



Strategy

<GRI 2.3, 2.5 e 2.7>

KPMG International has based its Global Strategy 2011-2015 on four pillars: Global Consistency, Quality Growth, Professionalism and Integrity, and People. These pillars guide the actions of member firms around the strategic objectives defined for the period, and point the way to achieving our aspirations.

We believe following this path is only possible with the structured integration of member firms so that all our specialists can consistently offer high-

quality solutions and services. We must also ensure transparency and good conduct in our business, in an ethical and independent manner, through responsible governance systems that ensure the integrity of our operations both globally and locally.

To support this structure and keep it operating effectively and efficiently, we develop our people so they achieve their full potential and are motivated and equipped to use their knowledge to

further their careers and our business. This way we ensure quality of delivery and create the conditions necessary for four solid and permanent growth.

Pillars of KPMG in Brazil's strategy

The fundamental pillars of our strategy are the elements that sustain our growth: high-performance people who are passionate about what they do, and who rely on a global network of specialists whose governance and ethics ensure that quality and consistent services are delivered, generating value for our Stakeholders.

Understanding the four pillars will show that ongoing growth can only be achieved when underpinned by the quality of our services.

- Global Consistency
- Quality Growth
- Professionalism and Integrity
- People – Employer of Choice

Pillars



Strategic Goals



Material topics

Material topics

Aspects seen by stakeholders as most material to KPMG in Brazil's business

The foundations and goals of our strategy are linked to the four priority topics indicated by our stakeholders and validated during the materiality assessment conducted in 2011 (read more in *Foreword*). Together, they demonstrate KPMG in Brazil's understanding of sustainability in our segment.

- Ethical business conduct
- Good treatment of employees
- Quality and fully independent services
- Responsible and transparent governance systems

Strategic goals

- Invest in emerging markets.
- Focus on key sectors such as financial services, health, government, infrastructure, energy and natural resources.
- Conduct strategic acquisitions and investments to extend our capabilities in highly complex services, including management and tax consulting.
- Retain an extensive pool of professionals specializing in these segments.