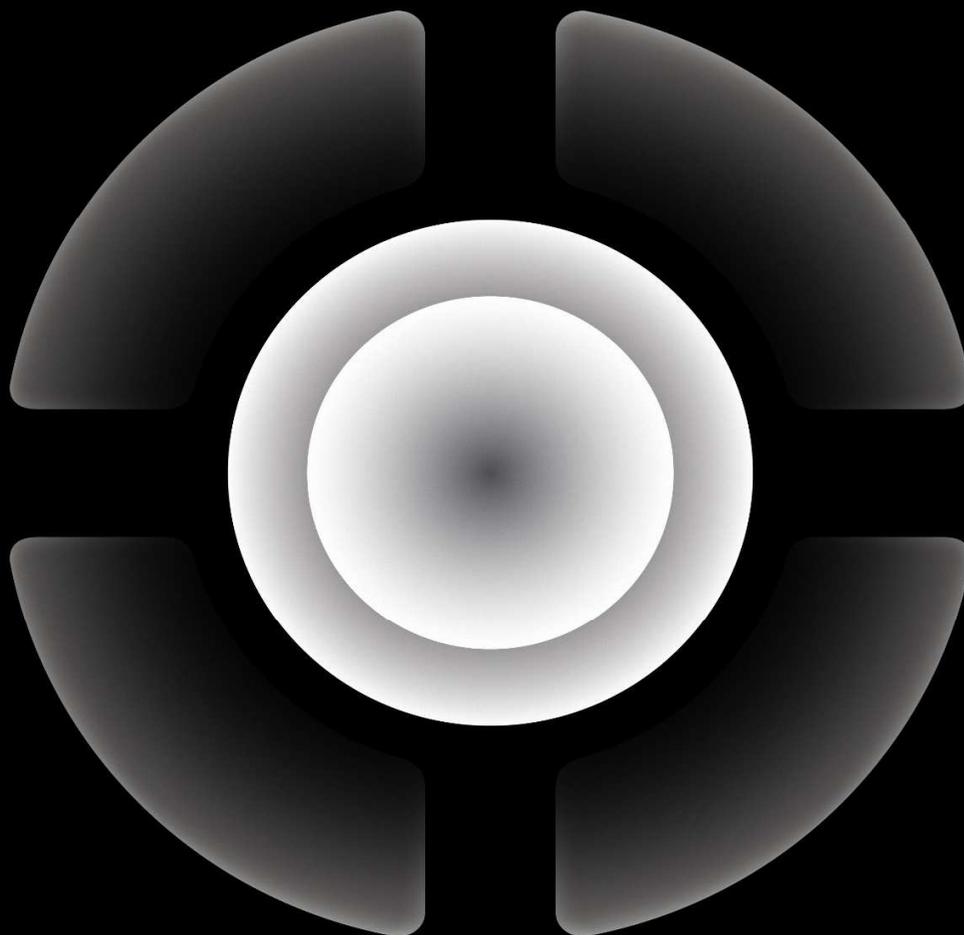


Deloitte.



2021 Transparency Report

Deloitte d.o.o. Beograd

Date published: March 10, 2022

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Deloitte d.o.o. Beograd leadership message¹

In this Report we present the current business practices and processes of the Auditing and Consulting Company Deloitte d.o.o. Beograd in accordance with the requirements of the Law on Audit of the Republic of Serbia (Official Gazette of RS no. 73/2019) and Rules on the Criteria for Conducting Audit of the Public Entities' Financial Statements (Official Gazette of RS nos. 114/2013, 92/2018 and 158/2020). All the information presented in this report relates to the situation of Deloitte d.o.o. Beograd as of 31 December 2021, unless otherwise indicated.

The 2021 Transparency Report provides a deep insight into our structure, governance, and approach that is grounded in a strong system of quality controls.

The COVID-19 pandemic has changed the way we work, with many companies adjusting the way they conduct business related to restrictions on travel or requirements to work from home. Deloitte's technology and infrastructure allowed for an agile and rapid response to the impacts of the pandemic. In the face of such a difficult business environment and unprecedented market uncertainty, we remain resolute and committed to maintaining high standards of quality and putting the public interest first.

We value the importance of the audit business to our firm, clients, our people and community and it has our unwavering commitment. Ensuring that audit quality keeps pace with continuously evolving economic, business, and regulatory conditions is critical to our role in protecting the public interest and supporting the effective functioning of the financial reporting ecosystem.

We are dedicated to continuous improvement at all levels of our organization. We are investing in technology, digitizing audit, transforming the way we work, and fostering the development of our people to ensure that our auditors continue to have a deep understanding of the changing risk landscape and are equipped to challenge and assess key judgements and report on these in an impactful way.

In our practice, we adhere to the highest standards of independence and professional objectivity. We believe that this report will help comprehend that for Deloitte the high quality of our audit and assurance services, as well as our integrity, have always been and will be of the utmost importance.



Olivera Andrijašević
Partner and Company Director

A handwritten signature in blue ink that reads "Olivera Andrijašević".

Olivera Andrijašević
Partner / Company Director
Auditing and Consulting Company Deloitte d.o.o. Beograd



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 p. 3 or <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/about-the-network.html>.

Deloitte network

Deloitte Serbia: legal structure and ownership

The Auditing and Consulting Company Deloitte d.o.o. Beograd is connected to the Deloitte network through Deloitte Central Europe Holdings Limited, a member firm of Deloitte Touche Tohmatsu Limited. Deloitte Central Europe, together with Deloitte France, Deloitte Germany, Deloitte Luxembourg, Deloitte Austria, Deloitte Portugal and Deloitte Turkey, is a shareholder in Deloitte DCE GmbH (“DCE”), which is as well a member firm of Deloitte Touche Tohmatsu Limited. The objective of DCE is fostering of the collaboration among its shareholders as members of the global Deloitte network. DCE neither provides any professional services nor engages in commercial activities.

The Auditing and Consulting Company Deloitte d.o.o. Beograd is referred to throughout this report as “Deloitte Serbia”. Deloitte Central Europe, as an organization of entities organized under the umbrella of Deloitte Central Europe Holdings Limited, is referred to throughout this report as “Deloitte Central Europe”. Deloitte Central Europe Holdings Limited holds practice rights to provide professional services using the “Deloitte” name which it extends to Deloitte entities within its territory (Deloitte Central Europe), including Deloitte Serbia. Deloitte Serbia is authorized to serve as an auditor for clients in the Republic of Serbia.

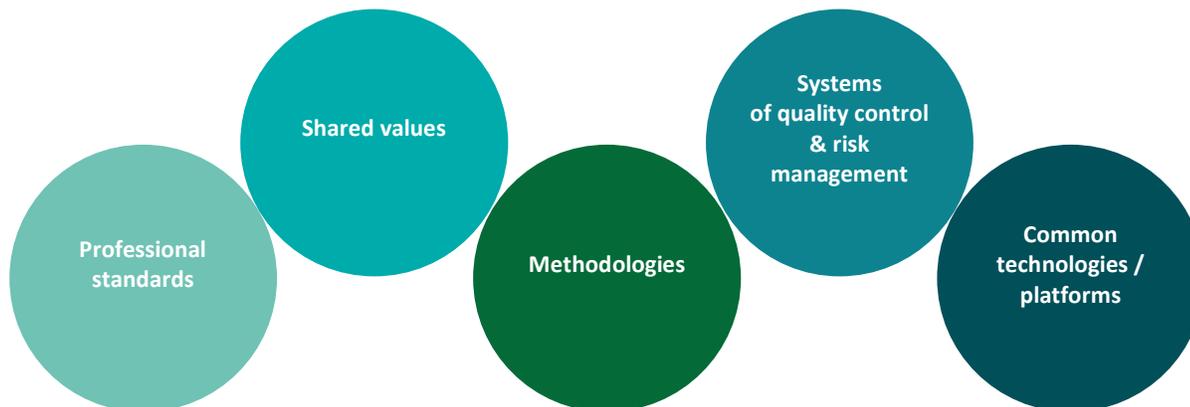
Founders and owners of equity interests in the Auditing and Consulting Company Deloitte d.o.o. Beograd are:

1. **Deloitte Central Europe Holdings Limited**, a legal entity incorporated under the laws of Cyprus, registered under no. HE 84799 with the Ministry of Commerce, Industry and Tourism of Cyprus, with its registered address at Lampousas 1, P.C. 1095, Nicosia, Cyprus – holding a 48.911257590000% equity interest;
2. **DELOITTE REVIZIJA D.O.O.**, a legal entity incorporated under the laws of the Republic of Slovenia, entered under no. 1647105000 in the Business Company Register, with its registered address at Dunajska cesta 165, Ljubljana, Republic of Slovenia – holding a 51.000563236000% equity interest;
3. **Olivera Andrijašević**, a licensed certified auditor – holding a 0.044089587000 % equity interest;
4. **DELOITTE D.O.O. Beograd**, a legal entity incorporated under the laws of the Republic of Serbia, entered under no. 07770413 in the business company register, with its registered address at Terazije 8, Belgrade, Republic of Serbia – holding a 0.044089587000% equity interest.

Network description

The Deloitte network

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



Deloitte Touche Tohmatsu Limited (DTTL or Deloitte Global)

Deloitte Touche Tohmatsu Limited is a 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 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 Serbia: description of the governance structure

The Auditing and Consulting Company Deloitte d.o.o. Beograd, corporate ID: 07770413, with its registered office at Terazije 8, Belgrade, was established on November 4, 1991 and entered into the Business Register maintained by the Serbian Business Registers Agency on May 30, 2005 under Decision no. BD 4290/2005. Its legal form is that of a limited liability company.

The Auditing and Consulting Company Deloitte d.o.o. Beograd is a company registered and authorized to perform audits of financial statements in the Republic of Serbia. The Company was entered in the Auditing Company Register maintained by the Republic of Serbia Ministry of Finance and was issued an operating license by the Republic of Serbia Ministry of Finance under Decision no. 401-00-001790/2014-16 dated July 7, 2014.

In accordance with the provisions of the Company Law (Official Gazette of RS, nos. 36/2011, 99/2011, 83/2014 – another law and 5/2015, 44/2018, 95/2018, 91/2019 and 109/2021), Deloitte Serbia is managed by the Assembly composed of all company members. Deloitte Serbia has five directors.

Directors of Deloitte Serbia as a limited liability company, appointed by its Assembly for an unlimited period, are:

Deloitte Serbia – Company Directors

Olivera Andrijašević, Licensed Certified Auditor

Verica Najdanović, Licensed Certified Auditor

Miroslava Gaćeša, Licensed Certified Auditor

Darko Stanisavić

John Ploem

Deloitte Serbia Audit & Assurance leaders and senior management develop and implement the strategy for the Audit & Assurance practice, including related policies and procedures. In all of their activities, Deloitte Serbia senior leaders are responsible for the overarching objective of audit quality, including compliance with applicable professional standards and regulatory requirements. Deloitte Serbia's strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

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

Deloitte d.o.o. Beograd holds equity interests in the following entities involved in the auditing and consulting business activities in the territories of Montenegro, Bosnia and Herzegovina and the Republic of North Macedonia:

1. Deloitte d.o.o. Podgorica, with its registered address at Bulevar Svetog Petra Cetinjskog bb, Podgorica, Montenegro;
2. Deloitte Advisory Services d.o.o. Sarajevo, with its registered address at Zmaja od Bosne no. 12c, Sarajevo, Bosnia and Herzegovina;
3. Deloitte d.o.o. Skopje, with its registered address at Bul. Sv. Kliment Ohridski no. 52, apartment 11, 1000, Skopje, Republic of North Macedonia.

Our purpose and commitment: instilling trust and confidence

At Deloitte Serbia, our purpose is to make an impact that matters. For Audit & Assurance, this means a focus on delivering independent high-quality audits and instilling confidence and trust in the capital markets through the services we deliver. This requires us to continuously build capabilities to support the delivery of high-quality audits and make leading contributions to shaping the future of the audit profession.



What Deloitte Audit & Assurance brings to capital markets

Entities Deloitte Serbia audits

As part of Deloitte Serbia Audit & Assurance’s commitment to supporting the capital markets, Deloitte is focused on auditing entities where it serves the public interest and where Deloitte Serbia has the capabilities to perform a quality audit with objectivity and in compliance with applicable ethical and professional standards.

Deloitte Serbia has detailed policies and procedures in place for accepting prospective clients and engagements and assessing engagement risk. These policies and procedures are designed with the objective that Deloitte Serbia only accepts 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 ethical requirements and professional standards, including independence and conflicts of interest assessments and considerations;
- considered the integrity of the potential client’s management team.

Audit & Assurance Transformation

Being a relevant profession of the future and a sustainable practice that evolves with the pace of change in technology and society is critical. Driving this goal is the Deloitte Audit & Assurance Transformation initiative, which is currently being developed and deployed across the Deloitte network, including Deloitte Serbia.

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

The Deloitte Way: standardization of audit processes supported by our technology suite	Real-time audit quality monitoring
Enhanced talent model which includes learning, rewards and recognition, centres of excellence, and delivery centres	Agile deployment of tools and technologies to respond to changing environments

Audit innovation

With the Deloitte Way, Deloitte Serbia 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, clients get an experience that is less burdensome, with 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 clients expect audits to evolve as they innovate their businesses and processes. Deloitte Serbia 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 Serbia to stay ahead of technological advances used by the entities that we audit.

Deloitte Serbia 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 has released Deloitte Omnia, our next-generation cloud-based audit delivery platform, as well as Deloitte Levvia, a tailored solution to support our very small audits. Further development, enhancement, and broad deployment of both solutions will continue over the next several years. Deloitte Serbia also has an analytics platform, as well as an integrated suite of enabling innovation tools all connected in the cloud.



Environmental, social, and governance (ESG) reporting

Financial reporting today

To better assess the resiliency of corporate strategies to climate related and other ESG matters, investors and stakeholders are seeking reliable and comparable information on the potential impacts of these matters. These matters could have implications on a company's financial accounting and reporting, in the context of the existing accounting standards and the financial statement audit. Companies follow financial reporting standards such as the International Financial Reporting Standards (IFRS) and US Generally Accepted Accounting Principles (GAAP). Auditors follow auditing standards such as those established by the International Auditing and Assurance Standards Board (IAASB), International Standards on Auditing (ISA), and Public Company Accounting Oversight Board (PCAOB) related to the audit of the financial statements. These standards require auditors to identify and assess the risks of material misstatement in the financial statements of the companies they audit, and design and perform audit procedures responsive to those risks. Deloitte Serbia is increasing awareness of the potential impacts of climate related and other ESG matters on financial reporting through guidance, tools, templates, learning, and leading practices.

Corporate reporting of the future

In addition, market participants and broader stakeholders are calling for greater insight into corporate performance, specifically demanding enhanced transparency around ESG impacts and dependencies of a company's business model and strategy. Over time, many standard setters and other organizations have developed frameworks or standards for reporting metrics and ESG information for use by companies. However, currently there is no global enforcement mechanism or assurance requirements for consistent adherence or adoption. Deloitte Serbia supports the International Financial Reporting Standards Foundation's (IFRSF) proposal to establish an International Sustainability Standards Board (ISSB) that, alongside the International Accounting Standards Board and under the governance and oversight of the IFRSF, would provide a set of global standards.

There is a growing interest for companies to integrate climate-related and other ESG considerations into systems of internal control, enhancing the maturity of systems, processes, and governance over climate-related and other ESG information. Those charged with governance (e.g., Audit Committees, Boards) are moving

toward incorporating ESG considerations in their oversight responsibilities of companies' management—companies' readiness, companies' management skillsets, and implementation of processes and controls to collect data.

Deloitte Serbia supports efforts to make publicly disclosed ESG information consistent, comparable, and reliable. Assurance provides a greater confidence in ESG information. Deloitte Serbia 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 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, Deloitte has launched [WorldClimate](#), a strategy to drive responsible climate choices within the Deloitte network and beyond.



Coronavirus disease 2019 (COVID-19)

Deloitte Serbia's highest priority is the safety and well-being of its professionals. In this changing global environment as the impacts of COVID-19 continue to unfold, investors and stakeholders are looking to auditors more than ever to provide an independent opinion on companies' financial statements. Deloitte Serbia remains committed to this critical role and delivering the highest quality audits.

Entity management and auditors alike are affected by restrictions on travel and requirements to stay at home. With travel restrictions affecting entities' personnel and auditors, companies may obtain information in new or different ways. In addition, Deloitte entity management is faced with significant uncertainty in making judgments to project future operating results and cash flows, going concern, and developing valuation analysis, etc. The financial reporting process likely requires careful analysis and further considerations of impact from management and auditors given the current environment.

All stakeholders of the financial reporting ecosystem must exercise significant judgment in this unprecedented and uncertain environment—governments, when projecting the length of closures; bankers, when deciding if a loan can be repaid in full; management, when evaluating if a company can continue operating as a going concern and audit committees providing oversight of management; auditors, when assessing these judgments; and investors, when analysing the available financial information in light of these unprecedented uncertainties.

Although the existing accounting frameworks have provisions for uncertainties, it is important for financial statement users and regulators to expect a higher degree of market and economic volatility in the near future.

Deloitte Serbia 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. Importantly, some regulators have conveyed that good faith attempts to provide investors and other market participants with appropriately framed forward-looking information will not be second-guessed. 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.

Deloitte Serbia's overarching strategic objectives are principles-based and remain unchanged (e.g., investments in quality, people, and technology), however, some related processes have been modified or prioritized to factor in

unanticipated changes due to the pandemic. Deloitte firms were required to implement monitoring and consultation processes to maintain high standards of quality and reinforce key areas of focus impacted by the implications of COVID-19.

Deloitte Serbia has been focused on setting the necessary tone for the historically challenging period that followed. From an audit risk perspective, the fluid economic and health environments globally continue to put pressure on the risk of fraud, asset impairments, and going concern in certain industries. Operational challenges in some industries can manifest into financial reporting challenges, while other industries may be benefiting from the current environment.

The professional standards, Deloitte Serbia policies and guidance, strong consultation and specialist networks, and steadfast diligence continue to be the basis for Deloitte Serbia's execution of high-quality audits. Deloitte Serbia's technology and infrastructure allowed for an agile and rapid response to the various impacts of the COVID-19 pandemic.

Deloitte Serbia prepared for various contingencies in order to support changing needs and to support professionals during periods when they have been required to work remotely. Deloitte Serbia continues to maintain the Deloitte Audit & Assurance Technical Delivery Resource Centre—a central location for all Deloitte Serbia professionals to access globally relevant and locally adaptable COVID-19-related audit resources and guidance. These responses have allowed us to continue to reinforce execution of the Deloitte Serbia audit approach throughout the pandemic.

Deloitte Serbia has also led global initiatives to understand the implications of working virtually for professionals, to provide them with support to enhance team collaboration and to consider new ways of working in a remote environment. Despite the virtual working environment, learning was successfully delivered to Deloitte Serbia professionals through virtual programs, and we are using this experience to drive continuous improvement.

The transformation of audit execution in an increasingly dynamic work environment has led Deloitte Serbia to respond to the rapidly changing needs and requirements of the talent landscape. As Deloitte Serbia is organizing the return to the workplace in several countries, it is challenging its historical working methods and considering a hybrid working environment.

Going forward, Deloitte Serbia will continue to focus its efforts and provide a consistent audit experience in a way that embraces the evolving expectations of clients and professionals.

Multidisciplinary model (MDM)

MDM is an important contributor to high-quality audits. 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. Financial statements may continue to grow in complexity due to new ESG considerations and other focus areas. Further, 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 insights through multiple lenses, which enhances auditors' understanding of business risks relevant to conducting audits.
- Immediate access for the audit practice to specialized resources in other business lines. This promotes audit quality because auditors can leverage the knowledge and experience of advisory professionals 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 Serbia'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 Serbia's response to COVID-19 demonstrates both resiliency in putting audit quality and the public interest first which is further supported by the significant benefits of the MDM. Each non-audit Deloitte Serbia business has a shared and vested interest in supporting audit quality initiatives and Deloitte Serbia's strategy to deliver high-quality, globally consistent service to clients.





Professional development and performance management

Deloitte Serbia culture and the design of learning programs place people at the forefront. Deloitte Serbia professionals are technically proficient with high levels of ethics, integrity, professional skepticism, and objectivity, and are continuously enhancing their skillset and experience.

Deloitte Serbia is committed to delivering an unrivalled talent experience, developing professionals, and furthering their careers by creating a life-long learning environment - advancing audit education, skillsets, and flexible career options that appeal to future auditors.

Deloitte Serbia professionals bring diverse backgrounds, knowledge, and skillsets that enhance capabilities as an organization in delivering the highest quality audits.

In addition, operational discipline, effective management of the business, and the development of a singular approach to doing audits known as the Deloitte Way, provide the foundation for Deloitte Serbia's commitment to bring consistency to our audits.

Deloitte Serbia is driving a sustainable audit and assurance business that recognizes and rewards its people and ongoing investments in their future.



Learning and development initiatives

Deloitte Serbia's transformed approach to audit delivery is changing the audit experience for professionals. 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 cycle. For Deloitte Serbia professionals, 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 competences. For example, the following skills become more important — enhanced data analytics, project management, critical thinking, communication, enhanced professional judgment, and the application of accounting and auditing principles to work more effectively and deliver higher quality engagements.

Not only does Deloitte Serbia deliver value in more areas, but as capabilities and skillsets are enhanced, we build greater confidence and become ever-better evaluators of risk.

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

- At the core, Deloitte Serbia has a single, mandatory audit technical learning curriculum for auditors, targeting learners by level, using a dynamic blend of live instructor-led, digital on-demand courses, and on-the-job activities.
- All client service professionals are required to complete at least 40 hours of continuing professional education (CPE) each year and at least 120 hours every three years, through structured, formal learning programs, such as internal or external courses, seminars, or e-learning covering all areas of the competency model (e.g., shared competencies, function-specific technical competencies, and competencies in areas of specialization).

- All client service professionals have clearly defined role expectations and Talent Standards outline the capabilities that are required of practitioners at each level.

Deloitte Serbia has also established specific learning opportunities for specialists working on audit engagements to support their knowledge and understanding of the audit process. Enhanced project management, a key capability for executing audit engagements, has been included in annual development programs which provide a blend of technical and soft skill learning development. The objective of the Deloitte Serbia professional development program is to help partners and practitioners maintain and enhance their professional competence and ensure consistency of audit execution. To supplement on-the-job development, Deloitte Serbia provides formal continuing professional development programs in relevant subject areas consistent with the Deloitte Serbia Audit & Assurance Curriculum.

During the first years, most training is comprised of mandatory courses on technical topics including audit methodologies and processes but afterwards the optional part increases given that individual needs become more diverse. An individual learning program is required as from approximately four years' experience.

Through an automated monitoring system, it is possible to check the status of internal and external courses followed by an individual auditor. Continuing education is also a factor taken into account for the yearly evaluation of audit staff and the assessment of their growth potential.

All certified auditors at Deloitte Serbia continuously maintain and improve their qualifications through a combination of internal courses and training seminars organized by the Chamber of Certified Auditors.

Deloitte University

Deloitte actively cultivates the collective knowledge and skills of Deloitte professionals globally through continued investment in Deloitte Universities (DU). These are state-of-the-art learning and development centres focused on Deloitte culture and rooted in the principles of connectedness and leadership in a highly inclusive learning environment.



Partner remuneration

Execution of high-quality audits is expected from all professionals 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 professionals' overall evaluations are measured.

Deloitte Serbia'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: quality, expertise, integrity, professionalism, entrepreneurship, independence and compliance.

Deloitte Serbia's priority focus on audit quality

Deloitte Serbia's commitment to audit quality is central to everything we do, from instilling a culture of quality and excellence across the network, to business and financial priorities, and the processes, tools and technologies applied in the execution of audits. Making sure audit quality keeps pace with emerging economic, business, and regulatory conditions, as well as technological advances is critical to the continual enhancement of Deloitte Serbia's role in protecting the public interest and supporting the effective functioning of the financial ecosystem. Deloitte Serbia's brand is defined by the high-quality audits delivered and by the unwavering commitment to continuous improvement.



Leadership commitment and tone at the top

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

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 Serbia's critical role in protecting the public interest, including creating a culture of quality where doing the right thing is of paramount importance. As evaluators, Deloitte Serbia consistently reinforces the important role of who must maintain a mindset of professional skepticism throughout the conduct of our work. This approach to the audit is reflected in many aspects of Deloitte Serbia policies, methods, procedures, and learning, and is reinforced through quality control and accountability measures.

Audit approach

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

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 Serbia audits.

Deloitte Serbia 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 Serbia professionals in the execution of high-quality audits

The resources applied by Deloitte Serbia professionals 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 professionals in the Deloitte Technical Library, an extensive online library. Deloitte Serbia regularly issues accounting and auditing guidance to our professionals and communicates developments that may affect audit quality.

Consultation

Quality and risk management considerations are integral to Deloitte Serbia'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 Serbia consultation policies require that conclusions are documented, understood, and implemented. 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.

System of quality control

Deloitte Serbia 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 Serbia's quality control processes.

Regulators and standard setters in the Republic of Serbia 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"). Effective on 15 December 2022, ISQM 1 focuses on quality management at the firm level.

Deloitte Serbia's ISQM 1 implementation activities are well underway, working with leaders across Deloitte Serbia, 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.

Consistent with Deloitte Serbia'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 centre, and robust audit quality monitoring and measurement processes play an integral role in our ability to continually improve.



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 Serbia audit is consistently executed and of high quality, wherever in the world it is performed.

The objectives of Deloitte's Audit Quality Monitoring & Measurement (AQMM) program are to:

- transform the way audit quality is monitored and measured and audit deficiencies are resolved; and
- enhance the internal system of quality control which all Deloitte network firms follow.

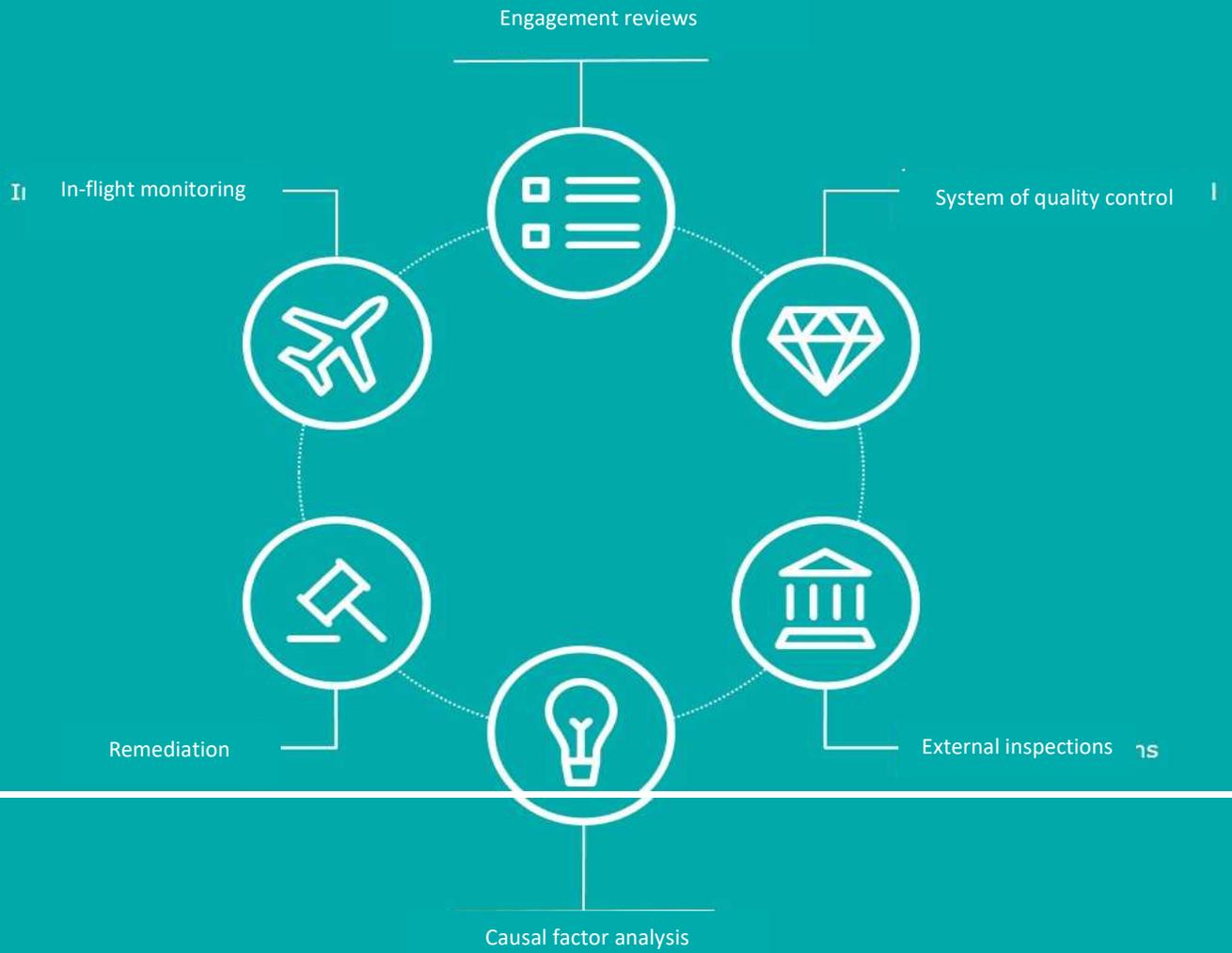
The AQMM program is focused on driving:

- continuous, consistent, and robust monitoring of completed and in-flight engagements,
- fundamental understanding of deficiencies and timely execution of corrective actions by all member firms consistently, and
- greater transparency and consistency in reporting key measures of audit quality.

Deloitte Serbia maintains policies and procedures to promote an internal culture based on the recognition that quality is the number one priority. Deloitte Serbia focuses on professional excellence as the foundation for achieving audit quality on a consistent basis.



Audit Quality Monitoring & Measurement



In-flight monitoring

Continuous audit quality monitoring by Deloitte Serbia drives a faster response to audit issues on “in-flight” engagements, driving identification, timely solutions, and real time corrective actions achieved by:

- Deployment and monitoring of a series of core diagnostics, enabling engagement partners and teams, as well as Deloitte Serbia audit quality leaders to continuously monitor audit quality and take immediate action.
- A program of subject matter specific “health checks” to assist Deloitte Serbia audit quality leaders in assessing progress and identifying potential issues on in-flight engagements.
- 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 Serbia;
- Mandatory moderation panel to drive consistency in findings and engagement ratings;
- External partners and deputies who oversee practice reviews to drive consistency;
- Identifying appropriate resources (from within Deloitte Serbia 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 review includes numerous elements such as documenting key areas of the SQC processes and controls and performing procedures for testing the operating effectiveness of the SQC, including execution of a comprehensive SQC review program. Deloitte Serbia is also preparing for the future by focusing on readiness activities for monitoring related to implementation of ISQM 1. These preparations are further advancing quality control processes and the approach to monitoring, and continually strengthening our culture of continuous improvement.

Audit Quality Indicators (AQIs) used in conjunction with other metrics, further assist Deloitte Serbia in developing and monitoring audit quality action plans and reporting on the progress in its audit quality journey. AQIs are integrated with ongoing AQMM activities.

In addition, proper timing and sequencing of audit activities, including timely reviews of work performed and the resolution of matters identified, are closely associated with high quality audits. Audit Quality Milestones are intended to drive consistency of engagement teams in project management, timing of when work is done, and necessary focus on engagement staffing, including sufficiency and the skills, knowledge, or experience of assigned resources.

Causal factor analysis and remediation

Continuous improvement is essential to Deloitte Serbia’s culture of quality and excellence. Understanding why audit deficiencies occur is critical to the design of effective actions to remediate findings. Further, actions are taken when audit deficiencies are identified during the performance of an audit engagement. Engagement level remediation is imperative to drive continuous improvement in audit quality and avoid future similar findings. An audit quality plan is prepared by Deloitte Serbia and provides for effective implementation and monitoring of key audit quality priorities.

External inspections

In addition to Deloitte Serbia’s own monitoring of audit quality, we are subject to external reviews by the Republic of Serbia’s Security Commission. The last external inspection in accordance with Article 75 of the Law on Audit (Official Gazette of RS, no. 73/2019) was performed in the period from 20 September to 1 October 2021, with no objections noted.

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

Deloitte Serbia confirms we are satisfied that our internal quality controls and systems are robust, operate effectively, and allow us to readily identify any areas of potential enhancement. We continually seek to refine all aspects of our business and we use the findings of the practice review, other internal reviews and external regulatory reviews to enhance our system of quality control.



Independence, ethics, and additional disclosures

Deloitte Serbia: Independence



Sets **independence policies and procedures** based upon the *Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (“IFAC Code of Ethics for Professional Accountants”)*. Performs full reviews of independence quality controls on a three-year cycle; provides an annual focused review program to be performed by member firms as part of their Audit Practice Review for the off-cycle years; and performs in-depth follow-up reviews as needed.



Performs **on-going monitoring** activities of firms—enabling continuous enhancements to policies, quality controls, tools, and practice support activities.



Delivers **systems** to provide professionals 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 Serbia Independence

Deloitte Serbia’s policies and procedures designed to address compliance with applicable professional standards that relate to independence. These policies and procedures are based on the Deloitte Independence Policy and are supplemented, as appropriate, to reflect additional national or regional requirements that may be more restrictive than the Deloitte policies. Deloitte Serbia 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 Serbia.

Strategies and procedures to communicate the importance of independence to partners, other professionals and support staff have been adopted, emphasizing each individual’s responsibility to understand and meet the independence requirements.

The key elements of the system of quality control that Deloitte Serbia implemented in accordance with independence policies include the following:

- Engagement acceptance and monitoring;
- Monitoring long association of partners and professionals with audited entities;
- Business relationship assessments and monitoring;

- Use of independence business process tools, including the Deloitte Entity Search and Compliance (DESC) system, the Service Request Monitoring (SRM) application, and the Global Independence Monitoring System (GIMS);
- An Inspection & Testing program, and annual and special purpose independence confirmations, to monitor individuals' compliance with independence requirements;
- Consultation processes including the identification of individuals who are to be contacted for independence matters;
- Procedures to identify and analyse non-compliance with independence requirements and apply related disciplinary measures and actions;
- Independence-related learning and communications.

An internal review of independence compliance was conducted during the year and the report was issued on 15 December 2021.



DESC
Deloitte Entity Search and Compliance

Cross-country, 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 professionals

Deloitte Serbia maintains policies and procedures requiring rotation of key audit partners and staff – audit engagement team members. A licensed certified auditor, the audit report signatory responsible for carrying out a statutory audit of an auditee, cannot serve such an auditee for more than six consecutive years in the position of a key audit partner. The key audit partner may participate again in the statutory audit of the same auditee only after three years have expired from the date the previous auditor's report was issued to that same entity. During the so-called "cooling-off" period of three years, the key audit partner cannot participate in the audit of the auditee, perform the engagement quality control review, consult with the engagement team or the auditee regarding technical or industry-specific issues, transactions or events or otherwise directly influence the outcome of the statutory audit.

While it is the primary responsibility of the individuals serving as key audit partners to ensure they comply with the rotation requirements, Deloitte Serbia implemented a monitoring process that includes among other analysis of client portfolios and individuals assigned in various roles to statutory audits and considering appropriate competence, capability, workload and availability of statutory auditors so as to enable these individuals to adequately discharge their responsibilities as key audit partners.

Ethics

All Deloitte Serbia professionals are expected to act with integrity in accordance with high ethical standards as described in the Deloitte Serbia's Code of Conduct (the "Code"), which defines the commitments that all Deloitte Serbia professionals make regarding ethical standards, and explains each individual's responsibilities to their clients, colleagues, and society.

In addition to the Code, other foundational elements of Deloitte Serbia's ethics program include 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 Serbia professionals through an annual ethics survey.

Deloitte Serbia maintains policies and procedures that are designed to provide reasonable assurance that its professionals comply with relevant ethical requirements.

The ethical requirements for audit and related assurance services provided by Deloitte Serbia are in accordance with the Law on Audit and other industry-specific legislation. Deloitte Serbia also complies with Deloitte Serbia's own 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, a standard-setting body of the International Federation of Accountants (IFAC). When the national professional requirements are more restrictive than the Deloitte Serbia's policies and procedures, Deloitte Serbia follows the applicable national requirements.

Deloitte Serbia reinforces its commitment to ethics and integrity through communication tools, learning programs, compliance processes, and measurement systems. In addition, Deloitte Serbia requires all partners, other professionals and support staff to confirm annually that they have read and comprehended the Deloitte Serbia's Code of Conduct and understand that it is their responsibility to comply with it.

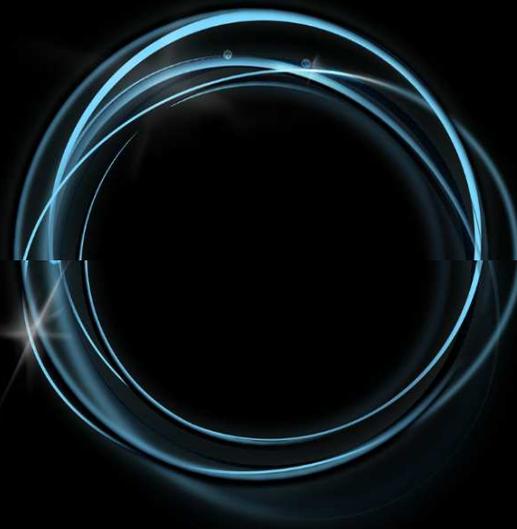


Deloitte Ethics

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

Deloitte's Principles of Business Conduct outlines Deloitte's ethical commitments and expectations, giving a strong, principled foundation. The foundation of the network's ethics program is comprised of the following elements:





Shaping the future of the audit profession

Deloitte Serbia is proactively engaging with a range of stakeholders – including policy makers, regulators, investors, company directors, audit committee chairs and industry bodies – to help to ensure audit and the corporate governance and reporting regime continues to evolve to meet the needs of society and to serve its purpose in promoting confidence and trust in the capital markets. All of these stakeholders play a critical role in supporting the provision of relevant information in the public interest. The drive to bring innovation to the audit reflects Deloitte Serbia’s commitment to enhance the audit of today as well as establish a long-term vision for the future of audit.



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 Burgenland 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
	Audalian Commissaire
	BEAS
	Cisane
	Constantin Associés
	DB Consultant
	ECA Audit
	Jacques Serra et Associés
	Laurens Michel Audit
	Opus 3.14 Audit et Conseil
	Pierre-Henri Scacchi et Associés
	Revi Conseil
Germany	Deloitte GmbH Wirtschaftsprüfungsgesellschaft
	Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
	SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft
Greece	Deloitte Certified Public Accountants S.A.
Hungary	Deloitte Könyvvizsgáló és Tanácsadó Kft.
Iceland	Deloitte ehf.
Ireland	Deloitte Ireland LLP
Italy	Deloitte & Touche S.p.A.
Latvia	Deloitte Audits Latvia SIA
Liechtenstein	Deloitte (Liechtenstein) AG
Lithuania	Deloitte Lietuva, UAB
Luxembourg	Deloitte Audit
Malta	Deloitte Audit Limited
Netherlands	Deloitte Accountants B.V.
Norway	Deloitte AS
Poland	Deloitte Audyt spółka z ograniczoną odpowiedzialnością spółka komandytowa Deloitte Audyt spółka z ograniczoną odpowiedzialnością
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
United Kingdom ²	Deloitte LLP Deloitte Limited Deloitte N.I. Limited

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 billion³

² On 31 January 2020, the United Kingdom was no longer part of the European Union. However, pursuant to an agreement between the United Kingdom and EU, the United Kingdom remained part of the EU customs union and single market and continued to apply EU law through the end of the transition period (i.e., 31 December 2020). The disclosure of total turnover from the statutory audit of financial statements includes turnover from the United Kingdom firms for the period from 1 June 2020 to 31 December 2020.

³ 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 2020, 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 Euros is used in the Member state, the amount in Euros was translated using an average exchange rate in effect for the period 1 June 2020 to 31 May 2021.

Appendix B | Financial information

In 2021 Deloitte Serbia made turnover totalling **RSD 343,252,364**, broken down per type of services rendered in the table below:

Turnover	RSD
Statutory audit (PIEs or PIE subsidiaries)	140,608,836
Statutory audit (non-PIEs or non-PIE subsidiaries)	135,025,437
Additional services referred to in Article 43 provided to auditees which were subject to audits performed in accordance with the Law on Audit – additional services provided to statutory auditees	9,302,614
Additional services referred to in Article 43 provided to other auditees – additional services provided to other than statutory auditees	58,315,476
Total	343,252,364



Appendix C | Public interest entities

Disclosure in accordance with Article 24, para 3, item 6) of the Law on Audit

Public interest entities audited for statutory purposes by the Auditing and Consulting Company Deloitte d.o.o. Beograd in the financial year 2021:

Name	Reporting date / financial year-end
Addiko Bank a.d., Beograd	31/12/2020
AIK banka a.d. Beograd	31/12/2020
Al Dahra Srbija doo	31/12/2020
Asseco SEE d.o.o. Beograd	31/12/2020
Belgrade Airport d.o.o. Beograd	31/12/2020
Conceria Pasubio S.P.A - Ogranak Šabac	31/12/2020
CRH Srbija d.o.o. Popovac	31/12/2020
Don d.o.o. Beograd	31/12/2020
FARMALOGIST doo Beograd	31/12/2020
Grundfos Srbija d.o.o. Inđija	31/12/2020
Grupa Univerexport Bačka a.d. Bačka Palanka	31/12/2020
Halkbank a.d. Beograd	31/12/2020
HEINEKEN SRBIJA doo Zaječar	31/12/2020
HIP-Petrohemija a.d. Pančevo	31/12/2020
ITX RS d.o.o. Beograd	31/01/2021
LAFARGE Beočinska fabrika cementa d.o.o. Beočin	31/12/2020
Leoni Wiring Systems Southeast d.o.o. Prokuplje	31/12/2020
Linde Gas Srbija a.d. Bečej	31/12/2020
M&V Investments a.d. Beograd	31/12/2020
Magna Seating d.o.o. Odžaci	31/12/2020
Milenijum osiguranje a.d.o., Beograd	31/12/2020
Min Div Svrljig a.d. Svrljig	31/12/2020
OTP Lizing d.o.o. Beograd	31/12/2020
OTP Osiguranje a.d.o. Beograd	31/12/2020

Name	Reporting date / financial year-end
Polet IGK a.d. Novi Bečej	31/12/2020
Roaming Electronics d.o.o. Beograd	31/12/2020
Roaming Networks d.o.o. Beograd	31/12/2020
Streit Nova d.o.o. Stara Pazova	31/12/2020
Technic Development d.o.o. Vranje	31/12/2020
Tehnomanija d.o.o. Beograd	31/12/2020
Tigar Tyres d.o.o. Pirot	31/12/2020
Trelleborg Wheel Systems Serbia d.o.o. Ruma	31/12/2020
Triglav Osiguranje a.d.o. Beograd	31/12/2020
Unicredit Bank Srbija a.d. Beograd	31/12/2020
Unicredit Leasing Srbija	31/12/2020
Univerexport Export-Import d.o.o. Novi Sad	31/12/2020
Vojvođanska banka a.d. Novi Sad	31/12/2020
Yazaki Srbija d.o.o. Šabac	31/03/2020
Zitopek a.d. Niš	31/12/2020



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