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Our Financial Contribution to Society

Deloitte's Tax Transparency Report

November 2025

Introduction

Message from René Hintermann

In 2025, tax transparency continues to be an important element of responsible corporate governance, supported by growing expectations from regulators, investors, and the public. Stakeholders increasingly seek clear, accessible insights into corporate tax strategies, payments, and economic contributions. This reflects a broader understanding that transparency fosters trust and accountability. As sustainable business practices evolve, taxes remain a cornerstone for funding public services and supporting the transition toward a greener economy. Regulators and companies alike increasingly view responsible tax practices and transparency as essential components of long-term stakeholder trust and sustainable growth.

Switzerland's commitment to achieve net-zero emissions by 2050 continues to shape the strategic direction of businesses. Many companies in Switzerland continue to define their own decarbonization goals, recognizing that their approach to taxes and overall economic contribution forms an integral part of their broader ESG (Environmental, Social, and Governance) agenda. In this context, transparent tax practices are increasingly regarded not only as a matter of compliance but also as an expression of responsible corporate citizenship and an important element of a company's ESG profile.

Upcoming regulatory developments

Major regulatory shifts continue to reshape the corporate landscape, led by the rollout of Pillar Two under the OECD/G20 Inclusive Framework on BEPS. Switzerland introduced the 15% minimum tax effective 01.01.2024. Registration in Switzerland is possible since 01.01.2025 and must be completed before filing the first Swiss QDMTT Return, which is due 18 months after the end of the first tax year, usually 30.06.2026.

Additionally, the expansion of public Country-by-Country Reporting (CbCR) requirements, notably in the European Union and Australia, further reflects the ongoing move toward greater transparency. By mandating the public to disclose key tax and economic data on a jurisdictional basis, these regulations aim to meet growing stakeholder expectations for accountability and responsibility in tax matters.

Early adopters such as Romania and Croatia illustrate both the progress and the practical challenges of implementing public CbCR. In Romania, first disclosures were due by 31.12.2024. Croatia will follow, requiring publication by 31.12.2025. First experiences show that while companies are preparing to comply, operational issues – such as incomplete electronic registers and limited technical readiness – continue to pose challenges. Further, the differences in the implementation of the EU Directive in national laws pose an added headache.

Deloitte commitment

Deloitte remains committed to science-based net-zero targets by 2040, with goals validated by the Science Based Targets initiative (SBTi). Given our business model, the main challenge lies in addressing Scope 3 emissions - especially from business travel and procurement - which will require continued and accelerated transformation.

We also continue to invest in developing future leaders through initiatives such as the Deloitte Next Generation Tax Director program, which prepares future tax leaders to navigate an evolving regulatory landscape, drive strategic transformation, and uphold ethical tax governance.

Deloitte Tax Impact report

At Deloitte, we view tax transparency not merely as a compliance obligation but as an integral part of responsible business conduct. By sharing insights into our tax contributions and approach, we seek to play an active role in shaping the global conversation around responsible taxation.

The following tax transparency report provides aggregated information for our two Swiss entities, Deloitte AG and Deloitte Consulting AG (together referred to as "Deloitte Switzerland"). Through it, we reaffirm our continued commitment to fairness, openness, and transparency in the global tax environment.

René Hintermann
Chief Tax Officer



Tax policy, risk management and governance

Deloitte Switzerland is part of the global Deloitte network and as such follows, aligns and reports with guidelines issued by Deloitte Global and Deloitte North South Europe (NSE). In this context, every Deloitte member firm geography adheres to international and local tax rules. Deloitte's tax policy is rooted in compliance with relevant tax legislation, regulations, local practice and international tax standards. The principles that guide our tax policy are detailed below.



Commitment to compliance

We comply with the letter and the spirit of the law. To ensure we meet our obligations on a complete and timely basis, we have adopted processes to file all applicable tax returns or filings and to pay taxes due. Further, we comply in all material aspects with relevant tax laws, rules and regulations.



Supporting responsible taxpayer engagement

We make a significant contribution to the Swiss tax authorities each year. Further, we provide our clients with responsible tax solutions as they navigate business decisionsand address compliance and transparency matters.



Responsible attitude towards our tax affairs

We have no wholly owned or controlled entities in the Deloitte Switzerland structure with an effective tax rate of 10% or less, and have no entity incorporated or established in any of the EU "blacklist/non-cooperative" jurisdictions. Further, we do not adopt positions on tax returns, filings, or otherwise, if those positions create a material risk or jeopardize our good standing with tax authorities. We continue to require the Deloitte partners to certify annually that their personal returns have been filed and taxes due paid on a timely basis.



Approach and engagement with Swiss Tax authorities

We engage with the Swiss Tax authorities in good faith and on a timely basis. We provide tax authorities with the information required transparently and in a timely manner. As a member of economiesuisse, EXPERTsuisse, the Swiss Bankers Association (SBA), the Asset Management Association Switzerland, the Swiss-American and British-Swiss chambers of commerce, we collaborate closely with these organisations, contributing to advance the public tax discourse.



Cross-border activities

With respect to the cross-border employee remote working or telecommuting, we have effective processes and procedures in place to identify cross-border travel or working arrangements and have consulted with the local Deloitte Chief Tax Officer (CTxO) or the CTxO's designee as to our obligations in the country in respect of such travel or working arrangements. Additionally, we comply with the filings recommended by the local Deloitte member firm in respect of cross-border compliance, including any applicable VAT filings.



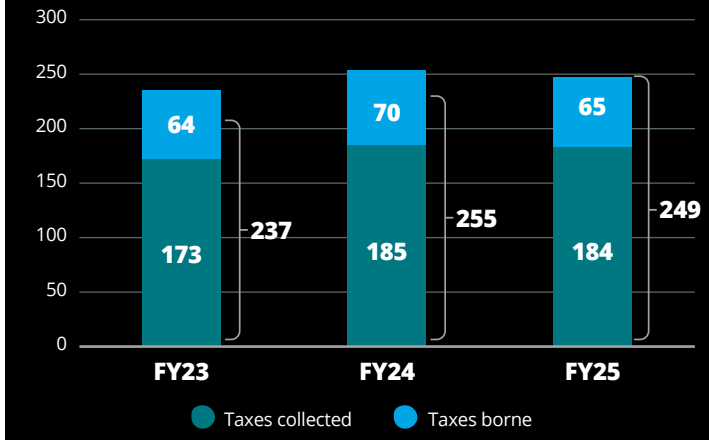
Tax policy ownership and oversight

To ensure adequate oversight, we have appointed a qualified CTxO responsible for our own tax compliance. On an annual basis, our CEO and our CTxO certify to the NSE member firm CTxO our compliance with Deloitte policies.

A comparison of taxes borne and taxes collected

Our goal at Deloitte is to create value for both our clients and our people. The data outlined below illustrates that our most significant financial contribution pertains to taxes we incur in the areas of employment and social security. Additionally, for employees who are not Swiss citizens or C-permit holders, we manage the collection of employment taxes on behalf of the tax authorities. Deloitte's commitment to social responsibility extends beyond our core operations. In addition to the taxes shown below, Deloitte actively contributes to society through fair compensation packages. We estimate the additional federal, cantonal and communal tax contribution by Deloitte employees that are not taxed at source to be approximately **CHF 61.4 million in 2024**.[1]

Total tax administered by Deloitte in Switzerland (CHF millions)

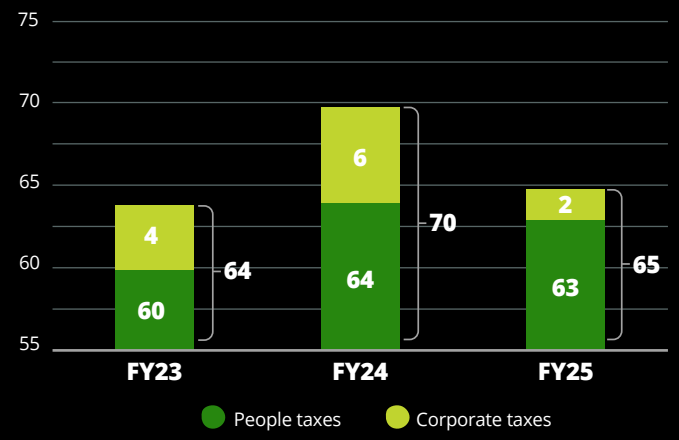


Total tax administered sum of taxes borne and taxes collected

Taxes collected refers to the total amount of taxes that a company collects from third parties on behalf of the government or tax authorities and remits to the appropriate authorities. These taxes do not influence Deloitte's financial results however Deloitte bears the administrative cost and risk of calculation error.

Taxes borne refers to the taxes Deloitte is directly responsible for, and which impact the after-tax profit, including corporate income taxes, other sales taxes, capital taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company.

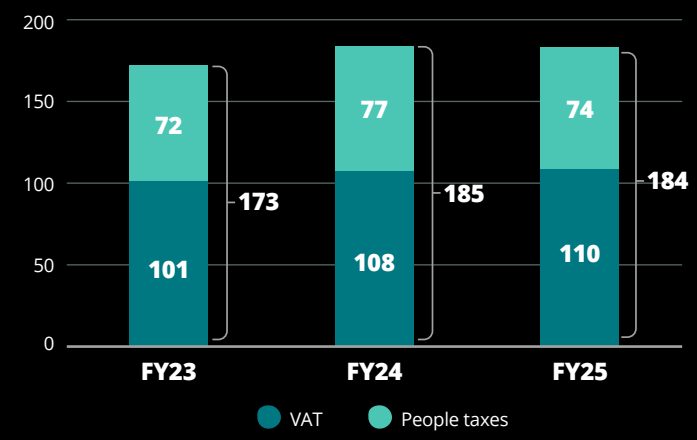
Taxes borne by Deloitte in Switzerland (CHF millions)



People taxes borne refers to taxes borne by Deloitte in relation to employment and social security contributions.

Corporate tax refers to the taxes borne by Deloitte in Switzerland and levied at the federal, cantonal or communal level on profit and capital. These include corporate income tax paid on a cash basis, i.e., the amount of income tax paid during the relevant financial year.

Taxes collected by Deloitte in Switzerland on behalf of others (CHF millions)



VAT refers to VAT charged on and collected by Deloitte on the sale of goods and services to their client and paid to the relevant tax authorities.

People taxes collected refers to taxes collected by Deloitte in relation to employment, and social security contributions including withholding tax levied on income paid to certain Deloitte employees. These figures do not include the taxes that Deloitte's employees pay in Switzerland and other countries of domicile.

[1] In providing this tax estimation we have only considered income taxes (e.g., wealth tax is not included). Further, the numbers presented are approximated and do not differentiate based on marital status, or religion nor do they consider any applicable tax deductions.

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