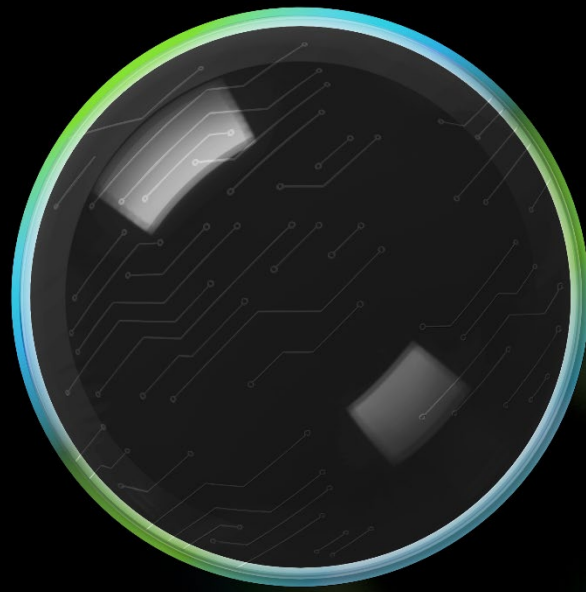


Deloitte.



2025 Transparency Report

Deloitte Canada

September 29, 2025

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A message from leadership



Leading with Vision: Unlocking Infinite Paths to Excellence

At Deloitte, we believe that true excellence is achieved by continually exploring new possibilities and setting ever-higher standards for ourselves and our profession. The rapid evolution of technology—especially advancements in AI—brings both excitement and complexity, requiring us to make thoughtful decisions about how we innovate and deliver value.

We are focused on leveraging innovation and technology to enhance the quality of our work, to build confidence for our stakeholders and to enhance trust in the systems and markets we serve. This focus is critical in this time of economic uncertainty, shifting geopolitical dynamics and rapid technological change.

Fostering a strong culture of quality depends on each of us making quality a priority in our daily actions—no matter how small they may seem. Our collective commitment to quality sets us apart and moves us closer to our goal of delivering exceptional quality. By consistently upholding high standards in everything we do, we reinforce our reputation for excellence and ensure we continue to earn the trust of our clients and stakeholders.

By embracing limitless opportunities and upholding our standard for excellence, we know we can drive sustainable success and long-term prosperity for our clients, our people, and the communities we serve.

The 2025 Deloitte Canada Transparency Report shares annual information on our governance and structure, internal and external monitoring, and our continued focus on innovation and Deloitte’s global audit technologies. This report should be read in conjunction with our **2025 Audit Quality Report | Elevating Audit Quality: Deloitte’s Commitment to Excellence, Innovation and Talent** published in September 2025 which highlights our unwavering commitment to audit quality, continuous transformation to digital change, robust quality management and strategic focus on talent attraction in order to meet the evolving needs of our stakeholders.

Our commitment to our clients, people, and communities remains unwavering and we remain inspired to be more agile and purposeful, ensuring our work contributes to make an impact that matters.

Best regards,

A handwritten signature in black ink, appearing to read 'AV' followed by a stylized flourish.

Anthony Viel (AV)
Executive Officer
Deloitte LLP

Deloitte network

Deloitte Canada: legal structure and ownership

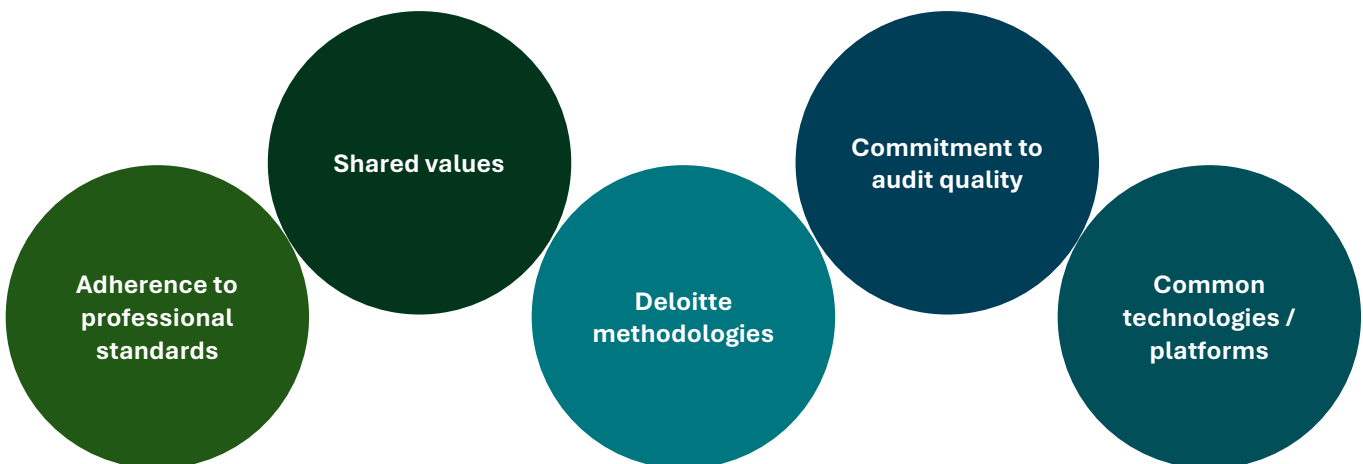
Deloitte LLP is connected to the Deloitte network through Deloitte Touche Tohmatsu Limited, as a member firm of Deloitte Touche Tohmatsu Limited. Deloitte LLP is referred to throughout this report as “Deloitte Canada”, Deloitte Canada holds practice rights to provide professional services using the “Deloitte” name which it extends to Deloitte entities within its territory (comprised of Canada), including Deloitte Canada. Deloitte Canada is authorized to serve as an auditor for clients in Canada.

Deloitte Canada has in place a Master Agreement with Deloitte Chile that provides for the common management and governance of the firms’ businesses in Canada and Chile, with financial and governance integration. Under the Master Agreement, the firms have a single Board of Directors, single management team, and the firms are financially integrated between their equity partners. Services in both jurisdictions continue to be carried out in accordance with applicable professional standards.

Network description

The Deloitte network

The Deloitte network (also known as the Deloitte organization) includes a globally connected network of DTTL 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, connected by:



Deloitte Touche Tohmatsu Limited (DTTL or Deloitte Global)

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

“Deloitte” is the brand under which approximately 460,000 dedicated professionals and practitioners in independent member firms (or their respective related entities) throughout the world collaborate to provide leading professional services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets and enable clients to transform and thrive. These member 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 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 audit and assurance clients under the rules and regulations applicable to audit firms. DTTL, and each DTTL member firm and each of its related entities, are legally separate and independent, cannot obligate or bind any other, and are liable only for their own acts and omissions,

and not those of any other. The Deloitte organization is a global network of independent firms and not a partnership or a single firm. DTTL does not provide services to clients.

Deloitte Canada: governance – leadership in action

Deloitte Canada is led by an elected Chair and an elected Executive Officer. The Chair (who is independent of the Executive Officer) leads the Board of Directors (the “Board”) in overseeing and governing all aspects of the practices, businesses, and affairs of the firm, in accordance with the firm’s by-laws.

Deloitte Canada Board of Directors is responsible for the governance and oversight of the Audit & Assurance practice. Specific responsibilities include approving the Audit & Assurance business strategy, the admission and earnings of partners and financial aspects of business plans. The Executive Officer is responsible for leading and managing the firm’s operations and has the authority to appoint a management (“Firm Management”) team for approval by the Board.

Deloitte Canada's Board of Directors is comprised of 16 members, including the Chair and Executive Officer and 14 elected partner members, and in addition there are three Independent Directors and an observer from another member firm that participate in board and board committee meetings. Every two years, half of the Board of Directors (seven seats) is elected for a four-year term. The Board appoints an independent Nominating Committee (NC) to administer the election process on behalf of the firm. The NC, using a matrix of the skills, attributes and characteristics needed for good governance and comprehensive diversity identifies a slate of seven candidates to be elected to the Board. When forming the slate, the NC is required to consider the diversity of the Board, including representation from various services and functions, geographies, genders and other diversity characteristics, and the appropriate mix of skills needed to effectively govern our firm. This slate is presented to the Board for approval, after which it is presented to the Equity Partners for ratification. Board members are eligible to serve on the Board for a maximum of eight years.

The Quality Committee of the Board is an additional means for the Board to actively govern the firm’s approach to audit quality, including management of audit quality matters and processes to preserve and advance audit quality, including the Canadian Standard on Quality Management (CSQM) 1, PCAOB QC 1000 Standard and any other relevant applicable quality frameworks and programs. The Committee regularly reviews the processes and practices implemented by Firm Management to provide independent oversight of Management’s planning and execution of audit quality-impacting activities and frameworks and relevant quality frameworks and programs applicable to the other businesses and Firm activities.

Deloitte Canada – Board of Directors

Duncan Sinclair*, Chair

Anthony Viel (AV), Executive Officer

Yaprak Baltacioglu, Independent Director

Raj Bhogal, Alberta, Audit & Assurance

Jason Downing, Ex-officio

Anne-Marie Ethier*, Quebec & National Capital Region, Audit & Assurance

Kewie Fowler*, Ontario, Technology & Transformation

Fernando Gaziano Perales, Chile, Strategy, Risk & Transactions

Karen Higgins, Ontario, Audit & Assurance

Roberta Jamieson*, Independent Director

Olivier Labelle*, Alberta, Tax & Legal

Fatima Laher*, Deputy Chair, Ontario, Tax & Legal

David Lam*, British Columbia, Strategy, Risk & Transactions

Daniel Markham, Ontario, Strategy, Risk & Transactions

Marc Perron, Quebec & National Capital Region, Audit & Assurance

Christian Racicot, Independent Director

Jeremy Smith, Ontario, OperateNext

Flora Wan, Ontario, Strategy, Risk & Transactions

Samantha Welscheid, Quebec & National Capital Region, Audit & Assurance

Karen Werger, Ontario, Strategy, Risk & Transactions

***Also members of the Quality Committee**

Susan Bennett, Business Managing Partner, Audit & Assurance, is appointed by the Executive Officer. The Managing Partner, Audit & Assurance, and senior management develop and implement the strategy for the Audit & Assurance practice, including related policies and procedures. In all their activities, Deloitte Canada senior leaders are responsible for the overarching objective of quality, including compliance with applicable professional standards and regulatory requirements. Deloitte Canada strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

Deloitte Canada Audit & Assurance leaders participate in Deloitte network groups that set and monitor quality standards, and from which quality, risk, and regulatory initiatives emanate:

Deloitte Canada – Network Group Participation	
Global Audit & Assurance Management Committee (GAAMC)	GAAMC supports the execution of the Deloitte Global Audit & Assurance strategy.
Global Audit & Assurance Executive (GAAE)	GAAE sets the Global Audit & Assurance Strategy and executes it through the DTTL member firms.
Global Audit & Assurance Quality & Risk Executive (GAAQRE)	GAAQRE sets the Global Audit & Assurance Quality & Risk oversight strategy and executes it through the member firms.
Global Audit & Assurance Learning Executive (GAALEx)	GAALEx recommends the direction for the global audit learning and approves the global learning curriculum for technical audit and accounting learning.
Deloitte Global Monitoring and Remediation	The program includes audit quality monitoring and measurement activities to drive continuous improvement across the Deloitte network.
Global IFRS Leadership Team (GILT)	GILT is supported by nine International Financial Reporting Standards (IFRS) Centers of Excellence to provide audit professionals with swift and consistent responses to IFRS technical queries.

Purpose-led and values driven: instilling trust and confidence

At Deloitte Canada, our purpose is to make an impact that matters by helping to protect the public interest and building trust and confidence in business and capital markets. For Audit & Assurance, this means constantly evolving audit and assurance processes, leveraging leading-edge technology, applying a diversity of skillsets, knowledge, and experience to deliver high-quality services. We are committed to relentlessly raising the standards of quality and always acting with integrity, independence, and transparency. We are continuously building our capabilities to support the delivery of high-quality audit and assurance engagements and making leading contributions to shaping the future of the profession.

For more information, please refer to [Deloitte Global purpose](#).



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

A focus on quality

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

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

Deloitte Global leadership

The Deloitte Global Audit & Assurance Executive, which includes the Audit & Assurance Business Leaders from the member firms, is led by Jean-Marc Mickeler, the Deloitte Global Audit & Assurance Business Leader. His responsibilities include working with the member firms to define and drive the Audit & Assurance strategy. Key strategy areas of focus include:

- Building on Deloitte's Audit & Assurance (A&A) strengths in embedding quality excellence and technology-led transformation, to effectively deliver on the evolving needs of stakeholders relating to corporate reporting and the audit.
- We are investing in the future of our A&A practice by enhancing the people experience and strengthening cross-firm collaboration to advance priority initiatives - transformative technologies including Advanced AI, finance transformation, and sustainability - in support of sustained audit quality.

The company we keep

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

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

The company we keep is a critical foundational aspect of our Audit & Assurance strategy and global shared values that guide our behavior to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact. Our Audit & Assurance portfolio 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 sets the tone for our risk culture and aims to drive global consistency in the engagement acceptance and continuance decision making process.

Deloitte Canada 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 Canada will only accept or continue with engagements where it:

- Can comply with all relevant professional standards and laws and regulations, including those relating to ethics, independence, and

conflicts of interest assessments and considerations.

- Is able to perform the engagement and has the capabilities, including time and resources, to do so.
- Considers the client’s management team to act with integrity and in alignment with our shared value

Multidisciplinary model (MDM)

Deloitte’s MDM brings the breadth and depth of services across Deloitte’s businesses, connecting many different disciplines to provide expertise and broad perspective. The MDM is a core strength of Deloitte and will remain the foundation of our strategy.

The span of change and complexity in the current external environment around the world highlight the value of Deloitte’s MDM and is pivotal to delivering high-quality A&A work. The growth in Deloitte’s non-A&A business lines results in higher quality resources available to the A&A practice, enabling transformation to drive enhancements in audit quality.

Specifically, the scope of corporate reporting is transforming with the emerging voluntary and mandatory disclosure requirements around ESG, cyber, AI, data privacy, and more. Deloitte prides itself on having a deep bench of independent specialists who can be deployed around the world on audit and assurance engagements to provide subject matter expertise and new, insightful perspectives.

Other strengths of the MDM include:

- We develop industry- and theme-based insights (e.g., climate, governance, corporate strategy)

through multiple lenses, strengthening auditors’ understanding of business risks that are material to audit and assurance engagements.

- The breadth of the MDM creates richer career paths and mobility for our people making the business attractive to candidates who may not want to limit their career options to providing audit and assurance services only.
- The global scale of the MDM brings greater resilience to each Deloitte business line, including audit and assurance, allowing continued investment in technology, methodology, and process to support delivery of high-quality, cross-border services.

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

Deloitte acknowledges the possibility and perception of conflicts of interest and therefore has robust conflicts and independence policies and systems to help ensure that Deloitte’s strategy is executed in alignment with regulatory and professional requirements.

While we are always evaluating ways to improve Deloitte’s ability to deliver on our public interest mandate, we remain confident that Deloitte’s MDM and our shared purpose and values make us well-positioned to navigate future challenges while continuing to lead with quality.

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

Our unwavering dedication to quality drives our sustained quality leadership position. We remain focused on excellence across people, process, and technology. Each of these core components helps us to deliver our vision for a better future.

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.

The Audit & Assurance transformation and change strategy is focused on the following outcomes:

Transform and technology-enable A&A execution to harness the power of innovation	Continuously evolve Deloitte’s A&A solutions to respond to future stakeholder needs
Transform the talent experience including the use of extended delivery models	Support our people through transformation and change consistently across the globe

Delivering excellence through process, people, and technology transformation.

Deloitte A&A's ongoing investment in technology and transformation supports delivering high-quality audits, underpinned by our market-leading platforms, Deloitte Omnia and Deloitte Levvia. Deloitte Omnia is our cloud-based, end-to-end delivery platform for large and complex engagements, while Deloitte Levvia delivers a streamlined, right-sized digital experience for low-risk, less-complex entities.

Our technology and transformation capability also positions us to respond rapidly to new developments, such as Advanced AI and sustainability, while continuing to drive high-quality outcomes. We have established a mature and highly effective technology development and delivery capability, which will remain a critical enabler of transforming the way we plan and execute high-quality engagements. This, coupled with our global methodology and processes is the foundation for modernized delivery.

Our technology investments, help enable practitioners to execute engagements in a consistent and standardized manner, driven through digitized workpapers and methodology embedded into the platforms. Our technology platforms enhance supervision of an engagement with transparent oversight and real-time progress monitoring, providing access to the latest data and flagging areas for attention on a timely basis throughout the audit.

Deloitte A&A's AI and Advanced AI strategy

Deloitte A&A is continuing to invest in artificial intelligence innovation, including Advanced AI, and we have already made significant progress on transforming the delivery of our work with our innovative technologies, Deloitte Omnia and Deloitte Levvia. These solutions, combined with our exceptional people and digitized processes, position Deloitte practitioners to apply these innovations in meaningful ways to a financial statement audit.

We are focused on ethical and responsible use of AI for both clients and our people:

- Within the entities Deloitte audits, we are evaluating the impact of AI and Advanced AI implementation on financial reporting and other disclosures, as well as the entity's assessment and response to AI-related risks (including related internal controls). As companies begin to adopt and incorporate AI into their business processes, we remain ready to consider relevant implications to the financial reporting processes.

- We are continuing to embed AI and Advanced AI in audits, consistent with applicable laws and professional standards, harnessing the power of cognitive technologies within the Deloitte Omnia and Deloitte Levvia platforms. We have several AI and Advanced AI-enabled capabilities in use today, including Research Assistant, Smart Review, Document AI, Financial Statement AI, Scribe AI, and Walkthru Assistant for controls. These innovative capabilities support Deloitte auditors in delivering high quality audits including further risk-sensing, identification of potential issues, and automation of certain processes. However, professional skepticism and the skill set that we rely on as auditors today will continue to be critical to responsible use and evaluation of AI and Advanced AI.
- Finally, Deloitte is investing in learning and development for Deloitte A&A practitioners and professionals, training them on the impact of Advanced AI, its risks, limitations, and expectations about how to use Advanced AI effectively and responsibly on their engagements.

Sustainability reporting

Sustainability matters continue to present risks and opportunities for businesses across sectors and geographies, giving rise to stakeholder demand for transparent disclosure and reporting. From a financial reporting perspective, Deloitte's audit approach is designed to promote consistent and appropriate consideration of sustainability-related risks and opportunities, which enables a deeper understanding of potential impacts on the financial statements and well-documented conclusions. We reinforce this with our people through learning, guidance, and various resources.

In the evolution from traditional financial reporting to broader corporate reporting, significant standard-setting activity has resulted in new or enhanced disclosure requirements. The IFRS Sustainability Disclosure Standards published by the International Sustainability Standards Board (ISSB) created a global baseline for sustainability reporting that is in various stages of adoption in jurisdictions across the globe, including in Canada where the Canadian Sustainability Disclosure Standards (CSDS) have been issued for voluntary adoption, largely based on the ISSB. In Europe, we have seen the first wave of entities in scope of the Corporate Sustainability Reporting Directive (CSRD) publish comprehensive sustainability reporting in accordance with European Sustainability Reporting Standards (ESRS), and we are monitoring ongoing simplification efforts.

We continue to monitor regulatory developments in this space, recognizing the important role we play in active stakeholder engagement.

Sustainability assurance

Deloitte is well positioned to deliver high quality assurance on sustainability information. As auditors, we uphold the core tenets of integrity, credibility, and objectivity and abide by professional requirements regarding competence, independence, and systems of quality management. Our audit and assurance work and related systems are subject to oversight and inspection as well as professional liability mechanisms to ensure that credible assurance is delivered to the market.

Below are specific actions that Deloitte is undertaking to support execution of high-quality assurance services that appropriately address both voluntary sustainability reporting and mandatory reporting requirements:

- Developing and enhancing Deloitte's global sustainability assurance methodology, which

includes supplemental guidance and resources for specific sustainability reporting standards and frameworks.

- Building capacity through global and localized learning focused on sustainability reporting and assurance topics.
- Developing and deploying technology-enabled solutions, such as sustainability disclosure checklists.
- Leveraging our global network and MDM to share subject matter knowledge and experience.
- Engaging to shape the capital market infrastructure for sustainability reporting tied to enterprise value through collaboration on standard setting, reporting, and assurance initiatives, such as the IFRS Foundation, the IAASB, and the International Ethics Standards Board for Accountants (IESBA).

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

Professional development and performance management

Deloitte’s culture of excellence and the design of learning programs place people at the forefront ¹. Deloitte practitioners are technically proficient with high levels of ethics, integrity, professional skepticism, and objectivity, applying their judgment and experience with passion and commitment. We are continuously enhancing our skillsets, knowledge, and experience to deliver meaningful impact.

Deloitte is committed to delivering an unrivalled talent experience, developing practitioners, and furthering their careers by creating a life-long learning environment—advancing education, skillsets, and flexible career options that appeal to auditors of today and tomorrow.

Deloitte practitioners bring diverse backgrounds, knowledge, and skills that enhance capabilities as an organization in delivering the highest quality. We support and empower all our people to achieve their full potential by fostering an inclusive culture that helps them thrive.

Deloitte recognizes and rewards its Audit & Assurance practitioners and professionals and makes meaningful investments in their futures.



¹ For more information about Deloitte’s commitment to its people, please refer to **Our People** on Deloitte.com.

Learning and development initiatives

Deloitte’s transformed approach to delivery is changing the experience for practitioners. Teams are empowered by advanced tools and technologies and extensive use of data and analytics within a guided workflow to execute the end-to-end audit. For Deloitte practitioners, this means focusing on how the engagement is planned, executed, and managed consistently across the globe using our innovative techniques and capabilities. It also offers opportunities to enhance their technical and professional skillsets and competencies. 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 effectively and deliver high-quality engagements. As capabilities and skillsets are enhanced, we build greater confidence and become ever-better evaluators of risk.

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

- At the core, Deloitte has a single, global mandatory audit technical learning curriculum, tailored for learners by level, using a dynamic blend of live instructor-led, digital on-demand courses, and on-the-job activities.
- All client service practitioners are required to follow the firm’s learning requirements for their roles and complete sufficient continuing professional development (CPD) hours each year and over a cyclical three-year period to ensure both compliance with regulatory standards and Deloitte internal policies. 50% of the continuing professional development hours must be achieved through structured, formal learning programs, such as internal or external courses, seminars, or e-learning covering all areas of the competency model (e.g., shared competencies, function-specific technical competencies, and competencies in areas of specialization).
- All client service practitioners have clearly defined role expectations and global Talent Standards which outline the capabilities that are required of practitioners at each level.

Aligned to Deloitte A&A’s efforts to deliver a more skills-focused career experience, we are prioritizing

learning modernization and providing experiences that are skills-based, tailored, and relevant for practitioners and professionals in their specific roles.

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

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

Completion of the audit learning curriculum and specialist learning curriculum is monitored to ensure that all mandatory learning is completed by the established deadlines. Deloitte fosters a culture of continuous learning and client service professionals are held accountable for embracing this principle.

Deloitte University

Deloitte actively cultivates the collective knowledge and skills of Deloitte people globally through continued investment in Deloitte Universities (DU), the cornerstone of our organization’s commitment to leadership development and technical training for Deloitte people around the world. 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 environment². Since opening the Westlake, Texas location in 2011, we’ve launched additional facilities in Beijing, Brussels, Hyderabad, Mexico City, Paris, Singapore, and Toronto. Being together for “moments that matter” is critical as we develop the next generation of leaders, as well as create—and strengthen—the connections that are so important to succeed in a global organization serving multinational clients.

² Please refer to Deloitte.com for more information about [Deloitte Universities](#)

Audit & Assurance Leadership appointments

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

Remuneration

Execution of high-quality is expected from all practitioners and is embedded across the Deloitte network. This 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 Canada's partners are evaluated on a yearly basis with a mid-year progress check, and depending on the outcome of the evaluation, the remuneration of equity partners may increase or decrease. Specifically, partner evaluations take the following factors into account: people & culture, financial and client considerations, including their quality performance, success in achieving their goals, positive or negative practice review and inspection results.

All income partners are compensated based on a fixed annual salary plus an annual variable payment amount that is determined based on their performance. All equity partners are compensated out of Deloitte Canada's distributable profits. The profits available for distribution are based on the results of the firm as a whole. Partner compensation and earnings allocation are managed through the firm's Leadership Development and Reward (LDR) process.

The LDR process requires that, at the start of the fiscal year, partners set goals based on the expectations for their level, role and the firm's strategic objectives. Goals are to be set in areas such as people & culture, client, financial performance, and quality. Each

partner's goals are subject to review and input by the firm's senior leadership. At the end of the fiscal year, partners undergo a process that reviews their success in achieving their goals.

The LDR Committee of the Firm Management Service Leadership Team reviews and approves the recommended compensation or earnings allocation established by Business Managing Partners and their leadership team for all partners except those on the Service Leadership Team (SLT) and Service Partnership Council (SPC). This committee considers the perspectives of our businesses, regions, industries and talent teams. There is also thoughtful consideration of the quality performance of each partner as established through a comprehensive quality assessment process completed under the direction of the Risk Officer. For audit partners, this quality assessment includes a consideration of a partner's performance as assessed through all monitoring and inspection processes.

To ensure that audit partners focus on their primary responsibility of providing audit services of the highest quality, Deloitte policies, consistent with Canadian regulations, forbid audit partners from receiving compensation, bonuses or other direct financial incentives for selling products or services to their audit clients other than audit, review or assurance-related services.

The LDR Committee's recommendations for audit partners are approved by the Business Managing Partner, Audit & Assurance and Executive Officer, who also recommends earnings allocation for the members of the Executive. The deliberations of the LDR Committee and the Executive Officer are overseen by members of the LDR Working Group of the Board (the "LDR Working Group"), and the Governance & Succession Committee; the Board must approve the recommendations made by the LDR Working Group and the Governance & Succession committees.

The Governance and Succession Committee of the Board is also responsible for reviewing performance and recommended earnings allocation for the Chair and Executive Officer. The LDR Working Group and Governance & Succession Committee present their recommendations to the Board of Directors for final approval, regarding income partner compensation and earnings allocation for equity partners, and earnings allocation for the Chair and Executive Officer, respectively.

The Chair of the Board, and the members of the LDR Working Group carry out the review of Board members' performance ratings, which includes our three Independent Directors. The Chair and the LDR Working Group reviews Management's assessment of Board members' overall performance as equity partners and then considers contributions made by members of the Board to their Board duties in addition to their practitioner contribution and impact. Independently the Governance & Succession Committee also carries out the review of the Chair's and our Executive Officer's performance and allocates earnings accordingly.

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 are focused on transforming the Audit & Assurance talent experience, including reimagining the ways of working to improve retention and further advance our inclusive culture and the well-being of all Deloitte people. We are continuously looking at opportunities to collectively enhance the talent experience. This focus on our people and retention of top talent Deloitte's ability to deliver high-quality.

Aligned to our talent value proposition, we continue to provide our people with opportunities to be empowered to grow in their career and provide them with meaningful work to realize their full potential in Audit & Assurance.

This focus on our people and retention of top talent enhances Deloitte's ability to deliver quality. Deloitte continues to receive recognition and awards across the globe for its commitment to delivering an unrivalled talent experience for its people. Deloitte Canada was recognized through Great Place to Work as Best Workplace in Canada (sixth place and the third time in the top 10). Deloitte Canada also received several other accolades, including Best Workplaces for Professional Services, Best Workplaces for Young Talent, Best Workplaces with Most Trusted Executive Teams, Best Workplaces for Women, and Dialogue's Healthiest Workplaces.

Deloitte's priority focus on quality

Deloitte's commitment to quality is central to everything we do. We consistently deliver on this commitment by instilling a culture of quality, integrity, and excellence across the network, establishing business and financial priorities, and developing effective processes, tools, and technologies applied in the execution of engagements. Deloitte's brand is defined by the high-quality audit and assurance services delivered and by the unwavering commitment to continuous improvement of our systems of quality management. Keeping pace with emerging economic, business, and regulatory conditions, as well as technological advances, is critical to the continual enhancement of Deloitte's role in protecting the public interest and supporting the effective functioning of the corporate reporting ecosystem.



Leadership commitment and tone at the top

Deloitte's culture of quality, integrity, and excellence begins with a strong tone from the top—from senior leadership through to the leaders in all our offices and audit and assurance engagements. This commitment is demonstrated through the direct involvement of leaders in initiatives emphasizing that quality and professional behavior is the highest priority for audit and assurance practitioners at all levels and consistent messaging that reinforces the importance placed on executing high-quality engagements. Deloitte sets high ethical standards for the conduct of all its professionals and embeds integrity expectations into the Deloitte Global Principles of Business Conduct.

Deloitte's relentless pursuit of quality defines not just what we do, but who we are.

System of quality management (SQM)

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

Regulators and standard setters in Canada and globally are also focused on the effectiveness and continued improvements in firms' SQMs. Deloitte Canada complies with CSQM 1 which requires annual evaluation of the SQM.

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

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

The effective implementation and ongoing compliance with CSQM 1 have been and remain key elements of Deloitte's global audit and assurance quality strategy.

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

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

Consistent with Deloitte's culture of continuous improvement and innovation, Deloitte Canada's efforts relating to CSQM 1 and our SQM provide us the opportunity to continually challenge ourselves—examining those areas where we can further enhance and transform our SQM. Quality is always front and center, and robust quality monitoring processes play an integral role in our ability to continually improve.

CSQM 1 requires an annual evaluation of the SQM. Deloitte Canada performed its annual evaluation of its SQM as of May 31, 2025.

Deloitte Canada is actively implementing the Public Company Accounting Oversight Board's new standard on a Firm's System of Quality Control (QC 1000). Although the effective date was recently deferred by a year to December 15, 2026, Deloitte aims to substantially complete implementation by December 15, 2025 and believes this continues to strengthen the firm's SQM.

Conclusion on the effectiveness of the SQM

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

- The firm and its personnel fulfill their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

Deloitte Canada conducted its evaluation in accordance with the CSQM 1.

Deloitte Canada concluded that the SQM provides the firm with reasonable assurance that objectives of the SQM are being achieved as of May 31, 2025.

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

Independence, objectivity, and professional skepticism

The execution of high-quality audit and assurance engagements 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 is reflected in Deloitte policies, methods, procedures, and learning, and is reinforced through quality management and accountability measures.

Audit & Assurance approach

Deloitte's approach to performing a high-quality engagement involves the use of audit and standards-based assurance methodologies, common across the Deloitte network, supplemented by tools for use by our practitioners to plan, perform, supervise, review, document, conclude, and communicate the results of

each engagement. Deloitte's approach is underpinned by professional standards, as well as the requirements of applicable laws and regulations.

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

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

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

Consultation

Quality and risk management considerations are integral to Deloitte’s audit and assurance business and to the performance of engagements. That is why Deloitte views consultation as an essential, collaborative process—one that involves robust challenge and helps determine the most appropriate answers to complex questions. Deloitte has identified circumstances where consultation outside of the engagement team is required in order to demonstrate an appropriate level of professional judgment and the exercise of professional skepticism. Deloitte consultation policies require that conclusions are documented, understood, and implemented. Foundational to the effectiveness of the consultation process is Deloitte’s investment in consultation resources who have the appropriate skills and expertise. In addition to formal consultations, whenever engagement partners and teams need additional information or perspectives, they are encouraged to seek assistance from the Audit and Assurance consultations network, or others in the organization with specialized knowledge, through our “Raise Your Hand” Program. This program supports and empowers our practitioners to voice their challenges and seek help whenever they need it. Deloitte is proud of its role supporting the capital markets, protecting investors, and the public trust.



External and internal quality monitoring

Monitoring of quality

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

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

SQM monitoring

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

Key components of SQM monitoring include:

- Risk-based approach to selecting business processes, quality risks and responses to monitor.
- Identifying appropriate resources with the right experience.
- Moderation panel to drive consistency in evaluating findings and deficiencies.

Monitoring for in-process engagements

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

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

- Results of monitoring programs for in-process engagements are evaluated overall to determine whether additional communication and support is needed for engagement teams with respect to adherence to the methodology or updates thereto.

Inspections of completed engagements

Key components of inspections of completed engagements include:

- Risk-based engagement selection and consideration of all major industries served by Deloitte Canada while considering all partners delivering assurance engagements on a cyclical basis.
- Identifying appropriate resources (from within Deloitte Canada as well as from other Deloitte geographies or Deloitte Global) with the right experience and industry knowledge.
- Moderation panel to drive consistency in findings and engagement ratings.

External inspections

In addition to Deloitte Canada’s own monitoring of quality, we are subject to external monitoring by the Canadian Public Accountability Board (CPAB) for audits of Canadian reporting issuers, and the U.S. Public Company Accounting Oversight Board (PCAOB) for audits of U.S. public companies and a number of Provincial Chartered Professional Accountant (CPA) institutes that periodically inspect engagements within a given jurisdiction on a rotational basis.

Deloitte Canada is subject to CPAB inspections as CPAB annually inspects all firms that audit 100 or more Canadian reporting issuers. Deloitte Canada is subject to PCAOB inspections on a less frequent basis than annually as the PCAOB inspects firms that provide audit opinions for 100 or fewer issuers, in general, at least triennially. We continually cooperate with CPAB, the PCAOB and Provincial CPA institutes and support the role that they play in strengthening confidence in the integrity of the independent audit process and the enhancement of audit quality. The scope of their inspections includes an evaluation of the quality of the

audit work performed on selected engagements, as well as a review of certain elements of a firm's system of quality management. The inspection processes of those regulatory bodies are an important element in achieving our shared objectives.

The **[inspections page of CPAB's website](#)** provides more information about CPAB's process for inspecting the firms that audit reporting issuers in Canada. At the end of the firm inspection, CPAB meets with firm leadership to discuss the overall inspection results, then issues its inspection report. Beginning in the first quarter of 2026, in accordance with a rule change effective March 24, 2025, CPAB will begin publishing individual audit firm inspection reports for inspections conducted in 2025. These reports are intended to provide factual information on the results of CPAB's inspection of an individual audit firm without identifying any specific reporting issuer information. Further information on the format of CPAB's public audit firm inspection reports, as well as a sample report, can be found **[here](#)**.

The scope of the PCAOB's inspections includes an evaluation of the quality of the audit work performed on selected audits, as well as a review of firm practices, policies, and procedures. The **[inspections page of the PCAOB website](#)** provides more information about the PCAOB's process for inspecting public company audit firms. The PCAOB publishes a report on the results of the inspection of each audit firm, a portion of which is publicly available on its website.

Provincial CPA institutes' practice inspections are conducted by the regulatory bodies of the CPA profession at the provincial level. The primary objective

of practice inspections is to ensure compliance with professional standards by reviewing a sample of files and to evaluate the effectiveness of a firm's system of quality management. If any deficiencies or non-compliance issues are identified during the inspection, the CPA institute provides recommendations and guidance to the firm for remediation. Follow-up inspections may be conducted to ensure that the firm has taken appropriate corrective actions. It is important to note that the specific scope of practice inspections may vary among provincial CPA institutes, as they have their own guidelines and procedures. However, the overall objective remains consistent across all jurisdictions, which is to uphold the integrity and professionalism of the CPA profession and to protect the public interest.



Root cause analysis and remediation

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

Independence, ethics, and additional disclosures

	<p>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.</p>
	<p>Supports network services that a firm uses in the design, implementation, and operation of their system of quality management, including:</p> <p>Technological resources: Global systems to provide its people with entity information to support compliance with personal and professional independence requirements, including financial interests, scope of service, and business relationship approvals.</p> <p>Intellectual resources: Independence policy, e-learning, monitoring instructions and other tools, templates, and guidance.</p> <p>Human resources: Technical independence expertise, as required, which also informs potential enhancements to intellectual resources.</p>
	<p>Supports various elements of a firm's system of quality management monitoring and remediation process, as determined to be appropriate.</p>
	<p>Promotes independence awareness across the Deloitte network through active engagement with independence and business leadership groups and periodic communications, alerts, technical training, and webcasts.</p>

Deloitte Canada Independence

Deloitte Canada has quality responses that address quality objectives and quality risks as they relate to the relevant ethical requirements for independence. These responses include policies and procedures that are based on expectations set out in Deloitte Global Independence policies, and which are supplemented, as appropriate, to reflect additional national or regional requirements that may be more restrictive than Deloitte Global policies. Deloitte Canada leadership reinforces the importance of compliance with independence and related quality management standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of Deloitte Canada. 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 Canada, including the design, implementation, operation, monitoring, and maintenance of the system of quality management related to independence.

As part of the firm's system of quality management, Deloitte Canada has:




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

The firm’s key independence areas include:

- Client, engagement, and business relationships, including use of the independence business process tools, the Deloitte Entity Search and Compliance (DESC) system, and the Service Request Monitoring (SRM) application
- Firm and personal financial relationships, including the use of the Global Independence Monitoring System (GIMS)
- 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

Long association requirements of audit partners and practitioners

Partner rotation occurs on both a required and voluntary basis to address possible institutional familiarity threats. The Firm applies the independence requirements for Public Interest Entities under IESBA to entities defined as Reporting issuers or Listed entities in the Code of Ethics of Chartered Professional Accountants. We rotate our partners on audit engagements following applicable regulatory requirements and professional guidelines. For Canadian reporting issuers, the AEPs/ACSPs and EQRs rotate every seven years and can only return to the same audit engagement after a five-year cooling-off period. For SEC registrants, Audit Engagement Partners (AEPs or ACSPs) and Engagement Quality Reviewers (EQRs) are rotated every five years, and these partners can only return to the same audit engagement after a five-year cooling-off period. Other partners working on the audit engagement are also considered for rotation.

 <p>DESC Deloitte Entity Search and Compliance</p>	<p>Global, searchable database containing specific entity information relevant in determining personal and professional independence restrictions</p>
 <p>SRM Service Request Monitoring</p>	<p>Application integrated with DESC that provides a standard business process workflow for submitting and reviewing preapproval requests to provide services to and enter into business relationships with clients</p>
 <p>GIMS Global Independence Monitoring System</p>	<p>Application that contains financial relationship data with relevant independence compliance indicators</p>

Ethics

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

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

Ethics at Deloitte is led by the Deloitte Global Chief Ethics Officer at the global level, and by member firm Ethics Officers at the local level, all of whom are experienced partners with direct access to the member firm’s CEO and governing body. Deloitte Global and member firm ethics leaders work together to continually monitor risk and to reinforce compliance with the Global Code.

Deloitte Canada maintains policies and procedures that build on 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 Canada are in accordance with appropriate professional requirements. Deloitte Canada 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, a standard-setting body of the International Federation of Accountants (IFAC). When CPA Canada requirements or the requirements of the provincial institutes are more restrictive than the Deloitte Global policies and procedures, Deloitte Canada follows the applicable rules from professional standards.

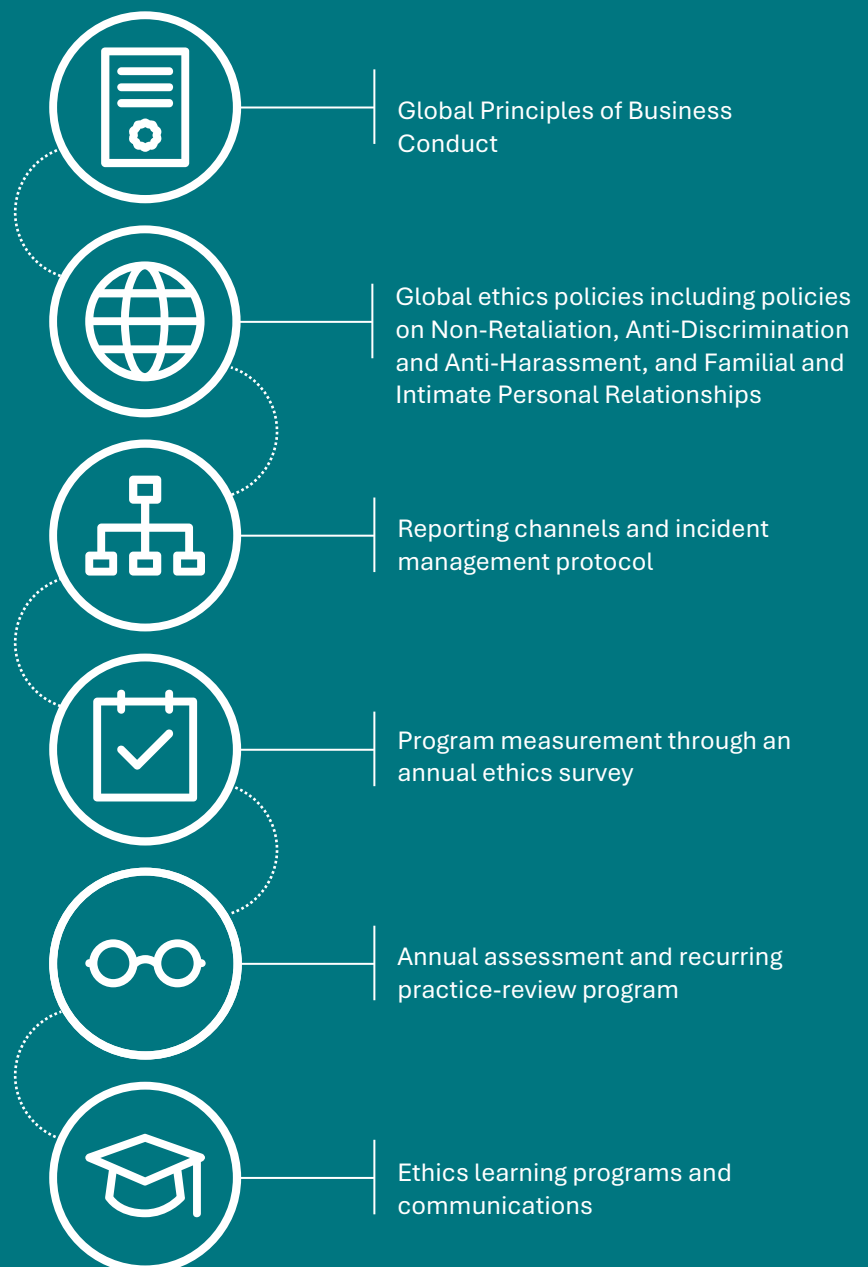
Deloitte Canada reinforces its commitment to ethics and integrity through communication tools, learning programs, compliance processes, and measurement systems for all people. Learning includes targeted content for onboarding, manager and senior manager promotion, partner admission, independent contractors, and refresher programs at least every two years. Recent global training topics have included a focus on the importance of owning up to one’s mistakes, being an active bystander, navigating personal relationships in the workplace, demonstrating respect, integrity and professionalism on social media, ethical learning, and appropriate use of Advanced AI, 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 Canada conducts ethics reviews of senior leaders and requires all partners, other practitioners, and support staff to confirm annually that they have read and comprehended the member firm’s Code of Conduct and understand that it is their responsibility to comply with it.

Deloitte Canada monitors the effectiveness of its ethics and communications program through an annual survey. Plans are designed and implemented to address any opportunities to strengthen the ethics programs resulting from the survey process.

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 460,000 people, giving a strong, principled foundation. The foundations of the network's ethics program are comprised of the following elements:



Appendices

Appendix A | EU EEA audit firms

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

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

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

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Austria	Deloitte Audit Wirtschaftsprüfungs GmbH
	Deloitte Niederösterreich Wirtschaftsprüfungs GmbH
	Deloitte Oberösterreich Wirtschaftsprüfungs GmbH
	Deloitte Salzburg Wirtschaftsprüfungs GmbH
	Deloitte Tirol Wirtschaftsprüfungs GmbH
	Deloitte Wirtschaftsprüfung Styria GmbH
Belgium	Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL
Bulgaria	Deloitte Audit OOD
Croatia	Deloitte d.o.o. za usluge revizije
Cyprus	Deloitte Limited
Czech Republic	Deloitte Audit s.r.o.
	Deloitte Assurance s.r.o.
Denmark	Deloitte Statsautoriseret Revisionspartnerselskab
Estonia	AS Deloitte Audit Eesti
Finland	Deloitte Oy
France	Deloitte & Associés
	Deloitte Marque & Gendrot
	Deloitte Audit Holding
	BEAS
	Constantin Associés
	Pierre-Henri Scacchi et Associés
	Revi Conseil
Germany	Deloitte GmbH Wirtschaftsprüfungsgesellschaft
	Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft
	SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft
Greece	Deloitte Certified Public Accountants S.A.
Hungary	Deloitte Könyvvizsgáló és Tanácsadó Kft.
Iceland	Deloitte ehf.
Ireland	Deloitte Ireland LLP
Italy	Deloitte & Touche S.p.A.
Latvia	Deloitte Audits Latvia SIA
Liechtenstein	Deloitte (Liechtenstein) AG

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Lithuania	UAB Deloitte Lietuva
Luxembourg	Deloitte Audit
Malta	Deloitte Audit Limited
Netherlands	Deloitte Accountants B.V.
Norway	Deloitte AS
Poland	Deloitte Audyt spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Audyt spółka z ograniczoną odpowiedzialnością
	Deloitte Assurance Polska spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Assurance Polska 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 Auditores, 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: €2.2 billion³

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 2025, 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 2024 to 31 May 2025.

Appendix B | Financial information

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

The breakdown of the Deloitte LLP's financial year 2025 turnover:

Turnover	Canadian Dollars
Revenues from the audits of financial statements of non-EU companies with transferable securities admitted to trading on regulated markets in the EU	11,881,500
Revenues from permitted non-audit services of non-EU companies with transferable securities admitted to trading on regulated markets in the EU	1,393,439
All revenues of Deloitte LLP	3,959,878,000

Appendix C | Public interest entities

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

Audits of financial statements of non-EU companies with transferable securities admitted to trading on regulated markets in the EU by Deloitte LLP, in the Financial Year 2025:

Name	FYE
National Bank of Canada	October 31, 2024



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