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Agentic AI Turbo for Controlling

Increased efficiency and optimized processes
through agentic AI in controlling

Contents

Executive Summary	04
Section I	
Agentic AI: Exploring the Central Role of Autonomous Agents in 2025	05
Section II	
Current Challenges Facing Controllers in Daily Business	08
Section III	
Controlling and Reporting Agent	10
<ul style="list-style-type: none"> • Reshaping the Controller's Daily Business • Unpacking the Technical Approach to the Agent's Integration • Adaption Within the Company • Outlining the Future: Vision of Agentic AI in Controlling 	

Dive into the dynamic world of the Controlling and Reporting Agent: an essential tool that revolutionizes efficiency in the workplace by assisting controllers in an array of routine tasks. Imagine being able to pare down the complexities of ad hoc reporting, effortlessly make vital alterations to cost center journal entries or efficiently conduct a thorough root-cause analysis with ease. With these mundane tasks delegated, controllers are now able to free up their time and expertise for higher-level, value-adding tasks, thus elevating their focus from traditional labor to strategic progression. The power to achieve more is concisely packed into the Controlling and Reporting Agent.



Executive Summary

Agentic AI represents a transformative leap in generative AI, from creating transactional input/output, to becoming a collaborative partner capable of autonomous end-to-end process orchestration. Deloitte has developed the Controlling and Reporting Agent, an AI agent designed to revolutionize controlling processes by automating routine tasks, providing real-time insights, and enhancing operational efficiency.

Controllers encounter a range of obstacles that impede their efficiency and effectiveness. These include managing a high volume of tasks that complicate process standardization, dealing with **multiple system interactions during data gathering**, including manually handling Excel files, and fulfilling high-demand ad hoc reporting as well as business support requests, such as journal entry corrections.

Additionally, they face monotonous tasks consuming valuable time, thus leaving little room for strategic concerns. Adding to this, the complexity of data analysis, often involving evaluation of both structured and unstructured data from diverse sources, heightens these difficulties. These collective challenges contribute to controllers' struggle in effectively supporting decision-making, driving business innovation, and ensuring compliance.

The primary goal of agentic AI in controlling is to address these pain points. The agent automates tasks like **ad hoc reporting, cost center journal entry corrections and root-cause analysis**. The agent

leverages advanced AI capabilities, including reasoning engines, autonomy, and proactive decision-making, to redefine automation in controlling. It integrates seamlessly with SAP, Snowflake, Databricks, AWS etc. as the data management system, dynamically generates visualizations, and introduces human-in-the-loop workflows for validation. **This phased approach ensures maximum control and transparency while gradually transitioning towards autonomous agentic models.**

The Controlling and Reporting Agent supports **various roles within organizations, from CFOs to analysts**, by delivering timely and insightful data. Its capabilities include KPI monitoring, financial modeling, and operational reporting. As organizations adapt to AI-driven workflows, the agent will play a pivotal role in transforming traditional controlling processes into autonomous, data-driven systems.

To fully leverage the agent's potential, organizations must **adopt robust operating models**, in which the division of roles and collaboration between humans and machines is defined. Investment in technology and workforce training is also essential to ensure successful implementation and compliance.

Section I

Agentic AI: Exploring the Central Role of Autonomous Agents in 2025

Agentic AI represents a transformative evolution in generative AI, from creating transactional input/output, to becoming a collaborative partner capable of strategizing end-to-end processes autonomously.



AI-generated image

"AI agents don't just interact. They reason more effectively and act on behalf of the user."

Andreas Trinkl
Lead Center of Excellence AI @ SAP

Unlike traditional large language models (LLMs), agentic AI excels in reasoning over extended contexts, leveraging tools, external data, and proactive decision-making to address complex workflows. By integrating reasoning engines, autonomy, and proactive approaches, AI agents redefine automation by orchestrating entire workflows rather than isolated tasks, offering significant advancements in efficiency and adaptability.

Why is agentic AI on the rise?

The landscape of GenAI is witnessing a paradigm shift. Until recently, our interaction with GenAI has been predominantly characterized by utilizing LLMs. This input/output workflow revolves around a human providing a prompt and awaiting a response from the LLM. However, these interactions are often transactional and fall short in terms of depth and scope, particularly when it comes to reasoning over sequences of tasks where temporal and textual contexts are pivotal.

GenAI has evolved into a collaborative partner, not just capable of responding to requests, but also skilled in strategizing end-to-end processes to address complex needs. GenAI leverages digital tools and applies context-specific knowledge to autonomously orchestrate solutions. Agentic AI can bring this vision to life.

In addition, traditional LLMs tend to struggle with tasks that necessitate extended context. Agentic AI, in this regard, offers a significant improvement, outperforming both standard LLMs and retrieval-augmented generation (RAG) by a wide margin when handling such tasks.

What are AI agents?

AI agents are defined by key characteristics that set them apart from pure LLMs:

- Reasoning engines: AI agents can understand context, strategize workflows, interface with external tools and data, and execute actions to attain defined goals.
- Autonomy: They operate independently of human intervention, particularly when equipped with well-defined goals or objectives.
- Proactive approach: Agents take a proactive stance towards achieving their goals. They can deduce, without explicit instruction, the subsequent steps required to attain their objectives.

AI agents comprise the following foundational components: the orchestration layer, tools, and one or more large/small language model (see Figure 1).

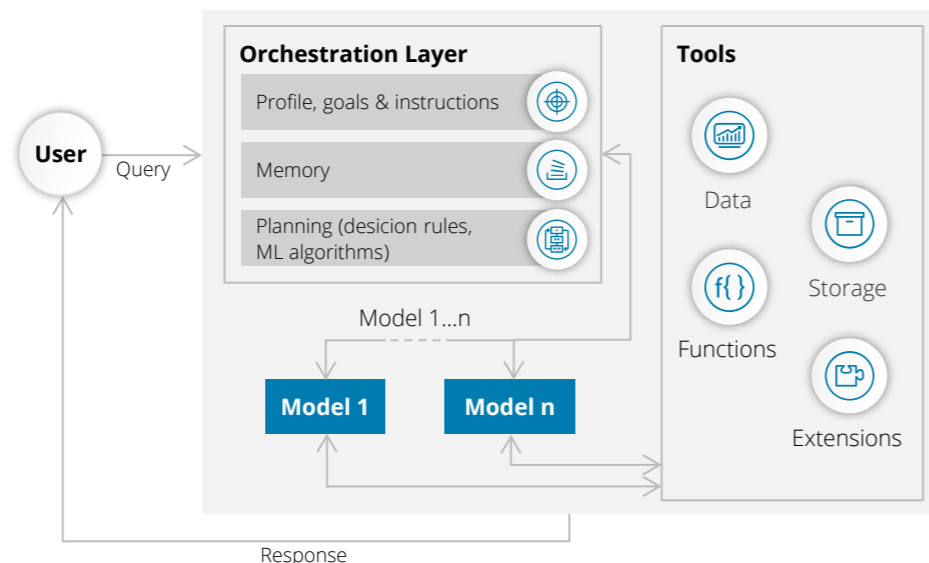


Fig. 1 – Composition of an AI Agent. Adapted from "Agents" by Wiesinger et. al. Google. p.6. 2024.

The model(s) serve(s) as the central decision-maker in an agent. This can encompass one or numerous language models (LMs) of any size. Depending on the specific needs of your agent's architecture, models can be general-purpose, multi-modal, or finely tuned. For optimal outcomes, it is advisable to choose a model that aligns with your end application and has been trained on relevant data signatures.

Tools form a bridge between foundational models and the external world, enabling interaction with data and services beyond the model's inherent capabilities. Tools can include data stores, functions, and extensions, rather than being rigid, hardcoded API interfaces, act as structured guides that teach the agent how to use an external API – defining the necessary methods, parameters, and usage patterns required for successful integration. These extensions guide the models in interacting with various standard API calls, by instructing the model on how and when certain methods are applied, and providing information on necessary parameters.

The orchestration layer dictates how the agent absorbs information, conducts internal reasoning, and decides on the next course of action or decision. This layer functions in cycles until the agent has reached its goal or a defined endpoint. The complexity of this orchestration layer varies extensively depending on the

agent and the tasks it performs – it can be as simple as calculative loops with decision rules or as complex as logic chains involving additional machine learning (ML) algorithms. One example is chain-of-thought (CoT), which gives the agent reasoning capabilities via sequentially linked intermediate steps.

	Typical language models	AI agents
Use case scope	Automate tasks	Automate workflows
Reasoning capability	Without a built-in logic layer, users guide model predictions by forming either simple questions or complex prompts using reasoning frameworks.	Equipped with a native cognitive architecture, AI agents utilize reasoning frameworks like CoT, ReAct, or pre-built agent frameworks like LangChain.
Tool integration	Lacks native implementation of tools.	Already equipped with tools integrated natively into their architecture.
Knowledge access	Knowledge is constrained to available training data at a certain cutoff date.	Knowledge expands through interfaces with external systems via tools.

Fig. 2 – Comparison between Language Models and AI Agents



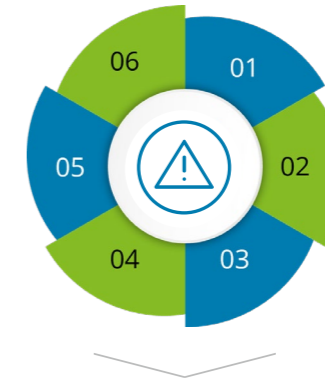
Section II

Current Challenges facing Controllers in Daily Business

In the context of (senior) financial planning and analysis (FP&A), financial controllers play a pivotal role in aiding managerial decision-making processes. This is achieved through the persistent oversight and evaluation of the organization's financial performance. These seasoned professionals meticulously create comprehensive reports that distinctly highlight areas where the business is thriving, in addition to flagging those sectors where significant improvements are crucial.



AI-generated image



- 01 Individual Tasks**
 The unique nature of controller tasks often complicates standardization and effective tech use. However, the step-based, variable nature of controlling could benefit significantly from a shift towards agentic AI. Flexibility and reasoning allows agentic AI to respond to the unique tasks of controllers.
- 02 System Interactions**
 Controllers spend significant time on manual processes, especially data gathering from various sources that often require multiple system interactions and diverse applications. AI can analyze both structured and unstructured data sources to generate insights, allowing controllers to focus on exceptions and strategic tasks.
- 03 Ad Hoc Reporting Challenges**
 A significant amount of effort is spent on ad hoc reporting, which involves gathering, validating, and summarizing data for management requests. This process is time-consuming and requires careful attention to detail taking away a lot of time of controllers.
- 04 Technology Adoption Barriers**
 Adopting AI is challenging due to skepticism about its reliability, with AI technologies seen producing "hallucinations". This skepticism can impede the progression from proof-of-concept to productive use. Building trust and facilitating the integration of AI tools into human-machine processes is key in AI adoption.
- 05 Monotony Reduction**
 Automation can help reduce monotony, minimize human error, and improve accuracy of repetitive tasks like tracking and managing closing activities, rebooking posting corrections, producing accounting reports, and reconciling inconsistent journal entries.
- 06 Complexity of Data Analysis**
 Controllers need efficient root-cause analysis involving data analysis and accessing historical data, both structured and unstructured. AI tools can aid this by providing insights in various formats, enhancing decision-making capabilities.

Fig. 3 – Challenges

Harnessing this vital data, the controllers elucidate essential recommendations outlining strategies for the company to effectively meet and exceed its established objectives. The crucial role they play ensures managers, executives, and decision-makers are equipped with necessary, accurate, and timely data and analysis. This empowers them to make informed, data-centred decisions which ultimately guide the business towards success.

Nevertheless, there are numerous inherent challenges, including attending to an overwhelming quantity of operational tasks. The intricacies involved in data preparation and visualization, along with dealing with myriad systems can be daunting; this

may potentially hinder the operational efficacy and scalability of the company. These professionals require a high level of adaptability and resilience to navigate these obstacles, in order to ensure smooth operations, strategic forecasting, and robust financial health of the organization. Controllers face several challenges in daily business that impact efficiency and effectiveness massively. Controllers are expected to shift from traditional roles focused on data crunching to roles emphasizing value creation and business partnering. This requires leveraging emerging technologies like analytics, automation, and AI, which can be challenging due to the need for upskilling and adapting to new technologies. Controllers also face the pressure of supporting managers

in strategic decision-making without having the right data on hand at the right time, complicating their role in driving organizational growth and innovation.

Challenges also involve an overload of operational tasks, where controllers are burdened with tasks which consume a substantial portion of their time, detracting from their ability to focus on strategic responsibilities. Operational tasks are amplified by the challenges shown above.

Section III

Controlling and Reporting Agent

The Controlling and Reporting Agent is an AI agent that helps reduce the operational burden on controllers by supporting them in their daily tasks. By analyzing requests and automatically generating data analysis and visualizations, the agent can solve complex tasks autonomously, resulting in a more efficient and productive work environment.



Reshaping the Controller's Daily Business

The Controlling and Reporting Agent helps to address the main challenges of financial controllers and to allow them to shift from dealing with constant operational requests to focusing on strategic goals. Based on the Deloitte Business Agents Platform, it covers a group of agents, each focused on one of the controlling pain points. The agent currently addresses following parts of the controller's day-to-day job: ad hoc reporting, cost center rebooking and root cause analysis (RCA)

Handling **ad hoc reporting** using the agent addresses several important points at once: on the one hand, it is a relatively straightforward use case, in which relevant insights for given requests are extracted from data. Insights are supported with appropriate visuals, i.e. charts. This provides value in terms of time and energy management for the controller, on the other – it can be a stepping stone towards agentic AI for the most skeptical users, as the behavior of the agent is easily observable and can be validated without too much effort.

Another feature of Controlling and Reporting Agent relates to tighter agent-human interaction and addresses the **rebooking of posting corrections** potentially booked to the wrong cost centers. If a user checks the cost center and finds that costs are higher than expected, they can request details of the posting corrections allocated to the cost center. If any bookings were allocated incorrectly, they would have to be rebooked and reposted. An alternative situation would be when the user is already aware of the incorrect posting and rebooking is required.

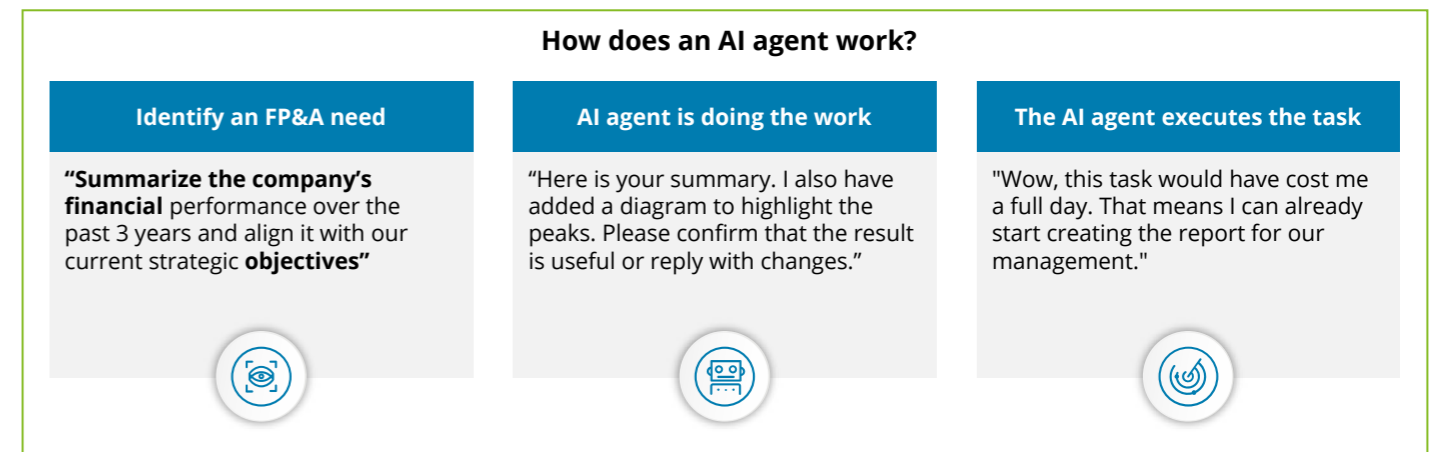
As business processes currently stand, the controller would then have to log into the system and manually execute the rebooking. The Controlling and Reporting Agent can execute actions such as re-booking in this case. The user's approval is required for the rebooking to ensure that a human is in control of the process.

What is an AI agent?

The Controlling and Reporting Agent is an **SAP-integrated** and **e-mail-based GenAI agent** focused on FP&A. It offers curated **expense tracking, reporting and recommendation** capabilities. AI agents enable **SAP system interactions** like transaction reallocation, cost center control and more.

What is its value?

Save capacity and time for your **FP&A department** by simplifying day-to-day **controlling processes** and letting an AI agent do the legwork. Improve **report accuracy**, increase **decision making** and focus on higher value tasks. Spend less time on system interactions and more time on **value creation**.



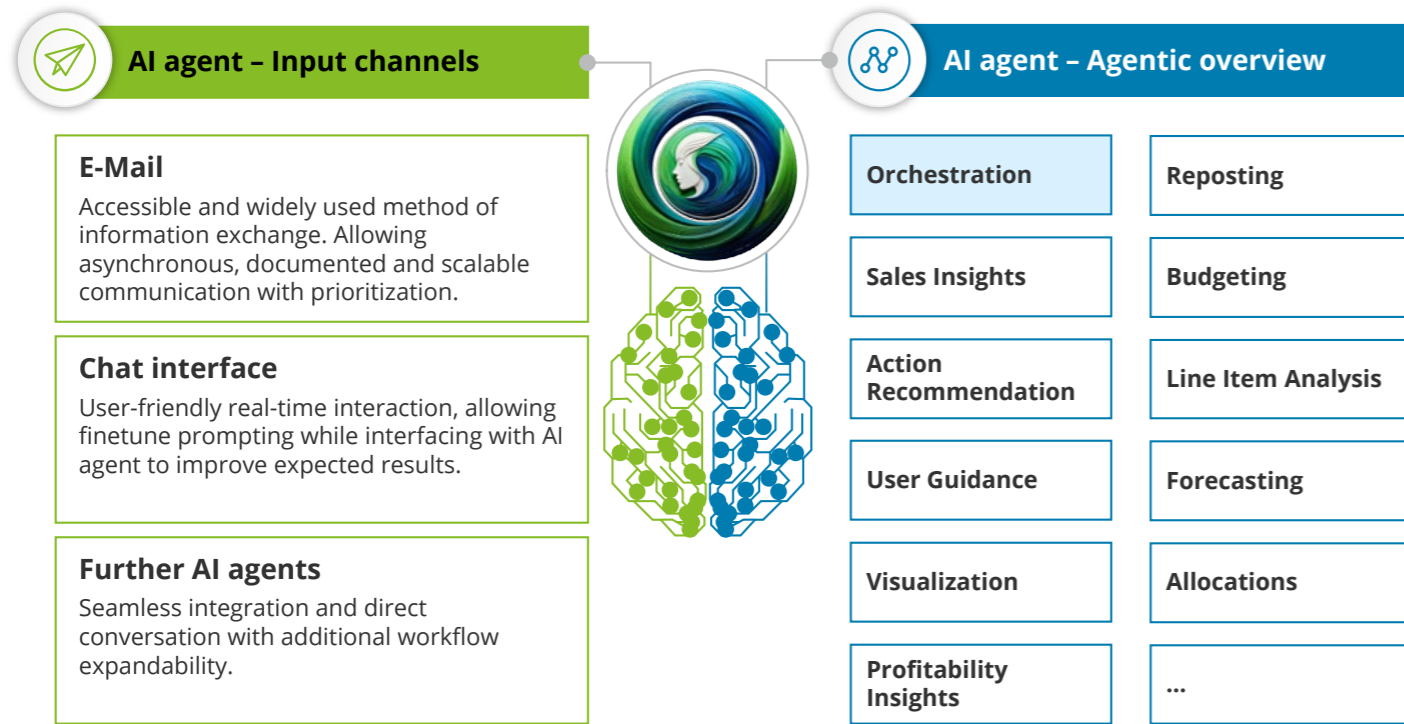


Fig. 5 – Agentic skills and input channels

The Controlling and Reporting Agent plays a transformative role in controlling through the functionality of **root cause analysis (RCA)**. This capability makes it possible to determine the underlying causes of deviations or changes in data, for example by tracing the global decline in sales figures back to specific weaknesses in individual areas or countries. With an AI-powered RCA, organizations can effectively identify cause-and-effect relationships in complex data, enabling them to make precise business decisions to counteract performance declines.

The agent's near-future capabilities are described in the chapter **Outlining the Future: Vision of Agentic AI in Controlling**.

Unpacking the Technical Approach to the Agent's Integration

Before the agent embarks on processing requests, an essential coordinating entity known as the orchestrator receives and understands the request and orchestrates it among the sub-agents for effective fulfillment.

The agent then starts its work by forwarding e-mails or chats to a large language model (LLM). This module is responsible for determining whether the message contains a request that it can fulfill using the available tools. One such tool is an access point to the SAP or further systems that contain the requested data. The meta data helps the LLM to determine whether data stored in the system is relevant to answering the request. The agent is also equipped with a short-term and long-term memory, allowing it to keep track of past interactions and user preferences, which enhances its overall effectiveness.

In addition to having access to the data, the agent also requires access to information on how to handle or interpret the data, which can be provided in the form of documents or manuals. When memory capability is enabled, agentic systems can learn over time by analyzing their own interactions with users and judging which areas of its knowledge require updating. If updating is required, it converts the human language into a data query that is then sent to the system. Thanks to the LLM's capabilities, the schema of the output dynamically adapts to the data. The agent not only exports the data, but also enriches it through text analysis and provides a visualization of the output.

The agent can independently adjust the appearance and type of the chart according to the various data points and

data structure, while using the capabilities of the LLM to create these charts based on the output data.

In large organizations senior staff in the financial planning and analysis (FP&A) department face crucial decisions when it comes to integrating AI agents into their daily work. Structuring the flow of agents and the number of tools available to each agent is key.

Choosing the right communication model between agents – whether one-to-many or orchestrated – has important implications for performance, collaboration, and total cost of ownership. This architectural decision should be made strategically to balance complexity with scalability and efficiency.

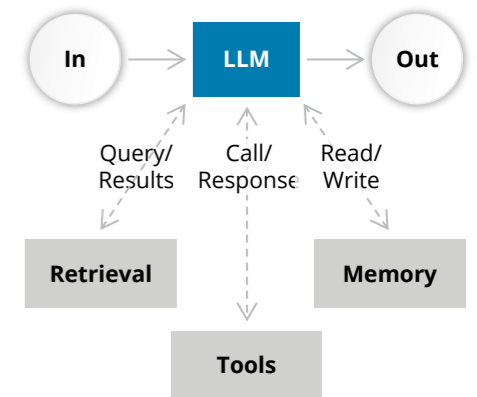


Fig. 6 – Agentic AI architecture

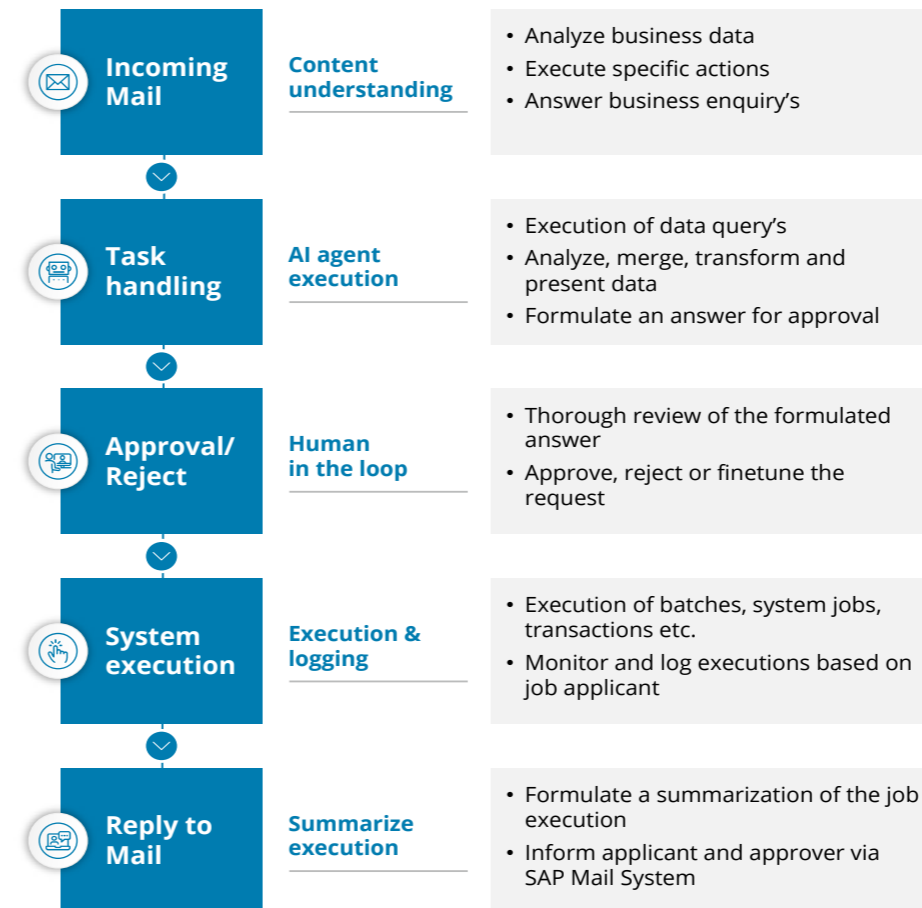


Fig. 7 – Process workflow

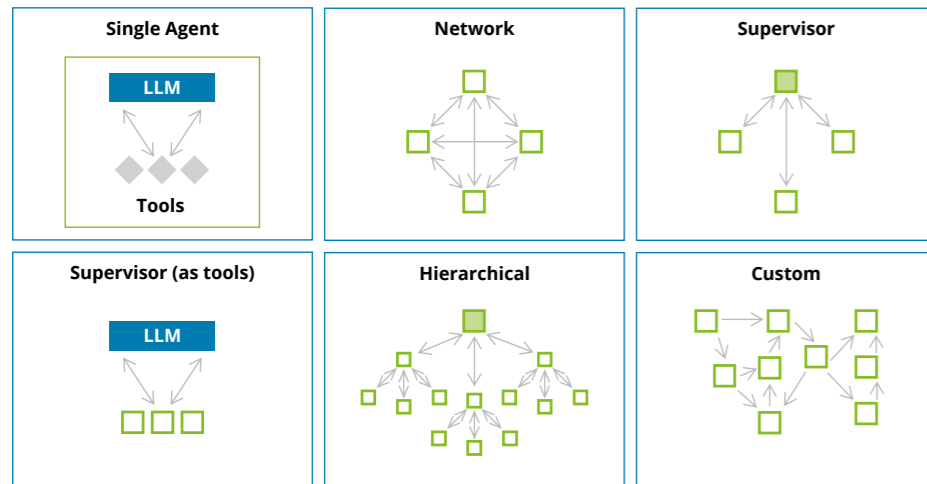


Fig. 8 – Multi-agent architecture options

While the context window of the most popular models is rather large, learning information about user preferences or preferred system behavior from past interactions requires an external memory. The agent allows interactions to be monitored via the chat interface as well as e-mail.

The FP&A team is on the verge of a major step that could significantly increase efficiency and productivity in their workflows.

Adaptation within the Company

To enable the full potential of the Controlling and Reporting Agent, there needs to be a strong foundation within the organization to be able to govern the solution, the underlying compliance regulations, and potential risks associated with it. To tackle the regulatory landscape and minimize risks, Deloitte has developed the Trustworthy AI™ Framework. Generative AI tools had such a rapid rise in the past years that for many organizations an operating model change is crucial to ensure that they are set up for success. Especially the need to train the workforce in the use of AI tools, e.g. training your employees to detect hallucinations and the ramp up of the organization to a data-driven entity are major challenges to become AI-ready.

To be able to respond quickly to these fast-paced demands, Deloitte has built a framework called the Technology Target Operating Model in a box (TTIAB).

The model contains six domains, each with multiple capabilities that are typically required during operating model design. For organizations that want to implement the agent, the Analytics & Insights domain should be emphasized the most along with individual capabilities of the other domains. For all details, please see Figure 9.

To tackle the regulatory landscape and minimize risks, Deloitte has developed the Trustworthy AI™ framework.

Deloitte's Technology Capability Model

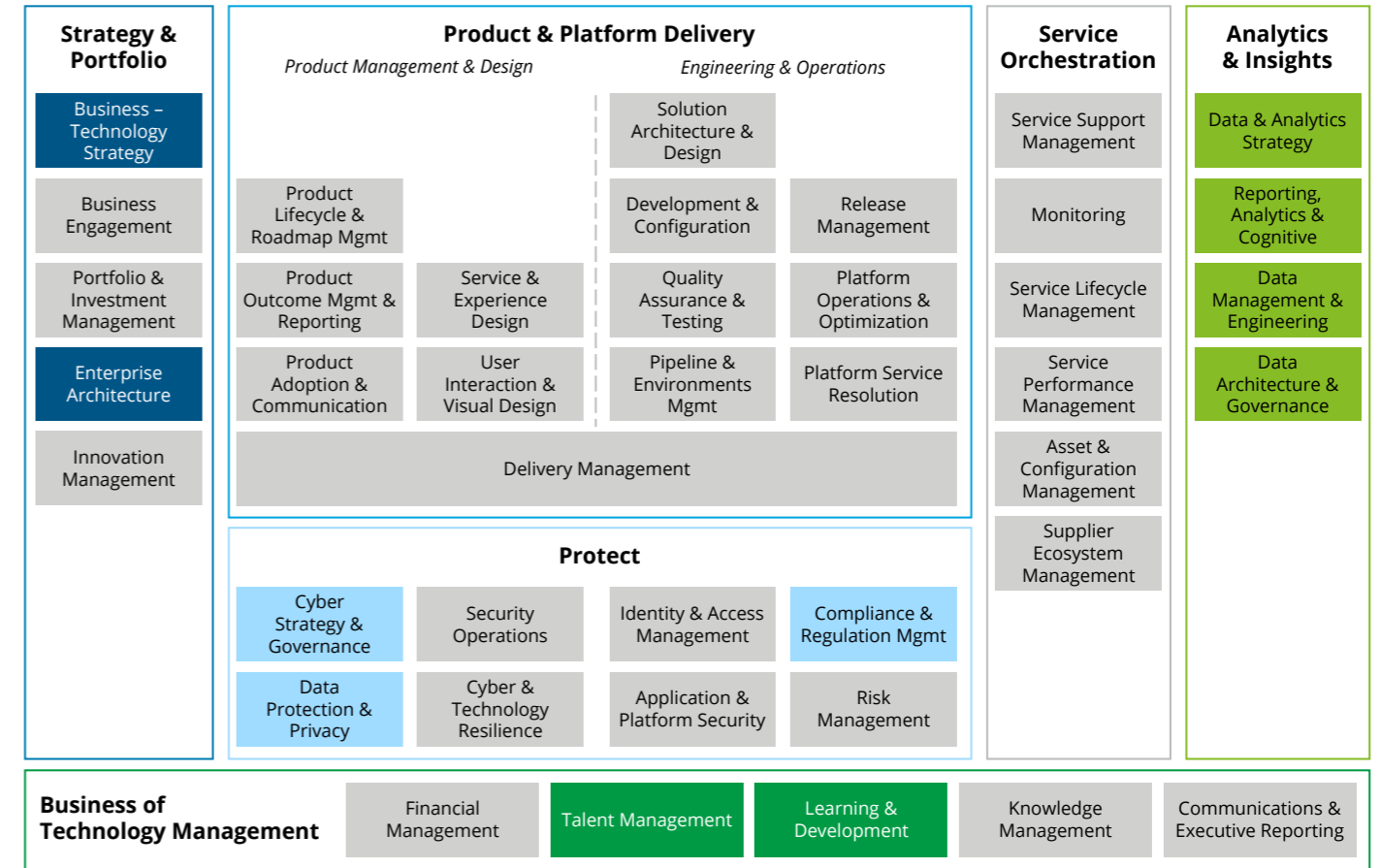


Fig. 9 – Highlighted capabilities in TTIAB that are most relevant for agent implementation

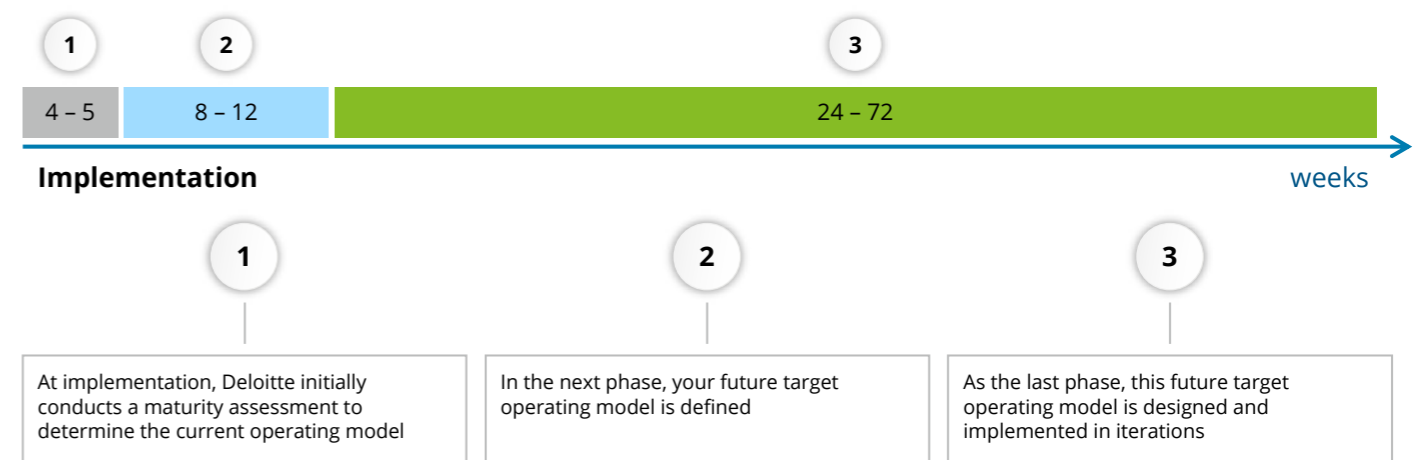


Fig. 10 – Example TTIAB project timeline



Outlining the Future: Vision of Agentic AI in Controlling

Controlling and finance functions of the future will have individual needs based on overlapping data sources and system interactions, supported by the Controlling and Reporting Agent to perform key responsibilities on demand via e-mail and chat. Daily business needs are supported by the agent across various roles within an organization:

- For CFOs and executive leadership, the agent provides decision-supporting data through reports, strategic financial analysis, forecasts, and recommendations. This enables them to align the company's financial performance with strategic objectives and generate consolidated financial reports.
- For the head of finance, FP&A, and controllers, the agent facilitates the creation and monitoring of KPIs, detailed operational reporting, month-end financial data, and compliance with regulations. It helps with listing open journal entries and providing consolidated income statements, ensuring all accruals are recorded.
- Business unit finance leads benefit from the agent's capabilities in handling financial data, sales data, accounts, payment schedules, and revenue forecasts. This allows them to review vendor invoices and build financial models to forecast sales impacts on profitability.
- Managers and analysts use the agent for operational data, risk screening, economic forecasts, projected revenues, sales, and specific qualitative department reports and dashboard creation. This supports budget preparation for departments and generation of sales forecasts based on historical trends and marketing activities.

CFO & Executive Leadership

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Head of Finance, FP&A, Controller

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Business Unit Finance leads

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Managers & Analysts

Managers and analysts use the agent for operational data, risk screening, economic forecasts, projected revenues, sales, and specific qualitative department reports and dashboard creation. This supports budget preparation for departments and generation of sales forecasts based on historical trends and marketing activities.

Fig. 11 – Agentic AI in controlling - benefits for various roles

AI agents are expected to significantly transform the controlling function. In their initial implementation, they may serve as support tools – executing predefined, event-based tasks and learning from human feedback. This phase will help to build trust in their reliability while laying the groundwork for more advanced capabilities.

With the shift towards more mature functionality of agentic systems, the role of AI agents will expand beyond routine task automation. Intelligent agents like the Controlling and Reporting Agent will not only be able to analyze meeting contexts and identify decision-makers, but also to interpret business goals, independently initiate data collection and proactively deliver insights, moving from executing commands to autonomously supporting decision-making – such as flagging plan deviations or recommending follow-up actions.

This evolution will also introduce new responsibilities for organizations – most importantly, ensuring that AI solutions are explainable. As agents begin to take on a more active role in financial and strategic decision-making, transparency will become essential. Controllers must be able to clearly understand how and why an AI agent has arrived at a particular conclusion. This not only enables them to validate outcomes, but also ensures that decisions are aligned with business logic and comply with financial governance standards.

Explainability is also crucial for building trust. The successful adoption of AI in controlling depends heavily on user confidence – especially when working with autonomous agents. To achieve this, AI systems must be able to clearly communicate their reasoning in a way that is understandable to human users. Providing transparent system traces and explanations significantly increases the likelihood that controllers will rely on AI agents in their daily tasks, ultimately accelerating acceptance and effective use across the organization.

As AI systems take over more operational responsibilities, controllers will be increasingly freed from routine, manual tasks – such as data aggregation, report preparation and reactive analysis – enabling a shift towards higher-value contributions, such as strategic planning and scenario modeling. Yet, as more companies gain access to advanced agentic systems, the nature of competitive advantage will begin to shift. Automation alone will no longer be a differentiator; it will become a baseline expectation.

The companies that reach the point where controllers are no longer consumed by operational workload but are instead focused on leveraging their company's unique strengths, will gain a clear strategic advantage. This would require not only investing in the technology but also redefining the role of controllers and upskilling them to become collaborators rather than users as regards this technology. The speed with which the companies will be able to reorient their controlling functions towards strategic value creation will be the defining factor in gaining competitive advantage.

AI systems must be able to clearly communicate their reasoning in a way that is understandable to human users.

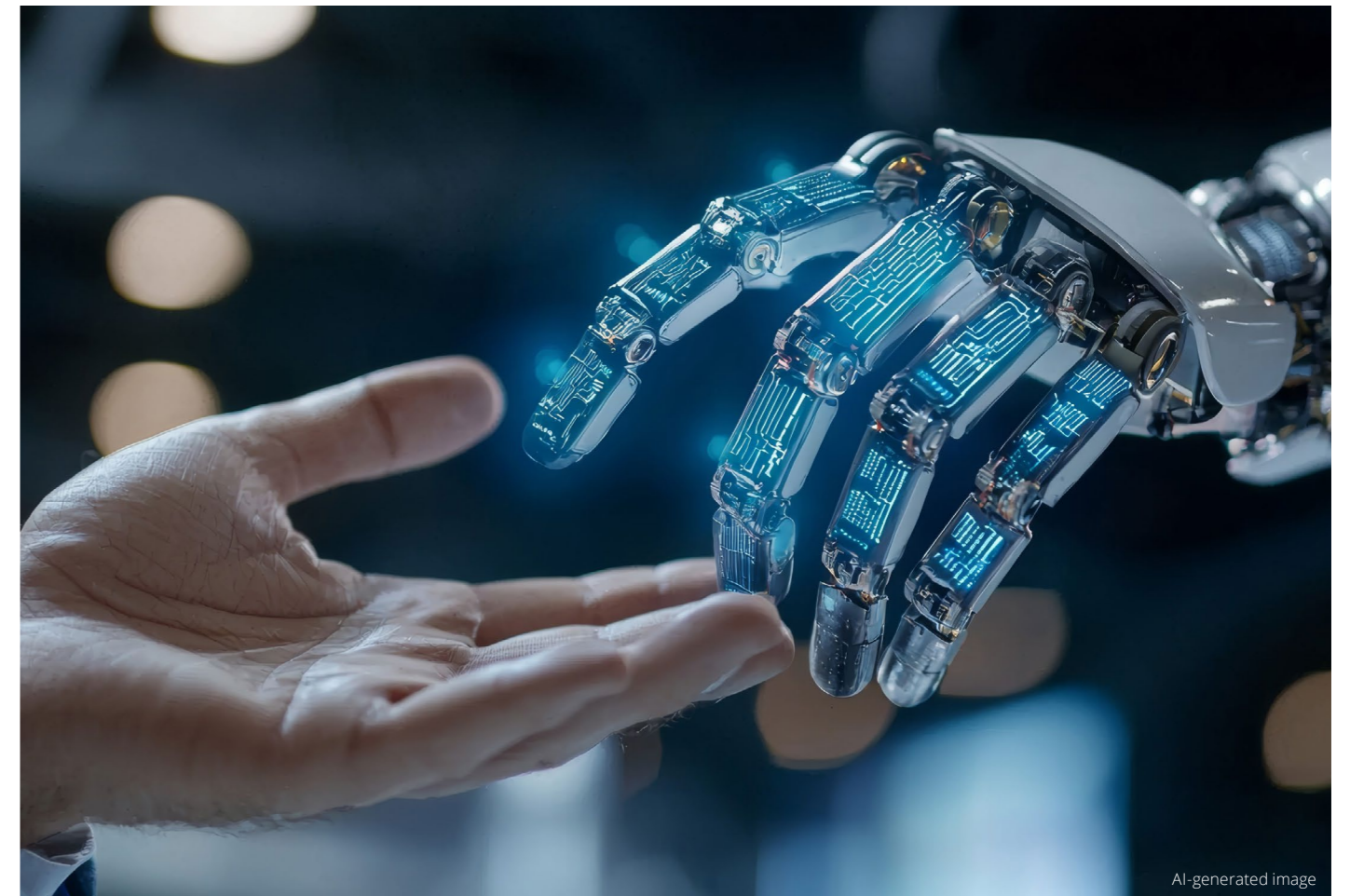
Conclusion

In conclusion, the Controlling and Reporting Agent represents a significant advancement in the integration of AI agents within the controlling and finance function.

By enhancing the efficiency of operational tasks and improving data analysis capabilities, the agent bridges the gap between human controllers and an agentic workforce, allowing for more strategic focus and efficiency. Its design, which leverages multi-agent interactions and integrates seamlessly with system SAP, showcases its potential to transform traditional workflows into more autonomous and

data-driven processes. To fully realize its capabilities, organizations must establish a robust foundation that addresses compliance and regulatory challenges, for example supported by frameworks such as Deloitte's Trust and Technology Target Operating Model in a box (TTIAB).

As organizations adapt to these changes, the Controlling and Reporting Agent could play a pivotal role in supporting various roles, from CFOs to managers, by providing timely and insightful data to drive strategic decisions and operational excellence.



AI-generated image

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