated loans (after deduction of €70 million) to Deloitte Holding B.V. These transactions are all non-cash transactions and settled in current accounts.		
<b>Payables to credit institutions (non-current), disclosure</b>			
Consolidated [member]	As a result of the restructuring of Stichting InterNos, Deloitte has bank loans provided by ING Bank and Rabobank, each participating for 50%. After repayments to date, the loans amount to €72,800 as of May 31, 2016. On a yearly basis €5,000 will be repaid until May 31, 2018 at which time the remaining €66,800 is due for redemption. The repayment of €5,000 due May 31, 2017 is included in the current liabilities. It's expected that remaining bank loans of €66,800 will be extended for another five years. "The interest on the loans is equal to 3 months Euribor-rate increased by a surcharge between 2.00% and 3.25%. An interest rate swap was entered into resulting in an effective interest rate on the loans of 3.03% (excluding surcharge). Market value of the interest rate swap as of May 31, 2016 is negative € 12,642 (May 31, 2015 negative € 11,080). The interest rate swap is based on the bank loans amount of €72,800 as of May 31, 2016 and will reduce with €5,000 annually until at May 31, 2026 the remaining €18,800 will mature. It's expected Deloitte will be able to renew its bank loans for the remaining amount, after annual €5,000 repayments, every five years until at May 31, 2026 the remaining €18,800 will be redeemed. The interest rate swap is designated in an effective hedge relationship with the bank loans and is therefore not recognised on the balance sheet." Deloitte also has a credit agreement with ING Bank and Rabobank, the maximum credit facility according to this agreement is a revolving loan facility of €101,200, including current account facilities. The credit facility is partly used to provide guarantees, the remaining €97 million is not used as of May 31, 2016. As a security for the amounts owed to credit institutions, the current account facility and the bank loans various covenants have been agreed regarding the balance sheet and the result ratios as well as certain security covenants, including a negative pledge covenant and granting of securities in the event of default under the credit agreement. As of May 31, 2016 Deloitte was in compliance with the covenants in the credit agreements with a waiver received from the banks relating to the solvency ratio until May 31, 2017. The securities agreed consist of the joint and several liability of Deloitte Accountants B.V., Deloitte Belastingadviseurs B.V., Deloitte Consultancy Holding B.V., Deloitte Consulting B.V., Deloitte Financial Advisory Services B.V., Deloitte Group Support Center B.V., Crti B.V., Deloitte Forensic & Dispute Services B.V., Deloitte Risk Advisory B.V., Deloitte Benefits & Pension Advisory B.V., Deloitte Legal B.V. and Deloitte Accountancy & Advies B.V.		

**Toelichting op de geconsolideerde jaarrekening - Langlopende schulden: Aflossingsdata [tabel]**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	
<b>Non-current liabilities, revision or redemption dates [title]</b>			
<b>Effective interest rate</b>			
	Subordinated loans [member]		0.04
	Consolidated [member]		
	Subordinated loans [member]		0.04
	Separate [member]		

**Toelichting op de geconsolideerde jaarrekening - Langlopende schulden: Uitsplitsing [tabel]**

		http://www.kvk.nl/kvk-id:63086174	
		31/05/2016	31/05/2015
<b>Non-current liabilities, breakdown [title]</b>			
<b>Subordinated loans</b>			
	Consolidated [member]	EUR 117,800,000	EUR 114,475,000
	Separate [member]	EUR 117,800,000	EUR 0
Payables to credit institutions			
	Consolidated [member]	EUR 66,800,000	EUR 0
Advances received			
	Consolidated [member]	EUR 35,912,000	EUR 40,266,000
Non-current liabilities, total			
	Consolidated [member]	EUR 220,512,000	EUR 154,741,000
	Separate [member]	EUR 117,800,000	EUR 0

**Toelichting op de geconsolideerde jaarrekening - Liquide middelen: Uitsplitsing [tabel]**

		http://www.kvk.nl/kvk-id:63086174	
		31/05/2016	31/05/2015
<b>Cash and cash equivalents, breakdown [title]</b>			
<b>Cash and cash equivalents</b>			
	Consolidated [member]	EUR 66,602,000	EUR 18,971,000

**Toelichting op de geconsolideerde jaarrekening - Lonen, salarissen en sociale lasten**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	
<b>Wages, salaries and social security charges, disclosure [title]</b>			

### Toelichting op de geconsolideerde jaarrekening - Lonen, salarissen en sociale lasten

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<u>Wages and salaries, disclosure</u>		Consolidated (member) : * Salaries contains C2,675 costs of reduction in personnel headcount (2014/2015 C1,967).	
<u>Pension costs, disclosure</u>		Consolidated (member) : ** Salaries contains C 1,475 (2014/2015 C 0) fixed remuneration of the Executive Board	

### Toelichting op de geconsolideerde jaarrekening - Lonen, salarissen en sociale lasten: Uitsplitsing [tabel]

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<u>Wages, salaries and social security charges, breakdown [title]</u>			
<u>Wages and salaries</u>	Consolidated (member)	EUR 286,723,000	EUR 245,576,000
<u>Social security contributions</u>	Consolidated (member)	EUR 35,149,000	EUR 32,481,000
<u>Pension costs</u>	Consolidated (member)	EUR 21,449,000	EUR 24,309,000
<u>Wages, salaries and social security charges</u>	Consolidated (member)	EUR 343,321,000	EUR 302,366,000
	Separate (member)	EUR 206,000	EUR 0

### Toelichting op de geconsolideerde jaarrekening - Materiële vaste activa

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<u>Property, plant and equipment, disclosure [title]</u>			
<u>Land and buildings, disclosure</u>	Consolidated (member)	The group has beneficial ownership of the leasehold improvements, fixtures and fittings but not legal ownership.	
<u>Other property, plant and equipment, disclosure</u>	Consolidated (member)	Other fixed assets mainly relate to hardware and software.	
<u>Property, plant and equipment under construction and prepayments of property, plant and equipment, disclosure</u>	Consolidated (member)	Additions in fixed assets under construction primarily relates to the replacement of laptops in June 2016.	

### Toelichting op de geconsolideerde jaarrekening - Materiële vaste activa: Verloopoverzicht [tabel]

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>		
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<u>Property, plant and equipment, movement schedule [title]</u>				
<u>Property, plant and equipment, line items [title]</u>				
<u>Additions</u>				
	Land and buildings (member)			EUR 1,193,000
	Consolidated (member)			
	Machinery (member)			EUR 567,000
	Consolidated (member)			
	Other property, plant and equipment (member)			EUR 2,866,000
	Consolidated (member)			
	Property, plant and equipment (member)			EUR 10,585,000
	Consolidated (member)			
	Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 5,959,000
	Consolidated (member)			
<u>Disposals</u>				
	Land and buildings (member)			EUR 71,000
	Consolidated (member)			
	Machinery (member)			EUR 25,000
	Consolidated (member)			
	Other property, plant and equipment (member)			EUR 19,000
	Consolidated (member)			
	Property, plant and equipment (member)			EUR 115,000
	Consolidated (member)			
	Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 0
	Consolidated (member)			
<u>Depreciation</u>				
	Land and buildings (member)			EUR 4,853,000
	Consolidated (member)			
	Machinery (member)			EUR 1,829,000
	Consolidated (member)			
	Other property, plant and equipment (member)			EUR 6,758,000
	Consolidated (member)			
	Property, plant and equipment (member)			EUR 13,440,000
	Consolidated (member)			
	Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 0
	Consolidated (member)			
<u>Impairments</u>				
	Land and buildings (member)			EUR 201,000
	Consolidated (member)			
	Machinery (member)			EUR 0
	Consolidated (member)			
	Other property, plant and equipment (member)			EUR 0
	Consolidated (member)			
	Property, plant and equipment (member)			EUR 201,000
	Consolidated (member)			
	Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 0
	Consolidated (member)			
<u>Cost or manufacturing price, ending balance</u>				
	Land and buildings (member)	EUR 68,599,000	EUR 67,539,000	
	Consolidated (member)			
	Machinery (member)	EUR 24,271,000	EUR 23,754,000	
	Consolidated (member)			
	Other property, plant and equipment (member)	EUR 46,201,000	EUR 43,365,000	
	Consolidated (member)			
	Property, plant and equipment (member)	EUR 145,186,000	EUR 134,814,000	
	Consolidated (member)			
	Property, plant and equipment under construction and prepayments of property, plant and equipment (member)	EUR 6,115,000	EUR 156,000	
	Consolidated (member)			
<u>Accumulated amortisation and impairments, ending balance</u>				
	Land and buildings (member)	EUR -32,978,000	EUR -27,986,000	
	Consolidated (member)			
	Machinery (member)	EUR -13,101,000	EUR -11,297,000	
	Consolidated (member)			
	Other property, plant and equipment (member)	EUR -33,923,000	EUR -27,176,000	
	Consolidated (member)			
	Property, plant and equipment (member)	EUR -80,002,000	EUR -66,459,000	
	Consolidated (member)			

**Toelichting op de geconsolideerde jaarrekening - Materiële vaste activa: Verloopoverzicht [tabel]**

		http://www.kvk.nl/kvk-id:63086174		
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<i>Consolidated [member]</i>				
Property, plant and equipment under construction and prepayments of property, plant and equipment [member]		EUR 0	EUR 0	
<i>Consolidated [member]</i>				
<b>Property, plant and equipment, end of the period</b>				
<i>Consolidated [member]</i>				
Land and buildings [member]		EUR 65,184,000	EUR 68,355,000	
<i>Consolidated [member]</i>				
Land and buildings [member]		EUR 35,621,000	EUR 39,553,000	
<i>Consolidated [member]</i>				
Machinery [member]		EUR 11,170,000	EUR 12,457,000	
<i>Consolidated [member]</i>				
Other property, plant and equipment [member]		EUR 12,278,000	EUR 16,189,000	
<i>Consolidated [member]</i>				
Property, plant and equipment [member]		EUR 65,184,000	EUR 68,355,000	
<i>Consolidated [member]</i>				
Property, plant and equipment under construction and prepayments of property, plant and equipment [member]		EUR 6,115,000	EUR 156,000	
<i>Consolidated [member]</i>				
<b>Depreciation Rate, start of range</b>				
<i>Consolidated [member]</i>				
Land and buildings [member]				0.067
<i>Consolidated [member]</i>				
Machinery [member]				0.067
<i>Consolidated [member]</i>				
Other property, plant and equipment [member]				0.125
<i>Consolidated [member]</i>				
<b>Depreciation Rate, end of range</b>				
<i>Consolidated [member]</i>				
Land and buildings [member]				0.200
<i>Consolidated [member]</i>				
Machinery [member]				0.200
<i>Consolidated [member]</i>				
Other property, plant and equipment [member]				0.500
<i>Consolidated [member]</i>				

**Toelichting op de geconsolideerde jaarrekening - Netto-omzet**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Net revenue, disclosure [title]</b>			
<b>Net revenue, disclosure</b>			
<i>Consolidated [member]</i>			
Net turnover is mainly realised in the Netherlands.			
The net turnover 2015/2016 breaks down over the functions as follows: Audit = EUR 219.073.000 Tax and Legal = EUR 185.515.000 Consulting = EUR 193.762.000 Risk Advisory = EUR 113.492.000 Financial Advisory Services = EUR 70.516.000 Support/other = EUR 2.967.000			
The net turnover 2014/2015 breaks down over the functions as follows: Audit = EUR 208.496.000 Tax and Legal = EUR 167.247.000 Consulting = EUR 148.995.000 Risk Advisory = EUR 79.169.000 Financial Advisory Services = EUR 49.405.000 Support/other = EUR 3.492.000			

**Toelichting op de geconsolideerde jaarrekening - Netto-omzet: Uitsplitsing [tabel]**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Net revenue by category, breakdown [title]</b>			
<b>Net revenue</b>			
<i>Consolidated [member]</i>		EUR 785,325,000	EUR 656,804,000
<i>Separate [member]</i>		EUR 516,000	EUR 0

**Toelichting op de geconsolideerde jaarrekening - Niet in de balans opgenomen activa en verplichtingen**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	
<b>Commitments and contingencies not included in the balance sheet [title]</b>			
<b>Contingent liabilities, disclosure [title]</b>			
<b>Contingent liabilities, liability claim</b>			
<i>Consolidated [member]</i>			
Claims have been submitted against the legal entities that belong to the Deloitte organization in the Netherlands for alleged poor performance of activities. A strong defense will be mounted against these claims. The Deloitte organization has professional indemnity insurance for claim coverage. If considered necessary, provisions will be formed to cover the difference between any potential claims and the related insurance payment.			
<b>Contingent liabilities, fiscal unity</b>			
<i>Separate [member]</i>			
The legal entity and its wholly-owned subsidiaries make up a fiscal unity for corporation tax and V.A.T. purposes and for that reason are jointly and severally liable for the tax payable by the fiscal unity as a whole.			
<b>Contingent liabilities, purchase commitments</b>			
<i>Consolidated [member]</i>			
As of 1 December 2006 Deloitte outsourced facility services to a third party. A large number of staff was transferred to the new service provider. The contract was renewed for 5 years as of June 2012. Deloitte has undertaken to re-employ the former employees or to employ them with a succeeding facility supplier if the contract is not renewed after 5 years.			
<b>Contingent liabilities, guarantees</b>			
<i>Consolidated [member]</i>			
Stichting Financiering Deloitte			
Members who enter into an Associate Agreement with Deloitte are obliged to provide a subordinated loan to Stichting Financiering Deloitte. In turn this foundation provides a subordinated loan for the same amount and under the same conditions to Cooperatief Deloitte U.A. The subordination relates to all third party creditors and banks. The loans amount to €117,800 as per May 31, 2015 (May 31, 2015: €114,475) and are subordinated to all existing and future liabilities of Deloitte and, together with the group equity, make up the capital base of Deloitte.			
Coöperatief Deloitte U.A. and its subsidiaries are jointly and severally liable to members for what is owed to them by Stichting Financiering Deloitte with regard to the financial resources borrowed from the members by Stichting Financiering Deloitte and re-issued to Cooperatief Deloitte U.A. Deloitte has agreed certain security covenants with Stichting Financiering Deloitte, including a negative pledge covenant as well as the granting of securities at the first request of Stichting Financiering Deloitte. With respect to the ranking of these securities, covenants have been agreed between Deloitte, Stichting Financiering Deloitte, ING Bank and Rabobank (as lenders under Deloitte's credit facility). This entails that the rights of Stichting Financiering Deloitte are subordinated to those of third party creditors and the lender banks.			
The Supervisory Board Deloitte has indemnified the members of the Supervisory Board from the financial consequences of claims from third parties (including defence costs) resulting from or related to the supervisory task of the members of the Supervisory Board and to the extent the insurance of the cooperative does not cover matters concerned.			
Bank guarantees Bank guarantees amounting to approximately €3,983 (May 31, 2015: €4,489) have been issued to third parties.			
Other guarantees Following past acquisitions guarantees have been agreed for the maximum amount of €10,779 (May 31 2015: €10,779) on balance sheet date.			



## Toelichting op de geconsolideerde jaarrekening - Niet in de balans opgenomen activa en verplichtingen

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

	Nationale Borg issued guarantees on behalf of the material subsidiaries of Deloitte to Tax-authorities covering the own-risk of the Return to Work (Partially Disabled) Regulation ("WGA"). As security for these guarantees the material subsidiaries of Deloitte issued a joint and several liability undertaking.
Separate [member]	Stichting Financiering Deloitte
	Members who enter into an Associate Agreement with Deloitte are obliged to provide a subordinated loan to Stichting Financiering Deloitte. In turn this foundation provides a subordinated loan for the same amount and under the same conditions to Coöperatief Deloitte U.A. The subordination relates to all third party creditors and banks. The loans amount to €117,800 as per May 31, 2016 (May 31, 2015: €114,475) and are subordinated to all existing and future liabilities of Deloitte and, together with the group equity, make up the capital base of Deloitte.
	Coöperatief Deloitte U.A. and its subsidiaries are jointly and severally liable to members for what is owed to them by Stichting Financiering Deloitte with regard to the financial resources borrowed from the members by Stichting Financiering Deloitte and re-issued to Coöperatief Deloitte U.A. Deloitte has agreed certain security covenants with Stichting Financiering Deloitte, including a negative pledge covenant as well as the granting of securities at the first request of Stichting Financiering Deloitte. With respect to the ranking of these securities rights, covenants have been agreed between Deloitte, Stichting Financiering Deloitte, ING Bank and Rabobank (as lenders under Deloitte's credit facility). This entails that the rights of Stichting Financiering Deloitte are subordinated to those of third party creditors and the lender banks.
	The Supervisory Board of Coöperatief Deloitte U.A. has indemnified the members of the Supervisory Board from the financial consequences of claims from third parties (including defence costs) resulting from or related to the supervisory task of the members of the Supervisory Board and to the extent the insurance of the cooperative does not cover matters concerned.
Contingent liabilities, payments to obtain usage rights	
Consolidated [member]	Deloitte is a member of Deloitte Touche Tohmatsu Limited and Deloitte EMEA Co-operation Limited. Deloitte is obliged to pay annual subscription and services fees.
Operating lease commitments, disclosure [title]	
Operating lease commitments, disclosure	
Consolidated [member]	The group has entered into long-term rental agreements for offices, operational lease contracts for cars and copying/printing machines and facility services.

## Toelichting op de geconsolideerde jaarrekening - Niet in de balans opgenomen activa en verplichtingen: Operationele leaseverplichtingen [tabel]

<http://www.kvk.nl/kvk-id:63086174>  
31/05/2016 31/05/2015

Operating lease commitments, breakdown of the nominal value of the minimal lease payments [title]	31/05/2016	31/05/2015
Operating lease commitments, minimal lease payments, maturity within one year		
	Consolidated [member] : EUR 64,000,000	EUR 77,000,000
Operating lease commitments, minimal lease payments, maturity exceeding one year and within five years		
	Consolidated [member] : EUR 124,000,000	EUR 148,000,000
Operating lease commitments, minimal lease payments, maturity exceeding five years		
	Consolidated [member] : EUR 91,000,000	EUR 99,000,000
Operating lease commitments, minimal lease payments, nominal value		
	Consolidated [member] : EUR 279,000,000	EUR 324,000,000

## Toelichting op de geconsolideerde jaarrekening - Overige bedrijfskosten

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

Other operating expenses, disclosure [title]	
Other operating expenses, disclosure	
Consolidated [member]	Accommodation costs contain a release of provisions for dismantling costs of €67 (2014/2015 €687)
	In April 2016, Deloitte paid the AFM a fine of €1,810 in connection with the results of their 2013/2014 inspection regarding 2012 audits (AFM report September 25, 2014). The financial year 2014/2015 financial statements of Deloitte Holding B.V. included a provision for a potential fine.

## Toelichting op de geconsolideerde jaarrekening - Overige bedrijfskosten: Uitsplitsing [tabel]

<http://www.kvk.nl/kvk-id:63086174>

	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
Other operating expenses, breakdown [title]		
Other personnel related expenses		
	Consolidated [member] : EUR 25,567,000	EUR 22,232,000
Accommodation costs		
	Consolidated [member] : EUR 31,688,000	EUR 34,311,000
Car and transport costs		
	Consolidated [member] : EUR 39,894,000	EUR 38,685,000
Office related expenses		
	Consolidated [member] : EUR 10,532,000	EUR 10,031,000
General expenses		
	Consolidated [member] : EUR 15,761,000	EUR 13,359,000
Foreign currency exchange rate results		
	Consolidated [member] : EUR -2,050,000	EUR 0
Other undefined expenses		
	Consolidated [member] : EUR 47,461,000	EUR 40,141,000
Other operating expenses		
	Consolidated [member] : EUR 170,892,000	EUR 158,759,000
	Separate [member] : EUR 293,000	EUR 0

## Toelichting op de geconsolideerde jaarrekening - Overige toelichtingen

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

Other disclosures [title]	
Deviations from regulations based on true and fair view requirements, disclosure [title]	
Deviations from regulations based on true and fair view requirements, disclosure	
Consolidated [member]	The information in this XBRL instance documents has been derived from the financial statements 2015/2016 of Coöperatief Deloitte U.A. The financial statements comprise the consolidated and company balance sheet as at May 31, 2016, the consolidated and company profit and loss account for the period June 1, 2015 to May 31, 2016 and the notes. For the preparation of the XBRL instance document the following principles are used: 1) Only information that is legally required and therefore can be included in the taxonomy is included in the XBRL instance document; 2) If an element is available in the taxonomy and this information is included in the financial statements this information is included in the XBRL instance document. This may lead to aggregation of amounts which are presented separately in the financial statements. For a better understanding of the company's financial position and results we emphasize that the XBRL instance document should be read in conjunction with the full financial statements, from which the XBRL instance document was derived. Due to the limitations of the taxonomy as described above, the Management fee are currently presented as Net result attributable to minority interest, since no such element is available. The Dutch Taxonomy KVK report for large companies was used, which is located on <a href="http://www.ntaxonomie.nl/10.0/report/kvk/entrypoints/cooperations/kvk-rpt-jaarverantwoording-2015-nlgaap-5-nlgaap">http://www.ntaxonomie.nl/10.0/report/kvk/entrypoints/cooperations/kvk-rpt-jaarverantwoording-2015-nlgaap-5-nlgaap</a>

**Toelichting op de geconsolideerde jaarrekening - Overige toelichtingen**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		<b>01/06/2015 - 31/05/2016</b>	
cooperaties-groot-horizontaal-categoriaal-direct.xsd			

**Toelichting op de geconsolideerde jaarrekening - Overige vorderingen: Uitsplitsing [tabel]**

	<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
	31/05/2016	31/05/2015
<b>Other receivables, breakdown [title]</b>		
<b>Other receivables (current)</b>		
Consolidated [member]	EUR 9,054,000	EUR 14,322,000
Separate [member]	EUR 31,000	EUR 0

**Toelichting op de geconsolideerde jaarrekening - Toelichting op het kasstroomoverzicht**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		<b>01/06/2015 - 31/05/2016</b>	
<b>Cash flow statement, disclosure [title]</b>			
<b>Cash flow statement, disclosure</b>			
Consolidated [member]	Investments in tangible fixed assets Under the investments in tangible fixed assets only those investments are presented where in cash and cash equivalents were spent. In 2015/2016 investments amounting C3,088, mainly related to new laptops, were paid after the end of the financial year. In 2014/2015 investments amounting to C16,851 were deducted from the received incentives related to rental agreements for new office buildings. Included under investments 2014/2015 in tangible fixed assets is the net effect of investments in new offices, in particular the new office in Amsterdam 'The Edge'. The net effect of received incentives in 2014/2015, C19.8 million, related to rental agreements for new office buildings are included under payments to suppliers and personnel.		
Composition of cash and cash equivalents, disclosure	Consolidated [member] *) Cash at end of financial year relates to cash and cash equivalents.		
Exceptional items in the cash flow statement, disclosure	Consolidated [member] The acquiring of control over Stichting InterNos The acquiring of control over Stichting InterNos is a non-cash transaction and comprises bank loans of C66,800 long-term and C6,000 short-term, also deferred tax of C17,801 and a resulting negative equity of C53,403, the received cash of C1,596 is displayed as cash received from acquired companies below net cash flow.		

**Toelichting op de geconsolideerde jaarrekening - Toelichting op het overzicht totaalresultaat**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		<b>01/06/2015 - 31/05/2016</b>	
<b>Comprehensive income statement, disclosure [title]</b>			
<b>Statement of comprehensive income, disclosure</b>			
Consolidated [member]	As there are no items of other comprehensive income to be recognised directly in Equity, Total Comprehensive Income is equal to the Net result after taxation		

**Toelichting op de geconsolideerde jaarrekening - Voorzieningen**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		<b>01/06/2015 - 31/05/2016</b>	
<b>Provisions, disclosure [title]</b>			
<b>Provisions, disclosure</b>			
Consolidated [member]	With the exception of the provisions for reorganisation the expected term of the provisions is for the larger part over one year.		
Provision for disposal obligations, disclosure	Consolidated [member] The provision for unoccupied premises and dismantling cost is related to the reduction of the office network and future dismantling costs.		

**Toelichting op de geconsolideerde jaarrekening - Voorzieningen: Verloopoverzicht [tabel]**

	<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>		
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Provisions, movement schedule [title]</b>			
<b>Provisions, line items [title]</b>			
<b>Addition</b>			
Other provisions [member]			EUR 1,191,000
Consolidated [member]			
Provision for disposal obligations [member]			EUR 336,000
Consolidated [member]			
Provision for legal proceedings [member]			EUR 3,128,000
Consolidated [member]			
Provision for pension obligations [member]			EUR 18,000
Consolidated [member]			
Provisions [member]			EUR 7,042,000
Consolidated [member]			
Restructuring provision [member]			EUR 2,369,000
Consolidated [member]			
<b>Usage</b>			
Other provisions [member]			EUR 11,000
Consolidated [member]			
Provision for disposal obligations [member]			EUR 583,000
Consolidated [member]			
Provision for legal proceedings [member]			EUR 2,302,000
Consolidated [member]			
Provision for pension obligations [member]			EUR 0
Consolidated [member]			
Provisions [member]			EUR 4,549,000
Consolidated [member]			
Restructuring provision [member]			EUR 1,653,000
Consolidated [member]			
<b>Release</b>			
Other provisions [member]			EUR 218,000
Consolidated [member]			
Provision for disposal obligations [member]			EUR 67,000
Consolidated [member]			
Provision for legal proceedings [member]			EUR 78,000
Consolidated [member]			
Provision for pension obligations [member]			EUR 193,000
Consolidated [member]			
Provisions [member]			EUR 755,000
Consolidated [member]			
Restructuring provision [member]			EUR 199,000
Consolidated [member]			
<b>Provisions, end of the period</b>			
Consolidated [member]	EUR 8,115,000	EUR 6,377,000	
Other provisions [member]	EUR 1,247,000	EUR 285,000	
Consolidated [member]			
Provision for disposal obligations [member]	EUR 1,972,000	EUR 2,286,000	

**Toelichting op de geconsolideerde jaarrekening - Voorzieningen: Verloopoverzicht [tabel]**

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>			
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<i>Consolidated [member]</i>			
<i>Provision for legal proceedings [member]</i> <i>Consolidated [member]</i>	EUR 2,148,000	EUR 1,400,000	
<i>Provision for pension obligations [member]</i> <i>Consolidated [member]</i>	EUR 374,000	EUR 549,000	
<i>Provisions [member]</i> <i>Consolidated [member]</i>	EUR 8,115,000	EUR 6,377,000	
<i>Restructuring provision [member]</i> <i>Consolidated [member]</i>	EUR 2,374,000	EUR 1,857,000	

**Toelichting op de geconsolideerde jaarrekening - Vorderingen**

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
01/06/2015 - 31/05/2016	
<b>Receivables, disclosure [title]</b>	
<b>Receivables from group companies (current), disclosure</b>	
<i>Separate [member]</i>	Annual interest is charged on the current accounts owed by group companies at approximately 1.8% (prior year 2.0%).
<b>Receivables from other related parties (current), disclosure</b>	
<i>Consolidated [member]</i>	The provision for the risk of non-collectability of accounts receivable is €3,159 (May 31, 2015 €3,218)
<b>Receivables, maturity exceeding one year, disclosure</b>	
<i>Consolidated [member]</i>	There are no receivables and prepayments with an original term of more than one year.
<i>Separate [member]</i>	There are no receivables and prepayments with an original term of more than one year.

**Toelichting op de geconsolideerde jaarrekening - Vorderingen: Uitsplitsing [tabel]**

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>			
	31/05/2016	31/05/2015	
<b>Receivables, breakdown [title]</b>			
<b>Trade receivables</b>			
<i>Consolidated [member]</i>		EUR 144,508,000	EUR 134,015,000
<b>Receivables from group companies (current)</b>			
<i>Separate [member]</i>		EUR 3,500,000	EUR 0
<b>Other receivables (current)</b>			
<i>Consolidated [member]</i>		EUR 9,054,000	EUR 14,322,000
<i>Separate [member]</i>		EUR 31,000	EUR 0
<b>Tax receivables</b>			
<i>Consolidated [member]</i>		EUR 3,301,000	EUR 322,000
<i>Separate [member]</i>		EUR 3,301,000	EUR 0
<b>Prepayments and accrued income</b>			
<i>Consolidated [member]</i>		EUR 49,589,000	EUR 49,564,000
<b>Receivables</b>			
<i>Consolidated [member]</i>		EUR 206,452,000	EUR 198,223,000
<i>Separate [member]</i>		EUR 6,832,000	EUR 0

**Toelichting op de geconsolideerde jaarrekening - Vorderingen: Uitsplitsing Looptijd [tabel]**

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>			
	31/05/2016	31/05/2015	
<b>Receivables, breakdown [title]</b>			
<b>Trade receivables</b>			
<i>Consolidated [member]</i>		EUR 144,508,000	EUR 134,015,000
<b>Receivables from group companies (current)</b>			
<i>Separate [member]</i>		EUR 3,500,000	EUR 0
<b>Other receivables (current)</b>			
<i>Consolidated [member]</i>		EUR 9,054,000	EUR 14,322,000
<i>Separate [member]</i>		EUR 31,000	EUR 0
<b>Tax receivables</b>			
<i>Consolidated [member]</i>		EUR 3,301,000	EUR 322,000
<i>Separate [member]</i>		EUR 3,301,000	EUR 0
<b>Prepayments and accrued income</b>			
<i>Consolidated [member]</i>		EUR 49,589,000	EUR 49,564,000
<b>Receivables</b>			
<i>Consolidated [member]</i>		EUR 206,452,000	EUR 198,223,000
<i>Separate [member]</i>		EUR 6,832,000	EUR 0

**Toelichting op de jaarrekening - Aandeel van derden in het resultaat**

<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
01/06/2015 - 31/05/2016	
<b>Result attributable to non-controlling interest, disclosure [title]</b>	
<b>Result attributable to non-controlling interest, disclosure</b>	
<i>Consolidated [member]</i>	<p>Based on the revised Associate Agreement as of June 1, 2015 a management fee, which approximates 80% of the expected consolidated net amount of operational and financial income and expenses of Deloitte Holding B.V., is paid to the members of Coöperatief Deloitte U.A. through Stichting Financiering Deloitte. The net result after management fee and corporate income tax is proposed to be paid by Coöperatief Deloitte U.A. to the members as distribution of profits. The management fee is taxable for members. The distribution of profits is non-taxable for members, because Deloitte pays corporate income tax based on the result before taxation.</p> <p>Under the previous Associate Agreement, until May 31, 2015 an Associate Fee was payable equal to the consolidated net amount of operational and financial income and expenses of Deloitte before deduction of the Associate Fee itself. This Associate Fee was taxable for members. For the years 2015/2016 and 2014/2015 the management fee is before deduction of €10,463 respectively €10,903 distributed to Stichting InterNes.</p> <p>The members distribution can be specified as follows: in € thousands 2015/2016 2014/2015 Result before management fee (former Associate Fee) and taxation 115.317 95.550 Management fee members of Coöperatief Deloitte U.A. (former Shareholders' Associate Fee) (97.764) (95.206) Result before taxation 17.553 344 Corporate income tax (5.699) (344) Net result after taxation 11.854 -</p> <p>Management fee distributed to members 97.764 95.206 Proposed profit distribution to members 11.854 Total proposed distribution to members 109.618 95.206</p> <p>Average number of members in fee's *) 249 241 Average management fee and proposed profit distribution before tax per member 463 396</p> <p>*) Members of the Executive Board who received a fix remuneration are not included.</p> <p>For the management fee (former Associate Fee) and transactions with related parties reference is also made to the accounting principles for determination of the result. Deloitte has transactions with the members for which the nature and scope are disclosed in the notes to the consolidated financial statements.</p>

**Toelichting op de jaarrekening - Accountantshonoraria**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Auditors fees, disclosure [title]</b>			
<b>Auditors fees, disclosure</b>			
<i>Consolidated [member]</i>		The auditors fee is based on the agreed upon fees for the audit and other engagements for the year under review and any additional fees for out of scope work regarding the prior year.	

**Toelichting op de jaarrekening - Accountantshonoraria: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Auditor's fees, breakdown [title]</b>			
<b>Auditors fees, audit of the financial statements</b>			
<i>Total fees [member]</i>		EUR 174,000	EUR 137,000
<i>Consolidated [member]</i>			
<b>Auditors fees, other audit procedures</b>			
<i>Total fees [member]</i>		EUR 107,000	EUR 86,000
<i>Consolidated [member]</i>			
<b>Auditors fees</b>			
<i>Total fees [member]</i>		EUR 281,000	EUR 223,000
<i>Consolidated [member]</i>			

**Toelichting op de jaarrekening - Afschrijvingen op immateriële en materiële vaste activa: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Depreciation of property, plant and equipment and amortisation of intangible assets, breakdown [title]</b>			
<b>Amortisation of intangible assets</b>			
<i>Consolidated [member]</i>		EUR 4,779,000	EUR 3,887,000
<b>Depreciation of property, plant and equipment</b>			
<i>Consolidated [member]</i>		EUR 13,440,000	EUR 12,337,000
<b>Amortisation of intangible assets and depreciation of property, plant and equipment</b>			
<i>Consolidated [member]</i>		EUR 18,219,000	EUR 16,224,000

**Toelichting op de jaarrekening - Algemene grondslagen voor verslaggeving**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>General accounting policies [title]</b>			
<b>General policies [title]</b>			
<b>General policies</b>			
<i>Consolidated [member]</i>		General accounting principles used for the preparation of the consolidated financial statements The consolidated financial statements have been prepared in accordance with the requirements of Title 9, Book 2 of the Netherlands Civil Code. Assets and liabilities are valued and results are determined on the basis of historical cost. Unless a different accounting principle is specified for the specific item on the balance sheet, assets and liabilities are carried at their face value. Income and expenses are allocated to the year to which they relate. Profits are only recorded if they have been realised on the balance sheet date. Losses originating before the end of the year under review are taken into consideration if they were known before the financial statements were prepared. All amounts in the financial statements are shown in thousands of euros, unless stated otherwise.	
<i>Separate [member]</i>		The company financial statements have been prepared in accordance with Title 9, Book 2 of the Netherlands Civil Code. For an explanation of the general accounting principles used in the preparation of the financial statements, the policies for valuation of the assets and liabilities and for determining the result, as well as for the notes to the various company assets and liabilities and the results reference is made to the notes to the consolidated financial statements, unless stated otherwise.	
<b>Change in accounting policies [title]</b>			
<b>Change in accounting policies</b>			
<i>Consolidated [member]</i>		Changes in accounting policies As a result of the new EU Directive on the Annual Financial Statements (Directive 2013/34/EU), several sections of Title 9 Book 2 of the Netherlands Civil Code have been amended. Some Decrees have been amended too, including the Decree on Current Value and the Decree on Financial Statements Formats. Although the amendments apply to financial years beginning on or after 1 January 2016, early application with effect from the 2016 financial year is allowed. Deloitte has decided to early apply. The early application does not have a financial impact on the financial year 2015/2016 and comparative figures, but does have an impact on the disclosures.	
<b>Foreign currency translation policy [title]</b>			
<b>Foreign currency translation, policy</b>			
<i>Consolidated [member]</i>		Foreign currencies The functional currency of the company and its group companies is the euro. Receivables, liabilities and obligations in foreign currencies are translated at the exchange rate prevailing as of the balance sheet date. Transactions in foreign currencies during the period under review are recognised in the financial statements at the rates of exchange at transaction date. Exchange-rate gains and losses arising from such translations are taken to the profit and loss account.	
<b>Financial instruments, policy [title]</b>			
<b>Financial instruments, policy</b>			
<i>Consolidated [member]</i>		Financial instruments Financial instruments are both primary financial instruments (such as receivables and debts), and derivative financial instruments (derivatives). The notes to the specific items of the balance sheet disclose the fair value of the related instrument if this deviates from the carrying amount. If the financial instrument is not recorded in the balance sheet the information on the fair value is disclosed in the notes to the "Contingent assets and liabilities". Primary financial instruments For the principles of primary financial instruments, reference is made to the recognition per balance sheet item of the "Principles for the valuation of assets and liabilities". Derivative instruments (derivatives) Financial derivatives whose underlying value is not listed are recognised at cost. If the fair value is lower than the cost price or negative as at balance sheet date, the derivative is written down to the lower fair value and recognised in the profit and loss account, unless cost price hedge accounting has been applied. When determining the lower fair value the effect of current interest is not taken into account. Hedge accounting The group applies hedge accounting based on individual documentation per individual hedge relationship. The group documents how the hedge relations suit the risk management goals, the hedge strategy and the expectation in respect of the hedge's effectiveness. The effective part of derivatives that have been assigned for cost price hedge accounting is valued at cost. By comparing the critical comparative features of the hedge instrument with the critical features of the hedged position on balance sheet date, it is determined whether there is an indication for ineffectiveness. In the event the critical features of the hedge instrument and the critical features of the hedged position are not equal, this is an indication that the cost price hedge contains an ineffective part. In that case a quantitative ineffectiveness measurement is carried out by comparing the cumulative change of the fair value of the hedge instrument with the cumulative change of the fair value of the hedged position since the designation of the hedge relationship. Ineffectiveness is recognized in the profit and loss account if and insofar as the quantitative ineffectiveness measurement shows a (cumulative) loss.	
<b>Cash flow statement, policy [title]</b>			
<b>Cash flow statement, policy</b>			
<i>Consolidated [member]</i>		Principles for preparation of the consolidated cash flow statement The cash flow statement is prepared using the direct method. Cash consists of the balance of cash and cash equivalents. Tax on profits, interest received and paid, and dividends received are included under cash flow from operating activities. The acquisition cost for acquired group companies is included under cash flow from investment activities. Existing cash and cash equivalents of these group companies are deducted from the acquisition cost.	

**Toelichting op de jaarrekening - Algemene grondslagen voor verslaggeving**

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

**Toelichting op de jaarrekening - Algemene toelichting**

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

<b>Notes [title]</b>	
<b>General disclosure [title]</b>	
<b>Activities [title]</b>	
<b>Description of the most important activities of the entity</b>	
<i>Consolidated [member]</i>	<p><b>Activities</b> Coöperatief Deloitte U.A. is a cooperative which has its registered office and its principal place of business in Rotterdam, Wilhelminalade 1, and is registered with the Chamber of Commerce with number 63086174. Coöperatief Deloitte U.A. is the ultimate parent of Deloitte Holding B.V. and its subsidiaries. The activities of Coöperatief Deloitte U.A. and the companies in its group consist mainly of Audit, Tax &amp; Legal, Financial Advisory Services and Consulting, as well as other forms of professional financial services. These activities are conducted by and for the account of the respective group companies of Coöperatief Deloitte U.A. and Deloitte Holding B.V. which acts as holding companies and do not themselves conduct any activities in the field of professional financial services as referred to in the previous sentence.</p> <p>Formation of Coöperatief Deloitte U.A. Coöperatief Deloitte U.A. was founded on April 10, 2015. In its first statutory financial reporting period ended May 31, 2015 there have been no activities.</p> <p>On June 1, 2015 the shareholders of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. for membership rights in Coöperatief Deloitte U.A. at nominal value, being €25 per member, in total €6,150.</p> <p>Since this merely concerns a change in the legal structure on behalf of the ultimate owners of Deloitte Holding B.V. and Coöperatief Deloitte U.A. respectively, in the consolidated financial statements, the transaction was accounted for using the pooling of interests method. The impact thereof is that Deloitte Holding B.V. activities for the year ended May 31, 2015 are fully reflected and presented in the current year and comparative period of Coöperatief Deloitte U.A., with the prior year presented on a pro forma basis.</p> <p>In the company financial statements the transaction was accounted for using the carry over accounting method at June 1, 2015.</p>
<b>Going concern [title]</b>	
<b>Going concern disclosure</b>	
<i>Consolidated [member]</i>	<p><b>Going concern</b> As explained in the previous paragraphs, the acquisition of Stichting InterNos had a negative impact of approximately €53 million on equity of Coöperatief Deloitte U.A. As of financial year 2016/2017 the members have agreed to retain yearly €6.9 million (€5.3 million after tax) of future annual Deloitte Holding B.V.'s earnings until such time that the equity reduction caused by the restructuring is recovered. Including subordinated loans, the positive capital base of the group amounts to €83,069.</p> <p>The restructuring is a non cash event and does not impact the liquidity of the group. Deloitte Holding B.V. continues to have positive equity as a basis to distribute its earnings annually to Coöperatief Deloitte U.A. Furthermore in financial year 2015/2016 and financial year 2014/2015 Coöperatief Deloitte U.A. generated €167 million and €119 million respectively in operating cash flow with approximately between €12 million and €22 million in annual investments. For financial year 2016/2017 and the years to follow the same level of net cash inflow is expected.</p> <p>The cash generating ability of the group based on past performance and future planned performance continues to show growth in cash generation and is expected to form a solid basis for distributing funds annually from Deloitte Holding B.V. to Coöperatief Deloitte U.A. and from Coöperatief Deloitte U.A. to its members.</p> <p>The Executive Board is confident about the future outlook for the Deloitte Netherlands Group. The financial statements are prepared applying the going concern assumption.</p>
<b>Group structure [title]</b>	
<b>Group structure</b>	
<i>Consolidated [member]</i>	<p><b>International relationships</b> Deloitte (Deloitte Holding B.V.) is a member firm of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates. DTTL does not itself provide services to clients. DTTL and each DTTL member firm are separate and distinct legal entities, which cannot obligate each other. DTTL and each DTTL member firm are liable only for their own acts or omissions and not those of each other. Each DTTL member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its territory through subsidiaries, affiliates, and/or other entities.</p> <p><b>Shareholders' structure</b> Up to May 31, 2015 the shares in Deloitte Holding B.V. were held by shareholding companies owned by partners who have signed a so-called "Associate Agreement" with Deloitte Holding B.V. These shareholding companies are referred to as "shareholders" or partners. In addition, Stichting Financiering Deloitte held non-voting shares in Deloitte Holding B.V. acquired from former shareholders on a temporary basis. Under the Associate Agreement each shareholding company has placed (the workforce of) each partner at the disposal of Deloitte Holding B.V. and its group companies in which the relevant professional activities for that partner are performed. On June 1, 2015 the shareholders of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. for membership rights in Coöperatief Deloitte U.A. at nominal value. Also on June 1, 2015 the remaining non-voting shares of Deloitte Holding B.V. held by Stichting Financiering Deloitte were cancelled.</p> <p>Under the previous Associate Agreement, until May 31, 2015 an Associate Fee was payable equal to the consolidated net amount of operational and financial income and expenses of Deloitte before deduction of the Associate Fee itself. This Associate Fee was recognised as an expense therefore resulting in a net profit amounting to nil. Based on the revised Associate Agreement as of June 1, 2015 a management fee, which approximates 80% of the expected consolidated net amount of operational and financial income and expenses of Deloitte Holding B.V., is paid to the members of Coöperatief Deloitte U.A. through Stichting Financiering Deloitte (as further explained in the following paragraph). The net result for the year after management fee and corporate income tax is to be paid by Coöperatief Deloitte U.A. to the members as distribution of profits.</p> <p><b>Financing structure and Stichting Financiering Deloitte</b> In addition to the members' capital, members of Coöperatief Deloitte U.A. (and the previous shareholders of Deloitte Holding B.V.) finance Deloitte with subordinated loans. These loans are provided through Stichting Financiering Deloitte. Payments of management fees (formerly associate fees) by virtue of the Associate Agreement and other payments (with exception of distribution of profits) to members also take place through Stichting Financiering Deloitte. Up to May 30, 2016, Stichting Financiering Deloitte has re-issued the brought-in loans to Deloitte Holding B.V.; starting from May 31, 2016 these loans are re-issued to Coöperatief Deloitte U.A. These loans are subordinated to all creditors and lender banks. As part of the restructuring, Coöperatief Deloitte U.A. as shareholder of Deloitte Holding B.V. contributed €70 million of these subordinated loans into Deloitte Holding B.V. via an additional paid in capital contribution, the rest of the partner subordinated loans received from Stichting Financiering Deloitte are issued to Deloitte Holding B.V. as subordinated loans. Stichting Financiering Deloitte was established by the (former-) Deloitte partners, members of Coöperatief Deloitte U.A. as an entity to protect the interests of the members collectively from a financing perspective should a calamity arise that could affect the members. The control over Stichting Financiering Deloitte lies with the members who have the right at all times to elect and dismiss its board members. Consequently, Stichting Financiering Deloitte is not controlled by Coöperatief Deloitte U.A. group and therefore is not included in these consolidated financial statements. For further information on Stichting Financiering Deloitte, reference is made to note 7. The liabilities on the balance sheet of Stichting Financiering Deloitte contain long-term and short-term subordinated loans from members which for the same amounts and under the same conditions are provided to Deloitte. Other current liabilities are short-term deposits and interests to be paid which are equal to the current liabilities owed to Stichting Financiering Deloitte by Deloitte. In the situation that Stichting Financiering Deloitte would be controlled and consolidated there would be an insignificant effect on the balance sheet and no effect on the financial results of Coöperatief Deloitte U.A.</p> <p><b>Comparative figures</b> As these are the first consolidated financial statements of Coöperatief Deloitte U.A. and Coöperatief Deloitte U.A. is a continuation of the existing group of Deloitte Holding B.V. the financial year 2014/2015 figures of the consolidated financial statements of Deloitte Holding B.V. are stated as pro forma comparative figures. No adjustments to comparative figures have been made with regard to Stichting InterNos because Deloitte Holding B.V. only obtained control as of May 23, 2016.</p>
<i>Separate [member]</i>	<p>On June 1, 2015 the shareholding companies of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. with Coöperatief Deloitte U.A. at nominal value, as a settlement of their newly acquired membership of €25 per member, in total €6,150.</p> <p>Since this merely concerns an internal change to the organisation structure that affects the legal structure, in the company financial statements the transaction was accounted for using the carry over accounting method at June 1, 2015. Under the carryover method, Coöperatief Deloitte U.A. has recognised its interest in Deloitte Holding B.V. at the merger date at book value in accordance with the book values recognised in the consolidated financial statements without adjusting the comparative figures. We believe that using the carryover method and therefore not adjusting the comparative figures in the company financial statements method explains the effect of the transaction on the financial position of Coöperatief Deloitte U.A. better than using the pooling of interests.</p>
<b>Group structure, name of the ultimate parent</b>	
<i>Consolidated [member]</i>	<p><b>Group relationships</b> As a result of obtaining all the shares of Deloitte Holding B.V., as of June 1, 2015 Coöperatief Deloitte U.A. is the ultimate parent of Deloitte Holding B.V. and its subsidiaries. After this transaction the consolidated financial statements of Coöperatief Deloitte U.A. are a continuation of the existing group of Deloitte Holding B.V. (including comparatives). As a result of this, Deloitte publishes her consolidated financial statements at the level of Coöperatief Deloitte U.A. from now on. In these consolidated financial statements Deloitte refers to Coöperatief Deloitte U.A. and its subsidiaries. For a list of subsidiaries required by articles 2:279 and 2:414 of the Netherlands Civil Code reference is made to the notes to the company balance sheet.</p>
<b>Group structure, location where to obtain a copy of the consolidated financial statements</b>	
<i>Consolidated [member]</i>	<a href="https://www2.deloitte.com/nl/nl/pages/over-deloitte/articles/deloitte-verslagen.html">https://www2.deloitte.com/nl/nl/pages/over-deloitte/articles/deloitte-verslagen.html</a>
<b>Mergers and acquisitions, disclosure</b>	
<i>Consolidated [member]</i>	<p><b>Acquiring control over of Stichting InterNos</b> Stichting InterNos is responsible for the settlement of former goodwill rights. This foundation is partly financed by Stichting Financiering Deloitte, which has been authorised by the members to withhold a proportion of the management fee (former Associate Fee) due to these members to finance Stichting InterNos. Until May 23, 2016 Stichting InterNos was not part of the Coöperatief Deloitte U.A. group of companies and</p>

## Toelichting op de jaarrekening - Algemene toelichting

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>
		<b>01/06/2015 - 31/05/2016</b>
	therefore was not included in the consolidated financial statements.	
	After a review of the Coöperatief Deloitte U.A. group structure and the Stichting InterNos structure during the 2016 financial year, it was recommended to further optimise the current structure. Specifically, to simplify the structure, also for possible future collaboration with other Deloitte member firms, on March 29, 2016, the members voted on a restructuring of the group and Stichting InterNos. This combined with the Stichting InterNos Board agreeing to the restructuring. On May 23, 2016, with the conditions for restructuring being met, Deloitte Holding B.V. was appointed as sole board member of Stichting InterNos and gained control thereof.	
	This change in Board composition results in Deloitte Holding B.V. controlling Stichting InterNos with Stichting InterNos being consolidated into Deloitte Holding B.V. and Coöperatief Deloitte U.A. respectively. Subsequent to the change in control of Stichting InterNos, the Board voted to legally merge Stichting InterNos into Deloitte Holding B.V. and this is in process of being effected in the 2017 financial year, subject to finalizing related legal formalities.	
	On July 1, 2016 the members of Coöperatief Deloitte U.A. approved the legal merger between Stichting InterNos and Deloitte Holding B.V. subject to approval of the court.	
	In combination with the above, the new group structure also provides a transparent basis for potential combination of the Deloitte Netherlands and other Deloitte member firms in the future should this become an option.	
	Accounting consequences of the restructuring As explained in more detail in the following paragraph, Stichting InterNos is a vehicle with a sole purpose for the ultimate owners of Deloitte Holding B.V. and Coöperatief Deloitte U.A. in setting certain rights of former partners/shareholders.	
	On May 24, 2016, the members of Coöperatief Deloitte U.A. approved the restructuring of Stichting InterNos. On May 23, 2016, Deloitte Holding B.V. was appointed as the sole board member of Stichting InterNos and therefore obtained control over Stichting InterNos. Since the collectivity of members of Coöperatief Deloitte U.A. and Stichting InterNos are identical the restructuring merely concerns an internal change of the organisational structure that affects the legal structure under common control, the legal merger is recognised under the carry over accounting method, applying book values in accordance with Coöperatief Deloitte U.A.'s accounting policies.	
	On May 31, 2016, Stichting InterNos balances included prepayments on settlements with former partners/shareholders of €72.8 million and total bank liabilities of €72.8 million. Coöperatief Deloitte U.A. as the parent of Deloitte Holding B.V. assumed and consolidated the assets and liabilities of Stichting InterNos with approximately €53 million (net of deferred tax) being written-off to equity. As a consequence, this restructuring had a negative impact of approximately €53 million on equity of Coöperatief Deloitte U.A. As of financial year 2016/2017 the members have agreed to retain yearly €6.9 million (€5.3 million after tax) of future annual Coöperatief Deloitte U.A.'s earnings until such time that the equity reduction caused by the restructuring is recovered.	
	As part of the restructuring, Coöperatief Deloitte U.A. as shareholder of Deloitte Holding B.V. contributed €70 million of the subordinated loans into Deloitte Holding B.V. via an additional paid in capital contribution, the rest of the partner subordinated loans received from Stichting Financiering Deloitte are issued to Deloitte Holding B.V. as subordinated loans.	
	Given the change in control in May 2016, the profit and loss account of Stichting InterNos is excluded for the period prior to the change of control. For the financial year 2016/2017, the impact on the profit and loss account resulting from the restructuring of Stichting InterNos is a decrease in management fee members of approximately €11 million partly offset by an increase in financial expenses of approximately € 4 million. Furthermore the members of Coöperatief Deloitte U.A. agreed to retain the difference of approximately €5.3 million after deduction of €1.8 million corporate income tax as group equity, therefore the restructuring does not have a cash flow impact for the members and Coöperatief Deloitte U.A.	
	Deloitte Holding B.V. continues to be in compliance with all its bank covenants and for the Base Equity covenant, a waiver for the 12 month period following the financial year 2015/2016 balance sheet date was received from the banks.	
	Effect consolidation Stichting InterNos on Coöperatief Deloitte U.A. balances: (in € thousands) Long-term Bank loan 66.800 Repayment on long-term bank loan in following year 6.000 Total bank loan 72.800 Cash (1.596) Write-off to equity 71.204 Deferred tax (17.801) Net effect on equity 53.403	

## Toelichting op de jaarrekening - Belastingen

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>
		<b>01/06/2015 - 31/05/2016</b>
<b>Income tax expense, disclosure [title]</b>		
<b>Income tax expense, disclosure</b>		
<i>Consolidated [member]</i>	The management fee (last year Associate Fee) will be taxed at the member level.  The effective tax burden is 31% and can be broken down as follows:  2015/2016 2014/2015 % in € thousands % in € thousands Result before taxation and management fee 115.317 95.550 Management fee members of Coöperatief Deloitte U.A. (former Shareholders' Associate Fee) *) (97.764) (95.206) Result before taxation 17.553 344  Tax burden based on Dutch nominal rate 25% 4.388 0% - Application local, nominal rates (higher/lower rates) 0% (10) -3% (10) Non-tax deductible costs 5% 831 110% 263 Exempted income 0% (10) -3% (9) Prior financial years tax income/(charge) 3% 500 0% - 31% 5.629 100% 344	
<b>Income tax, amount recognised directly in equity</b>		
<i>Consolidated [member]</i>	The consolidation of assets and liabilities of Stichting InterNos resulted in approximately €71.2 million of goodwill being written-off to equity. This goodwill is deductible for corporate income tax, therefore €17.8 million temporary tax differences were added as deferred tax resulting in a net write-off to equity of €53.4 million. These temporary tax differences of €17.8 million are expected to be settled annually until financial year 2025/2026.	
<b>Income tax, fiscal unity, disclosure</b>		
<i>Consolidated [member]</i>	Coöperatief Deloitte U.A. and its wholly-owned subsidiaries in the Netherlands form one tax group for company tax purposes. There are no losses available for setoff against tax liabilities.	

## Toelichting op de jaarrekening - Belastingen: Uitsplitsing [tabel]

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>
		<b>01/06/2015 - 31/05/2016</b>
<b>Income tax expense, breakdown [title]</b>		
<b>Income tax expense</b>		
<i>Consolidated [member]</i>		EUR 5,699,000
<b>Income tax expense previous financial years</b>		
<i>Consolidated [member]</i>		EUR 500,000
<b>Income tax expense current financial year</b>		
<i>Consolidated [member]</i>		EUR 5,945,000
<b>Income tax expense, effective tax rate</b>		
<i>Consolidated [member]</i>		0.31
<b>Income tax expense, applicable tax rate</b>		
<i>Consolidated [member]</i>		0.25

## Toelichting op de jaarrekening - Bezoldiging bestuurders en commissarissen

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>
		<b>01/06/2015 - 31/05/2016</b>
<b>Remuneration of managing and supervisory directors, disclosure [title]</b>		
<b>Remuneration of managing and supervisory directors, disclosure</b>		
<i>Consolidated [member]</i>	The remuneration of members of the Executive Board comprises an Associate Fee plus a fixed expense allowance. As of October 1, 2015 the members of the Executive Board receive a fixed annual Associate Fee, chair €800 and members €650, plus fixed expense allowance. This remuneration also includes pension allowance. Number of members of the Executive Board in FTE's: 5. Number of external members of the Supervisory Board per May 31: 4.	

## Toelichting op de jaarrekening - Bezoldiging bestuurders en commissarissen: Uitsplitsing [tabel]

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		<b>01/06/2015 - 31/05/2016</b>	<b>01/06/2014 - 31/05/2015</b>
<b>Remuneration of managing and supervisory directors, breakdown [title]</b>			
<b>Remuneration of managing and supervisory directors</b>			
<i>Managing directors [member]</i>		EUR 3,386,000	EUR 4,830,000
<i>Regular remuneration [member]</i>			
<i>Separate [member]</i>			
<i>Supervisory directors [member]</i>		EUR 202,000	EUR 202,000
<i>Regular remuneration [member]</i>			
<i>Separate [member]</i>			

**Toelichting op de jaarrekening - Eigen vermogen**
<http://www.kvk.nl/kvk-id:63086174>  
 01/06/2015 - 31/05/2016

<b>Equity disclosure [title]</b>	
<b>Equity disclosure</b>	
Separate [member]	<p><b>Capital accounts</b>                  On June 1, 2015, 246 members transferred their share in Deloitte Holding B.V. to Coöperatief Deloitte U.A. as a settlement of their members' capital of €25 per member, in total €6,150.                  On May 31, 2016 there are 256 members, resulting in a total capital account of €6,400.</p> <p>On May 23, 2016 Deloitte Holding B.V. obtained control over Stichting InterNos, therefore Deloitte Holding B.V. assumed the assets and liabilities of Stichting InterNos with approximately €53,403 (net of deferred tax) being written-off to equity. This former goodwill of Stichting InterNos is considered a prepayment to members regarding their capital (goodwill) repayments to former partners and is therefore stated as prepayment of equity resulting in a negative equity. Also see note 1 Financial fixed assets for reference and notes to the consolidated financial statements, general sections Acquisition of Stichting InterNos and Accounting consequences of the restructuring and Going concern section.</p>
<b>Equity composition of capital base</b>	
Separate [member]	The members' equity and the subordinated loans represent the capital base €82,652 (May 31, 2015 €0).

**Toelichting op de jaarrekening - Eigen vermogen: Mutatieoverzicht [tabel]**
<http://www.kvk.nl/kvk-id:63086174>

	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Equity statement of changes [title]</b>			
<b>Issue of shares</b>			
Equity [member]			EUR 600,000
Separate [member]			EUR 600,000
Share capital [member]			EUR 600,000
Separate [member]			EUR 600,000
<b>Withdrawal of shares</b>			
Equity [member]			EUR -350,000
Separate [member]			EUR -350,000
Share capital [member]			EUR -350,000
Separate [member]			EUR -350,000
<b>Transfers</b>			
Equity [member]			EUR 6,150,000
Separate [member]			EUR 6,150,000
Share capital [member]			EUR 6,150,000
Separate [member]			EUR 6,150,000
<b>Result allocation</b>			
Equity [member]			EUR 11,854,000
Separate [member]			EUR 11,854,000
Result for the year [member]			EUR 11,854,000
Separate [member]			EUR 11,854,000
<b>Direct equity movement as a result of impairments</b>			
Equity [member]			EUR -1,524,000
Separate [member]			EUR -1,524,000
Legal reserves [member]			EUR -1,524,000
Separate [member]			EUR -1,524,000
<b>Direct equity movement as a result of additions through business combinations</b>			
Equity [member]			EUR -53,403,000
Separate [member]			EUR -53,403,000
Other reserves [member]			EUR -53,403,000
Separate [member]			EUR -53,403,000
<b>Other movements</b>			
Equity [member]			EUR 1,524,000
Separate [member]			EUR 1,524,000
Legal reserves [member]			EUR 7,138,000
Separate [member]			EUR 7,138,000
Other reserves [member]			EUR -5,614,000
Separate [member]			EUR -5,614,000
<b>Equity end of the period</b>			
Equity [member]	EUR -35,149,000	EUR 0	
Separate [member]	EUR -35,149,000	EUR 0	
Legal reserves [member]	EUR 5,614,000	EUR 0	
Separate [member]	EUR 5,614,000	EUR 0	
Other reserves [member]	EUR -59,017,000	EUR 0	
Separate [member]	EUR -59,017,000	EUR 0	
Result for the year [member]	EUR 11,854,000	EUR 0	
Separate [member]	EUR 11,854,000	EUR 0	
Share capital [member]	EUR -35,149,000	EUR 0	
Separate [member]	EUR -35,149,000	EUR 0	
Share capital [member]	EUR 6,400,000	EUR 0	
Separate [member]	EUR 6,400,000	EUR 0	

**Toelichting op de jaarrekening - Financiële baten en lasten: Uitsplitsing [tabel]**
<http://www.kvk.nl/kvk-id:63086174>

	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Financial income and expense, breakdown [title]</b>		
<b>Other interest income and related income</b>		
Consolidated [member]	EUR 941,000	EUR 213,000
<b>Interest expenses and related expenses</b>		
Consolidated [member]	EUR 5,855,000	EUR 6,544,000
<b>Foreign currency exchange rate results</b>		
Consolidated [member]	EUR -2,050,000	EUR 0
<b>Financial income and expenses</b>		
Consolidated [member]	EUR 6,964,000	EUR 6,331,000

**Toelichting op de jaarrekening - Financiële instrumenten**
<http://www.kvk.nl/kvk-id:63086174>  
 01/06/2015 - 31/05/2016

<b>Financial instruments, disclosure [title]</b>	
<b>Financial instruments, disclosure</b>	
Consolidated [member]	<p><b>Financial instruments</b>                  The financial instruments shown on the balance sheet mainly regard financial fixed assets, receivables, cash, subordinated long-term and current liabilities and amounts owed to suppliers and trade credits.</p>

**Toelichting op de jaarrekening - Financiële instrumenten en risicobeheersing**
<http://www.kvk.nl/kvk-id:63086174>  
 01/06/2015 - 31/05/2016

<b>Financial instruments and risk management, disclosure [title]</b>	
<b>Liquidity risk, disclosure</b>	

## Toelichting op de jaarrekening - Financiële instrumenten en risicobeheersing

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

<i>Consolidated [member]</i>	<p><b>Exchange rate risk</b> Exchange rate risks, mainly dollar risks, arising from future operational cash flows and financing activities in foreign currencies may be hedged by means of forward exchange contracts if considered necessary. No hedging activities took place in the year under review.</p> <p><b>Interest rate risk</b> Interest rate risks relate mainly to:  <ul style="list-style-type: none"> <li>• short-term debit and credit facilities carrying variable Euribor based interest with a surcharge;</li> <li>• subordinated loans, carrying variable Euribor-based interest with a surcharge capped at 8% for the compulsory subordinated loans.</li> <li>• long-term loans to IHC Interposed Holding Company 1 S.A.S.</li> <li>• long-term bank loans with ING Bank and Rabobank; with variable interest rate, these interest rate risks are hedged using an interest rate swap.</li> </ul> </p> <p><b>Liquidity Risk</b> Liquidity risk is the risk that Deloitte Coöperatief Deloitte U.A. will be unable to meet its financial liabilities as they fall due. Liquidity risks arise from the ongoing financial obligations of Deloitte, including settlement of financial liabilities such as trade and other payables, as well as bank loans and subordinated loans of members. Deloitte's liquidity management policy is to ensure as far as possible that there are sufficient liquid funds available to be able to meet its liabilities when due without incurring unacceptable losses or damaging its reputation. The aim of Deloitte's treasury policy is to ensure that there are sufficient funds available to finance day-to-day activities. Deloitte has a credit agreement with ING Bank and Rabobank, since November 2013 the maximum credit facility is a revolving loan facility of €101,200, including current account facilities. The credit facility is partly used to provide guarantees, the remaining €97 million is not used as of May 31, 2016.</p> <p><b>Credit risk</b> Inherent to the nature of Deloitte's activities is its exposure to credit risk. These risks mainly regard uncollectable debts on debtors, for which adequate provisions have been recognised. The risk of non-collectability is mainly restricted by the multitude and diversity of parties owing to the group.</p> <p><b>Fair value</b> Unless stated otherwise, the estimated fair value of the financial instruments included in the balance sheet as of May 31, 2016 approximate their book value.</p> <p>For disclosure of the market value of the interest rate swap see note 7 bank loans.</p>
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## Toelichting op de jaarrekening - Financiële instrumenten gewaardeerd tegen hogere waarde dan actuele waarde : Uitsplitsing [tabel]

<http://www.kvk.nl/kvk-id:63086174>

	31/05/2016	31/05/2015
<b>Financial instruments measured at higher value than fair value, breakdown [title]</b>		
<i>Non-current liabilities [title]</i>		
<i>Subordinated loans</i>		
	<i>Consolidated [member]</i>	EUR 117,800,000
	<i>Separate [member]</i>	EUR 114,475,000
		EUR 0
<i>Payables to credit institutions</i>		
	<i>Consolidated [member]</i>	EUR 66,800,000
		EUR 0

## Toelichting op de jaarrekening - Financiële vaste activa

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

<b>Financial assets, disclosure [title]</b>	
<i>Financial assets, disclosure</i>	
<i>Separate [member]</i>	<p>Amounts owed by group companies are unsecured subordinated loans.</p> <p>On May 31, 2016 the subordinated loans were repaid by Deloitte Holding B.V. to Stichting Financiering Deloitte and Stichting Financiering Deloitte provided these subordinated loans directly to Coöperatief Deloitte U.A. Also on May 31, 2016 Coöperatief Deloitte U.A. contributed share premium of €70,000,000 to Deloitte Holding B.V. and provided the remaining subordinated loans (after deduction of €70,000,000) to Deloitte Holding B.V. These transactions are all non-cash transactions and settled in current accounts.</p> <p>Additions relates to investments in Deloitte Holding B.V. On June 1, 2015 246 members transferred their share in Deloitte Holding B.V. to Coöperatief Deloitte U.A. as a settlement of their members capital of €25 per member, in total €6,150. On May 23, 2016 Deloitte Holding B.V. obtained control over Stichting InterNos, therefore Deloitte Holding B.V. assumed the assets and liabilities of Stichting InterNos with approximately €53,403 (net of deferred tax) being written-off to equity. The former goodwill of Stichting InterNos is considered a prepayment to members regarding their capital (goodwill) repayments to former partners and is therefore stated as prepayment of equity resulting in a negative equity. On May 31, 2016 Coöperatief Deloitte U.A. contributed share premium of €70,000 to Deloitte Holding B.V.</p> <p>Changes in the financial year under review</p> <p>On June 1, 2015 the shareholding companies of Deloitte Holding B.V. exchanged their shares in Deloitte Holding B.V. with Coöperatief Deloitte U.A.</p> <p>On May 23, 2016, Deloitte Holding B.V. was appointed as the sole board member of Stichting InterNos and therefore obtained control over Stichting InterNos.</p> <p>Other changes: On June 1, 2015 Deloitte Management Support B.V. changed its name into Ctril B.V. and was transferred by Deloitte Accountants B.V. to Deloitte Accountancy &amp; Advies B.V., Deloitte Family Office B.V. changed its name into Deloitte Accountancy &amp; Advies B.V. and was transferred by Deloitte Belastingadviseurs B.V. to Deloitte Holding B.V. and Deloitte Pension Advisory B.V. changed its name into Deloitte Benefits &amp; Pension Advisory B.V.</p> <p>On June 1, 2016 Deloitte Risk Services B.V. changed its name into Deloitte Risk Advisory B.V.</p>
<b>Investments in group companies, disclosure</b>	
<i>Separate [member]</i>	<p>Name Registered office Share in the issued capital May 31, 2016</p> <p>Deloitte Holding B.V. Rotterdam 100%</p> <p>- Deloitte Accountants B.V. Rotterdam 100%</p> <p>- Deloitte Salarisverwerking B.V. Rotterdam 100%</p> <p>- Deloitte Belastingadviseurs B.V. Rotterdam 100%</p> <p>- Deloitte Belastingadviseurs New York B.V. Rotterdam 100%</p> <p>- Deloitte Belastingadviseurs Hong Kong B.V. Rotterdam 100%</p> <p>- Deloitte Legal B.V. Rotterdam 100%</p> <p>- Deloitte Consultancy Holding B.V. Rotterdam 100%</p> <p>- Deloitte &amp; Touche Acquisition B.V. Rotterdam 100%</p> <p>- Deloitte Consulting B.V. Amsterdam 100%</p> <p>- Vivens Groep B.V. Joure 100%</p> <p>- Vivens ICT B.V. Joure 100%</p> <p>- Vivens CRM B.V. Joure 100%</p> <p>- Deloitte Innovation Holding B.V. Rotterdam 100%</p> <p>- Deloitte Innovation B.V. Rotterdam 100%</p> <p>- PPK B.V. Rotterdam 100%</p> <p>- Deloitte Financial Advisory Services B.V. Rotterdam 100%</p> <p>- Deloitte Benefits &amp; Pension Advisory B.V. Rotterdam 100%</p> <p>- Deloitte Group Support Center B.V. Rotterdam 100%</p> <p>- Deloitte Education B.V. Rotterdam 100%</p> <p>- Deloitte Group Support Center Overseas Services B.V. Rotterdam 100%</p> <p>- Deloitte Risk Advisory B.V. Rotterdam 100%</p> <p>- Deloitte Forensic &amp; Dispute Services B.V. Amsterdam 100%</p> <p>- Deloitte Accountancy &amp; Advies B.V. Rotterdam 100%</p> <p>- Ctril B.V. Amsterdam 100%</p> <p>- Deloitte Overseas Projects I B.V. Rotterdam 100%</p> <p>- Deloitte Overseas Projects II B.V. Rotterdam 100%</p> <p>- Deloitte Overseas Projects III B.V. Rotterdam 100%</p> <p>- Stichting Deloitte Fair Chance Foundation Rotterdam</p> <p>- Stichting InterNos Rotterdam</p>
<b>Receivables from group companies (non-current), disclosure</b>	
<i>Consolidated [member]</i>	<p>The other participating interests are minority interests of 12% in Nautilus Indemnity Holdings Ltd, established in the Bermuda, 0.3% in Deloitte University EMEA CVBA, established in the Belgium and 12.4% in Deloitte CIS Limited via a 31% participating interest in IHC Interposed Holding Company 1 S.A.S., established in France, a 40% shareholder of Deloitte CIS Limited. All minority interests are valued at cost or lower realisable value. Other receivables mainly relates to receivables from IHC Interposed Holding Company 1 S.A.S., a shareholder of Deloitte CIS Limited and accrued income relating to incentives granted in the connection with entering into sub-rental agreements for office buildings. The incentives are related to the sub-rental agreements and are therefore amortised over the term of the sub-rental agreement. It was concluded that given related uncertainties on repayment, an impairment on the investment and on the loan of 50 % has been recorded or €2,050.</p>
<b>Deferred tax assets (non-current), disclosure</b>	
<i>Consolidated [member]</i>	<p>Additions in deferred tax mainly relates to temporary tax differences of € 17,801 on assets of Stichting InterNos which have been written-off to equity and are deductible for corporate income tax. The temporary tax differences of € 17,801 are expected to be settled annually until financial year 2025/2026.</p>



**Toelichting op de jaarrekening - Financiële vaste activa: Verloopoverzicht [tabel]**
<http://www.kvk.nl/kvk-id:63086174>

	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Financial assets, movement schedule [title]</b>			
<b>Additions</b>			
Deferred tax assets [member]			EUR 19,125,000
Consolidated [member]			
Financial assets [member]			EUR 23,434,000
Consolidated [member]			
Financial assets [member]			EUR 121,375,000
Separate [member]			
Investments in group companies [member]			EUR 70,000,000
Separate [member]			
Other investments in participating interests [member]			EUR 181,000
Consolidated [member]			
Other receivables (non-current) [member]			EUR 4,128,000
Consolidated [member]			
Receivables from group companies (non-current) [member]			EUR 51,375,000
Separate [member]			
<b>Disposals</b>			
Deferred tax assets [member]			EUR 0
Consolidated [member]			
Financial assets [member]			EUR -1,001,000
Consolidated [member]			
Financial assets [member]			EUR -3,500,000
Separate [member]			
Other investments in participating interests [member]			EUR 0
Consolidated [member]			
Other receivables (non-current) [member]			EUR -1,001,000
Consolidated [member]			
Receivables from group companies (non-current) [member]			EUR -3,500,000
Separate [member]			
<b>Impairments</b>			
Deferred tax assets [member]			EUR 0
Consolidated [member]			
Financial assets [member]			EUR -2,050,000
Consolidated [member]			
Other investments in participating interests [member]			EUR -1,721,000
Consolidated [member]			
Other receivables (non-current) [member]			EUR -329,000
Consolidated [member]			
<b>Exchange differences</b>			
Deferred tax assets [member]			EUR 0
Consolidated [member]			
Financial assets [member]			EUR -24,000
Consolidated [member]			
Other investments in participating interests [member]			EUR 0
Consolidated [member]			
Other receivables (non-current) [member]			EUR -24,000
Consolidated [member]			
<b>Share in result of participating interests</b>			
Deferred tax assets [member]			EUR 0
Consolidated [member]			
Financial assets [member]			EUR -16,000
Consolidated [member]			
Financial assets [member]			EUR 11,854,000
Separate [member]			
Investments in group companies [member]			EUR 11,854,000
Separate [member]			
Other investments in participating interests [member]			EUR -16,000
Consolidated [member]			
Other receivables (non-current) [member]			EUR 0
Consolidated [member]			
<b>Dividend from participating interests</b>			
Deferred tax assets [member]			EUR 0
Consolidated [member]			
Financial assets [member]			EUR -41,000
Consolidated [member]			
Other investments in participating interests [member]			EUR -41,000
Consolidated [member]			
Other receivables (non-current) [member]			EUR 0
Consolidated [member]			
<b>Share in direct equity movements</b>			
Financial assets [member]			EUR -53,403,000
Separate [member]			
Investments in group companies [member]			EUR -53,403,000
Separate [member]			
<b>Other movements</b>			
Deferred tax assets [member]			EUR 0
Consolidated [member]			
Financial assets [member]			EUR 152,000
Consolidated [member]			
Financial assets [member]			EUR 6,150,000
Separate [member]			
Investments in group companies [member]			EUR 6,150,000
Separate [member]			
Other investments in participating interests [member]			EUR 0
Consolidated [member]			
Other receivables (non-current) [member]			EUR 152,000
Consolidated [member]			
<b>Financial assets, end of the period</b>			
Consolidated [member]	EUR 25,395,000	EUR 4,941,000	
Deferred tax assets [member]	EUR 19,125,000	EUR 0	
Consolidated [member]			
Financial assets [member]	EUR 25,395,000	EUR 4,941,000	
Consolidated [member]			
Financial assets [member]	EUR 82,476,000	EUR 0	
Separate [member]			
Investments in group companies [member]	EUR 34,601,000	EUR 0	
Separate [member]			
Other investments in participating interests [member]	EUR 734,000	EUR 2,331,000	
Consolidated [member]			
Other receivables (non-current) [member]	EUR 5,536,000	EUR 2,610,000	
Consolidated [member]			
Receivables from group companies (non-current) [member]	EUR 47,875,000	EUR 0	
Separate [member]			
Receivables from group companies (non-current) [member]	EUR 82,476,000	EUR 0	
Separate [member]			

**Toelichting op de jaarrekening - Gemiddeld aantal medewerkers**
<http://www.kvk.nl/kvk-id:63086174>

01/06/2015 - 31/05/2016

<b>Average number of employees during the period, disclosure [title]</b>
<b>Average number of employees during the period, disclosure</b>
Consolidated [member] : Virtually all employees are based in the Netherlands.

**Toelichting op de jaarrekening - Gemiddeld aantal medewerkers: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Average number of employees during the period, breakdown [title]</b>			
<b>Average number of employees during the period</b>			
Audit		1,555	1,517
Consolidated [member]			
Consulting		933	837
Consolidated [member]			
Fee earners		3,808	3,501
Consolidated [member]			
FinancialAdvisoryServices		240	212
Consolidated [member]			
Partners		250	241
Consolidated [member]			
RiskAdvisory		546	427
Consolidated [member]			
Support Staff		750	779
Consolidated [member]			
SupportOther		740	780
Consolidated [member]			
TaxLegal		794	748
Consolidated [member]			
Total		4,808	4,521
Consolidated [member]			

**Toelichting op de jaarrekening - Gemiddeld aantal medewerkers: Uitsplitsing per segment [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Average number of employees during the period, breakdown per segment [title]</b>			
<b>Average number of employees during the period</b>			
Audit		1,555	1,517
Consolidated [member]			
Consulting		933	837
Consolidated [member]			
Fee earners		3,808	3,501
Consolidated [member]			
FinancialAdvisoryServices		240	212
Consolidated [member]			
Partners		250	241
Consolidated [member]			
RiskAdvisory		546	427
Consolidated [member]			
Support Staff		750	779
Consolidated [member]			
SupportOther		740	780
Consolidated [member]			
TaxLegal		794	748
Consolidated [member]			
Total		4,808	4,521
Consolidated [member]			

**Toelichting op de jaarrekening - Gesegmenteerde informatie**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Segment information, disclosure [title]</b>			
<b>Segment information, disclosure</b>			
Consolidated [member]		<p>The aggregated operating segments of Deloitte comprises of Audit, Tax &amp; Legal, Consulting, Risk Advisory and Financial Advisory Services which engages business activities for external clients and Support/Other which mainly provides internal services.</p> <p>All operating segments' operating results are reviewed regularly by the Executive Board to assess their performance for which there is discrete financial information available. Segment results that are reported to the Executive Board include items directly attributable to a segment. Corporate costs, such as cost of fixed assets, accommodation-, office-, IT- and innovation expenses are the responsibility of the Support/Other segment and are allocated on a reasonable basis to the five business segments.</p> <p>As Deloitte mainly operates in the Netherlands, there is only one geographic segment.</p> <p>The pricing of transactions between the different segments is determined in accordance with objective and commercial principles.</p> <p>There are no differences the principles for the valuation of assets and liabilities in the financial statements and the segmented information.</p>	

**Toelichting op de jaarrekening - Gesegmenteerde informatie: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>			
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Segment reporting, breakdown [title]</b>					
<b>Segment information, assets</b>					
Audit		EUR 47,965,000	EUR 51,324,000		
Consolidated [member]					
Consulting		EUR 52,132,000	EUR 49,929,000		
Consolidated [member]					
Elimination		EUR -137,708,000	EUR -160,374,000		
Consolidated [member]					
FinancialAdvisoryServices		EUR 21,203,000	EUR 24,258,000		
Consolidated [member]					
RiskAdvisory		EUR 25,086,000	EUR 19,153,000		
Consolidated [member]					
Support/Other		EUR 300,152,000	EUR 258,865,000		
Consolidated [member]					
TaxLegal		EUR 68,907,000	EUR 62,965,000		
Consolidated [member]					
Total		EUR 377,737,000	EUR 306,120,000		
Consolidated [member]					
<b>Segment information, liabilities</b>					
Audit		EUR 37,740,000	EUR 44,376,000		
Consolidated [member]					
Consulting		EUR 24,896,000	EUR 42,316,000		
Consolidated [member]					
Elimination		EUR -48,851,000	EUR -95,859,000		
Consolidated [member]					
FinancialAdvisoryServices		EUR 7,004,000	EUR 8,539,000		
Consolidated [member]					
RiskAdvisory		EUR 12,830,000	EUR 9,410,000		
Consolidated [member]					
Support/Other		EUR 213,877,000	EUR 134,675,000		
Consolidated [member]					
TaxLegal		EUR 39,475,000	EUR 35,161,000		
Consolidated [member]					
Total		EUR 286,971,000	EUR 178,618,000		
Consolidated [member]					
<b>Segment information, revenues from other segments</b>					

**Toelichting op de jaarrekening - Gesegmenteerde informatie: Uitsplitsing [tabel]**

		http://www.kvk.nl/kvk-id:63086174		
		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
				01/06/2014 - 31/05/2015
	Audit Consolidated [member]			EUR 17,627,000
	Consulting Consolidated [member]			EUR 12,855,000
	Elimination Consolidated [member]			EUR -209,759,000
	FinancialAdvisoryServices Consolidated [member]			EUR 1,829,000
	RiskAdvisory Consolidated [member]			EUR 12,344,000
	Support/Other Consolidated [member]			EUR 159,053,000
	TaxLegal Consolidated [member]			EUR 6,051,000
	Total Consolidated [member]			EUR 0
	Segment information, revenues			
	Audit Consolidated [member]			EUR 219,073,000
	Consulting Consolidated [member]			EUR 193,762,000
	Elimination Consolidated [member]			EUR 0
	FinancialAdvisoryServices Consolidated [member]			EUR 70,516,000
	RiskAdvisory Consolidated [member]			EUR 113,492,000
	Support/Other Consolidated [member]			EUR 2,967,000
	TaxLegal Consolidated [member]			EUR 185,515,000
	Total Consolidated [member]			EUR 785,325,000
				EUR 18,868,000
				EUR 12,508,000
				EUR -199,631,000
				EUR 1,556,000
				EUR 7,201,000
				EUR 154,482,000
				EUR 5,016,000
				EUR 0
				EUR 0
				EUR 208,496,000
				EUR 148,995,000
				EUR -166,000
				EUR 49,405,000
				EUR 79,169,000
				EUR 3,658,000
				EUR 167,247,000
				EUR 656,804,000

**Toelichting op de jaarrekening - Grondslagen voor de bepaling van het resultaat**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	
Accounting policies for the determining the result [title]			
Wages, salaries and social security charges, policy [title]			
Wages, salaries and social security charges, policy			
Separate [member]	Salaries and social security charges		
Consolidated [member]	Salaries and social security charges includes remuneration of the external members of the Supervisory Board.		
Operating expenses, policy [title]			
Operating expenses, policy			
Consolidated [member]	Operating expenses		
	Operating expenses are calculated on a historical basis and allocated to the year to which they relate.		
Share in results of subsidiaries and participating interests, policy [title]			
Share in results of subsidiaries and participating interests, policy			
Consolidated [member]	Share in result of non-consolidated associated companies		
	For participating interests over which a significant influence is being exercised on business and financial policy, the result amounts to the share in the result of these participating interests that is attributable to the company. This result is determined on the basis of the accounting principles of Coöperatief Deloitte U.A.		
	For participating interests over which no significant influence on business and financial policy is being exercised, any dividend received is treated as financial income.		

**Toelichting op de jaarrekening - Grondslagen voor de waardering van activa en passiva**

		http://www.kvk.nl/kvk-id:63086174	
		01/06/2015 - 31/05/2016	
Accounting policies for the balance sheet [title]			
Assets, policy [title]			
Non-current assets, policy [title]			
Intangible assets, policy [title]			
Goodwill, policy			
Consolidated [member]	Intangible fixed assets		
	Goodwill paid for companies acquired from third parties is included under intangible fixed assets. Goodwill is presented at cost less accumulated amortisation and, if applicable, less impairments in value. Amortisation is charged at a fixed percentage of cost, as specified in more detail in the notes to the balance sheet. The useful life and the amortisation method are reassessed at the end of each financial year.		
	Capitalised development costs included under intangible fixed assets are amortised over their estimated useful life of approximately 5 years on a straight line basis, and as applicable, reduced by impairment losses. Development costs comprises direct labour cost and the attributable share of other direct operating costs.		
Property, plant and equipment, policy [title]			
Property, plant and equipment, policy			
Consolidated [member]	Tangible fixed assets		
	Tangible fixed assets are valued at acquisition cost or production cost, less accumulated depreciation and, where applicable, impairment losses. Depreciation is based on the estimated useful life of the asset and calculated using the straight-line method based on the cost, taking account of any residual value. The asset starts to depreciate from the date that it is taken into use. Tangible fixed assets under construction are valued at production cost. Production cost comprises licensing costs, direct labour costs, expenditure on services from third parties and the attributable share of other operating costs.		
	Grants for the purchase of (tangible) fixed assets are deducted from the investment and amortised through depreciation.		
Financial assets, policy [title]			
Financial assets, policy			
Consolidated [member]	Financial fixed assets		
	The financial fixed assets comprise participating interests and amounts owed by participating interests and loans. The participating interests over which significant influence is being exercised on business and financial policy are valued at net asset value. The other participating interests are valued at cost, taking into account where necessary any impairment losses. Upon initial recognition amounts owed by participating interests and loans are valued at fair value and then valued at amortised cost, less provisions deemed necessary for the risk of non-collectability. Deferred tax assets are presented under the financial fixed assets to the extent it is probable that the temporary tax differences can be realised in due course. These deferred tax assets are valued at nominal value and have a predominantly long-term character.		
Investments in group companies, policy			
Separate [member]	Participating interests in group companies are carried at net asset value, determined on the basis of group accounting principles.		
Current assets, policy [title]			

## Toelichting op de jaarrekening - Grondslagen voor de waardering van activa en passiva

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

<b>Receivables_policy [title]</b>	
<b>Receivables_policy</b>	
<i>Consolidated [member]</i>	Receivables, prepayments and accrued income Receivables are initially recognised at fair value and subsequently valued at amortised cost, less provisions deemed necessary for the risk of non-collectability. Unbilled amounts for client work is valued at the estimated realisable value of services already performed but not yet invoiced, less advance payments invoiced.
<b>Cash and cash equivalents_policy [title]</b>	
<b>Cash and cash equivalents_policy</b>	
<i>Consolidated [member]</i>	Cash and cash equivalents Cash represents cash at bank and is valued at face value and is at the free disposal of the group, unless stated otherwise.
<b>Equity_and_liabilities_policy [title]</b>	
<b>Equity_policy [title]</b>	
<b>Equity_policy</b>	
<i>Separate [member]</i>	Members' equity The membership rights classify as puttable instruments. In accordance with RJ 290.808 these rights are classified as equity.
<b>Provisions_policy [title]</b>	
<b>Provisions_policy</b>	
<i>Consolidated [member]</i>	The provisions relate to professional liability, pensions, reorganisations, unoccupied premises contracts and dismantling costs and occupational disability. The provision for professional liability relates to the liabilities from claims. This provision is calculated per claim based on the estimated future expenditure, including the cost of obtaining legal advice, subject to a maximum amount per claim equal to the uninsured own risk. The provision for unoccupied premises relates to offices not used or that will not be used in the short term and is calculated based on the term of vacancies and possible rent-free periods. This provision is calculated at net present value using a discount rate of 0.3% (prior year 0.3%). The provision for the dismantling costs is based on management's best estimate. The provision for reorganisation is based on the cost of staff redundancies, in accordance with the reorganisation plan. The actuarial calculations for pension provisions include an estimated future annual increase of the pension entitlements by 1.0% (prior year 1.0%). A discount rate is set at 0.9% (prior year 1.4%). The provision occupational disability relates to liabilities existing as at balance sheet date regarding own risk for continued payment of the salaries (including employer's contribution) of personnel that as at balance sheet date is expected stay totally or partially disabled and former personnel who left disabled or got disabled within 28 days after leaving the company. A provision has been formed for the amount expected to be due in the future, the provisions include an estimated future annual increase of the disability entitlements by 2.0% (prior year 2.0%). A discount rate is set at 1.4% (prior year 2.5%). Amounts paid concerning disabled personnel are deducted from this provision.
<b>Provision_for_pension_obligations_policy</b>	
<i>Consolidated [member]</i>	Pension schemes Contributions payable to the pension plan administrator are recognised as an expense in the profit and loss account. Contributions payable or prepaid contributions as at year-end are recognised under current liabilities and accruals, and receivables and prepayments, respectively. A provision is formed for liabilities other than the contributions payable to the pension plan administrator if, as at the balance sheet date, the group has a legal or constructive obligation towards the pension plan administrator, if it is probable that settlement of these liabilities will lead to an outflow of resources and if a reliable estimate can be made of the amount of the liabilities. The provision for additional liabilities to the pension plan administrator is based on a best estimate of the amounts required to settle these liabilities at the balance sheet date, applying established actuarial methods and assumptions. The provision is carried at present value with the discount rate before taxation reflecting the current market rate. For back service liabilities for a closed group former employees faced with total or partial disability status ("Arbeitsungeschicktheit") a provision is maintained. The main actuarial assumptions are explained under 'Provisions'.
<b>Non-current_liabilities_policy [title]</b>	
<b>Non-current_liabilities (exceeding one year)_policy</b>	
<i>Consolidated [member]</i>	Long-term liabilities Long-term liabilities have a term of more than one year. Liabilities falling due within one year are considered to be current liabilities. Loans are initially valued at fair value and subsequently at amortised cost.

## Toelichting op de jaarrekening - Immateriële vaste activa

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

<b>Intangible_assets_disclosure [title]</b>	
<b>Research_and_development_costs_disclosure</b>	
<i>Consolidated [member]</i>	Development cost relates to product development.
<b>Goodwill_disclosure</b>	
<i>Consolidated [member]</i>	Goodwill is amortised over the period where related economic benefits are expected to be realised. This results in amortisation periods for goodwill of 5 (20%), 7 (14 2/7%) and 15 (6 2/3%) years. On June 1, 2015 Deloitte acquired all activities, assets and liabilities of FCTB B.V. Furthermore, on September 1, 2015 Deloitte acquired all activities, assets and liabilities of Indicia Talent & Performance B.V. The following Financial data relates to the two acquisitions in aggregate: (in € thousands) Total purchase price: 2.985 Fair value of nets assets/liabilities acquired: 225 Goodwill: 3.210 Total acquisition amount: 2.985 Deferred payment (642) Net cash outflow (ref Cash Flow Statement) 2.343
<b>Other_intangible_assets_disclosure</b>	
<i>Consolidated [member]</i>	Development costs: additions development costs relates to project Brisq. Goodwill: Acquisitions are recognized in the financial statements according to the purchase accounting method, whereby all assets and liabilities are valued at the fair value ruling at the acquisition date.
<b>Intangible_assets_description_of_fully_amortised_assets</b>	
<i>Consolidated [member]</i>	In financial year 2015/2016, it was determined based on the outcome of the annual impairment review that certain investments in goodwill and development costs did not provide sufficient future cash flow and as a result an impairment charge of € 1,162 for goodwill and € 860 for development costs has been recorded.

## Toelichting op de jaarrekening - Immateriële vaste activa: Verloopoverzicht [tabel]

<http://www.kvk.nl/kvk-id:63086174>

	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Intangible_assets_movement_schedule [title]</b>			
<b>Additions</b>			
<i>Goodwill [member]</i>			EUR 3,210,000
<i>Consolidated [member]</i>			
<i>Intangible assets [member]</i>			EUR 5,275,000
<i>Consolidated [member]</i>			
<i>Research and development costs, not internally generated [member]</i>			EUR 2,065,000
<i>Consolidated [member]</i>			
<b>Amortisation</b>			
<i>Goodwill [member]</i>			EUR -4,115,000
<i>Consolidated [member]</i>			
<i>Intangible assets [member]</i>			EUR -4,779,000
<i>Consolidated [member]</i>			
<i>Research and development costs, not internally generated [member]</i>			EUR -664,000
<i>Consolidated [member]</i>			
<b>Impairments</b>			
<i>Goodwill [member]</i>			EUR -1,162,000
<i>Consolidated [member]</i>			
<i>Intangible assets [member]</i>			EUR -2,022,000
<i>Consolidated [member]</i>			
<i>Research and development costs, not internally generated [member]</i>			EUR -860,000
<i>Consolidated [member]</i>			
<b>Cost_or_manufacturing_price_ending_balance</b>			
<i>Goodwill [member]</i>	EUR 41,805,000	EUR 38,934,000	

**Toelichting op de jaarrekening - Immateriële vaste activa: Verloopoverzicht [tabel]**
<http://www.kvk.nl/kvk-id:63086174>

	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<i>Consolidated [member]</i>			
<b>Intangible assets [member]</b>	EUR 50,502,000	EUR 45,566,000	
<i>Consolidated [member]</i>			
Research and development costs, not internally generated [member]	EUR 8,697,000	EUR 6,632,000	
<i>Consolidated [member]</i>			
<b>Accumulated amortisation and impairments, ending balance</b>			
<i>Goodwill [member]</i>	EUR -33,315,000	EUR -28,377,000	
<i>Consolidated [member]</i>			
<b>Intangible assets [member]</b>	EUR -36,398,000	EUR -29,936,000	
<i>Consolidated [member]</i>			
Research and development costs, not internally generated [member]	EUR -3,083,000	EUR -1,559,000	
<i>Consolidated [member]</i>			
<b>Intangible assets, end of the period</b>			
<i>Consolidated [member]</i>	EUR 14,104,000	EUR 15,630,000	
<i>Goodwill [member]</i>	EUR 8,490,000	EUR 10,557,000	
<i>Consolidated [member]</i>			
<b>Intangible assets [member]</b>	EUR 14,104,000	EUR 15,630,000	
<i>Consolidated [member]</i>			
Research and development costs, not internally generated [member]	EUR 5,614,000	EUR 5,073,000	
<i>Consolidated [member]</i>			
<b>Amortisation rate</b>			
Research and development costs, not internally generated [member]			0.200
<i>Consolidated [member]</i>			
<b>Intangible assets amortisation rate, start of range</b>			
<i>Goodwill [member]</i>			0.067
<i>Consolidated [member]</i>			
<b>Intangible assets amortisation rate, end of range</b>			
<i>Goodwill [member]</i>			0.200
<i>Consolidated [member]</i>			

**Toelichting op de jaarrekening - Kortlopende schulden**
<http://www.kvk.nl/kvk-id:63086174>

01/06/2015 - 31/05/2016

<b>Current liabilities, disclosure [title]</b>	
<b>Subordinated loans (current), disclosure</b>	
<i>Consolidated [member]</i>	Repayments on long-term loans in the following year contains €6 million bank loan repayment due May 31, 2017 and €3,325 short-term subordinated loans to be repaid to Stichting Financiering Deloitte.
<b>Payables to receivables shareholders and participating interests (current), disclosure</b>	
<i>Consolidated [member]</i>	Due to the changes in organisation structure Stichting Financiering Deloitte is no longer responsible for the settlement of the former Associate fees, therefore the current account is considerably lower than last year.
<b>Other payables (current), disclosure</b>	
<i>Consolidated [member]</i>	The profit sharing to be paid to personnel increased from €13 million to €41 million.

**Toelichting op de jaarrekening - Kortlopende schulden: Uitsplitsing [tabel]**
<http://www.kvk.nl/kvk-id:63086174>

31/05/2015

	31/05/2016	31/05/2015
<b>Current liabilities, breakdown [title]</b>		
<b>Subordinated loans</b>		
<i>Consolidated [member]</i>	EUR 9,325,000	EUR 2,850,000
<i>Separate [member]</i>	EUR 3,325,000	EUR 0
<b>Trade payables</b>		
<i>Consolidated [member]</i>	EUR 35,509,000	EUR 29,639,000
<b>Payables to group companies</b>		
<i>Separate [member]</i>	EUR 3,288,000	EUR 0
<b>Payables to other related parties</b>		
<i>Consolidated [member]</i>	EUR 14,498,000	EUR 0
<b>Payables to receivables shareholders and participating interests</b>		
<i>Consolidated [member]</i>	EUR 1,731,000	EUR 16,843,000
<b>Taxes payable and social security contributions payable</b>		
<i>Consolidated [member]</i>	EUR 40,482,000	EUR 33,388,000
<b>Pension related payables</b>		
<i>Consolidated [member]</i>	EUR 374,000	EUR 622,000
<b>Other payables</b>		
<i>Consolidated [member]</i>	EUR 59,450,000	EUR 29,614,000
<b>Accruals and deferred income</b>		
<i>Consolidated [member]</i>	EUR 22,890,000	EUR 25,396,000
<i>Separate [member]</i>	EUR 44,000	EUR 0
<b>Current liabilities, total</b>		
<i>Consolidated [member]</i>	EUR 184,259,000	EUR 138,352,000
<i>Separate [member]</i>	EUR 6,657,000	EUR 0

**Toelichting op de jaarrekening - Langlopende schulden**
<http://www.kvk.nl/kvk-id:63086174>

01/06/2015 - 31/05/2016

<b>Non-current liabilities, disclosure [title]</b>	
<b>Non-current liabilities (exceeding one year), disclosure</b>	
<i>Consolidated [member]</i>	Deferred income relates to incentives received in the connection with entering into rental agreements for new office buildings and operational lease contract for cars and copying/printing machines. The incentives are related to the rental agreements and the operational lease contract and are therefore amortised over the term of the rental agreement and the operational lease contract.
<b>Subordinated liabilities (non-current), disclosure</b>	
<i>Consolidated [member]</i>	Members who enter into an Associate Agreement with Deloitte are obliged to grant a subordinated loan to Stichting Financiering Deloitte. In turn this Foundation grants a subordinated loan for the same amount and under the same conditions to Deloitte. The subordination relates to all third party creditors and banks. The loans amount to €117,800 as per May 31, 2016 (May 31, 2015: €114,475) and are subordinated to all existing and future liabilities of Deloitte and, together with the group equity, make up the capital base of Deloitte. The interest paid is equal to a 3-month Euribor plus 4%, with a minimum of 4% and a maximum of 8%. The loans are repaid at the termination of the Associate Agreement. The maturity date of these loans depends on joining and leaving of members and therefore cannot be expressed in years.
<i>Separate [member]</i>	On May 31, 2016 the subordinated loans were repaid by Deloitte Holding B.V. to Stichting Financiering Deloitte and Stichting Financiering Deloitte provided these subordinated loans directly to Cooperatief Deloitte U.A. Also on May 31, 2016 Cooperatief Deloitte U.A. contributed shares premium of €70 million to Deloitte Holding B.V. and provided the remaining subordinated loans (after deduction of €70 million) to Deloitte Holding B.V. These transactions are all non-cash transactions and settled in current accounts.
<b>Payables to credit institutions (non-current), disclosure</b>	
<i>Consolidated [member]</i>	As a result of the restructuring of Stichting InterNos, Deloitte has bank loans provided by ING Bank and Rabobank, each participating for 50%. After repayments to date, the loans amount to €72,800 as of May 31, 2016. On a yearly basis €5,000 will be repaid until May 31, 2018 at which time the remaining €66,800 is due for redemption. The repayment of €5,000 due May 31, 2017 is included in the current liabilities. It's expected that remaining bank loans of €66,800 will be extended for another five years. "The interest on the loans is equal to 3 months Euribor-rate increased by a surcharge between 2.00% and 3.25%. An interest rate swap was entered into resulting in an effective interest rate on the loans of 3.03% (excluding surcharge). Market value of the interest rate swap as of May 31, 2016 is negative € 12,642 (May 31, 2015 negative € 11,080). The interest rate swap is based on the bank loans amount of €72,800 as of May 31, 2016 and will reduce with €6,000 annually until at May 31, 2026 the remaining €18,800 will mature. It's expected Deloitte will be able to renew its bank loans for the remaining amount, after annual €6,000 repayments, every five years until at May 31, 2026 the remaining €18,800 will be redeemed. The interest rate swap is designated in an effective hedge relationship with the bank loans and is therefore not recognised on the balance sheet." Deloitte also has a credit agreement with ING Bank and Rabobank, the maximum credit facility according to this agreement is a revolving loan facility of €101,200, including current account facilities. The credit

**Toelichting op de jaarrekening - Langlopende schulden**

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facility is partly used to provide guarantees, the remaining C97 million is not used as of May 31, 2016.  
As a security for the amounts owed to credit institutions, the current account facility and the bank loans various covenants have been agreed regarding the balance sheet and the result ratios as well as certain security covenants, including a negative pledge covenant and granting of securities in the event of default under the credit agreement. As of May 31, 2016 Deloitte was in compliance with the covenants in the credit agreements with a waiver received from the banks relating to the solvency ratio until May 31, 2017. The securities agreed consist of the joint and several liability of Deloitte Accountants B.V., Deloitte Belastingadviseurs B.V., Deloitte Consultancy Holding B.V., Deloitte Consulting B.V., Deloitte Financial Advisory Services B.V., Deloitte Group Support Center B.V., Ctrl B.V., Deloitte Forensic & Dispute Services B.V., Deloitte Risk Advisory B.V., Deloitte Benefits & Pension Advisory B.V., Deloitte Legal B.V. and Deloitte Accountancy & Advies B.V.

**Toelichting op de jaarrekening - Langlopende schulden: Aflossingsdata [tabel]**

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Non-current liabilities, revision or redemption dates [title]		
Effective interest rate		
	Subordinated loans [member]	0.04
	Consolidated [member]	
	Subordinated loans [member]	0.04
	Separate [member]	

**Toelichting op de jaarrekening - Langlopende schulden: Uitsplitsing [tabel]**

<http://www.kvk.nl/kvk-id:63086174>

Non-current liabilities, breakdown [title]		31/05/2016	31/05/2015
Subordinated loans			
	Consolidated [member]	EUR 117,800,000	EUR 114,475,000
	Separate [member]	EUR 117,800,000	EUR 0
Payables to credit institutions			
	Consolidated [member]	EUR 66,800,000	EUR 0
Advances received			
	Consolidated [member]	EUR 35,912,000	EUR 40,266,000
Non-current liabilities, total			
	Consolidated [member]	EUR 220,512,000	EUR 154,741,000
	Separate [member]	EUR 117,800,000	EUR 0

**Toelichting op de jaarrekening - Liquide middelen: Uitsplitsing [tabel]**

<http://www.kvk.nl/kvk-id:63086174>

Cash and cash equivalents, breakdown [title]		31/05/2016	31/05/2015
Cash and cash equivalents			
	Consolidated [member]	EUR 66,602,000	EUR 18,971,000

**Toelichting op de jaarrekening - Lonen, salarissen en sociale lasten**

<http://www.kvk.nl/kvk-id:63086174>  
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Wages, salaries and social security charges, disclosure [title]		
Wages and salaries, disclosure		
	Consolidated [member]	* Salaries contains C2,675 costs of reduction in personnel headcount (2014/2015 C1,967).
Pension costs, disclosure		
	Consolidated [member]	** Salaries contains C 1,475 (2014/2015 C 0) fixed remuneration of the Executive Board

**Toelichting op de jaarrekening - Lonen, salarissen en sociale lasten: Uitsplitsing [tabel]**

<http://www.kvk.nl/kvk-id:63086174>

Wages, salaries and social security charges, breakdown [title]		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
Wages and salaries			
	Consolidated [member]	EUR 286,723,000	EUR 245,576,000
Social security contributions			
	Consolidated [member]	EUR 35,149,000	EUR 32,481,000
Pension costs			
	Consolidated [member]	EUR 21,449,000	EUR 24,309,000
Wages, salaries and social security charges			
	Consolidated [member]	EUR 343,321,000	EUR 302,366,000
	Separate [member]	EUR 206,000	EUR 0

**Toelichting op de jaarrekening - Materiële vaste activa**

<http://www.kvk.nl/kvk-id:63086174>  
01/06/2015 - 31/05/2016

Property, plant and equipment, disclosure [title]		
Land and buildings, disclosure		
	Consolidated [member]	The group has beneficial ownership of the leasehold improvements, fixtures and fittings but not legal ownership.
Other property, plant and equipment, disclosure		
	Consolidated [member]	Other fixed assets mainly relate to hardware and software.
Property, plant and equipment under construction and prepayments of property, plant and equipment, disclosure		
	Consolidated [member]	Additions in fixed assets under construction primarily relates to the replacement of laptops in June 2016.

**Toelichting op de jaarrekening - Materiële vaste activa: Verloopoverzicht [tabel]**

<http://www.kvk.nl/kvk-id:63086174>

Property, plant and equipment, movement schedule [title]		31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
Property, plant and equipment, line items [title]				
Additions				
	Land and buildings [member]			EUR 1,193,000

**Toelichting op de jaarrekening - Materiële vaste activa: Verloopoverzicht [tabel]**
<http://www.kvk.nl/kvk-id:63086174>

	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
Consolidated (member)			
Machinery (member)			EUR 567,000
Consolidated (member)			
Other property, plant and equipment (member)			EUR 2,866,000
Consolidated (member)			
Property, plant and equipment (member)			EUR 10,585,000
Consolidated (member)			
Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 5,959,000
Consolidated (member)			
<b>Disposals</b>			
Land and buildings (member)			EUR 71,000
Consolidated (member)			
Machinery (member)			EUR 25,000
Consolidated (member)			
Other property, plant and equipment (member)			EUR 19,000
Consolidated (member)			
Property, plant and equipment (member)			EUR 115,000
Consolidated (member)			
Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 0
Consolidated (member)			
<b>Depreciation</b>			
Land and buildings (member)			EUR 4,853,000
Consolidated (member)			
Machinery (member)			EUR 1,829,000
Consolidated (member)			
Other property, plant and equipment (member)			EUR 6,758,000
Consolidated (member)			
Property, plant and equipment (member)			EUR 13,440,000
Consolidated (member)			
Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 0
Consolidated (member)			
<b>Impairments</b>			
Land and buildings (member)			EUR 201,000
Consolidated (member)			
Machinery (member)			EUR 0
Consolidated (member)			
Other property, plant and equipment (member)			EUR 0
Consolidated (member)			
Property, plant and equipment (member)			EUR 201,000
Consolidated (member)			
Property, plant and equipment under construction and prepayments of property, plant and equipment (member)			EUR 0
Consolidated (member)			
<b>Cost or manufacturing price, ending balance</b>			
Land and buildings (member)	EUR 68,599,000	EUR 67,539,000	
Consolidated (member)			
Machinery (member)	EUR 24,271,000	EUR 23,754,000	
Consolidated (member)			
Other property, plant and equipment (member)	EUR 46,201,000	EUR 43,365,000	
Consolidated (member)			
Property, plant and equipment (member)	EUR 145,186,000	EUR 134,814,000	
Consolidated (member)			
Property, plant and equipment under construction and prepayments of property, plant and equipment (member)	EUR 6,115,000	EUR 156,000	
Consolidated (member)			
<b>Accumulated amortisation and impairments, ending balance</b>			
Land and buildings (member)	EUR -32,978,000	EUR -27,986,000	
Consolidated (member)			
Machinery (member)	EUR -13,101,000	EUR -11,297,000	
Consolidated (member)			
Other property, plant and equipment (member)	EUR -33,923,000	EUR -27,176,000	
Consolidated (member)			
Property, plant and equipment (member)	EUR -80,002,000	EUR -66,459,000	
Consolidated (member)			
Property, plant and equipment under construction and prepayments of property, plant and equipment (member)	EUR 0	EUR 0	
Consolidated (member)			
<b>Property, plant and equipment, end of the period</b>			
Consolidated (member)	EUR 65,184,000	EUR 68,355,000	
Land and buildings (member)	EUR 35,621,000	EUR 39,553,000	
Consolidated (member)			
Machinery (member)	EUR 11,170,000	EUR 12,457,000	
Consolidated (member)			
Other property, plant and equipment (member)	EUR 12,278,000	EUR 16,189,000	
Consolidated (member)			
Property, plant and equipment (member)	EUR 65,184,000	EUR 68,355,000	
Consolidated (member)			
Property, plant and equipment under construction and prepayments of property, plant and equipment (member)	EUR 6,115,000	EUR 156,000	
Consolidated (member)			
<b>Depreciation Rate, start of range</b>			
Land and buildings (member)			0.067
Consolidated (member)			
Machinery (member)			0.067
Consolidated (member)			
Other property, plant and equipment (member)			0.125
Consolidated (member)			
<b>Depreciation Rate, end of range</b>			
Land and buildings (member)			0.200
Consolidated (member)			
Machinery (member)			0.200
Consolidated (member)			
Other property, plant and equipment (member)			0.500
Consolidated (member)			

**Toelichting op de jaarrekening - Netto-omzet**
<http://www.kvk.nl/kvk-id:63086174>

	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Net revenue, disclosure [title]</b>		
<b>Net revenue, disclosure</b>		
Consolidated (member)	Net turnover is mainly realised in the Netherlands.	Net turnover is mainly realised in the Netherlands.
	The net turnover 2015/2016 breaks down over the functions as follows: Audit = EUR 219.073.000 Tax and Legal = EUR 155.515.000 Consulting = EUR 193.762.000 Risk Advisory = EUR 113.492.000 Financial Advisory Services = EUR 70.516.000 Support/other = EUR 2.967.000	The net turnover 2014/2015 breaks down over the functions as follows: Audit = EUR 208.496.000 Tax and Legal = EUR 157.247.000 Consulting = EUR 148.995.000 Risk Advisory = EUR 79.169.000 Financial Advisory Services = EUR 49.405.000 Support/other = EUR 3.492.000

**Toelichting op de jaarrekening - Netto-omzet: Uitsplitsing [tabel]**

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Net revenue by category, breakdown [title]</b>		
<b>Net revenue</b>		
Consolidated [member]	EUR 785,325,000	EUR 656,804,000
Separate [member]	EUR 516,000	EUR 0

**Toelichting op de jaarrekening - Niet in de balans opgenomen activa en verplichtingen**

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015 - 31/05/2016	
<b>Commitments and contingencies not included in the balance sheet [title]</b>		
<b>Contingent liabilities, disclosure [title]</b>		
<b>Contingent liabilities, liability claim</b>		
Consolidated [member]	<p>Claims have been submitted against the legal entities that belong to the Deloitte organization in the Netherlands for alleged poor performance of activities. A strong defense will be mounted against these claims. The Deloitte organization has professional indemnity insurance for claim coverage. If considered necessary, provisions will be formed to cover the difference between any potential claims and the related insurance payment.</p>	
<b>Contingent liabilities, fiscal unity</b>		
Separate [member]	<p>The legal entity and its wholly-owned subsidiaries make up a fiscal unity for corporation tax and V.A.T. purposes and for that reason are jointly and severally liable for the tax payable by the fiscal unity as a whole.</p>	
<b>Contingent liabilities, purchase commitments</b>		
Consolidated [member]	<p>As of 1 December 2006 Deloitte outsourced facility services to a third party. A large number of staff was transferred to the new service provider. The contract was renewed for 5 years as of June 2012. Deloitte has undertaken to re-employ the former employees or to employ them with a succeeding facility supplier if the contract is not renewed after 5 years.</p>	
<b>Contingent liabilities, guarantees</b>		
Consolidated [member]	<p>Stichting Financiering Deloitte</p> <p>Members who enter into an Associate Agreement with Deloitte are obliged to provide a subordinated loan to Stichting Financiering Deloitte. In turn this foundation provides a subordinated loan for the same amount and under the same conditions to Coöperatief Deloitte U.A. The subordination relates to all third party creditors and banks. The loans amount to €117,800 as per May 31, 2016 (May 31, 2015: €114,475) and are subordinated to all existing and future liabilities of Deloitte and, together with the group equity, make up the capital base of Deloitte.</p> <p>Coöperatief Deloitte U.A. and its subsidiaries are jointly and severally liable to members for what is owed to them by Stichting Financiering Deloitte with regard to the financial resources borrowed from the members by Stichting Financiering Deloitte and re-issued to Coöperatief Deloitte U.A. Deloitte has agreed certain security covenants with Stichting Financiering Deloitte, including a negative pledge covenant as well as the granting of securities at the first request of Stichting Financiering Deloitte. With respect to the ranking of these securities rights, covenants have been agreed between Deloitte, Stichting Financiering Deloitte, ING Bank and Rabobank (as lenders under Deloitte's credit facility). This entails that the rights of Stichting Financiering Deloitte are subordinated to those of third party creditors and the lender banks.</p> <p>The Supervisory Board Deloitte has indemnified the members of the Supervisory Board from the financial consequences of claims from third parties (including defence costs) resulting from or related to the supervisory task of the members of the Supervisory Board and to the extent the insurance of the cooperative does not cover matters concerned.</p> <p>Bank guarantees Bank guarantees amounting to approximately €3,983 (May 31, 2015 €4,489) have been issued to third parties.</p> <p>Other guarantees Following past acquisitions guarantees have been agreed for the maximum amount of €10,779 (May 31 2015: €10,779) on balance sheet date. Nationale Borg issued guarantees on behalf of the material subsidiaries of Deloitte to Tax authorities covering the over-risk of the Return to Work (Partially Disabled) Regulation ("WGA"). As security for these guarantees the material subsidiaries of Deloitte issued a joint and several liability undertaking.</p>	
Separate [member]	<p>Stichting Financiering Deloitte</p> <p>Members who enter into an Associate Agreement with Deloitte are obliged to provide a subordinated loan to Stichting Financiering Deloitte. In turn this foundation provides a subordinated loan for the same amount and under the same conditions to Coöperatief Deloitte U.A. The subordination relates to all third party creditors and banks. The loans amount to €117,800 as per May 31, 2016 (May 31, 2015: €114,475) and are subordinated to all existing and future liabilities of Deloitte and, together with the group equity, make up the capital base of Deloitte.</p> <p>Coöperatief Deloitte U.A. and its subsidiaries are jointly and severally liable to members for what is owed to them by Stichting Financiering Deloitte with regard to the financial resources borrowed from the members by Stichting Financiering Deloitte and re-issued to Coöperatief Deloitte U.A. Deloitte has agreed certain security covenants with Stichting Financiering Deloitte, including a negative pledge covenant as well as the granting of securities at the first request of Stichting Financiering Deloitte. With respect to the ranking of these securities rights, covenants have been agreed between Deloitte, Stichting Financiering Deloitte, ING Bank and Rabobank (as lenders under Deloitte's credit facility). This entails that the rights of Stichting Financiering Deloitte are subordinated to those of third party creditors and the lender banks.</p> <p>The Supervisory Board Coöperatief Deloitte U.A. has indemnified the members of the Supervisory Board from the financial consequences of claims from third parties (including defence costs) resulting from or related to the supervisory task of the members of the Supervisory Board and to the extent the insurance of the cooperative does not cover matters concerned.</p>	
<b>Contingent liabilities, payments to obtain usage rights</b>		
Consolidated [member]	<p>Deloitte is a member of Deloitte Touche Tohmatsu Limited and Deloitte EMEA Co-operation Limited. Deloitte is obliged to pay annual subscription and services fees.</p>	
<b>Operating lease commitments, disclosure [title]</b>		
<b>Operating lease commitments, disclosure</b>		
Consolidated [member]	<p>The group has entered into long-term rental agreements for offices, operational lease contracts for cars and copying/printing machines and facility services.</p>	

**Toelichting op de jaarrekening - Niet in de balans opgenomen activa en verplichtingen: Operationele leaseverplichtingen [tabel]**

	http://www.kvk.nl/kvk-id:63086174	
	31/05/2016	31/05/2015
<b>Operating lease commitments, breakdown of the nominal value of the minimal lease payments [title]</b>		
<b>Operating lease commitments, minimal lease payments, maturity within one year</b>		
Consolidated [member]	EUR 64,000,000	EUR 77,000,000
<b>Operating lease commitments, minimal lease payments, maturity exceeding one year and within five years</b>		
Consolidated [member]	EUR 124,000,000	EUR 148,000,000
<b>Operating lease commitments, minimal lease payments, maturity exceeding five years</b>		
Consolidated [member]	EUR 91,000,000	EUR 99,000,000



**Toelichting op de jaarrekening - Niet in de balans opgenomen activa en verplichtingen: Operationele leaseverplichtingen [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		31/05/2016	31/05/2015
Operating lease commitments, minimal lease payments, nominal value			
Consolidated [member]		EUR 279,000,000	EUR 324,000,000

**Toelichting op de jaarrekening - Overige bedrijfskosten**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Other operating expenses, disclosure [title]</b>			
<b>Other operating expenses, disclosure</b>			
Consolidated [member] Accommodation costs contain a release of provisions for dismantling costs of €67 (2014/2015 €687)			
In April 2016, Deloitte paid the AFM a fine of €1,810 in connection with the results of their 2013/2014 inspection regarding 2012 audits (AFM report September 25, 2014). The financial year 2014/2015 financial statements of Deloitte Holding B.V. included a provision for a potential fine.			

**Toelichting op de jaarrekening - Overige bedrijfskosten: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Other operating expenses, breakdown [title]</b>			
<b>Other personnel related expenses</b>			
Consolidated [member]		EUR 25,567,000	EUR 22,232,000
<b>Accommodation costs</b>			
Consolidated [member]		EUR 31,688,000	EUR 34,311,000
<b>Car and transport costs</b>			
Consolidated [member]		EUR 39,894,000	EUR 38,685,000
<b>Office related expenses</b>			
Consolidated [member]		EUR 10,532,000	EUR 10,031,000
<b>General expenses</b>			
Consolidated [member]		EUR 15,761,000	EUR 13,359,000
<b>Foreign currency exchange rate results</b>			
Consolidated [member]		EUR -2,050,000	EUR 0
<b>Other undefined expenses</b>			
Consolidated [member]		EUR 47,461,000	EUR 40,141,000
<b>Other operating expenses</b>			
Consolidated [member]		EUR 170,892,000	EUR 158,759,000
Separate [member]		EUR 293,000	EUR 0

**Toelichting op de jaarrekening - Overige toelichtingen**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Other disclosures [title]</b>			
<b>Deviations from regulations based on true and fair view requirements, disclosure [title]</b>			
<b>Deviations from regulations based on true and fair view requirements, disclosure</b>			
Consolidated [member] The information in this XBRL instance documents has been derived from the financial statements 2015/2016 of Coöperatief Deloitte U.A. The financial statements comprise the consolidated and company balance sheet as at May 31, 2016, the consolidated and company profit and loss account for the period June 1, 2015 to May 31, 2016 and the notes. For the preparation of the XBRL instance document the following principles are used: 1) Only information that is legally required and therefore can be included in the taxonomy is included in the XBRL instance document; 2) If an element is available in the taxonomy and this information is included in the financial statements this information is included in the XBRL instance document. This may lead to aggregation of amounts which are presented separately in the financial statements. For a better understanding of the company's financial position and results we emphasize that the XBRL instance document should be read in conjunction with the full financial statements, from which the XBRL instance document was derived. Due to the limitations of the taxonomy as described above, the Management fee are currently presented as Net result attributable to minority interest, since no such element is available. The Dutch Taxonomy Kvk report for large companies was used, which is located on <a href="http://www.nitaxonomie.nl/10.0/report/kvk/entrypoints/cooperations/kvk-rpt-jaarverantwoording-2015-nlgaap-cooperaties-groot-horizontaal-categorieaal-direct.xsd">http://www.nitaxonomie.nl/10.0/report/kvk/entrypoints/cooperations/kvk-rpt-jaarverantwoording-2015-nlgaap-cooperaties-groot-horizontaal-categorieaal-direct.xsd</a>			

**Toelichting op de jaarrekening - Overige vorderingen: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		31/05/2016	31/05/2015
<b>Other receivables, breakdown [title]</b>			
<b>Other receivables (current)</b>			
Consolidated [member]		EUR 9,054,000	EUR 14,322,000
Separate [member]		EUR 31,000	EUR 0

**Toelichting op de jaarrekening - Toelichting op het kasstroomoverzicht**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Cash flow statement, disclosure [title]</b>			
<b>Cash flow statement, disclosure</b>			
Consolidated [member] Investments in tangible fixed assets Under the investments in tangible fixed assets only those investments are presented where in cash and cash equivalents were spent. In 2015/2016 investments amounting €3,088, mainly related to new laptops, were paid after the end of the financial year. In 2014/2015 investments amounting to €16,851 were deducted from the received incentives related to rental agreements for new office buildings. Included under Investments 2014/2015 in tangible fixed assets is the net effect of investments in new offices, in particular the new office in Amsterdam 'The Edge'. The net effect of received incentives in 2014/2015, €19.8 million, related to rental agreements for new office buildings are included under payments to suppliers and personnel.			
<b>Composition of cash and cash equivalents, disclosure</b>			
Consolidated [member]		*) Cash at end of financial year relates to cash and cash equivalents.	
<b>Exceptional items in the cash flow statement, disclosure</b>			
Consolidated [member] The acquiring of control over Stichting InterNos The acquiring of control over Stichting InterNos is a non-cash transaction and comprises bank loans of €66,800 long-term and €6,000 short-term, also deferred tax of €17,801 and a resulting negative equity of €53,403, the received cash of €1,596 is displayed as cash received from acquired companies below net cash flow.			

**Toelichting op de jaarrekening - Voorzieningen**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Provisions, disclosure [title]</b>			
<b>Provisions, disclosure</b>			
Consolidated [member] With the exception of the provisions for reorganisation the expected term of the provisions is for the larger part over one year.			
<b>Provision for disposal obligations, disclosure</b>			
Consolidated [member] The provision for unoccupied premises and dismantling cost is related to the reduction of the office network and future dismantling costs.			

**Toelichting op de jaarrekening - Voorzieningen: Verloopoverzicht [tabel]**

	http://www.kvk.nl/kvk-id:63086174		
	31/05/2016	31/05/2015	01/06/2015 - 31/05/2016
<b>Provisions movement schedule [title]</b>			
<b>Provisions line items [title]</b>			
<b>Addition</b>			
Other provisions (member) Consolidated (member)			EUR 1,191,000
Provision for disposal obligations (member) Consolidated (member)			EUR 336,000
Provision for legal proceedings (member) Consolidated (member)			EUR 3,128,000
Provision for pension obligations (member) Consolidated (member)			EUR 18,000
Provisions (member) Consolidated (member)			EUR 7,042,000
Restructuring provision (member) Consolidated (member)			EUR 2,369,000
<b>Usage</b>			
Other provisions (member) Consolidated (member)			EUR 11,000
Provision for disposal obligations (member) Consolidated (member)			EUR 583,000
Provision for legal proceedings (member) Consolidated (member)			EUR 2,302,000
Provision for pension obligations (member) Consolidated (member)			EUR 0
Provisions (member) Consolidated (member)			EUR 4,549,000
Restructuring provision (member) Consolidated (member)			EUR 1,653,000
<b>Release</b>			
Other provisions (member) Consolidated (member)			EUR 218,000
Provision for disposal obligations (member) Consolidated (member)			EUR 67,000
Provision for legal proceedings (member) Consolidated (member)			EUR 78,000
Provision for pension obligations (member) Consolidated (member)			EUR 193,000
Provisions (member) Consolidated (member)			EUR 755,000
Restructuring provision (member) Consolidated (member)			EUR 199,000
<b>Provisions end of the period</b>			
Consolidated (member)	EUR 8,115,000	EUR 6,377,000	
Other provisions (member) Consolidated (member)	EUR 1,247,000	EUR 285,000	
Provision for disposal obligations (member) Consolidated (member)	EUR 1,972,000	EUR 2,286,000	
Provision for legal proceedings (member) Consolidated (member)	EUR 2,148,000	EUR 1,400,000	
Provision for pension obligations (member) Consolidated (member)	EUR 374,000	EUR 549,000	
Provisions (member) Consolidated (member)	EUR 8,115,000	EUR 6,377,000	
Restructuring provision (member) Consolidated (member)	EUR 2,374,000	EUR 1,857,000	

**Toelichting op de jaarrekening - Vorderingen**

	http://www.kvk.nl/kvk-id:63086174	
	01/06/2015	31/05/2016
<b>Receivables disclosure [title]</b>		
<b>Receivables from group companies (current) disclosure</b>		
Separate (member)	Annual interest is charged on the current accounts owed by group companies at approximately 1.8% (prior year 2.0%).	
<b>Receivables from other related parties (current) disclosure</b>		
Consolidated (member)	The provision for the risk of non-collectability of accounts receivable is €3,159 (May 31, 2015 €3,218)	
<b>Receivables maturity exceeding one year disclosure</b>		
Consolidated (member)	There are no receivables and prepayments with an original term of more than one year.	
Separate (member)	There are no receivables and prepayments with an original term of more than one year.	

**Toelichting op de jaarrekening - Vorderingen: Uitsplitsing [tabel]**

	http://www.kvk.nl/kvk-id:63086174	
	31/05/2016	31/05/2015
<b>Receivables breakdown [title]</b>		
<b>Trade receivables</b>		
Consolidated (member)	EUR 144,508,000	EUR 134,015,000
<b>Receivables from group companies (current)</b>		
Separate (member)	EUR 3,500,000	EUR 0
<b>Other receivables (current)</b>		
Consolidated (member)	EUR 9,054,000	EUR 14,322,000
Separate (member)	EUR 31,000	EUR 0
<b>Tax receivables</b>		
Consolidated (member)	EUR 3,301,000	EUR 322,000
Separate (member)	EUR 3,301,000	EUR 0
<b>Prepayments and accrued income</b>		
Consolidated (member)	EUR 49,589,000	EUR 49,564,000
<b>Receivables</b>		
Consolidated (member)	EUR 206,452,000	EUR 198,223,000
Separate (member)	EUR 6,832,000	EUR 0

**Toelichting op de jaarrekening - Vorderingen: Uitsplitsing Looptijd [tabel]**

	http://www.kvk.nl/kvk-id:63086174	
	31/05/2016	31/05/2015
<b>Receivables breakdown [title]</b>		
<b>Trade receivables</b>		
Consolidated (member)	EUR 144,508,000	EUR 134,015,000
<b>Receivables from group companies (current)</b>		
Separate (member)	EUR 3,500,000	EUR 0
<b>Other receivables (current)</b>		

**Toelichting op de jaarrekening - Vorderingen: Uitsplitsing Looptijd [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		31/05/2016	31/05/2015
	Consolidated [member]	EUR 9,054,000	EUR 14,322,000
	Separate [member]	EUR 31,000	EUR 0
<b>Tax receivables</b>			
	Consolidated [member]	EUR 3,301,000	EUR 322,000
	Separate [member]	EUR 3,301,000	EUR 0
<b>Prepayments and accrued income</b>			
	Consolidated [member]	EUR 49,589,000	EUR 49,564,000
<b>Receivables</b>			
	Consolidated [member]	EUR 206,452,000	EUR 198,223,000
	Separate [member]	EUR 6,832,000	EUR 0

**Toelichting op de jaarrekening - Wettelijke reserves**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	
<b>Legal reserves, disclosure [title]</b>			
<b>Legal reserves, disclosure</b>			
	Separate [member]	<p>Legal reserve</p> <p>During the financial year 2015/2016 Coöperatief Deloitte U.A. capitalised developments costs for project Enterprise Strategy Programme through its wholly owned subsidiary Deloitte Group Support Center B.V. and for project Brisq through its wholly owned subsidiary Deloitte Risk Advisory B.V. for the amount to € 2.3 million and added the existing legal reserve of Deloitte Holding B.V. as of June 1, 2015 of € 5.0 million. In accordance with article 389.6 Title 9, Book 2 of the Netherlands Civil Code a legal reserve for associated companies has been recognised for the amounts which cannot be distributed due to legal reserves developments costs of subsidiaries. Due to the absence of available undistributed profits and as stipulated by RJ 240.230 the amount of the legal reserve has been charged to the Other reserves, resulting in a negative amount.</p>	

**Toelichting op de jaarrekening - Wettelijke reserves: Uitsplitsing [tabel]**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		31/05/2016	31/05/2015
<b>Legal reserves, breakdown [title]</b>			
<b>Legal reserves</b>			
	Separate [member]	EUR 5,614,000	EUR 0

**Winst- en verliesrekening**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		01/06/2015 - 31/05/2016	01/06/2014 - 31/05/2015
<b>Income statement [title]</b>			
<b>Net revenue</b>			
	Consolidated [member]	EUR 785,325,000	EUR 656,804,000
	Separate [member]	EUR 516,000	EUR 0
<b>Capitalised production costs</b>			
	Consolidated [member]	EUR 336,000	EUR 255,000
<b>Other operating income</b>			
	Consolidated [member]	EUR 2,584,000	EUR 478,000
<b>Operating income</b>			
	Consolidated [member]	EUR 788,245,000	EUR 657,537,000
<b>Cost of outsourced work and other external expenses</b>			
	Consolidated [member]	EUR 131,199,000	EUR 78,335,000
<b>Wages, salaries and social security charges</b>			
	Consolidated [member]	EUR 343,321,000	EUR 302,366,000
	Separate [member]	EUR 206,000	EUR 0
<b>Amortisation of intangible assets and depreciation of property, plant and equipment</b>			
	Consolidated [member]	EUR 18,219,000	EUR 16,224,000
<b>Impairment of current assets</b>			
	Consolidated [member]	EUR 2,317,000	EUR 0
<b>Other operating expenses</b>			
	Consolidated [member]	EUR 170,892,000	EUR 158,759,000
	Separate [member]	EUR 293,000	EUR 0
<b>Operating expense</b>			
	Consolidated [member]	EUR 665,948,000	EUR 555,684,000
	Separate [member]	EUR 499,000	EUR 0
<b>Financial income</b>			
	Consolidated [member]	EUR -6,964,000	EUR -6,331,000
	Separate [member]	EUR -17,000	EUR 0
<b>Result from ordinary activities before tax</b>			
	Consolidated [member]	EUR 115,317,000	EUR 95,550,000
	Separate [member]	EUR 11,854,000	EUR 0
<b>Income tax expense from ordinary activities</b>			
	Consolidated [member]	EUR 5,699,000	EUR 344,000
	Separate [member]	EUR 0	EUR 0
<b>Share in results of participating interests</b>			
	Consolidated [member]	EUR -16,000	EUR 28,000
	Separate [member]	EUR 11,854,000	EUR 0
<b>Result after tax</b>			
	Separate [member]	EUR 11,854,000	EUR 0

**Unbound fact values**

		<a href="http://www.kvk.nl/kvk-id:63086174">http://www.kvk.nl/kvk-id:63086174</a>	
		31/05/2014	
<b>Cash and cash equivalents (cash flow)</b>			
	Consolidated [member]		EUR 10,327,000