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CITIBANK

design, layout, art direction

"We see Citi at Work as a great way to offer an additional benefit to our crewmembers without any cost to the company. . . . We look forward to continuing the relationship for many years to come."

Ryan Schroeder
Director—Treasury, JetBlue Airways Corporation

Would you like to simplify your financial life?

Managing your banking and finances is easier when you're a Citigold client.

Greater convenience
We connect to simplify your life. You'll have a coordinated team working together on your behalf. Your Cit Personal Wealth Management Financial Advisor will bring you opportunities and keep an eye on your investments, while your Citigold Relationship Manager can help make banking easier.

Clear answers
Whether you're looking for a simple answer or in-depth advice, you'll receive it promptly in clear, understandable terms. Your Relationship Manager and Financial Advisor will be proactive in making sure you have what you need when you need it.

Personal service
You'll have an experienced support team to handle your service needs, and your Relationship Manager will be there to address your more complex questions. For example, if you have a Citibank application or decision pending, he or she can guide your requests smoothly through the process.



Citigold®

Through Citi at Work, Citigold gives senior executives an easier, smarter way to manage their finances—from daily banking to long-term financial planning.

Premium services for key employees



Citi® at Work | citi®

Citigold®

citi®

What's most important to you?

We invite you to discover Citigold

Banking and wealth management defined by your priorities

Imagine an experience that offers exceptional personal service, tailored advice and exclusive benefits. An experience focused on what's most important to you.

That's our promise for you as a Citigold client. Citigold is about giving you an easier, smarter way to manage your banking, investing and other financial needs. But that's only the beginning.

As a Citigold client, you'll have access to the resources of one of the world's most respected financial institutions at your side. You'll benefit from Citibank's premium banking products and services and the wealth management experience of Cit Personal Wealth Management—all tailored to you.

You'll have the opportunity to work with a Relationship Manager for your banking needs and a Cit Personal Wealth Management Financial Advisor to provide investment guidance. These seasoned professionals will take the time to understand your needs and goals, and they'll connect you with the right Cit resources to help you meet them.

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Reaping the reward for all
your hard work

Selling Your Business



Citi Personal Wealth Management



INVESTMENT AND INSURANCE PRODUCTS: NOT FDIC INSURED • NOT A BANK DEPOSIT •
NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY • NO BANK GUARANTEE • MAY LOSE VALUE

Getting your family financially
ready for higher education

College Bound



Citi Personal Wealth Management



INVESTMENT AND INSURANCE PRODUCTS: NOT FDIC INSURED • NOT A BANK DEPOSIT •
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Diapers, life insurance
and 529 plans

Bringing Up Baby



Citi Personal Wealth Management



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Building your own business may have
been tough, but deciding to sell could
prove just as grueling.

Confronting the challenges

Once you have made that difficult decision, however, you'll likely
want to get as much for your business as you can—and that
takes planning.

Selling a business can affect many people, including your
family, employees and customers. The transaction can also be
complicated—and it will probably be emotional. After all, you're
selling this "baby" that you may have built from the ground up.
But with guidance from the right professionals, you could sell
your business at a price that rewards your hard work and helps
you meet your long-term financial goals.

3



You and your future spouse are
not only romantic partners—you're
financial partners too.

Confronting the challenges

That partnership might start with a joint checking account
or by adding your new spouse to your employer's health plan.
But there are other steps you may want to consider as you
seek to strengthen your partnership and ensure that you
prosper together.

As if the challenges of a new marriage weren't enough—sharing
closet space, getting used to food preferences, deciding which
parents to visit during the holidays—finances add a whole
new set of issues.

Many couples come to a marriage with strong ideas about
money—and possibly also substantial assets, especially if they
are marrying later in life. According to the U.S. Census Bureau,
the median age for first marriages in 2010 was 28.2 years old for
men and 26.3 for women. By contrast, in 1980, the median age
was 24.7 years old for men and 22 for women.

But whatever your age on your wedding day, several questions
need to be addressed.

As if the challenges of a new marriage weren't enough,
finances add a whole new set of issues.

3

NEUBERGER BERMAN

Volatility Simplified

Go Anywhere with the Neuberger Berman Global Allocation Fund.

New information streaming in real time is spawning widely divergent interpretations. Historic levels of volatility and correlations can handoff an investor from making tactical portfolio adjustments.

BEING THERE
The portfolio management team of the Neuberger Berman Global Allocation Fund looks to take advantage of the relationships between asset classes and geographies and tactically shift allocations to invest in the best values around the world.

We strive to be invested in the right places at the right times. This multi-asset class portfolio is designed to deliver lower volatility and lower correlation to the world markets than traditional global balanced funds.

Let us navigate the volatility for you.

NEUBERGER BERMAN GLOBAL ALLOCATION FUND	
Class A	NBGLAX
Class C	NBGLCX
Institutional Class	NBGLIX

A THREE PRONGED APPROACH
An integrated investment process that combines both top-down asset allocation decisions with bottom-up security selection in an effort to deliver diversified sources of return and risk.

- SET BROAD EQUITY VS BOND EXPOSURE**
Our neutral point is 50% MSCI World Index/ 50% JPIM Global Govt Bond Index.
- SET ALLOCATIONS WITHIN STOCK MARKETS, BOND MARKETS AND CURRENCIES**
Tactical calls on where to overweight asset classes and geographies.
- BUILD A BOTTOM-UP STOCK PORTFOLIO**
Invests globally seeking value, earnings quality, operational efficiency and favorable price dynamics.

Serious Investing®

路博迈
NEUBERGER BERMAN

中秋节快乐

THE GREATER CHINA INVESTMENT TEAM WISHES YOU A HAPPY MID-AUTUMN FESTIVAL

The Mid-Autumn Festival is one of the most important holidays on the lunar calendar. It is a festive time of the year when family and friends gather to celebrate the end of the harvest season and the full moon.

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NEUBERGER BERMAN

2Q12

assets under management \$194 billion	323 number of employees	73 years old
over 400 investment professionals	A Berman's Top 3 Fund Family	90% of the industry's Top 100 investment professionals

We are an independent, employee-controlled investment manager in service to our clients. We partner with institutions, advisors and individuals throughout the world to customize solutions that address their needs for income, growth and capital preservation. With more than 1,200 professionals focused exclusively on asset management, we are deeply grounded in original, fundamental research and offer an investment culture of independent thinking. Founded in 1939, Neuberger Berman today provides solutions across equities, fixed income and alternative investments.

Includes \$91 billion in Equity assets, \$89 billion in Fixed Income assets, and \$14 billion in alternative assets under management.
% of 2011's 42% of the total fixed equity and fixed income assets. Under Management ("AUM") is reported on a 3-year basis and 74% on a 5-year basis. The AUM (performance) results are based on the annual performance of each individual investment strategy against its respective trading benchmark, and results are asset weighted on average with the largest amount of assets under management having the largest impact on the results. Individual strategies that have experienced negative performance during certain periods of time. See disclosures at the end of the material for additional information regarding AUM performance metrics. Metrics are summarized and are not available for direct investment. Investing entails risk, including possible loss of principal. Past performance is no guarantee of future results.

Serious Investing®

NEUBERGER BERMAN

It's the Real Thing

Neuberger Berman Core Bond Fund

DO YOU KNOW WHAT YOU OWN IN YOUR INTERMEDIATE-TERM BOND FUND?
In today's unpredictable markets some investors have looked to intermediate-term bond funds to help mitigate their portfolio risk. However, a large majority of the funds in the Morningstar Intermediate Bond universe have significant exposure to "riskier" assets which potentially can add volatility to an investment looking to lower it.

The Neuberger Berman Core Bond Fund is a traditional fixed income strategy—focused on U.S. investment-grade securities—that has delivered consistent long-term performance.

Source: Morningstar
*May 2012 was the only month outside the top quartile, where performance ranked in the 26th percentile. Number of funds reflects object share class with credit/country exposure data since 2011.

MULTIPLE SOURCES OF VALUE ADDED Including asset allocation, sector rotation, security selection and interest rate/duration positioning	RISK CONTROLLED Many small "bets" with an emphasis on managing tail risk.	EXPERIENCED TEAM Portfolio managers average 22 years of investment experience and are supported by over 100 investment professionals.
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NEUBERGER BERMAN CORE BOND FUND		Morningstar Ratings	
Class A	NBCKAX	Institutional	★★★★
Class C	NBCKCX	Class A	★★★★
Institutional Class	NBCKIX		

The overall Morningstar ratings for Neuberger Berman Core Bond Fund—Institutional Class for the 3-, 5- and 10-year periods ended June 30, 2012, were 4 stars (out of 105 intermediate-term bond funds), 4 stars (out of 88 intermediate-term bond funds) and 4 stars (out of 62 intermediate-term bond funds), respectively. The overall Morningstar ratings for Neuberger Berman Core Bond Fund—Class A for the 3-, 5- and 10-year periods ended June 30, 2012, were 3 stars (out of 110 intermediate-term bond funds), 3 stars (out of 88 intermediate-term bond funds) and 3 stars (out of 62 intermediate-term bond funds), respectively.

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Serious Investing®

TISHMAN SPEYER

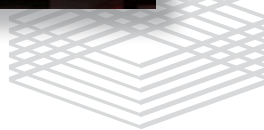
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TISHMAN SPEYER
IS A WORLD LEADER
IN THE MANAGEMENT
AND OPERATION OF
FIRST-CLASS REAL ESTATE.

A vertically integrated operating firm, Tishman Speyer offers investors the benefits and resources of a global platform with hands-on property development and operating expertise. Property management retains direct control and execution of value-added initiatives to provide investors with the highest risk-adjusted returns throughout market cycles.

Tishman Speyer's in-house property-management specialists are responsible for more than 150 buildings reflecting over 74 million square feet of Class A office, residential and mixed-use properties in 38 markets around the world. With a reputation as a best-in-class operator, the firm also manages the properties and facilities of several national and regional corporate headquarters on behalf of third parties.



RISK MANAGEMENT AND EMERGENCY PREPAREDNESS

Maintaining a safe and comfortable work environment is a key component of property management. Tishman Speyer rises above industry standards to prepare for crises and minimize the financial impact on behalf of investors and tenants alike. Standard programs include:

Emergency Procedure Guidebook and Training—A property-specific manual that provides building staff members with checklists of their respective responsibilities in the case of a property emergency.

Control Board—All Tishman Speyer-managed properties have access to an emergency call center 24 hours a day, 7 days a week, 365 days a year.

Department of Homeland Security Information and Analysis Center—Tishman Speyer is part of a network that receives and shares with its tenants ongoing security information and actionable intelligence.

Web-based Emergency Notification System—Allows key property management personnel to send a single message to thousands of tenants via all of their communication devices simultaneously and globally.

Pandemic Planning—Every property follows a strict set of standards for preparing for a possible crisis.



FINANCIAL ANALYSIS AND REPORTING

Tishman Speyer developed web-based systems to capture revenue streams, drive efficiencies and provide timely and accurate reports on building operations and finances. The state-of-the-art global accounting system is fully integrated with general ledger accounts receivable, accounts payable and operating budgets. This comprehensive approach includes:

Financial Reports—Budget forecasts, balance sheet reports, variance reports, job cost reports and operating statements.

Lease Data System—Houses all pertinent lease information for each lease in our portfolio, including lease abstracts, clause detail report, critical data reports and square footage reports.

Purchase Order System—Completely interfaced with the general ledger accounts, handles the creation and approval for purchase orders.



**TENANT RELATIONSHIPS—
DEDICATED TO CUSTOMER SERVICE**

With more than 4,000 tenants, Tishman Speyer views each tenant as a client and goes to extraordinary lengths to anticipate their needs and exceed their expectations. Some of the ways that Tishman Speyer property-management specialists manage their tenant relationships include:

Internal Audit Program—A comprehensive annual audit evaluating different aspects of operating a building, from reviewing leases to the collection of supervisory fees.

Tenant Satisfaction Survey—Designed for Tishman Speyer, this electronic survey provides a multidimensional analysis examining key components of customer satisfaction and helps us obtain critical information for developing an effective leasing strategy. Property managers are charged with creating and implementing an action plan to improve conditions at each property.

Tenant Portal—Tenants are provided with access to a property website that displays news and events, tenant manuals and building information. Tenants can also enter tenant work-order requests via the Portal.

Argus—Tenant work-related response time is reduced via the firm's web-based request service system. This system routes work orders from the Tenant Portal directly to property engineers. Employees, in turn, are able to monitor the progress of their request and are notified both when an engineer has received the request and when the work order is completed.





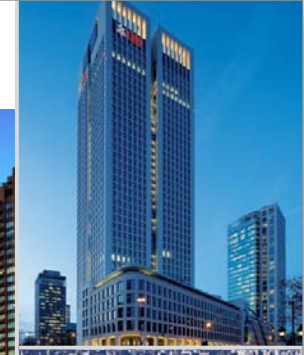
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TISHMAN SPEYER



PROPERTY MANAGEMENT

COST CONTAINMENT—CONTRACT CONSOLIDATION AND MANAGEMENT

Tishman Speyer realizes significant operating efficiencies through a global network of international service contractors and energy providers, while benefiting from vast economies of scale.

Procurement of Goods and Services—The Request for Proposal process and regional bulk contracting consistently achieve a savings of 17%–20% on operating costs.

Responsible Contractor Policy—Tishman Speyer carefully screens service contractors to ensure the use of a well-trained and fairly compensated work force. This approach produces higher-quality services and a safe workplace.



A COMMITMENT TO SUSTAINABILITY

From composting programs and micro-turbines to green roofs and tenant education programs, property management's commitment extends through all aspects of building operations.

Leadership in Energy and Environmental Design (LEED)—Tishman Speyer has hands-on experience with over 40 million square feet of LEED and other similar third-party certification programs.

Energy Star—Every single property is benchmarked to help measure energy performance and reduce greenhouse gas emissions.

Green Standard Operating Procedures (GSOP)—Property Management's Green SOPs address a number of sustainable operations criteria, including the use of green cleaning supplies, recycling, preventive maintenance, re-commissioning and indoor air quality.



PROPERTY MANAGEMENT

Investments—Property-management professionals are brought in at the start of the acquisition and development process, along with leasing, design and construction, asset management and others, to evaluate the proposal and plan for best execution.

Operations—Guided by Tishman Speyer's philosophy of operating each property as if it were an independent enterprise and leading property managers as the CEOs of their buildings, property managers create value both by maximizing operating revenues and enhancing operating revenue.

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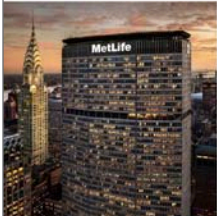
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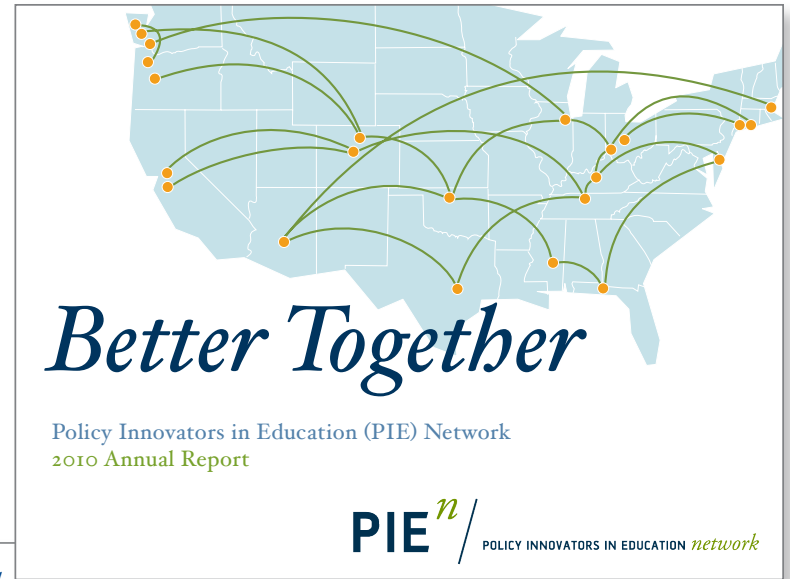


REVENUE ENHANCEMENT—CREATING VALUE

Tishman Speyer has an unparalleled ability to provide superior service for tenants while seeking opportunities to add value for financial investors. Some of these initiatives have included:

- Renovations and Renovation Projects
- Superior Operational and Maintenance Standards
- Building Storage
- New Storage Space
- Enhanced Parking





"The information that we receive from other PIE members is very helpful and serves as an impetus for change in California by providing concrete examples of statewide and local strategies for achieving education reform."

Arun Ramamathan, The Education Trust—West



"ConnCAN worked many times with other national- and state-level PIE-net organizations to share research and policy work, including drafts of legislative language and data on teacher quality, school funding, and public charter schools."

Alex Johnston, ConnCAN



PIE Network outreach

Game Changers newsletter launched in April

450

subscribers by year's end

March 26th release of "The Race to Reform: How Education Reform Advocates are Leveraging Race to the Top"

1,400

downloads



Alex Johnston, Rebekah Sosner, Mike Perrelli, and Richard Lee Colvin participate in a panel discussion on "The Race to Reform" in Washington, D.C.

www.pie-network.org website

500%

increase in unique visitors from 2009 to 2010

@pienetwork Twitter account

600%

increase in followers during 2010

September 15th release of a guide for launching state-based education reform advocacy organizations, "Rabble Rousers Revisited"

600

downloads



CONNECTICUT

Important victories for students as reform takes the spotlight ConnCAN (Connecticut Coalition for Achievement Now)

"In 2010, through the "Race to the Top" campaign, we secured three victories on behalf of Connecticut's students: teacher evaluations tied to student performance, alternative pathways for great teachers to become principals, and the adoption of the Common Core standards. In our "Race to the Top" campaign, we elevated the issue of education reform in the governor's race, making education one of the most hotly contested issues of the campaign season."

Alex Johnston, CEO

- ConnCAN's public and private leadership was instrumental in the passage of Connecticut's education reform legislation. While Connecticut was not among Race to the Top's winners, **Public Act 10-104** met teacher evaluations to student achievement, and the State Board of Education adopted Common Core State Standards.
- The "Vote for Ed" campaign persuaded ConnCAN's idealized candidate for governor, Ed U. Cannon. Through a gubernatorial Candidates Forum, a voter survey, television ads, paid signs, and bumper stickers, ConnCAN's education policy platform became one of the most intensely debated issues in the governor's race.

• ConnCAN's 2009 investigator report, "The Eds," was used as the blueprint for a ConnCAN school finance bill that did not meet success in the legislature, but compelled the state board to publicly acknowledge Connecticut's complex school finance system is broken. This led to formation of an ad hoc, consensus school work reporting solutions to the new governor. ConnCAN is now mounting a broad coalition of supporters for school finance reform.

Top Priority for 2011

"In 2011, through our "Get Better Connecticut" campaign, we are proposing two bold solutions to Connecticut's education crisis: its state-wide, antiquated school funding system so we can stop wasting precious education dollars, and end local fire-sale hiring practices to make sure that when teacher layoffs happen, they do the least damage possible to students," says Johnston.



ConnCAN's Alex Johnston campaigns with Ed U. Cannon in Connecticut's gubernatorial race.



"As Delaware moves ahead, Rodel will focus on offering support and maintaining the urgency needed to prevent us from sliding backwards," says Herdman. "As we face the substantial challenge of moving from idea to implementation, our top priority is to hold all stakeholders—including ourselves—accountable to the promise and commitment we made to Delaware's children."



DELAWARE

Rodel sets Delaware's winning 'Race' pace Rodel Foundation of Delaware

"With Race to the Top, we have seen more momentum in the last eleven months than we have seen in the last six years. We have seen the state move on a range of critical policy levers: new standards, new assessments, and teacher evaluations. Our next priority is making sure these changes move student performance."

Paul A. Herdman, President and CEO

- The Rodel Foundation helped shape Delaware's winning application for Race to the Top by working with and supporting Gov. Jack Markell, the Delaware Department of Education, educators, and the business community.
- Rodel supported the development and implementation of Delaware's **Performance Forum Initiative**, a bold reform plan geared to transform Delaware's chronically low-performing schools.
- The **Delaware Performance Assessment System** was changed to require evidence of student growth for teachers to earn re-employment after Rodel provided significant support.
- Rodel organized and funded the annual Vision 2015 Leadership Forum, "Delaware's Education Initiative" sponsored by New York City Schools Chancellor Joel Klein and attended by more than 500 educators, business and community leaders, elected officials, and concerned citizens.

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The Kumbas Academy Charter School in Wilmington is one of 26 schools in the Vision 2015 Network, a project of the Rodel Foundation of Delaware. (Photo credit: Kelly Adelman)

THE AMERICAS REGION ANNUAL REPORT 2011

Deloitte

design, layout, art direction, illustration

Initiatives Connected for clients and people



Americas Attest Strategy

The Attest initiative is working to increase our growth in the markets we serve, defend our portfolio of clients, and improve our capabilities to better serve our clients – all with a constant focus on building stronger relationships among Americas Region member firms. The initiative will also support a successful implementation of the Global AERS Transformation in the Region.

In FY11, the Audit Functional Leaders of the Americas joined forces to build and secure approval of the Attest strategy.

Interested?
The McGinnis Partner, Deloitte United States, Americas Attest Strategy Initiative Leader

What's next in FY12?
This year will be all about bringing the strategy to life. The audit teams will be looking for ways to win new cross-border attest clients as well as launch a number of programs designed to strengthen existing relationships and bring more value to clients.

Americas Pursuit Center

The mission of the APC is to provide world-class pursuit capabilities to bring accounts from the Region complete more effectively and lead on sales – one proposal at a time.

- Cross-border opportunities supported since formation in December 2010: 22
- Total revenue value for wins supported to date: More than \$48 million
- Supported pursuits for Americas Client Growth (ACG): Top 50 clients: 18 pursuits

Americas Client Growth (ACG)

The ACG initiative was created to spur profitable growth with a portfolio of high-potential clients in the Region by providing increased client-facing support, an LCSR as a core strategy, professional development, pursuit, and relationship building.

Over the past year, the ACG initiative has delivered several important new hires to connect. For example, the **Leadership Development Summit** was attended by 110 LCSRs from all over the Region. **Deloitte Client Experience (DCE)** also helped a range of client teams enhance their client relationships. And the **Americas Pursuit Center (APC)** supported more than 20 cross-border pursuits in the Region.


This work is showing real results. Overall, ACG portfolio clients outperformed the US&C0000000 of Public Sector and Attest to better compare to the ACG portfolio by 885 basis points in FY11.

Interested?
Gary Clements, Partner, DTL, Americas Client Growth Initiative Leader




Connected As One

The Americas Region | FY11 Annual Review



Content

By the numbers

- We are the Americas
- Milestones
- Initiatives
- What's next

The Americas Senior Manager School was an ideal environment for me to learn the skills I need to take my career to the next level. I was able to interact with all types of people in an environment that simulated challenging real-world scenarios. And having senior leadership on hand was an added bonus.

Shelley Zahra
Senior Manager, Calgary

Americas Senior Manager School: Connecting as one

In November 2010, 134 senior managers from across the Americas member firms and functions participated in the first-ever Americas Senior Manager School. The three-day session was based on a cross-functional, cross-member firm interactive simulation, followed by a session outlining the strategy behind the ACA and the Americas initiatives. Twenty partners and directors from all Americas member firms acted as coaches and "cast members" during the simulation.

Participating in the school reminded me of just how important it is to make sure we're helping the next generation of leaders grow. Plus, it was a fresh approach to teaching the concepts senior managers need to lead.

Enrique Paez
Senior & Quality Managing Partner, Deloitte Mexico

Americas Region By the numbers

- Number of partners: more than **4,000**
- Number of Americas Client Growth Initiative target clients assigned an Americas Lead Client Service Partner (LSCP), in addition to member firm LCSPs: **49**
- FY11 Americas Region aggregated revenues: **\$12.6B**
- FY11 YTD Equivalent Americas Region total headcount: **64,940**
- Number of senior managers who attended the Americas Senior Manager school in Dallas: **134**
- Total number of submissions to Americas-wide Innovation Quest: More than **2,055**

What's next

Already, the Americas Region has generated a number of initiatives that are contributing to the Region's success. And the momentum we've created will continue into FY12, with aggressive goals already in place, and new strategies being put into motion to make sure we reach those goals.

There are also some big new initiatives on the way. In FY12, look for milestones in the areas of Industry, Technology, and Procurement to sharpen and focus our existing capabilities.

The Americas Region continues to be one of the most exciting engines of innovation within the Deloitte network of member firms and a shining example of the As One strategy in action. If you want to be a more active part of it, here are three ways you can get involved. Explore a global deployment. Talk to your manager about getting involved in cross-border projects. Reach out to an initiative team. Submit this on FY11 just about every client. Get it? It's also about making sure our people have all the tools they need to build the careers they want. And that starts with you.

THE AMERICAS REGION ANNUAL REPORT 2010

Deloitte

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Deloitte.

As one

The Americas Region
FY10 Annual Review



What a difference a year makes

One year ago, we made a decision to change the way we do business in the Americas. When we signed the Americas Cooperation Agreement (ACA), we agreed to do the same thing our clients are looking to do—seize new opportunities by collaborating across borders. We took that step as much for Deloitte as for our clients, who are embracing globalization and expect us to help show the way, no matter where they want to go. Just as important, the ACA was designed to serve up new opportunities for our people to develop personally and professionally.

How far have we come? How far do we have to go? [Click](#) to hear more.

John
John Levis
Managing Director—Americas
Deloitte LLP

The power of one

In our never-ending pursuit to look for new ways to support our clients around the world, the Americas Region provides an innovative approach to borderless client service. The only about merely signing a formal agreement. It's about approaching our business in a different way. Through our initiatives, we demonstrate our ability to redefine ourselves and adjust to the ever-changing needs of operating in a global organization. That's the power of one. And we're putting it to work today.

Barry
Barry Salzberg
Chairman, Deloitte Americas LLC

First things first...

There are a few key things you need to know about how the Americas Cooperation Agreement (ACA) changes our approach to doing business in the Americas member firms.

Why
The ACA is designed to help Deloitte make the best use of the combined power of its member firms in the Americas. In practice, that means several important things. For one, whether we're serving clients or pursuing new business opportunities, it's easier to identify and connect with the right team members when you need them—wherever they are. It also means that project teams are crafted with a diverse group of talent that is better aligned with client needs. It's an approach that is already resulting in more wins from clients who value an integrated global approach.

Who
The Americas Region is made up of seven member firms: Brazil, Canada, Caribbean/Bermuda, Chile, Latin American Countries Organization (LACCO), Mexico, and the U.S.

Vision and goals


Our collective vision
Align our actions, strengthen our practices, and build mutual trust and confidence, enabling us to serve our clients better and to grow our competitive market share.

Our goals

- Target and pursue clients
- Develop talent
- Share knowledge
- Address growth markets/service line white spaces
- Enable mobility

How
The ACA allows member firms to pool resources across regions. It also provides a structure for our people to participate in cross-border activities as the need arises, with minimum delay and an expedient deployment and return. The ACA also formally links the leaders of the member firms in the Americas Region, ensuring an even higher level of executive-level commitment and collaboration.

Milestones



- Americas Cooperation Agreement signed ceremony in Miami
- Americas Executive approves funding for five initiatives for FY10
- **Americas Region section** of Deloitte Resources launched
- Regional Mobility initiative identifies global deployment partner contacts and talent leader contacts from each member firm
- Hosted first meeting of International Financial Reporting Standards (IFRS) initiative leaders across the Americas Region
- Client Growth initiative holds kickoff webinar with Americas Lead Client Service Partners (LCSPs)
- September 2009 — Mid-Market/Private Company (MMP/C) initiative leaders hold first meeting
- November 2009 — Americas Consulting Strategy approved; implementation committee formed
- December 2009 — Launched Americas IFRS Knowledge Center
- February 2010 — New Finance Transformation Americas Integrated Market Offering (IMCO) initiative approved and launched
- March 2010 — Americas Consulting Strategy leadership summit held in Dallas, Texas (United States); key leaders supported and focus areas prioritized
- Regional Mobility Committee formed to act as advisors on key mobility efforts across the region
- April 2010 — Americas Executive Approves four new initiatives for FY11—Attest Strategy, Enterprise Risk Services (ERS) Strategy, Americas Financial Advisory (AFA) transition, and Tax Strategy
- Americas member firm CEOs approve pilot for Milestone Schools
- International Financial Reporting Standards Americas Integrated Market Offering (IFRS IMCO) initiative refreshes strategy to focus on seven priorities for FY11
- May 2010 — MMP/C initiative launches market segmentation pilot with Food & Beverage industry segment
- Client Growth initiative launches FY11 client portfolio



Teaming across borders

The ACA only matters if it makes a difference for our clients and our people. Fortunately, we're already seeing the benefits of cross-border collaboration, working as one with our clients and with each other.

By the numbers



Partners, principals and directors
more than 6,050



US\$11.48B
FY10 Projected Americas
Region Aggregated Revenues



175

Global Fortune 500
companies headquartered
in the Americas Region



FY09 aggregated revenues for member firms in the Americas Region
= 48% of the total revenues for the network of member firms

Countries covered through the Americas member firms:

29

Argentina, Bahamas, Barbados, Bermuda, Bolivia, Brazil, British Virgin Islands, Canada, Cayman Islands, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Netherlands, Antilles and Aruba, Nicaragua, Panama, Paraguay, Peru, Trinidad and Tobago, Uruguay, U.S., Venezuela



Number of success stories shared:
More than two dozen, totaling more than
US\$85M in revenue



69,544
FY10 YTD Equivalent Americas
Region Total Headcount



37%
Percentage of global GDP
represented by countries
within the Americas Region



US\$200B
Estimated market for
professional services in Americas

6 For internal use only

7 For internal use only

International Financial Reporting Standards

The purpose of the International Financial Reporting Standards (IFRS) initiative is to build a consistent understanding of IFRS, develop coordinated go-to-market strategies, and increase collaboration across member firms and their functions in the Americas Region. The initiative is making significant progress in these efforts—and has already seen strong results.

Despite regulatory uncertainty in many markets, the Americas member firms' IFRS revenues doubled from US\$46 million in FY09 to an estimated US\$90 million in FY10. Marketplace successes include cross-border, multiple country wins with clients such as Ace Insurance, ABS, Bunge, FEMSA, Mobe, Industria Metalurg, Pocomarca, TI Bank, and Votacron Industrial. Other wins in FY10 successfully laid the groundwork for building IFRS networks within the Americas and supported an increase in the number of regionally important wins and pursuits. The initiative also

established an Americas IFRS Knowledge Center, for sharing best practices, thought leadership/eminence, tools and methodologies.

The team has refreshed its strategy based on the current market landscape and is working toward a set of seven strategic priorities for FY11, which include strengthening and leveraging the regional IFRS network to bring the member firms' cross-functional capabilities to clients, as well as increasing cross-border/cross functional wins and opportunities. At the same time, the initiative plans to increase IFRS knowledge sharing, effectively collaborating with other Americas Region initiatives and raising IFRS on CoO agendas.

“Together, we can bring the power of our strong cross-functional and cross-regional capabilities—that is, the power of One Deloitte—to become a leader in the IFRS services market in the Americas.”

Bruce Mescher, partner, Deloitte Brazil, and lead for Americas IMO - IFRS



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Regional Mobility

New opportunities for Americas member firms translate into new opportunities for the people of Deloitte—and new ways to achieve client growth in the region. The Regional Mobility initiative creates deployment experiences that not only enrich assignments, but also help member firms bring more value to their clients.

The Regional Mobility initiative was launched in FY10, and the team has successfully built a strong foundation by forming the Regional Mobility Committee, with partners from each member firm represented. The committee created a detailed mission and strategy and has developed an approach to planning deployments at a granular level in each member firm for FY11—by function, region, office, and service line.

The initiative team and committee members will work closely with the leadership team of each member firm to identify inbound and outbound deployment opportunities and establish targets. Each member firm will also increase its connectivity to outbound assignments to ensure a rewarding deployment and repatriation experience.

By dramatically expanding opportunities for our professionals through regional deployments, the Regional Mobility initiative will broaden their experience—and help develop future firm leaders. And by offering our clients teams of professionals who are rich with cross-cultural knowledge and insights, we will deepen client service. We look forward to working with Americas member firms and the other initiatives to contribute to client growth and professional development in FY11.”

Ray Lombardi, partner, Deloitte United States, and lead for the Regional Mobility Initiative



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ANNUAL REPORT 2008

Deloitte

design, layout, art direction, project management, print production

IABC Gold Quill Award of Merit 2009 for Publication design categor

Deloitte.

◀◀ Looking back

at 2008

Deloitte.

Thinking ahead ▶▶

To start thinking ahead
close the book on the past
and turn over a new leaf



For a look back
close the book and
flip your perspective

Looking back is important but the future beckons



Looking back at the year's accomplishments is as important as looking in your rearview mirror. An essential exercise, of course, but it's critical to focus on the road ahead.

For Deloitte member firms around the world, there are many accomplishments from fiscal year 2008 to celebrate, including the sixth consecutive year of double-digit growth. But even as we pause to appreciate the achievements, we're looking beyond the horizon to see what's next.

So, we'll brake just long enough to give you a snapshot of 2008 for the Deloitte member firms—both the nuts-and-bolts data and some fun facts. When we've had your fill of 2008, we invite you to give this book a flip and take a look at how we're getting ready for tomorrow.

Peering around the corner



There's a reason movers and shakers are the ones that get things done. It's because they are always in motion, looking beyond the obvious.

Perpetual motion takes many forms at Deloitte. For the 165,000 people of the member firms, it takes the form of opportunities that keep people always moving ahead, in a direction that feels comfortable yet challenging. In the pages ahead, you'll find a few profiles of movers and shakers who give us a glimpse into their fast-moving lives and careers.

In work with clients, always moving means anticipating their needs and helping them reach their goals. Here we can share only a few client stories, but we hope you will find the common thread: a passion for client service excellence.

And when we take a broader view of the world around us, we see our communities constantly evolving. While their needs change, our commitment to serve them remains the same.

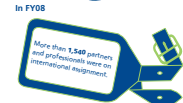


Travel the world with Deloitte professionals as they describe what inspires them. Watch their videos at www.deloitte.com/inspire/evolve.

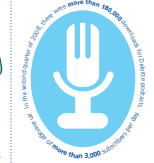
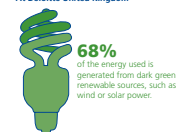
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Deloitte by the numbers



At Deloitte United Kingdom



As of June 2008



Over 25,000 Deloitte U.S. professionals have registered their footprint to gauge their level of "green."



The member firm in the Commonwealth of Independent States grew by 38.6 percent in FY08.
With over 8,000 professionals now part of Deloitte China, the member firm has risen to the fourth-largest member firm by head count, behind only the United States, United Kingdom, and Canada in the Deloitte global network.
The Global Careers website has over 7 million visits per year and posts more than 10,000 jobs around the world.
In FY08, Deloitte member firms collectively hired more than 41,000 people.
Overall, Deloitte member firms serve over 80 percent of the 2007 Fortune Global 500.

Continuing momentum

'07

Deloitte Australia launched The Deloitte Leadership Academy, a unique online learning and networking initiative for senior executives.

The Deloitte Research Fellows Program announced the class of 2007, with representatives selected from Australia, Canada, Denmark, Netherlands, the United Kingdom, and the United States. The program, run by Deloitte Research in the United States and the Global Public Sector industry group, is designed to enhance thought leadership capabilities of member firm professionals.



The Deloitte Student Business Forum gathered 66 students from over 20 countries at the International Institute for Management Development in Lausanne, Switzerland, in between networking and team-building events, the students tackled a real-world business challenge, led by partners from Deloitte member firms.



Left to right: Deloitte France CEO Jean-Paul Pirelli, French Minister of Finance Christine Lagarde, and DTT Vice Chairman Amédée Barin.

For the sixth year, Deloitte France and the Invest in France Agency cosponsored an event at the World Economic Forum in Davos, Switzerland, with international business executives and French government leaders. The discussion on European and French economic policy and markets encouraged global companies and organizations to share their experiences investing in the European Union, particularly in France.



Deloitte Canada's new Analytic & Forensic Technology lab opened in Toronto. This is the largest private forensic lab in Canada and incorporates state-of-the-art technology for conducting forensic investigations and analysis for clients.



The United States, Southern Africa, and CIS member firms reeled in employees with Deloitte film festivals.



Delegates of the Deloitte Touche Tohmatsu Annual World Meeting saw firsthand how Cisco's advanced teleconferencing technology is saving money and keeping employees closer to home. Cisco was one of 35 Silicon Valley companies that opened its doors to discuss innovative practices with meeting delegates.

DTT signed the World Economic Forum "CEO Climate Policy Statement to GB leaders," delivered to GB leaders at their meeting in Japan.

Deloitte United States began work on a state-of-the-art learning and leadership development center, expected to open in 2011 in Texas.

'08



Deloitte Southern Africa's Tip-offs Anonymous® program continued to be a leader of independent and anonymous hotlines and disclosure services in Southern Africa, with approximately 300 clients as subscribers to the service.



Deloitte Germany established a foundation focused on helping children and young adults become valuable contributors to an increasingly knowledge-based society. In one of its first projects, the foundation presented an award to German universities for the best career services effectively linking education and business.

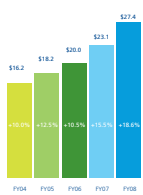
Deloitte Germany CEO Prof. Dr. Wolfgang Grewel (far left) and Board SE Chairman Henning Schulz-Naende (far right) with representatives of the winning universities.

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Financial information

Aggregate member firm revenue growth
(in billions of US\$)



Sixth consecutive year of double-digit revenue growth

Sustainable growth in revenue and earnings enables Deloitte member firms to provide superior services to their clients and exciting career opportunities for their people.

Aggregate revenue of Deloitte member firms for the year ended 31 May 2008 was US\$27.4 billion, an increase of 18.6 percent in U.S. dollars over the previous year. It was the highest in six consecutive years of double-digit revenue growth from continuing operations. Revenue growth was 13 percent when measured in local currencies.

Strong regional growth

Each region reported double-digit revenue growth, reflecting the Deloitte network's balanced financial strength.

Member firms in the Americas region grew by 12.9 percent to US\$13 billion, or 47 percent of the total. Member firms in Central and South America grew by 14 percent.

In Asia Pacific, the fastest-growing region, member firm revenues increased by 30.3 percent to US\$3.2 billion, or 12 percent of the total. Revenue from the Deloitte China practice grew by 28 percent, driven by the country's economic growth and the Deloitte organization's strategic interest in that country.

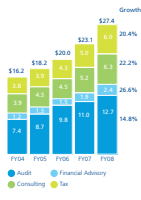
Revenues from member firms in the Europe/Middle East/Africa region increased by 22.6 percent to \$11.3 billion, or 41 percent of the total.

Balanced growth across all four businesses

Each of the four businesses—audit, tax, consulting, and financial advisory—all achieved double-digit revenue growth across the member firms. This balanced growth reflects the unique value of a multidisciplinary approach to client service. Financial advisory consulting, and tax all grew in aggregate by greater than 20 percent, while audit—the largest functional area, representing 46 percent of the total—grew by 14.8 percent.

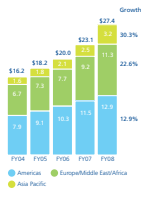
Life Sciences and Health Care industry group leads growth
Member firms reported strong revenue growth in each industry group. The Life Sciences and Health Care group in aggregate across the member firms grew by 22 percent to US\$1.8 billion, and Real Estate grew by 19 percent to US\$1.5 billion. The Financial Services industry group, the largest in the Deloitte network, had aggregate revenues of US\$6.1 billion.

Aggregate member firm revenue by functional area
(in billions of US\$)



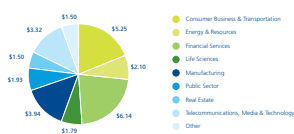
* From FY07 to FY08. Note: Because of rounding, numbers may not tally with the total.

Aggregate member firm revenue by geographic region
(in billions of US\$)



* From FY07 to FY08. Note: Because of rounding, numbers may not tally with the total.

Aggregate member firm revenue by industry group (in billions of US\$)



Life on the road

Somewhere between making partner at 28, constant traveling, closing deals, and eating snakes, Deloitte Australia partner David Hill still finds time to watch "Thomas the Tank Engine" on television with his two sons.



What do David Hill's sons Eddie and Oliver think their father does at work every day? "They just know that I have a computer," Hill says.

How has traveling changed you?

It's humbling. Traveling helps you realize your place in the world. You form a much different view when you see the many challenges going on around the globe.

Coming back to Adelaide after traveling through parts of Africa, I'll never forget the time I saw someone kicking a photocopier in frustration over a paper jam. I remember thinking that in the scheme of what's going on in the world, a paper jam isn't worth getting wound up over.

Did you ever eat anything you never thought you would?

When I was in China I thought I was eating some sort of sausage, and found out later it was snake. And it didn't taste like chicken.

With two young sons, how do you balance your schedule so that you can spend time with them?

I'm pretty ruthless when it comes to that. Unless it's critical, I minimize weekend work time. Almost every weekend we'll do something special with the kids.

It must be hard to leave them behind each morning. What makes you look forward to coming to work every day?

That's a really easy question. I love that every day when I come into the office, I have no idea what I might end up doing. That might seem bizarre, but I embrace it.



To learn more about Hill's global journey, beginning with an international assignment, visit www.deloitte.com/annualreview/davidhill.

Looking beyond your own backyard

Sometimes it takes a broader, more global perspective to get a client to think about you differently. That's what Deloitte member firm partners in Canada and the United States were going for with Alberta Health Services – Capital Health, one of Canada's largest integrated health systems.

Recent work focusing on translational medicine—the practice of extending clinical research into day-to-day patient care—was typical of the work Deloitte United States and Deloitte Canada had performed for Alberta Health Services – Capital Health. But going to the next phase—that was something different.

"We needed to show them that we could go beyond planning to implementation, even though we've never done this type of work before," says Deloitte U.S. consulting principal and project lead Keith Strier.

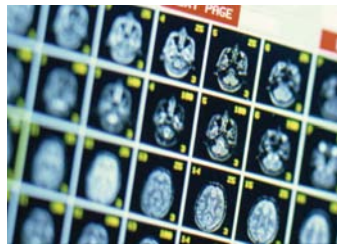
Strier knew that when it came to innovations in health care delivery, some of the best practices were in Asia. "So we thought, why not take the client to witness these practices firsthand?"

So they did, in South Korea and Japan, where Strier and his team led Capital Health and collaborators from the University of Alberta through visits with leaders from top translational programs at some of the leading biomedical research institutes and digital hospitals.

"We are always looking for innovation," says Donna Stratling of Alberta Health Services – Capital Health. "Deloitte showed us that sometimes we need to look beyond our borders—even beyond our hemisphere—to find the best solutions."

"Deloitte showed us that sometimes we need to look beyond our borders—even beyond our hemisphere—to find the best solutions."

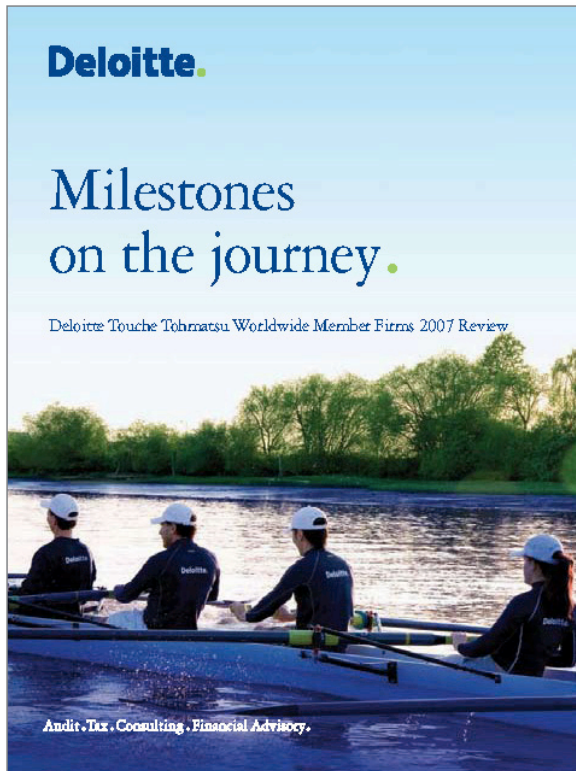
Donna Stratling, Vice President, Information System & CIO, Alberta Health Services – Capital Health



ANNUAL REPORT 2007

Deloitte

design, layout, art direction, project management, print production
2007 Print Media Merit Award for best designer



As part of a multimedia advertising campaign Deloitte United Kingdom launched in March 2007, a view of the 360° Offices in London gives an insight into the Deloitte brand.

Living the brand

A vibrant and compelling brand is essential to the strength and success of the Deloitte organization and helps to move the organization closer to becoming the standard of excellence. But it is brand in a special sense. "Brand, for Deloitte, is not a commercial instrument," says Ludo De Keulenaer, DTT Managing Partner, Brand. "It's not about our 'product,' or even what Deloitte does. It's about who we are and what we stand for."

For Deloitte member firms the brand expresses the network's unique value proposition. It is the distinctive experience that comes from being part of the organization's people, the commitment to growth and integrity those people embody, and the trust and respect they collectively generate among investors, the capital markets, and in their communities. Behind it all lies a tradition of quality, independence, and expertise, reflected in the Deloitte Brand Values.

"It's not for nothing," says De Keulenaer. "The Deloitte place we much emphasize on its people. The people of Deloitte carry the brand, and it is their values and interactions—written everywhere—that define the Deloitte brand experience." Developing the capabilities and potential of the Deloitte organization's nearly 150,000 people is therefore seen as integral to building the brand. "It's a perfect symbiosis: the energy and creativity of the Deloitte people drive the business and the brand, while the unparalleled breadth and diversity of the network allow firms to pursue careers of extraordinary richness and variety. It's why member firms focus with such care on their people's experience and growth. We've seen this, especially, in the area of ethics and sustainability. It's very important to Deloitte people—and of course, to our brand."

Ethics and sustainability are issues of increasing importance throughout the Deloitte network. They are reflected in how member firms assess clients, how they run their own organizations, and what side they seek to play in the conversations to which they belong. As De Keulenaer puts it: "The Deloitte network is an extraordinary combination of talent and expertise. Mobilizing this talent to make the environment—and indeed the world—a better place is a basic responsibility. This is the Deloitte brand."



Starting with Deloitte Trade—some 1,000 from Deloitte United Kingdom joined in a 4 & 4 Women's corporate charity row in London's Battersea Park in July 2007—this spirit for the work-life balance event. Contributed by the WeWork, Deloitte United Kingdom.

Deloitte in 2007, at a glance

In 2007, for DTT and Deloitte member firms worldwide, the road was marked with milestones of accomplishments. The journey through this review shows a glimpse into the member firms' accolades from the year and progress being made in all business segments and industry sectors—moving the organization closer to its vision of being the standard of excellence.

"I wake up every morning excited about going to work."

Dan Lange
Global Managing Partner, International Tax Services, Deloitte United States

Dan Lange

The importance of talent

"The tax practices in the member firms are enjoying outstanding growth, which creates outstanding career opportunities for Deloitte people. Clients, municipalities, and quality. The starting point in this process is a significant investment in people. As they grow professionally, they continue to bring high-quality services to clients, and these services in turn lead to a competitive edge in the marketplace."

"Deloitte member firms are great places to work. People enjoy working for an organization that helps them to develop rapidly, to be recognized and rewarded for their efforts. The Deloitte culture stresses learning, training and development, and broad, flexible career choices. Examples of this include embracing our 'horizontal career' within the organization and global assignments in other countries. The level of diversity of opportunity is important to the development of professionals."

"Throughout the world, there is a shortage of people coming out of the universities with an interest in tax. One of Deloitte's responsibilities is to help students see the benefits of career in tax. We look for students who seek diverse and challenging experiences, who want to make greater use of technology and technical knowledge in solving business problems."

"Once we attract such people to the Deloitte organization, member firms are proactive in satisfying their needs and objectives, as they are constantly growing and want to remain with the organization. It is this constant evolution that allows Deloitte people to flourish."

"To ensure the freshness and consistency of this culture, Deloitte engages in a lot of global networking, client events, training, and leadership events. Member firms share best practices on a regular basis, so the culture keeps pace with the continual changes in the business environment, regulations, and technology."



ANNUAL REPORT 2006

Deloitte

design, layout, art direction, project management, print production



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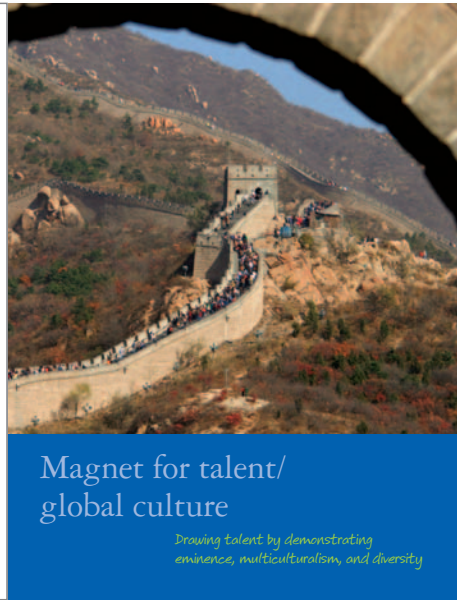
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Antarctic hometown mileage signs form a monument at Bellinghassen Station on King George Island, Antarctica. Contributed by Norman Fitch, Deloitte Luxembourg



Thoughts on how business contributes to a global culture

Kofi Annan



Kofi Annan, Secretary-General of the United Nations, is the first to be elected from the ranks of UN staff. Among his priorities, the Secretary-General has sought to build closer partnerships with civil society, the private sector and other non-State actors whose strengths complement those of the UN.

In the excerpted address below on "The Business Contribution to the Millennium Development Goals," he speaks to the importance of the private sector's role in global challenges.

"Reducing poverty, health and dynamic workforces. It creates purchasing power, boosts productivity and eases social tensions. And at a time when businesses spend much of their time fighting the perception that they are responsible for many of the world's ills, playing a stronger role in the fight against poverty would show that business can be part of the solution.

This sense of what business can do for others—and what it must do for itself—is at the heart of the Global Compact corporate citizenship initiative that I launched six years ago. What started as a simple call to action is today a multi-stakeholder partnership in which some 2,000 companies, from more than 80 countries, are working together to advance 10 universal principles in the areas of human rights, labor standards, the environment and the fight against corruption.

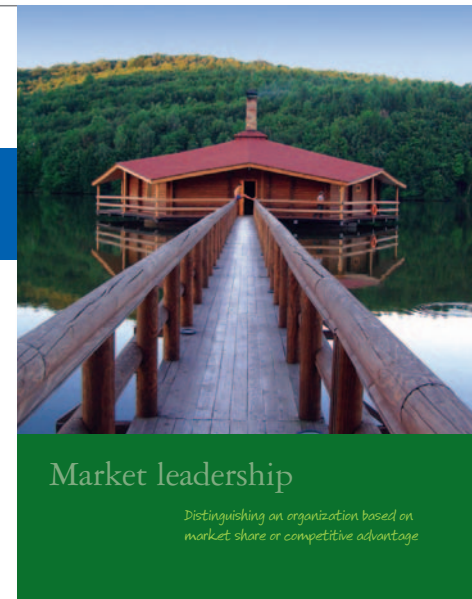
Through the Compact, companies are integrating the principles into their mission statements and actions. They have been spreading awareness about HRSDCE in the workplace, and in the wider community. They have provided micro-finance for small entrepreneurs, and assistance to small- and medium-sized local enterprises. They have taken steps to ensure transparency and more ethical management of their supply chains.

Our challenge now is to scale up what works, and to build on the pilot projects we have started in several places. For example, business can play a key role in many large-scale "quick wins"—such as universal access to anti-malaria bednets, or the provision of locally produced school meals. These would save and improve millions of lives in just a few years.

At the same time, we continue to look to Governments of developing countries to put in place the necessary incentives, infrastructure, policies and property rights protections. We look to them for effective governance and to uphold the rule of law. Only in this way will capital and business activity flow to more than just the handful of countries that receive the lion's share today. Only in this way will we realize the full potential of business in supporting the Goals. Business cannot grow if States falter or fail."

Excerpted from "The Business Contribution to the Millennium Development Goals," given on 14 June 2005.

Many of Deloitte member firm's 600 new partners in 2005 visit the Great Wall during the October Global New Partner Seminar in Beijing. Contributed by Lori Galante, Deloitte Touche Tohmatsu



THE DELOITTE TIMES

Deloitte

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ANNUAL WORLD MEETING PASSPORT

Deloitte


design, layout, art direction, print production



Deloitte University brochure

Deloitte

art direction, print production, project management



Deloitte University
The Leadership Center



Welcome

Welcome to Deloitte University!


As part of our global family, I'd like to invite you to host your next meeting or event at our Leadership Center.

Friendly smiles are contagious and courteous service is our standard. You'll be surrounded by people that share our same values, and collaboration and innovation run rampant. DU has transformed learning with its innovative resources and expanded networking opportunities. Our experienced team cares about your needs and will ensure that your visit is a pleasant and memorable one—including seamless transportation to/from campus, superb dining experiences, DFit workouts, leading technology, an abundance of networking opportunities, and a learning environment where leaders thrive and ideas prosper.

We are committed to serve you in every way possible. We hope you will make Deloitte University your "home away from home."

Explore DU




Our 700,000 square foot (65,000 sq. meters) facility is located on 107 acres in Westlake, Texas, conveniently located just 15 minutes from Dallas Fort Worth International Airport.

Our state-of-the-art facility includes:

- 35 classrooms
- 36 team rooms
- An amphitheater
- A grand ballroom and a junior ballroom
- Three restaurants
- A fully-equipped gym (DFit)
- A technology help desk (Cyber Center)
- 800 guest rooms
- 2-mile jogging trail
- Multi-purpose recreational fields (volleyball, soccer, etc.)
- Basketball court

Deloitte University
Coming Together As One.




Pete Sackliah
Chief Customer Officer
Deloitte University

To learn more, visit www.DeloitteUniversity.com

“As Managing Director–Global Consulting, I have had the opportunity to both host and participate in meetings at Deloitte University. It is an exceptional facility created for our people that embodies our collaborative culture, ability to problem solve and focus on innovation. These elements are present in every aspect of DU, from the way it's designed to the experiences you have while you are there.”

— **John Kerr**, Managing Director, Global Consulting, Deloitte



We are ready to serve you

Deloitte University has hosted a variety of programs from 5 people to 1,000 people since our official opening in October 2011. We have learned a lot and are ready to host your event. Please keep us in mind throughout the year—even during our heaviest training periods we could accommodate groups of 50 with some flexibility. Our doors are open.

Why DU

Sometimes it's the intangibles that make all the difference. While we have great amenities and service, it's the participants that make our home unique. Bringing your meeting to our "As One" facility will promote a feeling of belonging and pride in a culture that values its people.

“I think that this program has been one of the best courses I've ever attended. The facilities are incredible and the sense of culture is tangible. I believe that Deloitte University is an excellent investment for the global firm and that our people should take advantage of it.”

— **DTL Global LCSP Program**

Types of Events

We can host a variety of events to meet your needs. For example:

- Learning Programs
- Leadership Meetings
- Client Meetings & Tours
- Strategic Positioning Events
- Recruiting Events
- Alumni Events
- Industry Events

Meeting Package

Our \$460 per person/night meeting package applies to all guests (U.S., global, clients, etc.) and is comparable to standard market rates but includes additional benefits that will enhance your experience.

The DU meeting package includes:

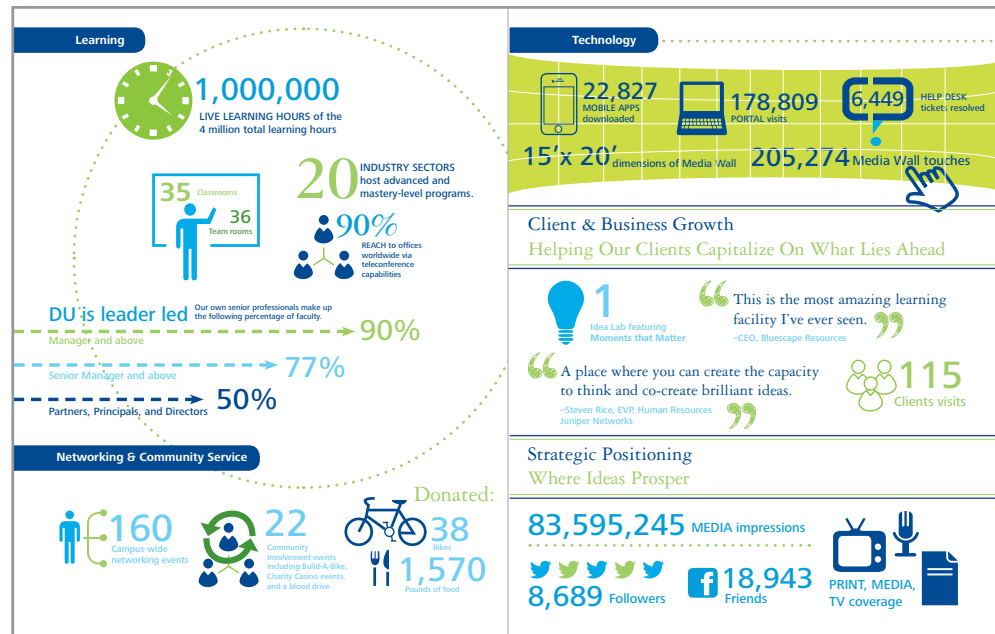
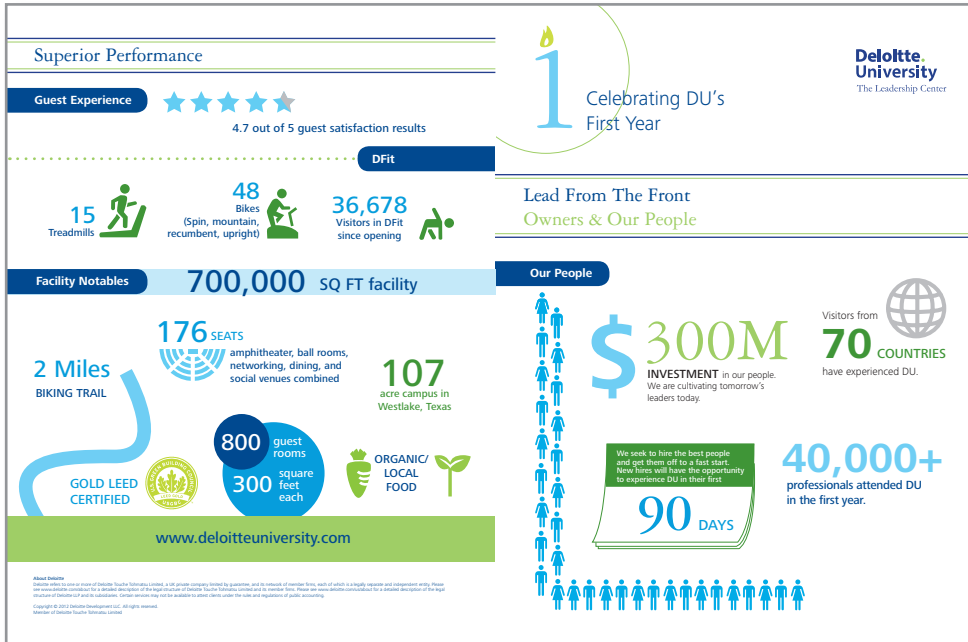
- Executive standard accommodations
- All meals with many food choices
- Audio Visual and technology
- Ground transportation to/from campus
- Unlimited Starbucks coffee and gourmet snacks
- Health club access including classes
- Internet access and all phone calls
- DU sponsored networking events such as charity casino evenings, croquet ball games, etc.

Contact Us
To schedule your event at DU, contact:

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tkane@deloitte.com
+1 682 388 6109

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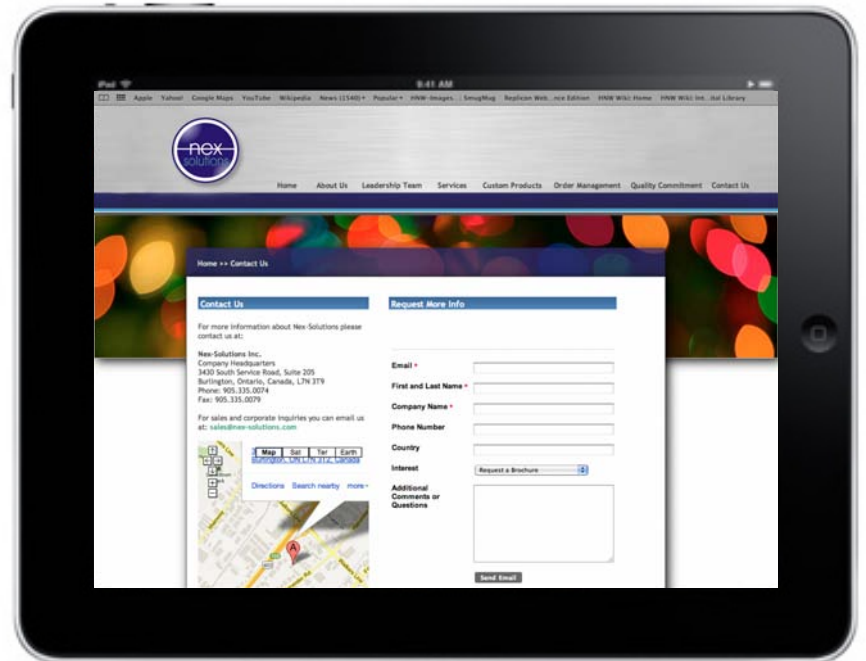
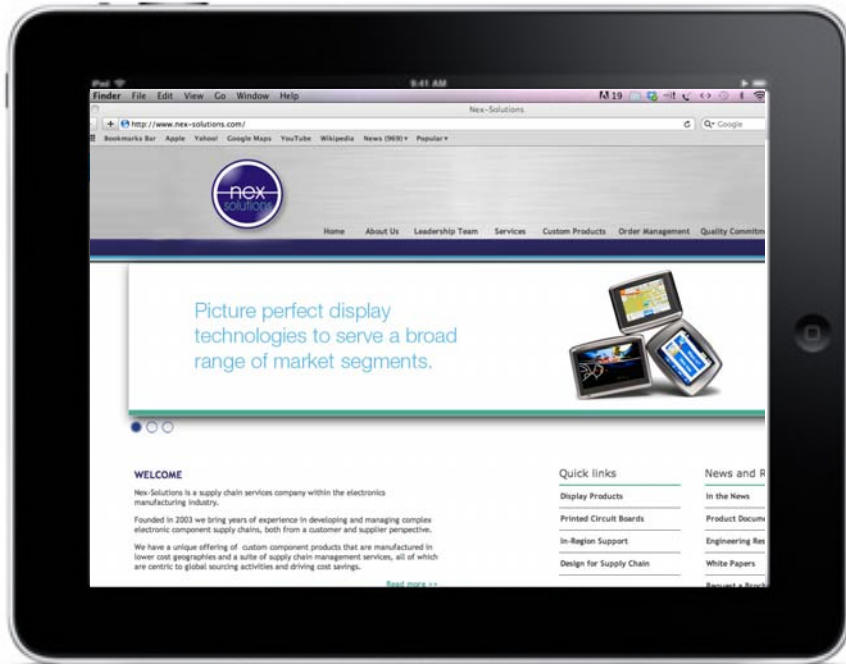
Zhang Capital Management

Logo and website design



NEX SOLUTIONS

website design



THE WATSON GROUP

brand Identity, logo design



WATSON GROUP



WATSON GROUP

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WATSON GROUP



LOGO DESIGN



WISCONSIN PORK ASSOCIATION



WATSON GROUP



METRO NY CLIENT SATISFACTION RESULTS

Arthur Andersen

design, layout, photography, print production

HIGHLIGHTS OF OUR PERFORMANCE
In the 1999-00 Emerson Study

- Leader in overall client satisfaction by a wide margin
- Significantly improved results compared to 1998 study
- First place ranking in 11 of 12 categories of client satisfaction
- Achieved 5 star level in audit and accounting, and in partner responsiveness.

ARTHUR ANDERSEN
Leader in Client Satisfaction

Emerson Research Company, Ltd., a firm that has provided market research and information services focused on the Big Five accounting/consulting firms since 1982, recently released the results of its 1999-00 Big Five Metro New York Client Satisfaction Study. The Emerson study population included the major compliance and other recurring relationship clients of each of the Big Five firms in Metro New York.

Emerson named Arthur Andersen the leader in overall client satisfaction in 11 of 12 categories of accounting.

In addition, 11 other an including in clients' bus clients' ne

We placed first in overall client satisfaction

1

EMERSON BIG FIVE
Metro New York Client Satisfaction Study Results

In addition to overall satisfaction, the study measures client satisfaction in 12 components as shown below. Arthur Andersen placed first in 11 of the 12 components.

Service Attribute	Att
Audit/Accounting	1
Tax	2
Other Audit, Assurance, Risk, Compliance, or Outsourcing Services	1*
Information Technology	1
Other Consulting	1
Knowledge of Business	1
Contribution to Client's Success	1*
Partner Responsiveness	1*
Staff Responsiveness	1*
Proactive Contribution	1
Understanding Needs & Expectations	1
Overall	1

* Ranked as 11th overall in the 1999-00 Emerson Big Five Metro New York Client Satisfaction Study.

WHY ARTHUR ANDERSEN IS THE BEST
Client Feedback from the Study

"They are truly a global service provider."

"They respond in a timely fashion when we contact them and they have good ideas on how to handle certain issues we put to them. They get back to us in a good 'hand' and are there when you need them."

"They are very efficient in doing the audit. They don't take up a lot of time and they help us stay on the straight and narrow."

"They have the most responsive people I have ever come across. They try to activate a close working relationship with us."

"They give excellent SEC and financial reporting advice."

"Their work ethic and quality of staff separate them from some of their competitors. Also, they have excellent technical capabilities."

"On the consulting side, they provide professional management guidance on new technical announcements and they bring innovative tax optimization strategies."

"They understand the business rather than just provide accounting services. They know the industry extremely well."

Arthur Andersen
Metro New York Client Satisfaction Results

Helping In Ways You Never Imagined


★★★★★

Emerson Research Company, Ltd. Study

THE ANDERSEN/TATHAM BREAKTHROUGH PERFORMANCE ENGINEERING BOOTCAMP

Arthur Andersen

design, layout




How We Think...

An organization's process management can become a source of competitive advantage, only if that organization builds its own process innovation capability in design, implementation and management.

An organization that relies solely on external process experts will never truly understand what it means to operate as a process-centered entity.

How We're Different from the Others

Working together, Arthur Andersen and Tatham Engineering couple a powerful, non computer-based business simulator with a proven process redesign methodology. This simulator and methodology deliver the principles and techniques needed for a successful organizational transformation into your hands. We make you the experts in analyzing and redesigning your own processes.




"Man's mind, stretched to a new idea, never goes back to its original dimensions." -Peter F. Drucker

The Andersen/Tatham Breakthrough Performance Engineering Bootcamp®

We provide our clients with our Breakthrough Performance Engineering (BPE) System that creates a process management culture in the client's organization. As its core is a highly sophisticated non computer-based business simulator that energizes people and gives them the tools, motivation, confidence, and common language needed to improve the processes they use every day to deliver customer value.

We call this simulator the CPI Boot Camp® because it accomplishes in two days what would otherwise take years for traditional process (re) design teams to achieve.

The stimulation employs realistic failure situations and experiential techniques similar to those used in an aircraft simulator, where people must perform the identical implementation process they will later use in "real time." Participants are able to experience business failure in a controlled, non-threatening environment, analyze the events that led to the failure, and rerun the simulation with an implemented solution. Participants are able to "attempo-fail-succeed" repeatedly over the course of the simulation, which ultimately gives them the confidence necessary to convert failure into success in their own companies.



"Man's mind, stretched to a new idea, never goes back to its original dimensions." -Peter F. Drucker

What Our Clients Have to Say



"Don't be afraid to take a big step. You can't cross a chasm in two small jumps." -David Lloyd George

"I have experienced the Tatham system first-hand, and I am confident that our NASA senior management group and ultimately the whole NASA organization, will benefit from Boot Camp®. I have seen the results at TRW and I know other companies have experienced similar success."

—Daniel S. Golden, Chief Administrator, National Aeronautics and Space Administration

"I spent last weekend in Tatham's BPE Boot Camp®. This exercise demonstrates the fundamentals of business process (re) design through experiential learning and provides the basis for continual process improvement work. We found the session immensely useful."

—WA Etherington, President and Chief Executive Officer, IBM Canada Ltd.

"Tatham's Boot Camp® has played a key role in our efforts to move even closer to the ideal of total quality. Results like these demonstrate the critical importance of our intense focus on improving all processes throughout the company, whether they involve the paperwork needed to buy pencils or the design of a spacecraft."

—Donald R. Beall, Chairman and Chief Executive Officer, Rockwell International

"Frankly, I am most impressed with the rigor and methodology that enables Boot Camp® to be not merely a theory of process improvement and organizational change, but actually a tool for direct implementation."

—Patrick O'Brien, Manager of Change and Business Processes, Collins Commercial Avionics

"My own experience leading our senior management teams confirms that Boot Camp® and the Tatham system are helping us achieve our objectives."

—George J. Frison, President, Lever Brothers Ltd.

"Reengineering is not for the faint-hearted! Our experience shows that Boot Camp® causes alignment, focuses and creates a sense of urgency for our front line workers to become deeply involved in process redesign. It is also critical for our top executives to be committed and personally involved. Boot Camp® has done this for us."

—Ray S. Ring, Director - Operations Department, Bell Canada

1. Boot Camp® effectively changed people's mindset and gave them the confidence to lead radical change.
2. The approach is geared to equipping front line staff to do all of the process (re) design that would typically be done by outside consultants. The workers themselves are formed into teams and are provided with a discipline to eliminate waste, reduce steps in the process, and ultimately release the hidden capacity.

—Henry Rodriguez, Senior Vice President, Information Services and Personal Lines, Continental Insurance

AWARDS

IABC Gold Quill
Award of Merit 2009
Publication design category



The Communicator
2007 Print Media Merit Award
for best designer

