



2022 Transparency Report based on EU Directives

Deloitte Touche Tohmatsu LLC

For the year ended May 31, 2022

Contents

Deloitte Touche Tohmatsu LLC leadership message	1
Deloitte network	3
What Deloitte Audit & Assurance brings to capital markets	6
External and internal audit quality monitoring	18
Independence, ethics, and additional disclosures	22
Appendices	26
Appendix A EU EEA audit firms	27
Appendix B Financial information	29
Appendix C Public interest entities	30

Deloitte Touche Tohmatsu LLC leadership message¹

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 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 accounting 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 and management of audited companies.

Dialogue with stakeholders

In recent years, the emergence of uncertain events such as the COVID-19 pandemic, climate change and increased geopolitical risks has made sustainability more important than ever. Against this background, the environment surrounding the capital market has also changed, with a rapid increase in public interest 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 digital transformation (DX)

We are actively introducing digital technology to our audits in the field to respond to the rapid 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 sophisticating "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.

¹ Throughout this report, the terms "Deloitte, we, us, and our" refer to one or more of 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 <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/about-the-network.html>.

Talent strategy as the foundation of audit quality

Due to changes in the auditing environment, the role of auditors 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 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 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 diverse 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 well-being 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, Audit & Assurance Business Leader
Deloitte Touche Tohmatsu LLC

September 30, 2022

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.

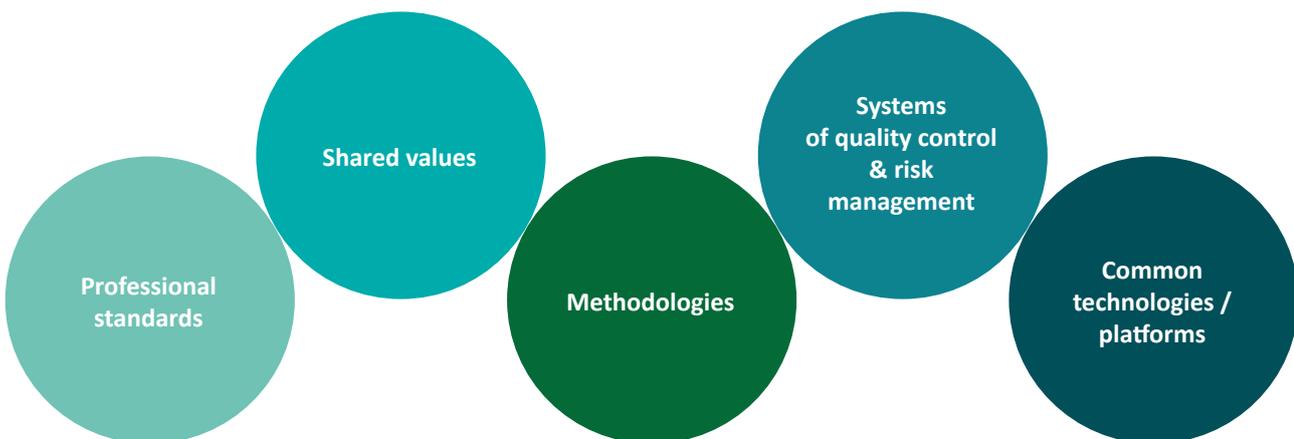
Deloitte Japan has been developing its operations manual and regulations based on the membership agreement with Deloitte AP and the Group agreement with DT LLC. Deloitte Japan is subject to reviews conducted by DTTL regarding compliance with such manual and regulations and utilizes management strategies 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)

Deloitte Touche Tohmatsu Limited is a UK 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 345,000 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 executive officers 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 quality control policies and procedures 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 quality control system, the Managing Partner of Quality Control sets policy for quality control 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 May 31, 2022**

Yoriko Goto, Chair of the Board

Taisei Kunii, CEO of Deloitte Japan

Kappei Isomata, Non-Executive Board Member

Masatoshi Tanifuji, Non-Executive Board Member

Junko Watanabe, Non-Executive Board Member

Hiroharu Nakamura, Non-Executive Board Member

Haruko Nagayama, Non-Executive Board Member

Tsuyoshi Kono, Non-Executive Board Member

Hiroshi Naito, Independent Lawyer*1,2

Takashi Miyoshi, Independent Non-Executive*1

Takayuki Hashimoto, Independent Non-Executive*1

Mami Indo, Independent Non-Executive*1

*1 Non-voting members

*2 Retired at the end of the general meeting of partners on July 27, 2022.

**Deloitte Touche Tohmatsu LLC – Board
As of July 27, 2022**

Haruko Nagayama, Chair of the Board*1

Koichi Okubo, CEO, Audit & Assurance Business Leader
of Deloitte Japan*2

Hiroharu Nakamura, Non-Executive Board Member

Tsuyoshi Kono, Non-Executive Board Member

Ayako Makino, Non-Executive Board Member*1

Tomoyasu Maruyama, Non-Executive Board Member*1

Hirofumi Otani, Non-Executive Board Member*1

Atsuko Kawazu, Non-Executive Board Member*1

Ryota Sekine, Independent Lawyer*1,3

Takashi Miyoshi, Independent Non-Executive*3

Takayuki Hashimoto, Independent Non-Executive*3

Mami Indo, Independent Non-Executive*3

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

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

*3 Non-voting members

What Deloitte Audit & Assurance brings to capital markets

A focus on audit quality

Deloitte's commitment to audit quality permeates everything we do. The independent audit is a central element of the financial reporting ecosystem, in place to protect 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 financial 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 is led by Jean-Marc Mickeler, the Deloitte Global Audit & Assurance Business Leader, whose responsibilities include developing and driving Deloitte Global Audit & Assurance strategy, with a priority focus on quality:

- Setting the standard for audit quality and approving audit policy and methodology changes with the objective of enhancing audit quality across the Deloitte network.
- Driving key audit quality initiatives and policies across the Deloitte network
- Leading transformational initiatives to innovate the way our audits are executed to meet the evolving needs of our stakeholders.

Entities Deloitte audits

As part of Deloitte Global 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.

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.

The company we keep is an important 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 the risk culture and aims to drive global consistency in the engagement acceptance and continuance decision making process:

"Deloitte's Audit & Assurance (A&A) 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 control 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 professionals, recognizes emerging issues and societal responsibilities, and is committed to providing transparency to stakeholders in the financial 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.”

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 local laws and regulations. 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.

Audit & Assurance – the future, today

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.

We are leaders in quality and will continually deliver on this commitment by focusing 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 transformation²

With The Deloitte Way, Deloitte is bringing innovation into the core of how our audits are executed: with automation that improves routine tasks, analytics that yield a deeper and more insightful view into the data, and artificial intelligence that enhances human discovery and problem-solving. As a result, we are improving the quality of the audits we deliver while also creating a richer talent experience for our people and giving clients a streamlined, digital audit experience, that provides more transparency and deeper insight.

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, Deloitte A&A delivers deeper insights to create more consistent, transparent, and valuable 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 procedures by making more use of data-driven analytics, as well as cognitive and cloud-based technologies like Artificial Intelligence (AI). 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 holistic 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 audits, including publicly-listed entities, while Deloitte Levvia, delivers a streamlined, right-sized digital audit experience for select private entities. Ongoing development, enhancement, and broader deployment of both platforms will continue over the next several years. Deloitte also has designed an innovative global data and analytics solution, and our

² For more information about Deloitte audit innovation, please refer to Deloitte [Global Impact Report](#).

integrated suite of enabling innovation technologies are all connected in the cloud.

To achieve effectiveness and efficiency of audit, Deloitte Japan has implemented the following global innovation initiatives and cloud-hosted solutions:

- Document AI – Client document interrogation and analysis
- Deloitte Connect – Online communication, information sharing, and progress tracking
- Disclosure Analytics - analyzes and curates a massive quantity of financial information to enable more comprehensive and data-driven risk assessments of client disclosures and regulator comment letters
- Asset Count – Mobile-enabled inventory counts
- Reveal Analytics – Sophisticated regression analysis
- Document Generator – Streamlines the preparation and review of standard audit deliverables
- Company Risk Insights – Comprehensive risk analytics
- Audit Online – Interface with delivery centers and support of guided risk assessments

Other upcoming global tools include Deloitte Cortex, which enables a seamless extraction and transfer of data from a client's Enterprise Resource Planning system and other applications. The platform and related processes will include capabilities to plan the audit, acquire data, prepare data, and perform standard or custom analytics and other audit procedures.

Further, Deloitte Japan has implemented Balance Gateway, which is a web-based confirmation platform that is widely used in Japan. It enables faster delivery and receipt of confirmations as compared to the legacy paper-based process.

Auditing in disruptive times

In recent years the world has experienced a period of exceptional challenges and uncertainty, from the societal changes caused by the COVID-19 pandemic to the humanitarian crisis brought on by the war in Ukraine. These momentous shifts have brought unprecedented speed of change to the profession, and throughout this period, Deloitte has prioritized the safety and wellbeing of its people. In times of global complexity and economic uncertainty, the need for high quality audit and assurance services is critical. Now more than ever, investors and stakeholders are looking to auditors to bring trust and objectivity to capital markets.

Despite the unique challenges of the current environment, Deloitte Japan has not wavered in its commitment to ethics, integrity, independence, and transparency—all while serving the public interest. We recognize the importance of upholding our professional responsibilities and our role in instilling trust in the financial reporting ecosystem. We continually reinforce the following principles with A&A practitioners:

- Exercise professional skepticism and due professional care
- Critically evaluate the quality of audit evidence obtained and whether it is sufficient and appropriate to address the risk
- Make well-reasoned professional judgments supported by clear documentation
- Foster a culture of consultation
- Stay connected and support one another

In this period of continued uncertainty, all stakeholders of the financial reporting ecosystem (including governments, financial institutions, entity management, those charged with governance, auditors, and investors) must exercise significant judgment. This includes an awareness of the heightened risk of fraud, the presence of new or different risk factors, and potential changes in internal control environments. 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 welcomes the public statements and guidance issued by regulators that recognize the current uncertainties and emphasize the importance of high quality, forward-looking corporate disclosures. There is benefit to the public for greater transparency from various financial reporting ecosystem stakeholders raising awareness about these issues. This includes providing more clarity on the responsibilities of management, audit committees, companies, auditors, regulators, and other stakeholders.

The professional standards, Deloitte policies and guidance, strong consultation and specialist networks, and steadfast diligence continue to be the basis for Deloitte's execution of high quality audits. Deloitte's global technology and infrastructure have allowed for an agile and rapid response to the various disruptions to the workplace, including the shift to virtual working. Deloitte Global continues to provide firms with globally relevant and locally adaptable audit resources and guidance. These responses have allowed us to continue to reinforce the execution of the Deloitte audit approach throughout this historically challenging period.

The transformation of audit delivery in an increasingly dynamic work environment has led Deloitte to respond to the rapidly changing needs and requirements of the talent landscape. This includes challenging historical working methods and supporting its people in a hybrid working environment.

Going forward, Deloitte Japan will continue to focus its efforts and provide a consistent audit experience in a way that embraces the evolving expectations of the entities we audit and our people.

Multidisciplinary model (MDM)

Throughout the Deloitte network, Deloitte's robust multidisciplinary business model (MDM)—consisting of audit, advisory, tax, and consulting practices—is an important contributor to the performance of high quality audits. This unique model purposefully connects Deloitte's great breadth of professionals and practitioners with a profound depth of experience, skills, and specialties to bring stronger insights and high quality services. Auditors increasingly use the work of specialists in a number of areas, including to assist in their evaluation of accounting estimates and fair value measurements. This has been more important than ever as companies' financial statements were required to reflect the uncertainties presented by COVID-19 and ensuing macroeconomic factors. Further, the scope of corporate reporting is expected to grow rapidly in the near future where financial statements and corporate disclosures will continue to become more complex due to new ESG considerations and other focus areas. In addition, as big data utilization becomes more pervasive in line with other digital advances, the demand for data analysts and IT specialists will grow accordingly. Among the benefits of the MDM are:

- 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.
- Immediate access for the Audit & Assurance practice to specialized resources in other business lines. This promotes audit quality because auditors can leverage the knowledge and experience of advisory practitioners who are skilled in subjects beyond audit and assurance.
- A diverse organization helps attract and retain premier talent.
- Availability of intellectual capital within the network to innovate audit processes, technologies, etc.
- Parts of the business grow at different rates during various time periods across markets. Deloitte's MDM provides a safeguard against market volatility that is important to long-term viability of the network and makes significant investments in audit quality and innovation possible, even in times of financial pressures on the audit business.

Deloitte acknowledges, however, the possibility and perception of conflicts of interest, and therefore has robust independence policies and systems in place 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 what professional standards or laws or regulations require.

Environmental, social, and governance (ESG) reporting³

Financial reporting today

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 broader stakeholders are calling for greater insight into how an organization is going to build, protect, and enhance enterprise value over time, and are specifically demanding enhanced transparency around ESG impacts and the dependencies of a company's business model and strategy.

There is a growing interest 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. Those charged with governance (e.g., Audit Committees, Board) are moving toward incorporating ESG considerations in their oversight responsibilities of an organization's management, its reporting readiness, and implementation of processes and controls to collect data.

In response to growing demand, the reporting landscape is quickly changing to meet the needs of stakeholders, with proposed standard setting through the International Sustainability Standards Board ("ISSB") and rulemaking around the world. 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 stakeholders' view of an entity's value.

In Japan, Sustainability Standards Board of Japan was established in July 2022 in response to the establishment of ISSB and is expected to develop sustainability disclosure standards as local requirements in Japan.

With the increased focus and scrutiny of this information also comes the increased need for confidence over the quality of the information being disclosed, which may be achieved through assurance over ESG information. Deloitte believes that there is a benefit to 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.



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

Below are specific actions that Deloitte is undertaking to support execution of high quality audits that give appropriate consideration to climate-related risks and opportunities:

- Educating Deloitte professionals on climate change and the impact on audit entities through the deployment of materials such as a climate learning curriculum, a framework and related guidance to consider climate-related matters as part of the audit.
- Engaging in the global debate by being proactive in supporting global sustainability standards, through contributing to the IFRS Foundation's climate disclosure work and actively participating in various global platforms such as the World Economic Forum and the 2021 United Nations Climate Change Conference (COP 26).

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 will be further reinforced with the adoption of ISQM 1, which becomes effective in December 2022.

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

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

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 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 forward-looking 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 complete at least 40 hours of continuing professional education (CPE) each year and at least 120 hours every three years (including professional ethics, audit quality and addressing fraud risk, and tax as mandatory learnings), through structured, formal learning programs, such as internal or external courses, seminars, or e-learnings 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 our global Talent Standards 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 professionals 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 environment⁴.

Deloitte. University

Audit & Assurance (A&A) Leadership appointments

Critical A&A leadership roles are clearly defined. A role profile and key performance indicator framework provide a basis for consistent leadership appointment and evaluation across the Deloitte A&A network and align member firm and participating firm with Deloitte Global A&A strategic objectives. Deloitte has introduced globally consistent standards for member firm and participating firm A&A leaders, including A&A Business Leaders, A&A Quality Leaders, and A&A 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.

Deloitte is focused on transforming the A&A 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.

Despite the challenges, Deloitte has again received the award for the World's most attractive professional services employer from Universum in 2021.



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.



⁴ For more information about Deloitte Universities, please refer to Deloitte [Global Impact Report](#).

Leadership commitment and tone at the top

Deloitte Japan'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 engagements. Deloitte Japan's focus on audit quality is evident through the direct involvement of leaders and consistent messaging that reinforces the importance placed on audit quality. DTT LLC's relentless pursuit of quality defines not just what we do, but who we are.

System of quality control

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

Regulators and standard setters in Japan and globally are also focused on driving further improvements in firms' systems of quality control. 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 are required to be designed and implemented by December 15, 2022, and an evaluation of the system of quality management will be required to be performed within one year following that date.

The effective implementation of ISQM 1 is a key element of Deloitte's global audit quality strategy. Deloitte Japan's ISQM 1 implementation activities are well progressed, building on the multi-year investments and commitment already delivered to go beyond the requirements of the existing professional standards. 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 control processes that will serve 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, these standard setting activities provide the opportunity to challenge ourselves—examining those areas where we can further support and transform the system of quality control. Audit quality is always front and center, and robust audit quality monitoring and measurement processes play an integral role in our ability to continually improve.

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 control and accountability measures.

Audit approach

Deloitte's approach to a high-quality audit involves 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 and requirements under applicable laws and regulations. This audit methodology is 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.

Deloitte 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.

Processes 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. 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. That is why Deloitte views consultation as an essential, collaborative process—one that 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 challenge. 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.

Deloitte Conditions for Success (DCS)

Deloitte’s commitment to audit quality is reflected in the DCS, five fundamental operating principles critical to the execution of high quality audits and effective risk management. Global DCS benchmarks provide firms with a baseline for measuring progress and driving improvements in these key areas and are monitored on an annual basis.



External and internal audit quality monitoring

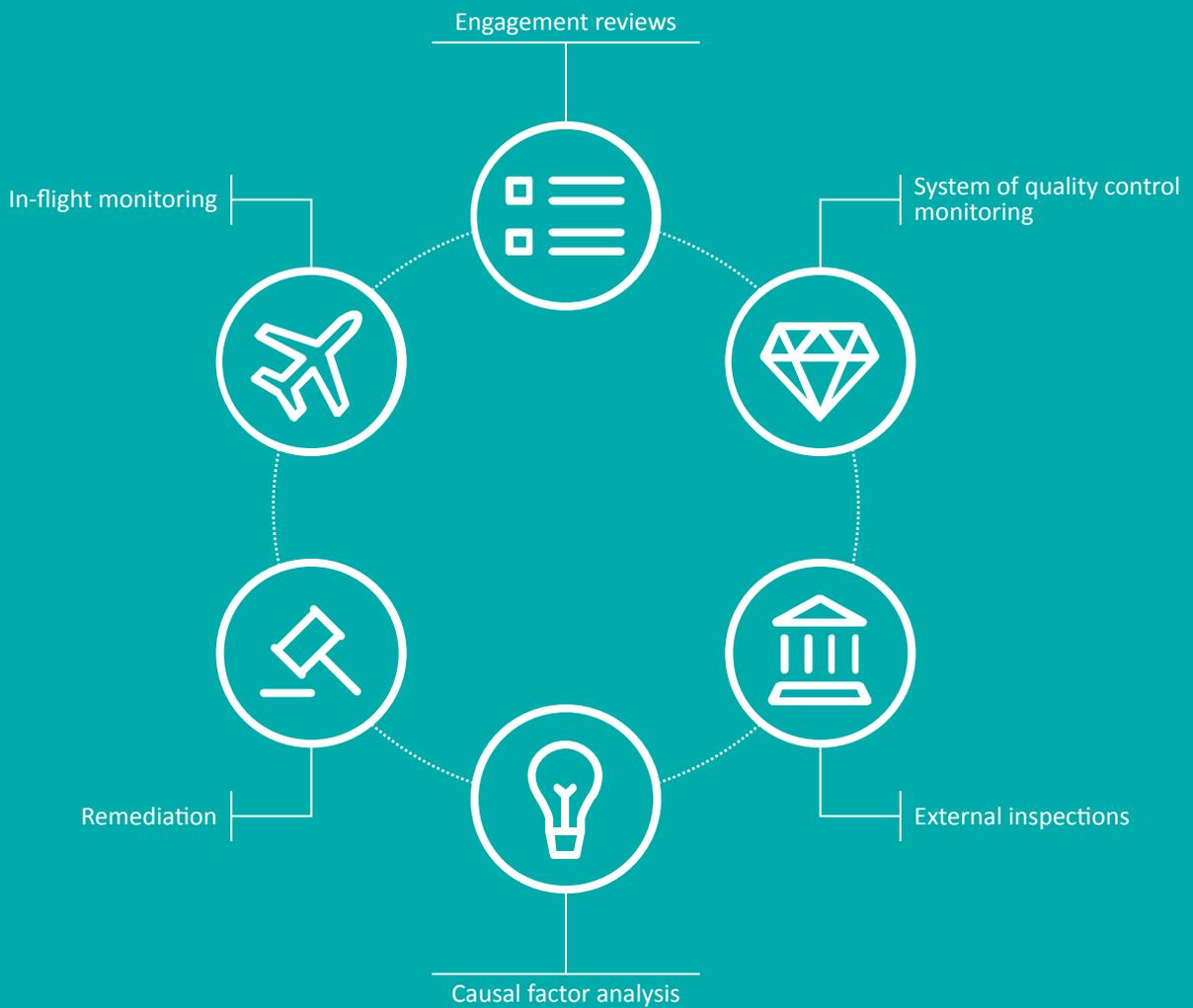
Audit Quality Monitoring & Measurement

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 the Deloitte Global Audit Quality Monitoring & Measurement (AQMM) program is to communicate relevant, reliable, and timely information to leadership in order to enable swift responsive remedial actions and continuous improvement in Deloitte's system of quality control. This includes the identification of deficiencies and good practices in the system of quality control and the assessment of the effectiveness of remedial actions in driving improvements in audit quality.



Audit Quality Monitoring & Measurement



In-flight monitoring

Continuous audit quality monitoring by Deloitte Japan involves the proactive identification of audit issues on “in-flight” 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.
- A program of subject matter specific “health checks” to assist Deloitte Japan audit quality leaders in assessing progress and identifying potential issues on in-flight engagements.
- Performance reviews of live engagements which allows Deloitte Japan to proactively identify and remediate any quality issues throughout the audit.
- In-flight monitoring results 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.

Engagement reviews

Key components of engagement reviews (internal practice reviews) 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.
- External partners and deputies, independent of Deloitte Japan, who provide oversight over the firm’s practice review programs to drive global consistency.
- 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.

System of quality control (SQC) review

SQC includes numerous elements such as documenting key areas of the SQC processes and procedures and performing operating effectiveness testing of the SQC, including execution of a comprehensive SQC review program. Testing of the SQC is an integral part of the firm’s monitoring activities.

Audit Quality Indicators (AQIs), including the Deloitte Conditions for Success (DCS), 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.

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

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:
<https://pcaobus.org/Inspections/Reports/Documents/104-2019-005-Deloitte-Touche-Tohmatsu-LLC-Japan.pdf>

Causal factor analysis and remediation

Continuous improvement is essential to Deloitte's culture of quality and excellence. Understanding why deficiencies occur is critical to the design of effective actions to remediate findings. When deficiencies are identified, whether through internal or external monitoring activities, actions are taken to identify gaps and 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.

Statement on the effectiveness of the functioning of the internal system of quality control⁵

The CEO of Deloitte Japan, confirmed that our quality control policies and the measures taken to apply them during the period from June 1, 2021 to May 31, 2022 are appropriate through regular reports from the Managing Partner of Quality Control, the Managing Partner of Reputation Quality Risk Management Office and Audit & Assurance Practice Monitoring, as well as reports from the Internal Audit Office and Audit Committee, and through deliberations by attending meetings of the Board, Audit Quality Assurance Committee, Deloitte Japan Partner Evaluation Committee, and other important meetings.

⁵ Effective 15 December 2022, ISQM 1 will require an evaluation, at least annually, of the firm's system of quality management, specifically whether the system provides Deloitte Japan with reasonable assurance that the objectives of the system of quality management are being achieved.

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 annual SQC review and gives insights into global areas of focus. On a three-year cycle, Deloitte Global Independence provides independence subject matter expertise that is leveraged during the firms' annual SQC review as part of Audit Quality Monitoring & Measurement. In-depth follow-up reviews are conducted as needed.



Provides firms with on-going independence expertise through consultation—enabling continuous 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 and scope of service approvals.



Supports 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 policies and procedures designed to address compliance with applicable professional standards, laws and regulations that relate to independence. These policies and procedures are based on the Deloitte Global Independence policy, and 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 control 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 control related to independence.

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

- Implemented responses (policies, procedures, and controls) to quality risks it has identified for its key independence areas;
- Performed appropriate monitoring activities over its key independence areas; and
- Maintained appropriate independence governance.

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)
- 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

An internal review of independence compliance with the above key independence areas is conducted each 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 control reviewers are subject to mandatory rotation with a limitation on the years of service that can be provided for an audit client. In October 2019, the JICPA published a statement from the Chairman & President titled “Reinforcing Auditor Independence—Response to the Second Survey Report on Audit Firm Rotation.” This statement urged CPAs to ensure compliance with the revisions to the JICPA’s Independence Guidelines, which are applied from fiscal years commencing on or after April 1, 2020, and outlined the concept of team member rotation, in which not only audit engagement partners, but also other audit engagement team members, are rotated as needed. Deloitte Japan has established a policy and procedures for team member rotation.

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 and participating 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, who 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 promotion, 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 Deloitte Japan’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 345,000 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.
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
	D. Associations
	DB Consultant
	ECA Audit
	Opus 3.14 Audit et Conseil
	Pierre-Henri Scacchi et Associés
	Revi Conseil
Germany	Deloitte GmbH Wirtschaftsprüfungsgesellschaft
	Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft
	SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
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
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: € 2.1 billion⁶

⁶ 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 2022, 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 2021 to 31 May 2022.

Appendix B | Financial information

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

The breakdown of Deloitte Touche Tohmatsu LLC's Revenues for the year ended May 31, 2022:

Revenues	Japanese yen in millions
Audit services	86,143
Non-audit services	52,671
Total	138,814

Revenues from audit services for audits of financial statements of non-EU companies for the year ended March 31, 2022,⁷ with transferable securities admitted to trading on regulated markets in the EU, amounted to 658 million yen.

Revenues from permitted non-audit services of non-EU companies for the year ended March 31, 2022,⁷ with transferable securities admitted to trading on regulated markets in the EU, amounted to 23 million yen.

⁷ 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 States⁸ as of May 31, 2022:

Name

OMRON Corporation

⁸ 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 Corporate Solutions 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 more than 15,000 professionals 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.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and 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 related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500[®] and thousands of private companies. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte's more than 345,000 people worldwide make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, or their related entities (collectively, the "Deloitte organization") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2022. For information, contact Deloitte Touche Tohmatsu LLC.