



2023 Transparency Report based on EU Directives

Deloitte Touche Tohmatsu LLC

For the year ended 31 May 2023



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# Deloitte Touche Tohmatsu LLC leadership message<sup>1</sup>

This report describes the practices and processes currently employed by Deloitte Touche Tohmatsu LLC in accordance with the requirements of the European Union's Regulation 537/2014 on specific requirements regarding statutory audits of public interest entities.

## **Our responsibility and mission to society**

The primary mission of an audit firm is to provide trust and reassurance to investors, creditors, and the capital markets by performing financial statement audits in accordance with auditing standards and expressing opinions on the financial statements. The audit firm is also expected to contribute to the sound development of the national economy as well as the enhancement of financial reporting capability and governance of audited companies. To fulfill our social mission, we must strive to acquire the latest professional knowledge and deepen our understanding of audited companies' businesses and industries. Also, we must constantly challenge ourselves to make judgments objectively from an independent standpoint based on high ethical standards.

In light of this social mission, we have placed audit quality and integrity as our highest priorities and these priorities have been instilled as part of our organizational culture. We also ensure that all of our members are well informed and aware of our priorities through leaders' multi-channel communication and training. We conduct audits by properly exercising our professional knowledge and skepticism and candidly communicating with the audit committee, management and others of audited companies.

## **Dialogue with stakeholders**

While the turmoil caused by the COVID-19 pandemic is abating, climate change and geopolitical risks have increased economic and social uncertainties and the importance of sustainability is more focused than ever. Against this background, the environment surrounding the capital market has also changed with a rapid increase in public interests in ESG and other non-financial information, in addition to the digitalization and globalization of companies, and the expectations of stakeholders toward audit firms have become more sophisticated and diversified. We emphasize continuous dialogue with stakeholders, accurately capturing changing expectations and contributing to resolving social issues. To this end, we are promoting self-transformation, including audit transformation and talent development, which are the foundations of our firm.

## **Enhancement, standardization and efficiency of audit through the use of digital technology and AI**

We are actively introducing digital technology to our audits in the field to respond to the rapid digital transformation (DX) of society. In addition, to utilize these digital technologies for further audit advancement, we are promoting various initiatives working together with the professionals. Through the use of fraud detection models using artificial intelligence (AI), we aim to conduct audits that can respond to fraud risks in a timely manner, and we will further advance our audits by enhancing "Audit Analytics," a data analysis method that has already been adopted for all audits of listed companies, and by utilizing "Omnia," "Levvia" and other auditing platforms commonly used across the Global Deloitte network.

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<sup>1</sup> Throughout this report, the terms "Deloitte, we, us, and our" refer to one or more of Deloitte Touche Tohmatsu Limited, its network of member firms, and their related entities. For more information about the Deloitte network, please see page 3 or [About the network \(deloitte.com\)](https://www.deloitte.com).

## **Talent strategy as the foundation of audit quality**

The environment surrounding auditing has changed significantly and is expected to continue to change. However, no matter how the environment changes, talent is at the center of the final audit decisions and value delivery, and talent strategies are the foundation of our audit quality. We place a high value on talent development in response to changes in the business environment, focusing on investments to attract and develop talent who is capable of responding to digitalization, globalization, etc., in addition to providing deep insights.

As we live in an age of rapid change, it is important to foster diversity, equity and inclusion (DEI); an environment where diversity of talent and thoughts are promoted and respected equally without prejudice. We believe that this is the foundation of high-quality audits. In a free and open environment, we place our Shared Values and professional ethics at the core, and the professionals are motivated to work while recognizing a diversity of values. We believe this will enable us to meet the expectations of our stakeholders. We strive to create an organizational culture that emphasizes integrity and diversity in order to make it “easy to work” and “rewarding to work” as well as wellbeing that enables us to feel growth and happiness as human beings.

We will continue to contribute to the fairness of society based on high audit quality and integrity, and always being trusted by our stakeholders.



Koichi Okubo  
CEO, Deloitte Touche Tohmatsu LLC / Audit & Assurance Business Leader

27 September 2023

# Deloitte network

## Deloitte Japan: legal structure and ownership

Deloitte Touche Tohmatsu LLC is referred to throughout this report as “Deloitte Japan,” and Deloitte Tohmatsu LLC is referred to throughout this report as “DT LLC.”

DT LLC, the entire capital of which was financed by all of the partners of DT LLC, was incorporated in April 2014. Partners of DT LLC consist of Equity Partners who are qualified in each of the business entities including Deloitte Japan, Deloitte Tohmatsu Consulting LLC, Deloitte Tohmatsu Financial Advisory LLC, Deloitte Tohmatsu Tax Co. and DT Legal Japan. DT LLC concluded a membership agreement with Deloitte Asia Pacific (Deloitte AP), which is a member firm of Deloitte Touche Tohmatsu Limited (DTTL). DT LLC entered into the Deloitte Tohmatsu Group (the “Group”) agreement with the Group’s key entities, including Deloitte Japan, whereby Deloitte Japan is considered one of Deloitte AP’s participating firms.

Deloitte Japan has been developing its operations manual

and regulations based on the membership agreement with Deloitte AP and the Group agreement with DT LLC. Deloitte Japan is subject to reviews conducted by DTTL regarding compliance with such manual and regulations and utilizes management strategies established by DT LLC in conducting its business and shares IT and other services offered by DT LLC.

DT LLC holds practice rights to provide professional services using the “Deloitte” name, which it extends to Deloitte entities within its territory, including Deloitte Japan. Deloitte Japan is authorized to serve as an auditor for clients in Japan.

## Network description

### The Deloitte network

The Deloitte network (also known as the Deloitte organization) is a globally connected network of member firms and their respective related entities operating in more than 150 countries and territories across the world. These separate and independent member firms operate under a common brand.



### **Deloitte Touche Tohmatsu Limited (DTTL or Deloitte Global)**

Deloitte Touche Tohmatsu Limited is a private company limited by guarantee incorporated in England and Wales. DTTL serves a coordinating role for its member firms and their related entities by requiring adherence to policies and protocols with the objective of promoting a consistently high level of quality, professional conduct, and service across the Deloitte network. DTTL does not provide professional services to clients, or direct, manage, control, or own any interest in any member firm or any member firm's related entities.

"Deloitte" is the brand under which approximately 457,000 dedicated professionals and practitioners in independent firms throughout the world collaborate to provide audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to select clients. These firms are members of DTTL. DTTL, these member firms and each of their respective related entities form the Deloitte organization. Each DTTL member firm and/or its related entities provides services in particular geographic areas and is subject to the laws and professional regulations of the particular country or countries in which it operates. Each DTTL member firm is structured in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its respective territories through related entities. Not every DTTL member firm or its related entities provides all services, and certain services may not be available to attest clients under the rules and regulations of public accounting. DTTL, and each DTTL member firm and each of its related entities, are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm, and their respective related entities, are liable only for their own acts and omissions, and not those of each other. The Deloitte organization is a global network of independent firms and not a partnership or a single firm. DTTL does not provide services to clients.

### **Deloitte Japan: governance – leadership in action**

The Board of Directors of Deloitte Japan is composed of the chair of the Board, the CEO of Deloitte Japan, and other members. Other than the CEO of Deloitte Japan, the chair and Board members are not executive officers. Deloitte Japan plans to enhance governance by having such Board members monitor the performance of management.

Based on the management policies of the Board, the Executive Committee formulates and executes business plans in carrying out its organizational management function for Deloitte Japan.

The Nomination Committee makes recommendations for the appointment of Board members based on selection rules for the CEO of Deloitte Japan and other positions. Nominees are then approved by means of a vote of confidence by the partners.

The CEO of Deloitte Japan is nominated by the Nomination Committee of the Board based on internal regulations and then approved via a vote of confidence by the partners.

Candidates for Managing Partners and Business Risk Leader that make up the Executive Committee are nominated by the CEO of Deloitte Japan from among a group of highly qualified and deeply knowledgeable persons and subsequently selected by the Board.

In conformity with the Standards for Quality Control of Audits (October 28, 2005, Business Accounting Council), Deloitte Japan operates systems to ensure that tasks are performed appropriately, with policies and procedures for quality management in place extending from engagement acceptance and continuance to designing an audit plan and executing an audit, to issuing an audit report. Under the supervision of the CEO of Deloitte Japan, who is ultimately responsible for the system of quality management, the Managing Partner of Quality Management sets policy for quality management and takes responsibility for its execution. Also, the head of Reputation Quality Risk Management monitors the status of such policy setting and execution.

### Deloitte Touche Tohmatsu LLC – Board As of 31 May 2023

Haruko Nagayama, Chair of the Board* <sup>1</sup>
Koichi Okubo, CEO, Deloitte Touche Tohmatsu LLC / Audit & Assurance Business Leader* <sup>2</sup>
Hiroharu Nakamura, Non-Executive Board Member
Tsuyoshi Kono, Non-Executive Board Member
Ayako Makino, Non-Executive Board Member* <sup>1</sup>
Tomoyasu Maruyama, Non-Executive Board Member* <sup>1</sup>
Hirofumi Otani, Non-Executive Board Member* <sup>1</sup>
Atsuko Kawazu, Non-Executive Board Member* <sup>1</sup>
Takashi Miyoshi, Independent Non-Executive* <sup>3</sup>
Takayuki Hashimoto, Independent Non-Executive* <sup>3</sup>
Mami Indo, Independent Non-Executive* <sup>3</sup>
Ryota Sekine, Independent Lawyer* <sup>1,3</sup>
Makoto Takahashi, Observer* <sup>3</sup>
Kenichi Kimura, Observer* <sup>3</sup>
Junko Watanabe, Observer* <sup>3</sup>
Norihiko Shibuya, Observer* <sup>3</sup>
Toshiko Koizumi, Observer* <sup>3</sup>
Shingo Kayama, Observer* <sup>3</sup>
Akiko Sakai, Observer* <sup>3</sup>
Ken Ohama, Observer* <sup>3</sup>

\*1 Appointed at the end of the general meeting of partners on 27 July 2022.

\*2 Appointed at the end of the general meeting of partners on 1 June 2022.

\*3 Non-voting members

### Deloitte Touche Tohmatsu LLC – Board As of 31 July 2023

Haruko Nagayama, Chair of the Board* <sup>1</sup>
Koichi Okubo, CEO, Deloitte Touche Tohmatsu LLC / Audit & Assurance Business Leader* <sup>2</sup>
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Tomoyasu Maruyama, Non-Executive Board Member* <sup>1</sup>
Hirofumi Otani, Non-Executive Board Member* <sup>1</sup>
Atsuko Kawazu, Non-Executive Board Member* <sup>1</sup>
Takayuki Hashimoto, Independent Non-Executive* <sup>3</sup>
Mami Indo, Independent Non-Executive* <sup>3</sup>
Masafumi Nakao, Independent Non-Executive* <sup>3,4</sup>
Ryota Sekine, Independent Lawyer* <sup>1,3</sup>
Makoto Takahashi, Observer* <sup>3</sup>
Kenichi Kimura, Observer* <sup>3</sup>
Junko Watanabe, Observer* <sup>3</sup>
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Toshiko Koizumi, Observer* <sup>3</sup>
Shingo Kayama, Observer* <sup>3</sup>
Akiko Sakai, Observer* <sup>3</sup>
Ken Ohama, Observer* <sup>3</sup>

\*1 Appointed at the end of the general meeting of partners on 27 July 2022.

\*2 Appointed at the end of the general meeting of partners on 1 June 2022.

\*3 Non-voting members

\*4 Appointed at the end of the general meeting of partners on 28 June 2023.

# Deloitte Audit & Assurance: Our commitment to serving the public interest

## A focus on audit quality

Deloitte's commitment to audit quality permeates everything we do. The independent audit is a central element of the corporate reporting ecosystem, in place to enhance the confidence and trust of investors and other stakeholders, as well as to promote the effective functioning of the capital markets. Deloitte is keenly aware of our obligation to deliver audit services that meet the challenges and complexities of the current environment, while complying with professional and regulatory standards. For the corporate reporting ecosystem to function as intended, it is vital that the auditor's role be executed effectively.

Deloitte is committed to doing more than simply meeting regulatory requirements and conforming to expectations. Deloitte is going beyond the expected to set the standard of excellence for the profession. In keeping with that objective, our commitment to audit quality is unequivocal.

## Deloitte Global leadership

The Deloitte Global Audit & Assurance Executive, which includes the Audit & Assurance Business Leaders from the member firms is led by Jean-Marc Mickeler, the Deloitte Global Audit & Assurance Business Leader, whose responsibilities include defining and driving the Deloitte Global Audit & Assurance strategy, with a particular focus on:

- Driving key audit and assurance initiatives across the Deloitte network to accomplish quality outcomes.
- Leading transformational initiatives to innovate the way our audit and assurance engagements are executed to meet the evolving needs of our stakeholders.

## Entities Deloitte audits

As part of Deloitte's Audit & Assurance commitment to supporting the capital markets, we are focused on auditing entities where it serves the public interest and where we have the capabilities to perform a quality audit with objectivity and in compliance with applicable professional standards and laws and regulations, including those relating to ethics and independence.

The company we keep is a critical foundational aspect of our Audit & Assurance strategy and global shared values that guide our behavior to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact. The question we ask ourselves is: what type of entities do we, as a global network, want to be associated with? In order to answer this question, an audit and assurance risk appetite statement has been developed to serve as the foundation for the company we want to keep. The risk appetite statement can be used as a tool to promote robust discussion of risk, and as a basis upon which acceptance and continuance decisions can be debated and challenged effectively and credibly. The statement, as shown below sets the tone for our risk culture and aims to drive global consistency in the engagement acceptance and continuance decision making process:

"Deloitte's Audit & Assurance portfolio risk appetite underpins our purpose led agenda and reinforces our Principles of Business Conduct, which articulate the standards to which we hold ourselves, wherever in the world we live and work, in order to build and maintain a sustainable business for current and future generations.



Consistent with our commitment to purpose and to act in the public interest, we recognize that taking on a degree of risk is a natural consequence of doing business. In order to deliver high-quality audit and assurance services, we proactively identify and manage risk through our quality management processes, policies and procedures to make informed decisions aligned to our strategy and values.

We aspire to have a portfolio of clients that aligns with our shared values, respects our people, recognizes emerging issues and societal responsibilities, and is committed to providing transparency to stakeholders in the corporate reporting ecosystem. We endeavor to have a portfolio that does not include clients that lack integrity, engage in illegal activities, disregard the authenticity of financial accounting and reporting, or are unwilling to establish and maintain sufficient internal controls and related processes.”

Deloitte Japan has detailed policies and procedures in place for the acceptance of prospective clients, the continuance of existing engagements and the assessment of engagement risk. These policies and procedures are designed with the objective that Deloitte Japan will only accept or continue with engagements where it:

- Is able to perform the engagement and has the capabilities, including time and resources, to do so.
- Can comply with all relevant professional standards and laws and regulations, including those relating to ethics and independence and conflicts of interest assessments and considerations.
- Considers the client’s management team to act with integrity and in alignment with our shared values.

#### Fewer, stronger member firms

Within the Deloitte member firm structure, Deloitte Japan is one of the Deloitte Asia Pacific (Deloitte AP)’s participating firms. As a locally registered and regulated audit firm in Japan, we have decision-making authority regarding regulatory matters and professional obligations and maintain ultimate responsibility for the execution of audit and assurance services in accordance with professional standards and local laws and regulations. Deloitte Japan is responsible for maintaining and operating an effective system of quality management to support the performance of high-quality audit and assurance engagements. As a Deloitte AP’s participating firm within the Deloitte network, we work in close cooperation with the other geographies in Deloitte AP and benefit from additional oversight of quality, risk management, and monitoring activities. This structure fosters shared investment in audit innovation and resources as well as the sharing of leading practices across geographies, contributing to our collective aspirations of continuous improvement in audit quality.

At Deloitte, meeting expectations is where our Audit & Assurance services begin.

Our people’s commitment to integrity, to serve the public interest, and to deliver high-quality assurance over the areas that matter most to our stakeholders is at the core of everything we do.

Our unwavering dedication to quality drives our sustained quality leadership position. We remain focused on excellence across people, process, and technology. Each of these core components helps us to deliver our vision for a better future, creating an impact that not only meets expectations but goes beyond them.

What does this look like? A constantly evolving audit and assurance practice, leveraging bright minds, effective processes, and world-class technologies from across our global organization while drawing on our years of experience. We deliver high-quality services in an efficient and effective way that upholds integrity, builds confidence, and drives value by focusing on what really matters.

Audit & Assurance transformation is an important shift across the network in the way Deloitte practitioners work and includes:

<p>The Deloitte Way: standardization of audit processes supported by our global technology suite</p>	<p>Real-time audit quality monitoring</p>
<p>Enhanced talent model which includes learning, rewards and recognition, centers of excellence, and delivery centers</p>	<p>Agile deployment of technology solutions to respond to changing environments</p>

**Delivering audit excellence through process, people, and technology transformation<sup>2</sup>**

With The Deloitte Way, Deloitte is bringing standardization, consistency, and efficiency to drive

quality into the core of how our audits are executed: with automation that improves routine tasks and analytics that support audit execution—yielding a deeper and more insightful view into the available data. As a result, we are improving the quality of the audits we deliver while also creating a richer talent experience for our people and clients, providing a streamlined, digital audit experience, that provides greater transparency and insights.

Innovation and technology enablement are an expectation in today’s fast-changing business environment, and this expectation holds true for the audit profession as well. Today’s complex business environment requires that the audit be dynamic, multidimensional, and insightful. There is a demand for real-time, relevant information, and we need to evolve our audits as the entities we audit innovate their businesses and processes. Leveraging evolving technology and data, a Deloitte audit delivers deeper insights to create more consistent and transparent audit and assurance for our stakeholders. Deloitte brings bright minds, effective processes, and world-class technologies from across the global organization to deliver an impact beyond expectations.

Deloitte Japan auditors are enhancing the way they work by making more use of data-driven analytics, as well as cognitive and cloud-based technologies. This is due, in part, to the increased automation and effectiveness these provide, but also the need for Deloitte Japan to stay abreast of technological advances used by the entities that we audit.

Deloitte is committed to the continued investment in emerging technologies and diversity of thought that enables the delivery of enhanced quality, insights, and value to our clients and the markets. Deloitte’s global audit platforms, Deloitte Omnia and Deloitte Levvia, demonstrate our commitment to delivering digital, high-quality audits of all sizes and levels of complexity. Deloitte Omnia is our cloud-based, end-to-end audit delivery platform for larger and complex audits, while Deloitte Levvia delivers a streamlined, right-sized digital audit experience for low risk and less complex entities. Development, enhancement, and deployment of both platforms will continue over the next few years. Deloitte is also developing and implementing innovative global data and analytics solutions, and our integrated suite of enabling innovation technologies which are all connected in the cloud.

<sup>2</sup> For more information about Deloitte audit innovation, please refer to Deloitte [Global Impact Report](#) and [Audit innovation](#) and [Audit & Assurance: the Deloitte way](#) pages on [Deloitte.com](#).

### Auditing in disruptive times

In the wake of tremendous global disruption marked by public health, political, and social uncertainties over the past few years, the profession, along with all corporate reporting ecosystem stakeholders, has been affected. Deloitte's response to the uncertainties and disruptions has included efforts to continue advancing the profession, while prioritizing the wellbeing of its people.

Particularly in the current environment, a sharpened awareness regarding the heightened risk of fraud, the presence of emerging or evolving risk factors, and the need for effective internal control environments remains critical. Although the existing accounting frameworks have provisions for uncertainties, financial statement users and regulators should continue to expect a higher degree of market and economic volatility in the near term.

Deloitte has consistently welcomed public statements and guidance issued by regulators that recognize uncertainties and emphasize the importance of high-quality, forward-looking corporate disclosures. Greater transparency benefits the public, just as raising awareness about these issues, especially when all corporate reporting ecosystem stakeholders participate. More clarity about the unique and complementary responsibilities of management, audit committees, entities, auditors, regulators, and other stakeholders enables the investing public to hold accountable these parties in a way that effectively serves the public interest.

The value of high-quality audit and assurance services is not diminished in the midst of global unrest. Rather, investors and other stakeholders continue to call for professional services based on independence and objectivity-based principles and practices to engender trust and inspire confidence in the capital markets—and Deloitte is committed to leading the way.

Deloitte Japan's commitment to serving the public interest—especially as it relates to behaving according to the highest standards of ethics, integrity, independence, and transparency is steadfast. Deloitte is keenly aware of the gravity of responsibility that comes with meeting professional obligations and discharging its role as auditors within the corporate reporting ecosystem globally. The following principles remain at the forefront and are continuously reinforced with Audit & Assurance practitioners:

- Exercise professional skepticism and due professional care
- Critically evaluate the quality of audit evidence obtained and determine whether it is sufficient and appropriate to address relevant risks
- Make well-reasoned professional judgments supported by clear documentation
- Foster a culture of excellence and consultation
- Demonstrate commitment to integrity and ethical behavior, including compliance with regulatory and professional obligations
- Stay connected and support one another

## Multidisciplinary model (MDM)

Deloitte's robust multidisciplinary business model comprises audit and assurance, tax, consulting, and risk and financial advisory practices and is an important contributor to the organization's ability to deliver high-quality audit and assurance services. Specifically, the scope of corporate reporting has begun to expand and it is expected to transform drastically in the near future; Financial statements and corporate disclosures will continue to become more complex due to ESG considerations and other matters (cyber, AI, data privacy, etc.). In addition, as big data and other digital advances become routine, the demand for data analysts and IT specialists will grow accordingly.

The MDM remains foundational to Deloitte's cross-disciplinary services globally. Deloitte prides itself on having a deep bench of independent specialists who can be deployed around the world on engagements to provide subject matter expertise and new, insightful perspectives. Deloitte believes that the current MDM helps the organization deliver high-quality audits and assurance engagements in the public interest and reinforces the resilience of the audit and assurance practice. The strengths of the MDM include:

- The possibility to develop industry or thematic insights (e.g., climate, governance, corporate strategy, etc.) through multiple lenses, which enhances auditors' understanding of business risks relevant to conducting audits.
- The MDM enables access to functional specialists and industry experts who are independent, and who provide audit support helping to deliver high-quality audits. This will become more important as we move towards broader corporate reporting.
- The breadth of the MDM is attractive to candidates who may not want to limit their career options to providing audit and assurance services only.
- The scale of the MDM brings greater resilience to each Deloitte business line, including audit and assurance, allowing continued investment in technology, methodology, and process to support delivery of high-quality services.

Deloitte leadership recognizes that each Deloitte business line is important and critical to the organization's ability to deliver on its public interest responsibilities. Management's attention and investment allocation are not limited to the business lines with the highest growth rates.

Deloitte acknowledges the possibility and perception of conflicts of interest, and therefore has robust conflicts and independence policies and systems to help ensure that Deloitte's strategy is executed in alignment with regulatory and professional requirements. In some areas, Deloitte policies are more stringent than professional standards, laws, or regulations.

### Environmental, social, and governance (ESG) reporting<sup>3</sup>

The foundations of business are changing rapidly—long-term resiliency and the ability to create enduring value is directly linked to alignment with the values and expectations of society. Market participants and other stakeholders are calling for greater insight into how organizations are building, protecting, and enhancing enterprise value over time, and are specifically demanding enhanced transparency around climate-related and broader ESG impacts and the dependencies of an entity's business model and strategy.

Specifically, Deloitte recognizes that climate change poses a risk to financial stability and impacts businesses in many sectors with increased disclosure and reporting expectations from various stakeholders.

Deloitte is taking strategic actions to educate our people on climate change and the potential impact on audited entities to support the execution of high-quality audits, thereby giving appropriate consideration to climate-related risks and opportunities. This includes the deployment of materials such as a climate learning curriculum, as well as a framework and related guidance to consider climate-related matters as part of the audit.

#### Broader corporate reporting

Traditional financial reporting is beginning to evolve into broader corporate reporting. To support this evolution, there are standard setting and rulemaking efforts regarding sustainability by the International Sustainability Standards Board (ISSB) and others around the world.

These standards emphasize the need for better connectivity between financial and non-financial reporting and will help users of corporate disclosures better understand and compare information about entities. Further, these standards will enable greater transparency, consistency, and comparability globally, as well as shift the requirements for climate-related reporting from being voluntary to mandatory.

To be effective, the standards need to be adopted globally in a consistent manner to deliver corporate reporting which is comparable, based on the global baseline, and supplemented by local considerations where warranted. These standards will also need to be brought into regulation around the world, together with associated enforcement, monitoring, governance and controls, assurance, and training. The developments in standard-setting and rulemaking are intended not only to

create transparency and consistency in global baseline reporting, but also to make clear that information in financial reporting and information contained in sustainability reporting together are essential inputs to inform a stakeholder's view of an entity's value.

Therefore, there is a growing demand for companies to integrate climate-related and other ESG considerations into internal control policies and procedures, enhancing the maturity of systems, processes, and governance over climate-related and other ESG information. As a result, those charged with governance (e.g., audit committees, boards) are increasingly incorporating ESG considerations in their oversight responsibilities of an organization's management, its reporting, and their data-collection processes and controls.

Deloitte understands that given the increased risks associated with climate change, it is important for climate-related factors to be properly incorporated into corporate reporting. Today some stakeholder's expectations may not be met by financial statements prepared in accordance with current accounting frameworks. As corporate reporting continues to evolve and stakeholders accommodate and adapt to market shifts and public sentiment, it is important to allow for appropriate due process in order to develop robust standards applied consistently across the globe and to drive reporting that is responsive to the growing asks of investors and other stakeholders.

Deloitte remains committed to engaging in meaningful and transparent conversations with investors, standard-setters, regulators, and other relevant stakeholders. We also look forward to supporting reduced standard and regulatory fragmentation and to greater market confidence as consistency in standards is realized globally.

In Japan, Sustainability Standards Board of Japan was established in July 2022 and is developing local sustainability disclosure standards based on the ISSB's standards as the global baseline.

<sup>3</sup> For more information about Deloitte's alignment with ESG, please refer to Deloitte [Global Impact Report](#).

## Assurance

With the increased focus and scrutiny of ESG reporting also comes the increased need for confidence over the quality of disclosures and increasing calls for assurance requirements. Individual jurisdictions, such as the European Union and the United States, are moving to introduce or strengthen regulation around sustainability reporting. Assurance requirements are increasingly becoming mandatory.

Providing assurance on ESG information should be expected to follow a professional framework including competence, independence, a system of quality management, and be subject to oversight and inspection as well as professional liability mechanisms to ensure that credible assurance is delivered to the market.

Below are specific actions that Deloitte is undertaking to support execution of high-quality assurance that appropriately address ESG voluntary reporting and regulatory requirements:

- Engaging in shaping the capital market infrastructure for sustainability reporting tied to enterprise value through collaboration on climate and ESG standard setting reporting, and assurance initiatives, such as the IFRS Foundation, the International Auditing and Assurance Standards Board, and the International Ethics Standards Board for Accountants. In Japan, also engaging in collaboration on sustainability reporting and assurance initiatives, such as SSBJ and the Japanese Institute of Certified Public Accountant (JICPA).

- Actively participating in various global platforms such as the World Economic Forum and the 2022 UN Framework Convention on Climate Change (COP27).
- Deployment of enhanced guidance to deliver limited and reasonable ESG assurance through Deloitte's global sustainability assurance methodology. Building capacity through global and localized learning focused on ESG.
- Developing technology-enabled tools, including a tool to evaluate a company's sustainability disclosures against common ESG standards.

Deloitte Japan, together with DTTL, supports efforts to make publicly disclosed ESG information consistent, comparable, and reliable. Assurance provides a greater confidence in ESG information. Deloitte believes that there is a benefit of ESG assurance being provided by an audit firm. Objectivity, credibility, and integrity are qualities valued most in assurance providers. These are in addition to independence, professional skepticism, commitment to quality, and appropriate training that are equally critical. All of these are covered under the typical infrastructure of audit firms and were further reinforced with the adoption of ISQM 1, which became effective in December 2022.

Deloitte Japan, together with DTTL, supports the continued collaboration of all participants in the corporate reporting ecosystem, working together to develop and implement common standards upon which to measure, disclose, and ultimately assure ESG information.



### **Deloitte's commitment**

Further, to help the world achieve the goals of the Paris Agreement<sup>4</sup>, Deloitte has launched [WorldClimate](#), a strategy to drive responsible climate choices within the Deloitte network and beyond.

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<sup>4</sup> The [Paris Agreement](#) is a legally binding international treaty on climate change. It was adopted by 196 parties at the United Nations (UN) Climate Change Conference (COP21) in Paris, France, on 12 December 2015 and was entered into force on 4

November 2016. Per the UN, its overarching goal is to hold the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.



Deloitte's commitments to people, the planet, and purpose are reflected broadly throughout the organization's strategy, operations, and relationships. Accordingly, Deloitte joined the Glasgow Financial Alliance for Net Zero (GFANZ) in 2021 by committing to do its part to encourage decarbonization of the economy, and to create financial and social value through the core business and aligned social investment.

GFANZ comprises a network of alliances, organized by sector, committed to accelerate progress toward achieving the priorities outlined in the Paris Agreement and supporting the goal of net zero greenhouse gas emissions by 2050 or sooner. As part of the Net Zero Financial Services Providers (NZFSP) alliance, Deloitte committed to take meaningful actions to execute our services and manage our operations in line with these goals.

Refer to the upcoming issuance of the 2023 Deloitte Global Impact Report for the complete report on this important initiative.





### Learning and development initiatives

Deloitte's transformed approach to audit delivery is changing the audit experience for practitioners. Audit teams are empowered by advanced tools and technologies and more extensive use of data and analytics within a guided workflow to execute the end-to-end audit. For Deloitte practitioners, this means focusing on how the engagement is planned, executed, and managed consistently across the globe using our innovative techniques and capabilities. It also offers opportunities to enhance their technical and professional skillsets and competencies. For example, the following skills remain as important as ever—enhanced data analytics, project management, critical thinking, communication, professional judgment, and the application of accounting and auditing principles to work more effectively and deliver high-quality engagements. As capabilities and skillsets are enhanced, we build greater confidence and become ever-better evaluators of risk.

Deloitte Japan has made substantial investments in our talent and learning strategies and transformed the technical audit curriculum to build the refreshed skillsets and proficiency required by level:

- At the core, Deloitte has a single, global mandatory audit technical learning curriculum, tailored for learners by level, using a dynamic blend of live instructor-led, digital on-demand courses, and on-the-job activities.
- All client service practitioners are required to follow the firm's learning requirements for their roles and complete sufficient continuing professional development (CPD) each year and over a cyclical three-year period to ensure both compliance with regulatory standards and Deloitte internal policies. This is achieved through structured, formal learning programs, such as internal or external courses, seminars, or e-learning covering all areas of the competency model (e.g., shared competencies, function-specific technical competencies, and competencies in areas of specialization).
- All client service practitioners have clearly defined role expectations and global Talent Standards which outline the capabilities that are required of practitioners at each level.

Deloitte Japan has also established specific learning opportunities for specialists working on audit engagements to support their knowledge and understanding of the audit process. In addition, our assurance learning offering is being expanded to respond to emerging business needs.

The objective of the Deloitte Japan professional development program is to help partners and practitioners maintain and enhance their professional competence and ensure consistency of audit execution. To supplement on-the-job development, Deloitte Japan provides formal continuing professional development programs in relevant subject areas consistent with the Deloitte Global Audit & Assurance Curriculum.

### Deloitte University

Deloitte actively cultivates the collective knowledge and skills of Deloitte people globally through continued investment in Deloitte Universities (DU). These are state-of-the-art learning and development centers focused on Deloitte culture and founded in the principles of connectedness and leadership in a highly inclusive learning environment<sup>5</sup>. Last year, in-person programming returned to Deloitte Universities, providing opportunities for our people to reconnect with each other after several years of remote learning.

# Deloitte. University

### Audit & Assurance Leadership appointments

Critical Audit & Assurance leadership roles are clearly defined. A role profile and key performance indicator framework provide a basis for consistent leadership appointments and evaluations across the Deloitte Audit & Assurance network and align member firm and Deloitte Global Audit & Assurance strategic objectives. Deloitte has introduced globally consistent standards for member firm Audit & Assurance leaders, including Audit & Assurance Business Leaders, Audit & Assurance Quality Leaders, and Audit & Assurance Risk Leaders through clearly defined roles, responsibilities, and expected success outcomes. These inform objective setting and evaluation processes and reinforce Deloitte's culture of quality and excellence. Robust monitoring of succession planning helps ensure Deloitte is developing and appointing the appropriate individuals with the capabilities to achieve these consistent standards.

### Remuneration

Execution of high-quality audits is expected from all practitioners and is embedded across the Deloitte network. Audit quality is recognized through reward and recognition programs and is built into performance standards at every level, against which practitioners' overall evaluations are measured.

In accordance with global policies, Deloitte Japan's partners are evaluated on a yearly basis, and depending on the outcome of the evaluation, the remuneration of partners may increase or decrease. Specifically, partner evaluations take the following factors into account: performance evaluation of their respective audit engagements focusing on quality, information obtained from practice reviews and external inspection results, etc.

### Attraction and retention

The current environment for talent is extremely competitive and attraction and retention of our people is a strategic priority for Deloitte. We acknowledge the challenges our people are facing and recognize our part to re-establish the connections that so many have missed during the COVID-19 pandemic. Deloitte is focused on transforming the Audit & Assurance talent experience, including reimagining the ways of working to improve retention and further advance the diversity, equity, and inclusion (DEI), and wellbeing of Deloitte people. We are looking at opportunities to collectively expand the talent experience. This focus on our people and retention of top talent enhances Deloitte's ability to deliver high-quality audits.

Deloitte continues to receive recognition and awards across the globe for its commitment to delivering an unrivalled talent experience for its people [Awards and recognition | Deloitte Global](#).

## Social Impact

### Making an Impact Every Day

We believe human connection can help create innovative solutions and lasting impact on pressing issues of our time. By harnessing the collective power of Deloitte's network of people, clients, nonprofits, and communities, we aim to achieve lasting social impact for the greater good.



<sup>5</sup> For more information about Deloitte Universities, please refer to Deloitte [Global Impact Report](#).

### Leadership commitment and tone at the top

Deloitte's culture of quality and excellence begins with strong tone from the top, starting with senior leadership through to the leaders in all our offices and audit and assurance engagements. Deloitte's focus on audit quality is evident through the direct involvement of leaders in initiatives emphasizing that quality is the highest priority for audit and assurance practitioners at all levels and consistent messaging that reinforces the importance placed on executing high-quality audit and assurance engagements. Deloitte's relentless pursuit of quality defines not just what we do, but who we are.

### System of quality management (SQM)

Deloitte believes an effective system of quality management is crucial for the consistent performance of high-quality audit engagements and we continue to make significant investments in our people, processes, and technologies that underlie Deloitte's quality management processes.

Regulators and standard setters in Japan and globally are also focused on driving further improvements in firms' system of quality management. In December 2020, the IAASB released its new, revised suite of quality management standards, including International Standard on Quality Management 1 (ISQM 1). Systems of quality management in compliance with ISQM 1 were required to be designed and implemented by 15 December 2022.

ISQM 1 introduced a risk-based approach to the SQM that require firms to respond to quality objectives and risks to our ability to execute high-quality audits in the following areas:

- The firm's risk assessment process;
- Governance and leadership;
- Relevant ethical requirements;
- Acceptance and continuance of client relationships and specific engagements;
- Engagement performance;
- Resources;
- Information and communication; and
- The monitoring and remediation process.

The effective implementation of ISQM 1 has been and remains a key element of Deloitte's global audit quality strategy. Deloitte Japan's ISQM 1 implementation activities were completed by 15 December 2022, building on the multi-year investments and commitment already delivered to go beyond the requirements of the existing professional standards.

As part of the implementation of ISQM 1, quality objectives, quality risks and responses were formalized and brought together in a globally consistent technology platform to facilitate the design and maintenance of the system, as well as the operation through tri-annual self-assessments by business process owners and reporting capabilities to support the required annual evaluation.

Deloitte Japan continues to work with leaders across the firm, as well as the broader network, to further enhance our proactive approach to managing the quality of engagements performed—identifying and addressing risks to audit quality and driving continued advancements in quality management processes serves us well into the future as the environment within which we operate continues to evolve and become increasingly complex.

Consistent with Deloitte's culture of continuous improvement and innovation, Deloitte Japan's ISQM 1 implementation efforts have provided us the opportunity to challenge ourselves—examining those areas where we can further enhance and transform our system of quality management. Audit quality is always front and center, and robust audit quality monitoring processes play an integral role in our ability to continually improve.

The first annual evaluation of the systems of quality management are required to be performed within one year following 15 December 2022. Deloitte Japan performed its first evaluation of its SQM as of 31 May 2023.

### **Conclusion on the effectiveness of the system of quality management**

Deloitte Japan is responsible for designing, implementing, and operating a system of quality management (SQM) for audits or reviews of financial statements, or other assurance or related services engagements performed by the firm, that provides the firm with reasonable assurance that the objectives of the SQM are being achieved. The objectives are:

- The firm and its personnel fulfill their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.
- Deloitte Japan conducted its evaluation in accordance with the International Standard on Quality Management 1.

Deloitte Japan concluded that the SQM provides the firm with reasonable assurance that objectives of the SQM are being achieved as of 31 May 2023.

Reasonable assurance is obtained when the system of quality management reduces to an acceptably low level the risk that the objectives of the SQM are not achieved. Reasonable assurance is not an absolute level of assurance, because there are inherent limitations of a system of quality management.

### **Independence, objectivity, and professional skepticism**

The execution of high-quality audits requires independence, objectivity, and professional skepticism. This means a continuous and tangible focus on Deloitte's critical role in serving the public interest, including creating a culture of quality where doing the right thing is of paramount importance. Deloitte consistently reinforces the important role of auditors as independent evaluators who must maintain a mindset of professional skepticism throughout the conduct of our work. This approach to the audit is reflected in Deloitte policies, methods, procedures, and learning, and is reinforced through quality management and accountability measures.

### **Audit approach**

Deloitte's approach to performing a high-quality audit involves the use of an audit methodology, common across the Deloitte network, supplemented by audit tools for use by our practitioners to plan, perform, supervise, review, document, conclude, and communicate the results of each audit. Deloitte's audit approach is underpinned by professional standards, as well as requirements of applicable laws and regulations.

Deloitte's audit methodology is risk-based, focusing on the financial statement account balances, disclosures, and underlying assertions that have a reasonable possibility of being materially misstated. Our audit methodology is also dynamic—it evolves continuously to keep pace with the changing demands of investors, companies, and other stakeholders. It recognizes that advances in the availability and management of large data sets and in statistical science are relevant to continuing to enhance the quality of Deloitte audits.

### **Resources to support Deloitte practitioners in the execution of high-quality audits**

The resources applied by Deloitte practitioners in the performance of their audits include the proprietary tools, guidance, materials, and practice aids used in conducting audits, which are available to all our practitioners in the Deloitte Global Technical Library, an extensive online library, and in our audit execution platforms (EMS, Deloitte Omnia, and Deloitte Levvia). Deloitte regularly issues accounting and auditing guidance to our practitioners and communicates developments that should be factored into audit risk assessments and responses in order to maintain and drive quality audit execution.

## Consultation

Quality and risk management considerations are integral to Deloitte's audit business and to the performance of audit engagements. That is why Deloitte views consultation as an essential, collaborative process—one that involves robust challenge and helps determine the most appropriate answers to complex questions. Deloitte has identified circumstances where consultation outside of the engagement team is required in order to demonstrate an appropriate level of professional judgment and the exercise of professional skepticism. Deloitte consultation policies require that conclusions are documented, understood, and implemented. Foundational to the effectiveness of the consultation process is Deloitte's investment in consultation resources who have the appropriate skills and expertise. In addition to formal consultations, whenever engagement partners and teams need additional information or perspectives, they are encouraged to seek assistance from the Audit Quality team, or others in the organization with specialized knowledge.



# External and internal audit quality monitoring

## Monitoring of audit quality

A continued focus on audit quality is of paramount importance to the Deloitte brand. It is critical that a Deloitte audit is consistently executed and of high-quality, wherever in the world it is performed.

The objective of monitoring and remediation processes are to provide relevant, reliable, and timely information about the design, implementation, and operation of the system of quality management to leadership in order to enable appropriate and timely actions to be taken to respond to identified deficiencies. This includes the identification of deficiencies and good practices in the system of quality management and the assessment of the effectiveness of remedial actions in driving improvements in audit quality.

- A program of subject matter specific “health checks” to assist Deloitte Japan audit quality leaders in assessing progress and identifying potential issues on in-process engagements.
- Inspections of in-process engagements which allows Deloitte Japan to proactively identify and remediate any quality issues throughout the audit.
- Results of monitoring of in-process engagements are evaluated overall to determine whether additional communication and support is needed for audit engagement teams with respect to adherence to the audit methodology or updates thereto.



## System of quality management (SQM) monitoring

SQM monitoring is an integral part of Deloitte Japan’s monitoring activities and considers relevant requirements in ISQM 1, as well as evaluating the design, implementation and operating effectiveness of responses that address the quality risks that have been identified for the firm.

Audit Quality Indicators (AQIs) are used in conjunction with other metrics to further assist Deloitte Japan in developing and monitoring audit quality action plans and reporting on the progress in its audit quality journey.



## Monitoring of in-process engagements

Continuous audit quality monitoring by Deloitte Japan involves the proactive identification of audit issues on in-process engagements in order to drive timely solutions and real time corrective actions. This is achieved through the following suite of activities:

- Deployment and monitoring of a series of core diagnostics, enabling engagement partners and teams, as well as Deloitte Japan audit quality leaders to continuously monitor audit quality and take immediate action.





### Inspections of completed engagements

Key components of inspections of completed engagements include:

- Risk-based engagement selection and consideration of all major industries served by Deloitte Japan.
- Mandatory moderation panel to drive consistency in findings and engagement ratings.
- Network monitoring with external partners and deputies, independent of Deloitte Japan, who drive global consistency by providing input and sharing best practices for monitoring programs.
- Identifying appropriate resources (from within Deloitte Japan as well as from other Deloitte geographies) with the right experience and industry knowledge, including establishing central review teams.



### External inspections

In addition to Deloitte Japan's own monitoring of audit quality, we are subject to external monitoring by the external regulators below.

#### JICPA

The Quality Control Committee of the Japanese Institute of Certified Public Accountants (JICPA) performs a quality control review of Deloitte Japan's system of quality control. The review is performed to evaluate whether Deloitte Japan's system of quality control is designed and operated in conformity with the standards of quality control. The JICPA prohibits firms from publicly disclosing information, in whole or in part, about the review by the JICPA or its review report due to reasons of confidentiality.

#### CPAAOB

For an overview of the Certified Public Accountants and Auditing Oversight Board (CPAAOB), refer to "Examination and Inspection of Audit Firms" of "Certified Public Accountants and Auditing Oversight Board" published by the CPAAOB, which can be accessed at the following website.

[https://www.fsa.go.jp/cpaaob/english/pamphlet\\_f.pdf](https://www.fsa.go.jp/cpaaob/english/pamphlet_f.pdf)

Based on Paragraph 2 of Article 49-3 of the Certified Public Accountants Act of Japan (the "CPA Act"), the CPAAOB may conduct an inspection of Deloitte Japan. The CPAAOB prohibits firms from publicly disclosing information, in whole or in part, about the inspection by the CPAAOB or its inspection report due to reasons of confidentiality.

#### PCAOB

At least once in every three calendar years, U.S. Public Company Accounting Oversight Board (PCAOB) inspections are required for a registered public accounting firm that, during any of the three prior calendar years, issued an audit report with respect to at least one, but no more than 100, issuers, or that played a substantial role in the preparation or furnishing of an audit report with respect to at least one issuer. The scope of the inspections includes an evaluation of the quality of the audit work performed on selected audits and a review of practices, policies, and procedures of the quality control system.

The public portion of the PCAOB's most recent inspection report is available on the following website:

[Microsoft Word - 104-2022-206-Deloitte-Japan.docx \(pcaobus.org\)](https://pcaobus.org/inspections/2022-2023/2022-2023-06-Deloitte-Japan.docx)



### Root cause analysis and remediation

Continuous improvement is essential to Deloitte's culture of quality and excellence. Understanding why engagement level findings and SQM deficiencies occur is critical to being able to design effective remedial actions. When engagement level findings or SQM deficiencies are identified, whether through internal or external monitoring activities, actions are taken to identify gaps and develop appropriate remediation activities. Remediation is imperative to drive continuous improvement in audit quality and avoid future similar findings. An audit quality plan is prepared by Deloitte Japan and provides for effective implementation and monitoring of key audit quality priorities.

# Independence, ethics, and additional disclosures

## Deloitte Global Independence



Sets **independence policies and procedural expectations** based upon the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and, where applicable, the independence standards of the US Securities and Exchange Commission and the Public Company Accounting Oversight Board.



Supports firms, as needed, with their ongoing SQM monitoring activities and gives insights into global areas of focus. On a three-year cycle, performs **network monitoring activities** through its monitoring program, providing recommendations and observations for consideration as part of firms' Monitoring & Remediation activities. In-depth follow-up reviews are conducted as needed.



Provides firms with **technical independence expertise**, as required, which also informs potential enhancements to global policies, procedural expectations, tools, and practice support activities.



Delivers **global systems** to provide its people with entity information to support compliance with personal and professional independence requirements, including financial interests, scope of service, and approvals.



Promotes **independence awareness** across the Deloitte network through active engagement with independence and business leadership groups, periodic communications and alerts, and development of guidance, learning, and instructions.

## Deloitte Japan Independence

Deloitte Japan has quality responses that address quality objectives and quality risks as they relate to the relevant ethical requirements for independence. These responses include policies and procedures that are based on expectations set out in Deloitte Global Independence policies, and which are supplemented, as appropriate, to reflect additional national or regional requirements that may be more restrictive than Deloitte Global policies and procedures. Such national or regional requirements include the CPA Act and related regulations, and the Code of Ethics issued by the JICPA. Deloitte Japan leadership reinforces the importance of compliance with independence and related quality management standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of Deloitte Japan. Strategies and procedures to communicate the importance of independence to partners, other practitioners, and support staff have been

adopted, emphasizing each individual's responsibility to understand and meet the independence requirements. The Director of Independence is responsible for overseeing independence matters within Deloitte Japan, including the design, implementation, operation, monitoring, and maintenance of the system of quality management related to independence.



As part of the firm’s system of quality management, Deloitte Japan has:

- Implemented responses to address quality objectives and quality risks it has identified for its key independence areas;
- Performed appropriate monitoring activities over its key independence areas; and
- Maintained appropriate independence governance in place.

The firm’s key independence areas include:

- Client, engagement, and business relationships, including use of the independence business process tools, the Deloitte Entity Search and Compliance (DESC) system, and the Service Request Monitoring (SRM) application
- Firm and personal financial relationships, including the use of the Global Independence Monitoring System (GIMS), which is mandatorily used by all partners and professional staff
- Employment and other relationships
- Independence confirmations
- Independence consultations
- Independence-related policies, communications, and learning
- Breaches of independence requirements
- Disciplinary measures for failures to adhere to applicable independence requirements
- Independence monitoring for our group entities which need to comply with independence requirements
- Monitoring process related to the ratio between audit fee and non-audit service fee
- Preventive monitoring process for specific audit engagements to comply with SEC independence rules
- Monitoring process related to long association with audit clients and rotation policy

Global Independence conducted a review of compliance with policies and procedures in the key independence areas during the year.



### DESC

Deloitte Entity Search and Compliance

Global, searchable database containing specific entity information relevant in determining personal and professional independence restrictions



### SRM

Service Request Monitoring

Application integrated with DESC that provides a standard business process workflow for submitting and reviewing preapproval requests to provide services to clients



### GIMS

Global Independence Monitoring System

Application that contains financial relationship data with relevant independence compliance indicators

### Long association requirements of audit partners and practitioners

Deloitte Japan has established a policy and procedures for partner rotation in compliance with the CPA Act, the Code of Ethics issued by the JICPA, and other relevant requirements. Audit engagement partners and engagement quality reviewers are subject to mandatory rotation with a limitation on the years of service that can be provided for an audit client.

In 2020, the JICPA published a statement from the Chairman & President titled “Application of Long-term Association and Rotation of Personnel (Team Members),” and an additional independence rule has been applied to audits of companies of particularly high public interest (companies with market capitalization of approximately 500 billion yen or more) from fiscal years beginning on or after 1 April 2021. The firm has in place an internal system to comply with the additional independence rule and ensure timely and appropriate communication with those charged with governance regarding independence. Deloitte Japan has established a policy and procedures for team member rotation.

### Legal matters

#### Ethics

All Deloitte people are expected to act with integrity in accordance with high ethical standards as described in the Deloitte [Global Principles of Business Conduct](#) (“Global Code”). The Global Code is embedded into each member firm’s Code of Conduct and defines the commitments that all Deloitte people make regarding ethical standards, as well as explaining each individual’s responsibilities to their clients, colleagues, and society.

In addition to the Global Code, other foundational elements of Deloitte’s ethics program include global policies, a program of training and communications, and established reporting channels supported by defined incident management protocols. For continuous improvement, regular program assessments and reviews are conducted, and feedback is collected from Deloitte people through an annual ethics survey.

Ethics at Deloitte is led by the Deloitte Global Chief Ethics Officer at the global level, and by member firm and participating firm Ethics Officers at the local level, all of whom are experienced partners with direct access to the

member firm’s and participating firm’s CEO and governing body. Deloitte Global, member firm and participating firm ethics leaders work together to continually monitor risk and to reinforce compliance with the Global Code.

Deloitte Japan maintains policies and procedures that build on the global policies and are designed to provide reasonable assurance that its people comply with relevant ethical requirements.

The ethical requirements for audit and related assurance services provided by Deloitte Japan are in accordance with the Code of Ethics issued by the JICPA. Deloitte Japan also complies with Deloitte Global policies and procedures, which align with the requirements and guidance set out in the international Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), a standard-setting body of the International Federation of Accountants (IFAC). When the Code of Ethics issued by the JICPA is more restrictive than the Deloitte Global policies and procedures, Deloitte Japan follows the applicable requirements in the Code of Ethics.

Deloitte Japan reinforces its commitment to ethics and integrity through communication tools, learning programs, compliance processes, and measurement systems for all people. Learning includes targeted content for onboarding, manager and senior manager promotion, partner admission, independent contractors, and refresher programs every two years. Recent global training topics have included a focus on the importance of owning up to one’s mistakes, navigating personal relationships in the workplace, and demonstrating respect, integrity and professionalism on social media, and courses have included a confirmation that professionals are aware that answers should not be shared with others and doing so would constitute a violation of the Global Code. In addition, Deloitte Japan conducts ethics reviews for senior leaders and requires all partners, other practitioners, and support staff to confirm annually that they have read and comprehended the member firm’s Code of Conduct and understand that it is their responsibility to comply with it.



# Deloitte Global Ethics

Deloitte is committed to conducting business with honesty, distinctive quality, and high standards of professional behavior.

**Deloitte's Global Principles of Business Conduct ("Global Code")** outlines Deloitte's ethical commitments as a network and expectations for Deloitte's approximately 457,000 people, giving a strong, principled foundation. The foundations of the network's ethics program is comprised of the following elements:



# Appendices

# Appendix A | EU EEA audit firms

## Disclosure in accordance with Article 13.2 (b)(ii)-(iv) of the EU Audit Regulation

**EU/EEA member state** (Article 13.2 (b)(iii) EU Audit Regulation: the countries in which each audit firm that is a member of the network is qualified as a statutory auditor or has its registered office, central administration, or principal place of business)

**Name of audit firms carrying out statutory audits in each member state** (Article 13.2 (b)(ii) EU Audit Regulation: the name of each audit firm that is a member of the network)

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Austria	Deloitte Audit Wirtschaftsprüfungs GmbH
	Deloitte Niederösterreich Wirtschaftsprüfungs GmbH
	Deloitte Oberösterreich Wirtschaftsprüfungs GmbH
	Deloitte Salzburg Wirtschaftsprüfungs GmbH
	Deloitte Tirol Wirtschaftsprüfungs GmbH
	Deloitte Wirtschaftsprüfung Styria GmbH
Belgium	Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL
Bulgaria	Deloitte Audit OOD
Croatia	Deloitte d.o.o. za usluge revizije
Cyprus	Deloitte Limited
Czech Republic	Deloitte Audit s.r.o.
	Deloitte Assurance s.r.o.
Denmark	Deloitte Statsautoriseret Revisionspartnerselskab
Estonia	AS Deloitte Audit Eesti
Finland	Deloitte Oy
France	Deloitte & Associés
	Deloitte Marque & Gendrot
	Deloitte Audit Holding
	BEAS
	Cisane
	Constantin Associés
	DB Consultant
	ECA Audit
	Opus 3.14 Audit et Conseil
	Pierre-Henri Scacchi et Associés
	Revi Conseil

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Germany	Deloitte GmbH Wirtschaftsprüfungsgesellschaft
	Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft
	SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft
Greece	Deloitte Certified Public Accountants S.A.
Hungary	Deloitte Könyvvizsgáló és Tanácsadó Kft.
Iceland	Deloitte ehf.
Ireland	Deloitte Ireland LLP
Italy	Deloitte & Touche S.p.A.
Latvia	Deloitte Audits Latvia SIA
Liechtenstein	Deloitte (Liechtenstein) AG
Lithuania	Deloitte Lietuva UAB
Luxembourg	Deloitte Audit
Malta	Deloitte Audit Limited
Netherlands	Deloitte Accountants B.V.
Norway	Deloitte AS
Poland	Deloitte Audyt spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Audyt spółka z ograniczoną odpowiedzialnością
	Deloitte Assurance spółka z ograniczoną odpowiedzialnością
Portugal	Deloitte & Associados, SROC S.A.
Romania	Deloitte Audit SRL
Slovakia	Deloitte Audit s.r.o.
Slovenia	Deloitte Revizija d.o.o.
Spain	Deloitte, S.L.
Sweden	Deloitte AB

#### Disclosure in accordance with Article 13.2 (b)(iv) of the EU Audit Regulation

The total turnover achieved by the audit firms that are members of the network, resulting from the statutory audit of annual and consolidated financial statements: €2.3 billion<sup>6</sup>

<sup>6</sup> Amount represents an estimate determined based upon best efforts to collect this data. Certain Deloitte audit firms registered to perform statutory audits in respective member states provide statutory audit services as well as other audit, assurance, and non-audit services. While Deloitte endeavored to collect specific statutory audit turnover for each EU/EEA Deloitte audit firm, in certain cases turnover from other services has been included. The turnover amounts included herein are as of 31 May 2023, except for a limited number of instances where a Deloitte audit firm has different financial year-end or has not finalized its reporting for such period. In these cases, turnover amounts are for the relevant financial year or preceding financial year. Where currency other than the Euro is used in the member state, the amount in Euros was translated using an average exchange rate in effect for the period 1 June 2022 to 31 May 2023.

# Appendix B | Financial information

## Disclosure in accordance with Article 13.2 (k)(i)-(iv) of the EU Audit Regulation

The breakdown of the Deloitte Touche Tohmatsu LLC's Revenues for the year ended 31 May 2023:

Revenues	Japanese yen in millions
Audit services	89,335
Non-audit services	53,510
Total	142,845

Revenues from audit services for audits of financial statements of non-EU companies for the year ended 31 March 2023,<sup>7</sup> with transferable securities admitted to trading on regulated markets in the EU, amounted to 759 million yen.

Revenues from permitted non-audit services of non-EU companies for the year ended 31 March 2023, with transferable securities admitted to trading on regulated markets in the EU, amounted to 69 million yen.

<sup>7</sup> Revenue information is the fees for the year ended March 31, which is the financial year-end of the relevant audited company.

# Appendix C | Public interest entities

## Disclosure in accordance with Article 13.2 (f) of the EU Audit Regulation

Public interest entity audited for statutory purposes by Deloitte Touche Tohmatsu LLC in EU Member States<sup>8</sup> as of 31 May 2023:

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### Name

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OMRON Corporation

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<sup>8</sup> Relevant audit clients generally include companies incorporated outside the EU/Europe Economic Area (EEA) whose transferable securities are admitted to trading on a regulated market of any Member State of the EU/EEA, with certain exceptions, as described in the Frequently Asked Questions (FAQ) Annexes to the Forms A & B (EU) Common Application Forms. Each of the EU Member States in which Deloitte Touche Tohmatsu LLC is registered defines relevant audit client in a similar manner.



# Deloitte.

## デロイト トーマツ

Deloitte Tohmatsu Group (Deloitte Japan) is a collective term that refers to Deloitte Tohmatsu LLC, which is the Member of Deloitte Asia Pacific Limited and of the Deloitte Network in Japan, and firms affiliated with Deloitte Tohmatsu LLC that include Deloitte Touche Tohmatsu LLC, Deloitte Tohmatsu Consulting LLC, Deloitte Tohmatsu Financial Advisory LLC, Deloitte Tohmatsu Tax Co., DT Legal Japan, and Deloitte Tohmatsu Group LLC. Deloitte Tohmatsu Group is known as one of the largest professional services groups in Japan. Through the firms in the Group, Deloitte Tohmatsu Group provides audit & assurance, risk advisory, consulting, financial advisory, tax, legal and related services in accordance with applicable laws and regulations. With approximately 17,000 people in about 30 cities throughout Japan, Deloitte Tohmatsu Group serves a number of clients including multinational enterprises and major Japanese businesses. For more information, please visit the Group's website at [www.deloitte.com/jp/en](http://www.deloitte.com/jp/en).

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