Deloitte.



2026 Audit Transparency Report

Nigeria

September 2026

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Preface

This report sets out the practices and processes that are currently employed by the Deloitte & Touche Nigeria for the period 1 June 2025 to 31 May 2026.

The report was prepared in accordance with the Financial Reporting Council of Nigeria's Rule 12: Audit Transparency Report.

Throughout this report:

- The Deloitte Pan African Trust is referred to as 'Deloitte Africa'.
- Deloitte & Touche Nigeria is referred to as "Deloitte Nigeria" or "the Firm".

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 6.

01

Leadership message

Leadership message[1]



Transparency remains central to how we demonstrate accountability, reinforce confidence in our profession, and uphold our responsibility to serve the public interest. Therefore, it is my utmost privilege to present Deloitte Nigeria's 2026 Transparency Report.

Over the past year, we have continued to operate in an environment defined by rapid technological advancement, evolving regulatory expectations, heightened stakeholder scrutiny, and increased demand for high-quality financial and sustainability reporting. While the pace of change continues to accelerate, our purpose remains constant, to build trust, deliver quality, and make an impact that matters.

At Deloitte Nigeria, audit quality is not simply an objective; it is embedded in every aspect of our business. Our commitment is reflected in the way we govern our firm, invest in our people, strengthen our Systems of Quality Management (SQM), embrace innovation responsibly, and foster a culture rooted in ethics, independence, and professional excellence. These principles guide every engagement we undertake and every decision we make.

During the year, we continued to strengthen our quality management framework in line with the requirements of the International Standard on Quality Management (ISQM 1), reinforcing governance, monitoring, risk management, and continuous improvement across our Audit & Assurance practice. We have further enhanced our audit methodology through the responsible adoption of advanced digital capabilities, including Generative Artificial Intelligence ('AI')-enabled technologies, data analytics, and globally integrated audit platforms. These investments are enabling our professionals to deliver deeper insights, improve consistency, and enhance audit quality while preserving the professional judgement and scepticism that remain fundamental to our role as independent auditors.

As new sustainability reporting requirements continue to emerge, we remain committed to supporting clients, regulators, and the wider business community in strengthening transparency and confidence in corporate reporting.

Equally important has been our continued investment in our people. Through specialised professional development, technical learning programmes and leadership development initiatives, we are equipping both our partners and professionals with the capabilities required to enhance their professional competence and ensure consistency of execution.

This year also represents an important milestone in Deloitte Nigeria's journey and West Africa as a whole. After a decade serving as Chief Executive Officer and West Africa Leader, Fatai Folarin retires from the firm. I have the privilege of assuming this role as the Chief Executive Officer of Deloitte West Africa having witnessed the remarkable transformation of our firm. We have strengthened our governance, enhanced our quality culture, invested significantly in our talent, expanded our capabilities, and built a stronger, more resilient organisation that is well positioned for the future. These achievements have only been possible because of the dedication of our partners and professionals, the confidence of our clients, and the constructive engagement of our regulators and stakeholders.

I am equally pleased with the appointment of other members of the Deloitte West Africa Executive Leadership Team. Bringing together experienced leaders from across our businesses and markets, the team reflects our continued commitment to collaborative leadership, stronger regional integration, sound governance, and long-term sustainable growth. Together, we are poised to deepen our impact across West Africa, strengthen relationships with our stakeholders, and continue advancing Deloitte's purpose of making an impact that matters.

As we look ahead, I am confident that Deloitte Nigeria will continue to build on the strong foundations established over many years, continuing to innovate responsibly, champion quality, strengthen public trust, and contribute meaningfully to the development of resilient capital markets across Nigeria and the wider West African region.

To our clients, thank you for the confidence you continue to place in us.

To our regulators, thank you for your partnership, oversight, and commitment to strengthening the integrity of financial reporting.

To our people, thank you for your professionalism, resilience, and unwavering commitment to excellence. You remain the defining strength of our firm.

As I begin my tenure as Chief Executive Officer and West Africa Leader, I am immensely confident that despite what we have achieved together over the years, we will achieve even greater heights in the future. Leadership may change, but our values endure. Our commitment to quality, integrity, independence, and accountability remains unwavering, and I have every confidence that Deloitte Nigeria will continue to inspire trust, embrace innovation, and lead our profession with distinction for many years to come.



Yomi Olugbenro

Chief Executive & West Africa Market Leader

1. 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 6 or About the network (deloitte.com).

Leadership message[2]



It is my pleasure to present Deloitte Nigeria's 2026 Audit Transparency Report. This report is an opportunity to share how we continue to uphold the trust placed in us by investors, regulators, clients, boards, audit committees and the wider public. It reflects the standards we hold ourselves to, the investments we continue to make in quality and innovation, and our unwavering commitment to serving the public interest.

The year ended 31 May 2026 was one of significant progress for our Audit & Assurance business. Operating within an increasingly complex environment characterised by technological disruption, evolving regulatory expectations, sustainability reporting developments and heightened stakeholder scrutiny, our people continued to demonstrate resilience, professionalism and an unwavering commitment to quality.

Quality continues to be the foundation upon which our business is built. During the year we further strengthened our System of Quality Management, embedded the requirements of ISQM 1, enhanced governance and monitoring activities and continued to invest in consultation and risk management processes. We believe quality is both a responsibility and a differentiator.

We also accelerated our journey towards a more technology-enabled audit, expanding the use of Deloitte Omnia, advanced analytics, automation tools and emerging Generative AI capabilities. These investments are helping our teams deliver deeper insights, improve consistency and enhance efficiency while preserving the professional judgement and scepticism that remain fundamental to our role.

One accomplishment of which I am most proud is our continued investment in our people. Through technical excellence programmes, leadership development initiatives, coaching and wellbeing investments, we are equipping our professionals with the skills required for the future of the profession.

This year also marks an important transition. After years of dedicated service, I will be handing over my responsibilities as West Africa Audit & Assurance Leader to Ibukun Beecroft effective June 1, 2026. Having worked closely with Ibukun over many years, I have complete confidence in her leadership and her commitment to quality, people and client service.

As we look ahead, we see tremendous opportunities in technology, sustainability reporting, regional integration and evolving stakeholder expectations. We remain committed to enhancing audit quality, strengthening trust in capital markets and investing in the talent that powers our business. The legacy we have built together is one of trust, resilience and impact.



Michael Daudu

West Africa Audit & Assurance Leader



2. 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 6 or About the network (deloitte.com).

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Deloitte Network

Deloitte Nigeria: legal structure and ownership

Deloitte Nigeria is connected to the Deloitte network through the Deloitte Pan Africa Trust, a member firm of Deloitte Touche Tohmatsu Limited. Deloitte Africa holds practice rights to provide professional services using the "Deloitte" name which it extends to Deloitte entities within its territory comprising Botswana, Ethiopia, Ghana, Kenya, Malawi, Namibia, Nigeria, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe, and territorial rights over Ethiopia, Lesotho, Rwanda, Burundi, and Eswatini. Deloitte Nigeria is authorized to serve as an auditor for clients in Nigeria.

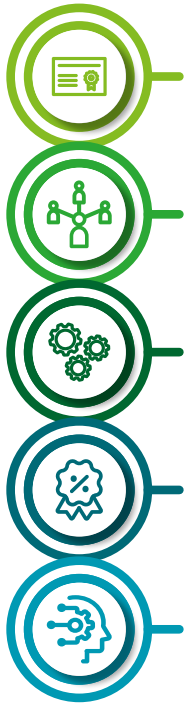
Deloitte Nigeria operates as a limited liability partnership, established under Nigerian law, with registered office at Civic Towers, Plot GA 1 Ozumba Mbadiwe Avenue, Victoria Island with FRC registration number FRC/2022COY/091021.



Network description

The Deloitte network

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



Adherence to professional standards

Shared values

Deloitte methodologies

Commitment to audit quality

Common technologies/ platform

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 respective related entities and establishes 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 services to clients and does not direct, manage, or control any member firm or any of their respective related entities.

"Deloitte" is the brand under which over 500,000 dedicated professionals and practitioners in independent member firms (or their respective related entities) throughout the world collaborate to provide leading professional services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets and enable clients to transform and thrive. These members are members of DTTL. DTTL, these member firms and each of their respective related entities form the Deloitte organisation. 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 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 provide all services, and certain services may not be available to audit and assurance 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, cannot obligate or bind any other, and are liable only for their own acts and omissions, and not those of any other. The Deloitte organisation is a global network of independent firms and not a partnership or a single firm. DTTL does not provide services to clients. The specific details of professionals for West Africa and Nigeria are given in the table on the next page-

		Partners		Professional Staff		
Region	Period	Audit	Non-Audit	Audit	Non-Audit	Total
Nigeria	FY 26	19	26	404	519	968
Ghana	FY 26	6	8	140	203	357
West Africa total	FY 26	25	34	544	722	1 325

Deloitte Africa: governance – leadership in action

Deloitte Nigeria and other practicing firms within Deloitte Africa are governed by the Deloitte Africa Board, which is constituted in terms of the Africa Participation Agreement. The Board comprises independent non-executive directors, ex-officio directors, and a cross-representation of partners of the firm. The Board provides oversight on key matters including governance, strategy, alignment to the Global firm, transformation, risk management, and regulatory matters.

The Deloitte Africa Board is responsible for the governance and oversight of the Audit & Assurance practice. Specific responsibilities include approving admission of partners, approving the allocation of units and earnings to partners, approving the financial aspects of business plans.

In all their activities, the Deloitte Africa senior leaders are responsible for the overarching objective of quality, including compliance with applicable professional standards and regulatory requirements. Deloitte Africa strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

Deloitte Africa Audit & Assurance leaders participate in Deloitte network groups that set and monitor quality standards, and from which a number of quality, risk, and regulatory initiatives emanate.

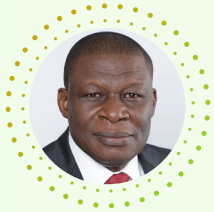
The Board of Partners and Directors is constituted in terms of the partnership agreement and is elected by partners and directors every three years. The partnership agreement provides a basis for election, which is designed to ensure that the interests of all partners and directors are represented on the Board and that provision is made for external viewpoints, with appropriate emphasis on current strategic initiatives.

Africa governance includes Africa Executive (Africa Exco) with executive role for Deloitte Africa. The Nigerian Chief Executive officer during the financial year, Fatai Folarin is a member of the Africa Exco representing the West Africa region.

Deloitte Nigeria: Governance – leadership in action

Deloitte Nigeria has an Executive Committee comprising the Chief Executive Officer, Chief Operating Officer, Chief Risk Officer, and Business Unit Leaders. The following are the members of the Deloitte Nigeria Executive Committee for the period in focus:

Deloitte Nigeria – Executive Committee Members



Fatai Folarin
West Africa
Chief Executive Officer



Anthony Olukoju
West Africa
Chief Operating Officer



Michael Daudu
West Africa
Audit & Assurance Leader



Yemi Saka
West Africa
Consulting Services Market Leader



Oduware Uwadiae
Africa Board
Audit Committee Chair



Yomi Olugbenro
West Africa
Tax and Regulatory Leader



Oluseye Arowolo
West Africa
*QIRR/OGC Leader



Abena Biney
West Africa
Chief Sustainability Officer



Bernard Orji
West Africa
Chief Growth Officer

QIRR - Quality, Independence, Risk and Reputation
OGC - Office of General Counsel

In addition, the Audit leadership as at 31 May 2026 comprises of Audit Leadership Committee (Leadco) which is made of the Audit industry and operations leaders.

Michael Daudu, the West Africa Audit & Assurance Leader, is appointed by the Deloitte Nigeria CEO. Michael Daudu and senior management develop and implement the strategy for the Audit & Assurance practice, including related policies and procedures. In all their activities, Deloitte Nigeria senior leaders are responsible for the overarching objective of audit quality, including compliance with applicable professional standards and regulatory requirements. Deloitte Nigeria strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

Deloitte Nigeria Audit & Assurance leader and senior management participate in Deloitte network groups that set and monitor quality standards, and from which a number of quality and risk initiatives emanate. Deloitte Nigeria is owned by the Partners, and it has a partnership agreement that sets out the governance framework. The Audit Leadco executes audit and assurance business strategy for the Nigerian practice. The members also provide direction on operational, quality, growth and talent matters within the audit and assurance business.

The Nigeria Audit Leadership Committee (Leadco)



Michael Daudu
West Africa Audit & Assurance Leader



Hassan Lawal
Audit Quality Risk Leader



Oduware Uwadiae
Assurance Leader



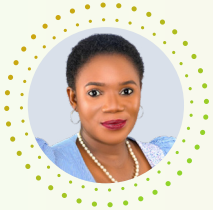
Folorunso Hunga
Consumer Business Audit Unit Leader



David Achugamonu
Financial Service Industry Audit Unit Leader



Abraham Udenani
Energy, Resources & Industrial Audit Unit Leader



Ayonike Faturoti
Audit Talent Partner



Chigozie Okoro
Audit Operations Leader



Joshua Ojo
Audit Growth Leader

Africa Executive Committee as at 31 May 2026



Ruwayda Redfearn
Chief Executive



Graeme Berry
Chief Operating Officer



Joe Eshun
Managing Director
Businesses



Lungile Mahluza
Chief People Officer



Navin Sing
Chief Risk Officer



Ashleigh Theophanides
Chief Sustainability Officer



Nina le Riche
Chief Growth Officer



Eric Tshabalala
Africa Audit & Assurance
Managing Partner



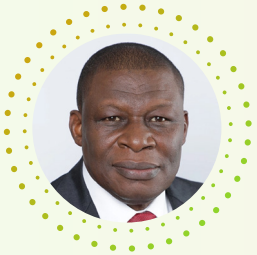
Arun Babu
Africa Consulting
Managing Director



Temitope Odukoya
Africa Strategy,
Risk & Transactions
Managing Partner



Itireleng Kubeka
Africa Tax & Legal
Managing Director



Fatai Folarin
West Africa
Managing Partner



Anne Muraya
East Africa
Managing Partner

Deloitte Africa Board



Kevin Black
Chair



George Ankomah
Deputy Chair



Nikiwe Bikitsha
Independent
Non-Executive



Ory Okolloh
Independent
Non-Executive



Freda Muchena-Mitambo
East Africa



Humphrey Mulenga
East Africa



Olebogeng Ramatlhodi
Southern Africa



Egnes Macheve
Southern Africa



Carike Nel
Southern Africa



Oduware Uwadiae
West Africa



Wesley Govender
Southern Africa



Saleem Cassim
Southern Africa



Jane Whitlock
DTTL Observer



Ruwayda Redfearn
Southern Africa



Graeme Berry
Southern Africa

03

System of quality management (SQM)

System of quality management (SQM)

ISQM 1 (International Standard on Quality Management 1) introduces a risk-based approach to the SQM that requires 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
- The monitoring and remediation process

The effective implementation of ISQM 1 has been and remains a key element of Deloitte's global audit and assurance quality strategy.

As part of the implementation of ISQM 1, quality objectives, quality risks and responses were formalised 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 Nigeria 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 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 Nigeria's efforts relating to ISQM 1 and our SQM provide us the opportunity to continually challenge ourselves, examining those areas where we can further enhance and transform our SQM. Quality is always front and center, and robust quality monitoring processes play an integral role in our ability to continually improve.

ISQM 1 requires an annual evaluation of the SQM. Deloitte Nigeria performed its annual evaluation of its SQM as of 31 May 2026.

Conclusion on the effectiveness of the SQM

Deloitte Nigeria is responsible for designing, implementing, and operating a 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 fulfil 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 Nigeria conducted its evaluation in accordance with ISQM 1. Deloitte Nigeria concluded that the SQM (which included our assessment of independence related business processes) provides the firm with reasonable assurance that the objectives of the SQM of the firm are being achieved as of 31 May 2026.

Reasonable assurance is obtained when the SQM 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 scepticism

The execution of high-quality audit and assurance engagements requires independence, objectivity, and professional scepticism. 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 scepticism throughout the conduct of our work. This approach is reflected in Deloitte policies, methods, procedures, and learning, and is reinforced through quality management and accountability measures.

Audit & Assurance approach

Deloitte's approach to performing a high-quality engagement involves the use of audit and standards-based assurance methodologies, common across the Deloitte network, supplemented by tools for use by our practitioners to plan, perform, supervise, review, document, conclude, and communicate the results of each engagement. Deloitte's approach is underpinned by professional standards, as well as the 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 methodologies are also dynamic, evolve continuously to keep pace with the changing demands of investors, companies, and other stakeholders. It recognises that advances in the availability and management of large data sets, in statistical science as well as Generative AI (GenAI) are relevant to enhancing the quality of Deloitte engagements.

Resources to support Deloitte practitioners in the execution of high-quality engagements

The resources applied by Deloitte practitioners in the performance of their work include the proprietary tools, guidance, materials, and practice aids used in conducting engagements, which are available to all our practitioners in the Research Portal, an extensive online library, and in our audit execution platforms (such as Deloitte Omnia and Deloitte Levvia). These resources drive greater standardisation and consistency across Deloitte firms. Deloitte regularly issues guidance to our practitioners and communicates developments that should be factored into audit risk assessments and responses in order to maintain and drive quality execution.

Consultation

Quality and risk management considerations are integral to Deloitte's audit and assurance business and to the performance of 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 scepticism. 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 thereby providing 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 & Assurance Quality & Risk team, or others in the organisation with specialised knowledge.

External and internal quality monitoring

Monitoring of quality

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

The objective of monitoring and remediation processes is to provide relevant, reliable, and timely information about the design, implementation, and operation of the SQM 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 SQM and the assessment of the effectiveness of remedial actions in driving improvements in audit quality.

SQM monitoring

SQM monitoring is an integral part of Deloitte Africa'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.

Key components of SQM monitoring include:

- Risk-based approach to selecting business processes, quality risks and responses to monitor.
- Mandatory moderation panel to drive consistency in evaluating findings and deficiencies.
- Identifying appropriate resources (from within Deloitte Nigeria as well as from other Deloitte geographies or Deloitte Global) with the right experience.

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 Nigeria while considering all signing partners or partner equivalents on a cyclical basis.
- Mandatory moderation panel to drive consistency in findings and engagement ratings.
- Identifying appropriate resources (from within Deloitte Nigeria as well as from other Deloitte geographies or Deloitte Global) with the right experience and industry knowledge.

External inspections

In addition to Deloitte Nigeria's internal monitoring activities, the Firm may be subject to external inspections and reviews by regulatory authorities. Under the applicable regulatory framework, the Financial Reporting Council of Nigeria (FRC) is responsible for the inspection and oversight of auditors of Public Interest Entities in line with the Section 30 of the FRC Act (2023 Amended) and the paragraph 24 of the audit regulation 2020. FRC may review selected engagement files and aspects of the Firm's System of Quality Management (SQM) for compliance with applicable professional and regulatory requirements. The most recent external review of the Firm by a regulatory authority was conducted by the Financial Reporting Council of Nigeria in February 2025.

Furthermore, the regulation also gives FRC the authority to delegate the review of auditors of non-PIEs and other entities as may be delegated from time to time, to relevant professional bodies (RPBs). However, no such review was conducted under this delegation of authority during the FY26 review cycle.

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 quality and avoid future similar findings. An audit quality plan is prepared by Deloitte Nigeria and provides for effective implementation and monitoring of key audit quality priorities.

Sustainability Reporting

Sustainability matters continue to present both risks and opportunities for businesses across sectors and geographies, driven by increasing stakeholder expectations for transparent, consistent and decision-useful reporting. Deloitte's audit and assurance perspective is founded on supporting organisations in understanding and responding to sustainability-related risks and opportunities and their potential impact on enterprise value. Through our people, methodologies, learning programmes and digital resources, we support clients in navigating an increasingly complex sustainability reporting landscape.

The global sustainability reporting environment has matured significantly with the International Sustainability Standards Board (ISSB) establishing a global baseline through IFRS S1 and IFRS S2. Across major jurisdictions, including the European Union through the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS), organisations continue to enhance the depth and quality of sustainability disclosures. At the same time, regulators are increasingly focusing on interoperability, practicality and assurance-readiness.

Nigeria remains at the forefront of sustainability reporting adoption in Africa. Following the issuance of the Financial Reporting Council of Nigeria's (FRC) Roadmap for the Adoption of IFRS Sustainability Disclosure Standards and its subsequent 2026 amendment, Nigeria has strengthened its implementation framework through the release of Sustainability Reporting Guideline 1 (SRG 1), which provides operational guidance and clarifies regulatory expectations for reporting entities.

The amended roadmap adopts a phased implementation approach:

- Early adopters and voluntary adopters continue to build reporting capabilities and align disclosures with IFRS S1 and IFRS S2.
- Mandatory reporting for Public Interest Entities (PIEs), government entities and government organisations commences for reporting periods beginning on or after 1 January 2028.
- Small and Medium-sized Entities (SMEs) will transition to mandatory sustainability reporting from 1 January 2031.
- Entities are encouraged to undertake the FRC's Adoption Readiness Test Assessment to evaluate preparedness for ISSB-aligned reporting and identify implementation gaps.

As sustainability reporting practices continue to evolve, organisations are expected to improve disclosures relating to:

- Governance of sustainability-related risks and opportunities.
- Climate-related risks and resilience under different climate scenarios.
- Greenhouse gas emissions, including Scope 1, Scope 2 and Scope 3 emissions.
- Transition plans and decarbonisation strategies.
- Sustainability-related metrics and targets linked to enterprise value creation.
- Risk management processes and integration into overall business strategy.

Deloitte remains committed to supporting clients through this transition by helping organisations interpret regulatory developments, strengthen governance and controls, enhance reporting processes, and prepare for assurance over sustainability information.

Sustainability Assurance

The demand for sustainability assurance continues to grow globally as investors, regulators and other stakeholders seek greater confidence in sustainability-related disclosures. In Nigeria, the amended FRC roadmap has introduced a structured assurance pathway designed to enhance the reliability and credibility of sustainability reporting over time.

Under the amended roadmap:

- Limited assurance over sustainability disclosures will generally commence from the fourth and fifth years of reporting.
- Organisations are expected to transition to reasonable assurance from the sixth year of reporting.
- More complex disclosures, including Scope 3 greenhouse gas emissions, climate scenario analysis and transition plans, will move to limited assurance from the sixth year and reasonable assurance from the seventh year of reporting.

These developments underscore the importance of robust governance structures, reliable data management processes, effective internal controls, and clear documentation supporting sustainability disclosures.

Deloitte is well-positioned to support organisations across the sustainability reporting journey. Our multidisciplinary teams bring together sustainability, accounting, risk, internal controls and assurance capabilities to help clients establish reporting frameworks, strengthen reporting processes, assess readiness for assurance and deliver credible sustainability disclosures aligned with regulatory expectations and global leading practices.

To support the adoption of sustainability reporting requirements in Nigeria, Deloitte continues to:

- Develop and improve sustainability reporting and assurance methodologies aligned with IFRS Sustainability Disclosure Standards.
- Provide readiness assessments, gap analyses and implementation support to clients across various industries.
- Deliver sustainability reporting, governance and assurance training through Quarterly Sustainability bootcamps, Webinars, and on other learning platforms.
- Leverage digital solutions to improve sustainability data collection, management and reporting.
- Share global insights and leading practices through Deloitte's international sustainability network and the monthly Sustainability newsletter publications.
- Support stakeholders across the reporting ecosystem in advancing transparent, reliable and decision-useful sustainability disclosures.

04

Learning and development initiatives

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 education (CPE) each year to ensure both compliance with regulatory standards and Deloitte internal policies. This is achieved through structured, formal learning programmes, such as internal or external courses, seminars, or e-learning, and all of these programmes cover the full range of the Global Talent Standards (e.g., leadership & professional competencies, function-specific technical competencies, and competencies in areas of specialisation).

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 has made substantial investments in talent and learning strategies and transformed the technical curriculum to build the refreshed skillsets and proficiency required by level.

Aligned to Deloitte Audit & Assurance's efforts to deliver a more skills-focused career experience, Deloitte prioritises providing modernised learning experiences that are skills-based, tailored, and relevant for practitioners and professionals in their specific roles.

Deloitte has also established specific learning offerings for specialists working on engagements to support their knowledge and understanding. In addition, client service practitioners working on Assurance engagements are provided with a range of learning offerings responsive to emerging business needs.

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

Deloitte actively nurtures talent through a range of initiatives that support professional development, promote inclusivity, and enhance employee well-being. The following initiatives represent the key channels through which we facilitate structured learning and professional development across the organisation.

Audit Technical Programmes

Accelerate the Pace

Accelerate the Pace training is designed to equip our Audit professionals with the ability to apply professional scepticism and professional judgment when performing and documenting audit procedures. They gain the skill to synthesise information obtained through risk assessment procedures to identify and assess risks of material misstatement related to accounting estimates.

Go the Distance

The session covers an introduction to the Learning Resource and certain fundamental concepts related to evaluating and concluding on internal control deficiencies and misstatements. The module takes a combined approach. Through a video, Self-Study Activities with debrief and Facilitator led discussion. Through this module participants gain an understanding of foundational concepts related to the sampling process.

Raise the Bar

This programme focuses on technical, professional and leadership skills an employee will require as they progress in their career as a trainee/New Associate. Taking them to the next level of Associate role and into a more experienced Associate role within the audit team. The aim is to equip employees with a holistic view of the audit process and they fit in.

Audit Excellence

The course emphasises the Global Audit & Assurance Quality behaviors that Deloitte A&A professionals are expected to demonstrate every day. It includes inspirational and practical messages from Audit & Assurance Business Leaders emphasising the importance of demonstrating our shared values and these behaviors consistently to drive our culture of quality and excellence. The course highlights the importance of ethical behavior underpinning our culture, leveraging the latest ethics survey results to illustrate areas for continuous improvement.

Leadership Milestones & Capacity Building

- **Global Manager Milestone (GMM):** The GMM journey supports new managers at Deloitte throughout their first year. It consists of different elements that will help you to discover what it means to be a manager at Deloitte. You will have the opportunity to attend several sessions that are relevant to your new role, such as giving performance feedback, owning your career, leading others, coaching, delegation, and resilience and wellbeing, followed by opportunities to practice the newly gained knowledge during skills labs.
- **Global Senior Manager Milestone (GSMM):** A first-year leadership development experience designed to support our new senior managers in feeling energised, inspired, and firmly connected with the values and priorities of our firm. The GSMM learning experience focuses on the transition into the role of a senior manager at Deloitte and starts at promotion or upon joining our organisation. The milestone focuses on topics relevant to your role including building strategic relationships and exploring our business. The primary objective is to enhance your relationship and leadership capabilities that have made you successful so far and consider how to refine them in your new role.
- **Deloitte Facilitator Excellence (DFX):** A two-day programme designed to equip the participants with skills to effectively facilitate Deloitte's existing and emerging classroom learning programmes by leveraging best practices in adult learning theory. The DFX covers the key elements of facilitation, including engaging learners, questioning techniques, feedback and storytelling as well as exploring the specific skills required for facilitating simulation-based learning. The programme provides an opportunity to put your facilitation skills into direct practice where you will deliver modules to the other participants and receive feedback from facilitators and your peers. The facilitation skills developed on this programme are valuable not only in a learning environment but also when working with your clients and teams.

Business Effectiveness & Wellbeing

- **Mission Ignition (MI):** The Mission Ignition (MI) program is designed and implemented with specific aims of helping our new employees at all levels acquire the necessary knowledge, skills, and behaviors to become effective organisational members. The week-long training programme helps our newly hired employees get acquainted with the firm, its overall goals, and provide support as they take on their roles as part of measures to achieve rapid success and productivity.
- **Negotiation Skills Mastery (NSM):** Demonstrate effective two-way communication and questioning techniques to achieve good business results. Close a deal or determine when to walk away without a deal. Describe the complexities of cross-functional and cross-border negotiations and where to seek support when required. Transfer what you learn to your teams and coach others on how to negotiate effectively. This programme is designed for Partners.
- **Business Chemistry:** The programme uses science to improve the art of relationships in an organisational setting and has been expressly designed to provide insights about individuals and teams based on observable business behaviours.
- **Courageous Conversation:** The desired outcome of the learning path is for participants to be able to communicate assertively (but not aggressively) in difficult situations. Difficult situations typically occur due to the conflict caused by two or more people with different interests, needs or opinions on a topic. Participants need to be able to have powerful conversations in all these contexts, to assertively present their own interests, needs and opinions and respond to the interests, needs and opinions of the other party.
- **Health Safety and Environment (HSE):** In today's fast-paced work environment where employees unconsciously lead a sedentary lifestyle, maintaining a healthy lifestyle has become more important and more challenging than ever. It has become crucial to incorporate a healthy diet and physical activity into everyday routines. This initiative aims to create a sustainable, proactive approach to health to enable employees, and the organisation thrive through healthy living for maximum productivity.
- Professional members of audit engagement teams are required to complete a minimum of 40 CPE credit hours annually. The required education covers accounting, financial reporting, auditing, ethics and independence, quality management, regulatory developments, technology, leadership and other professional skills relevant to audit quality. The Firm monitors compliance with these requirements.

Complementing our development initiatives, we have embedded a robust e-learning ecosystem that democratises knowledge sharing and empowers our professionals to build expertise at their own pace while enhancing performance. Additionally, we create opportunities for our people to connect, learn, and grow through initiatives such as the International Women's Day and International Men's Day celebrations, which encourage dialogue and the exchange of experiences. The West Africa Wellness Programme further enhances the employee experience by prioritising physical and mental well-being. These programmes exemplify our ongoing commitment to building a supportive, inclusive, and people-focused workplace.

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Remuneration

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

In accordance with global policies, Deloitte Nigeria's partners are evaluated on an annual basis, and depending on the outcome of the evaluation, the remuneration of partners may increase or decrease. The evaluation includes consideration of quality based on regulatory and internal quality review outcomes; independence; and compliance with all regulatory and internal policy requirements.



05

Independence

Deloitte Nigeria Independence

Deloitte Nigeria has designed, implemented and operates a system of quality management ("SQM") for the relevant independence requirements as it relates to audit or reviews of financial statements, and other assurance or related services engagements ("Independence SQM"). The Independence SQM comprises responses (policies and procedures) that address independence quality risks to the achievement of the independence objectives. The responses are based on expectations set out in Deloitte Global Independence policies, and are supplemented, as appropriate, to reflect additional national or regional requirements that may be more restrictive than Deloitte Global policies. Deloitte Nigeria 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 Nigeria. Strategies and procedures to communicate the importance of independence to partners, other practitioners, and support staff have been adopted, emphasising each individual's responsibility to understand and meet the independence requirements. The Independence Leader is responsible for overseeing independence matters within Deloitte Nigeria, including the design, implementation and operation of the Independence SQM.

The firm's Independence SQM comprises responses to the following key independence areas:

- 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)
- Employment and other relationships
- Independence confirmations
- Independence consultations
- Independence-related policies and communications
- Independence learning
- Breaches of independence requirements
- Disciplinary measures for failures to adhere to applicable independence requirements

The firm's Independence SQM also includes detective monitoring responses over some of the key independence areas to ensure independence compliance.

All responses (including the detective monitoring responses) in the Independence SQM are tri-annually self-assessed and subject to SQM monitoring for design, implementation and operating effectiveness on a risk-based approach.

The most recent internal assessment of the firm's compliance with independence requirements was conducted in December 2025 and concluded with no exceptions noted. Independence was reviewed as a business process as part of the firm's latest SQM evaluation.
Please refer to page 14 for the firm's conclusion on the effectiveness of the SQM.



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, and enter into business relationships with 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

When individuals are involved in audit engagements over extended periods of time, familiarity and self-interest threats may arise. In order to address these threats, Deloitte Africa has implemented a policy on long association of partners and professional staff on audit engagements. The policy is based on local regulatory requirements, read with the International Code of Ethics for Professional Accountants (IESBA Code).

In accordance with the Audit Regulation 2020 and the Deloitte Africa internal policies and procedures, Nigerian audit engagement partners of Public Interest Entities (PIEs) rotate from audit clients after a maximum of 5 years. The key audit partner rotation is followed by a cooling-off period of 3 years. Engagement Quality Reviewers are also required to rotate after 7 years on a PIE audit client, followed by a 3-year cooling off period.

Ethics

Deloitte Nigeria actively participates in the regulatory developments impacting the accountancy profession through public consultation processes. We work with governments and regulators on new legislation and regulation considerations. Our collaboration with professional bodies contributes to ensuring continuous improvement in audit quality and upholding the integrity of the profession in the public interest. Integrity is foundational to everything we do. Our reputation is one of our most valued assets, enabling us to attract and retain world-class talent and earn the trust of clients, regulators, and society.

Our ethics programme is led by a dedicated Ethics Officer and is designed to build trust in our profession and among our professionals. It is premised on our **Global Principles of Business Conduct | Deloitte Global** our **Code of Conduct**, and a set of ethics policies.

These standards set clear expectations for behaviour and accountability. The programme is underscored by a clear tone at the top from leadership, and supported by mandatory learning, regular workshops, online training, a dedicated whistleblowing line, and open dialogue on how ethical issues are addressed. These initiatives aim to ensure all our people are empowered to make responsible and informed choices.

Our ethics programme and standards reaffirm our Purpose – to make an impact that matters – across all dimensions: environmental, social, governance, and financial. **Our Purpose & Values | Deloitte.**

We strongly believe that the tone at the top is critical to our ethics culture and as such, leadership demonstrates ethical leadership not only in word, but also in their decisions and actions. As part of the drive to ensure an ethics culture, our dedicated Ethics Officer regularly facilitates conversations with all partners and professional staff on topical issues. A functioning network of Ethics Champions across the firm assists in driving our ethics messaging throughout all service lines and all regions across the continent. Our latest annual ethics survey confirmed that 98% of respondents believe that Deloitte is an ethical workplace.

The 'Deloitte Speak Up' platform provides a confidential channel through which ethics concerns can be raised. All reports are independently investigated, and action is taken where required. The dedicated Ethics Officer presents a report on the outcome of all Speak Up reports to the Executive and the Board. A targeted communication strategy has resulted in increased ethics awareness and a concomitant increase in the number of Speak Up reports over the past year.

In line with the firm's commitment to independence, the firm has a Gifts and Entertainment policy to guide the exchange of gifts and entertainment with third parties. The policy is supported by a Register where exchanges above a prescribed monetary threshold are recorded and considered.



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Appendices

Appendix A | Financial information

Disclosure in accordance with Financial Reporting Council's Rule 12: Audit Transparency Report

The breakdown of the Deloitte Nigeria's 2026 financial year turnover. Turnover represents gross revenue for services rendered to clients for the financial year ended 31 May 2026:

Turnover	Naira 'Billion	Naira 'Billion
Statutory audit (PIEs or PIE subsidiaries)		9.5
Statutory audit (non-PIEs or non-PIE subsidiaries)		12.3
Audit Support Services		4.0
Permissible Assurance Services		10.5
Services to non-audit clients		
Assurance Services	1.6	
Advisory and other Services	54.8	56.4
Total		**92.7**



Appendix B | Public interest entities

Name	FYE
AB Microfinance Bank Limited	31 December
Adino Asset Management Limited	31 December
Advans LaFayette Microfinance Bank	31 December
Afam Power	31 December
Afriland Properties	31 December
Agrira West Africa Industries Limited	31 March
Airtel Networks Limited	31 December
Alpha Morgan Bank Limited	31 December
Aradel Holdings Plc	31 December
Aradel Energy	31 December
Aradel Refinery	31 December
ARM Harith Infrastructure Investment Limited	31 December
ARM Holdco Limited	31 December
ARM Investment Managers Limited	31 December
ARM Securities Limited	31 December
ARM Traditional Asset Management Ltd	31 December
ARM Trustees Limited	31 December
ATC Nigeria Wireless Infrastructure	31 December
Atlantic Shrimpers Limited	31 December
Atreos Retail Platorm Limited	31 December
Bamboo Systems Technology Limited	31 December
Beloxxi Industries Limited	31 December
Branch International Finance Company Ltd	31 December
Central Securities Clearing Systems	31 December
Champion Breweries Plc	31 December

Name	FYE
Chevron CPFA	31 December
CIG Motors Company Ltd	31 December
CitiHomes Finance Company Limited	31 December
Connectivity Infrastructure Service Limited	31 December
Continental Reinsurance Plc	31 December
Credit Direct Finance Company Limited	31 December
Custodian & Allied Insurance Ltd	31 December
Custodian Investment Plc	31 December
Dangote Fertilizers Ltd	31 December
Dangote Industries Limited	31 December
Dangote Petroleum Refinery Petrochemicals Limited	31 December
Dangote Oil Refinery Company Limited	31 December
DHL International Nigeria Limited	31 December
DLM Advisory Partners Limited	31 December
DLM Asset Management & Research Coy Ltd	31 December
DLM Capital Group Limited	31 December
DLM FX Trading Company Limited	31 December
DLM Securities Limited	31 December
DLM Trust Company Limited	31 December
Ecobank Transnational Incorporated (ETI)	31 December
EDC Fund Management Limited - Funds only	31 December
Elephant Group Plc	31 December
Emerging Markets Telecommunication services Limited	31 December

Name	FYE
Emple General Insurance	31 December
Emple Life Assurance	31 December
Enageed Resources Limited	31 December
Energia Limited	31 December
FCMB Capital Markets Limited	31 December
FCMB Group Plc	31 December
FCMB Pensions	31 December
Fewchores Nigeria Limited	31 December
Fidelity Bank Plc	31 December
Fidson Healthcare Plc	31 December
Financial Derivatives Limited	31 December
First Ally asset management limited	31 December
First City Monument Bank Limited	31 December
First Independent Power Limited	31 December
FMCG Distributions Limited	31 December
Griffin Finance Limited	31 December
Habanera Limited	31 December
Indorama Eleme Fertilizers & Chemicals Limited (IEFCL)	31 December
ipNX Nigeria Limited	31 December
Jaiz Bank Plc	31 December
Kaizen Nigeria Limited	31 December
Lekki Port LFTZ Enterprise Limited	31 December
Lighthouse Capital	31 December
Lighthouse Finance Limited	31 December

Name	FYE
Lighthouse Registrars Limited	31 December
Links Microfinance Bank Limited	31 December
Liquid Intelligent Technologies Limited	28 February
LM Ericsson Nigeria Limited	31 December
Lotus Bank	31 December
Lotus Capital Limited	31 December
Lotus Financial Services Limited	31 December
Lucky Fibre Nigeria Limited	31 December
Marsh FJC International Insurance Brokers Limited	31 December
Nathan Finance Company Limited	31 December
Netcodietsmann Company Limited	31 December
Nile University of Nigeria Limited	31 December
NNPC Retail Limited	31 December
North South Power Company Limited	31 December
NPF Microfinance Bank Plc	31 December
OML 18 Energy Resource Limited	31 December
Overland Airways Limited	31 December
Parallex Bank	31 December
Payaza Africa Limited	31 December
Perfetti Van Melle Nigeria Limited	31 December
Pernod Ricard	30 June
Premium Trust Bank Limited	31 December
Retail Supermarket Nigeria	31 December
Roomans Insurance Brokers	31 December
Royal Exchange Insurance Limited	31 December

Name	FYE
SmartCash PSB Limited	31 December
Smile Communication Nigeria Limited	31 December
Stellar Beverages Ltd	31 December
Sterling Bank Limited	31 December
Sterling Financial Holdings Company Plc	31 December
Suntrust Oil Company	31 December
Tak Agro & Chemicals Ltd	31 December
TangerineAPT Pensions Limited (Funds)	31 December
Tawada Limited	31 December
Tetracore Energy Limited	31 December
Tetracore Gas Nigeria Limited	31 December
The Alternative Bank Limited	31 December
Transafam Power	31 December
Transcorp Hotels Plc	31 December
Transcorp Power Plc	31 December
Transnational Corporation of Nigeria Plc	31 December
United Capital Mutual Funds	31 December
UPDC Plc	31 December
Vetiva Advisory Services Limited	31 December
Vetiva Capital Management Limited	31 December
Vetiva Funds Managers Limited	31 December
Vetiva Securities Limited	31 December
Vetiva Trustees Limited	31 December
West African Institute of Financial and Economic Management (WAIFEM)	31 December
West African Tobacco Company Limited	31 December
WIOCC Nigeria Limited	31 December

Deloitte.

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