



Hazem Hassan
Public Accountants & Consultants

Transparency Report 2015

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Foreword



I am eager to present current year Transparency Report in which we take the opportunity to share with you steps taken to execute our audit responsibilities at such a challenging and exciting time for our profession. The quality of information that is available to market must be of the highest quality and the most relevant, perhaps now as never before, in the light of continuing local post-revolutionary course of events. There is no doubt that we continue to operate in difficult times. Social and political change is happening at pace, regulation is getting ever more complex and indications are that economic conditions will remain challenging for the foreseeable future.

Our strategy and vision begins with an unwavering commitment to quality and integrity. This commitment is fundamental to meeting our responsibilities, and building a deep sense of trust with our clients, our people, the capital markets and society as a whole. Hence we vigorously address fundamental reappraisal of what investors, and other stakeholders, actually want in terms of assurance and on what information they want us to report. Auditing is of vital public interest and plays a specific role in reinforcing confidence and trust in the dysfunctional financial market. Investor confidence is volatile at the moment and that makes our job ever more meaningful.

The major investment is the investment in our people with their hard work and with the support of our clients have enabled us to nourish our business. Being the Egyptian audit-leading firm is not just about size, It's about how an organization behaves, and how this behavior translates into the way our firm is perceived across the market, now and into the future. In other words, it's about our reputation legacy and integrity.

Our ambition to continue as the number one multi-disciplinary firm in Egypt can only be achieved if integrity and trust are at the core of what we do. They are an integral part of how we behave, how we challenge ourselves and our clients and how we make a positive contribution to the economy, the businesses that we work with and the communities that we are part of.

I believe that strong governance is vital to well-functioning capital markets and in a drive to 'practice what we preach' have taken steps to enhance our governance structure, that will set a tone of openness, trust and integrity, encouraging engagement and enhancing quality. Within such a culture I believe that we will be even better placed to challenge in pursuit of quality, improvement, innovation and a long term vision.

This report is firm's commitment to transparency and to making a substantial and meaningful contribution to the evolution of audit quality. If you would like to discuss any aspect of this report or have any questions or feedback, I would very much welcome your comments.

Hazem Hassan

Chairman

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Who we are

Our business

KPMG Hazem Hassan is a professional services firm that delivers Audit, Tax and Advisory services. We operate out of two offices across Egypt and had an average of 796 personnel in the year to 31 December 2015 (2014: 834).

Our audit services in Egypt are delivered through KPMG Hazem Hassan Public accountants and Consultants. Full details of the services offered by KPMG Hazem Hassan can be found on our website:

<http://www.kpmg.com/eg/en/Pages/default.aspx>

Our strategy

Our strategy is set by the KPMG Hazem Hassan management Board and has remained consistent for some time. Our overall ambition remains to be the number one multi-disciplinary professional services firm in Egypt as well as sustaining our reputation as the best firm to work with by ensuring that our people, clients and community achieve their full potential.



The KPMG Hazem Hassan management Board has determined that a commitment to quality is one of the most important priorities in our strategy. We recognize that if we do not get the quality of our service and deliverables right then each and every one of the other objectives in our business plan may be jeopardized. Each of the priorities in our strategy is underpinned by an enabling programme—including a dedicated project to monitor how we continually reinforce the importance of quality across our firm.

Our structure and governance

Legal structure

Legal structure and ownership

KPMG Hazem Hassan Public Accountants & Consultants is affiliated with KPMG International, a Swiss cooperative which is a legal entity formed under Swiss law.

Further details about KPMG International and its business, including our relationship with it, are available in the supplement to the KPMG International Transparency Report.

<https://home.kpmg.com/xx/en/home/about/governance/transparency-report.html>

KPMG Egypt is a limited liability partnership. It is wholly owned by its Partners and is governed by Egyptian law. Our structure is designed to support consistency of service quality and adherence to agreed values that apply with KPMG International.

During the year to 31 December 2015, there were an average of 35 partners in KPMG Hazem Hassan (2014: 34 partners).



A list of key entities, together with details of their legal structure, regulatory status, the nature of their business and area of operation is set out in Appendix A.

KPMG International's structure is designed to support consistency of service, quality and adherence to agreed values wherever in the world member firms operate.

One of the main purposes of KPMG International is to facilitate the provision by the member firms of high quality Audit, Tax and Advisory services to their clients.

For example, KPMG International establishes and facilitates the implementation and maintenance of, uniform policies and standards of work and conduct by member firms and protects and enhances the use of the KPMG name and brand.

KPMG International is an entity which is legally separate from each member firm. KPMG International and the member firms are not a global partnership, joint venture or in a principal or agent relationship or partnership with each other. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.

Name and ownership

KPMG is the registered trademark of KPMG International and is the name by which the member firms are commonly known. The rights of member firms to use the KPMG name and marks are contained within agreements with KPMG International.

Member firms are generally locally owned and managed. Each member firm is responsible for its own obligations and liabilities. KPMG International and other member firms are not responsible for a member firm's obligations or liabilities.

Member firms may consist of more than one separate legal entity. If this is the case, each separate legal entity will be responsible only for its own obligations and liabilities, unless it has expressly agreed otherwise.



Governance structure

We apply high standards of corporate governance.

Our Managing Partner

The Managing Partner is responsible for leading the Board and ensuring that the Board members receive accurate, timely and clear information and ensuring effective communication and relationships with the members at large. The Managing Partner also meets with the Non-Executive members without the Executive Management Team present at least annually.

The Council

The Council consists of all equity partners. It focuses on high-level governance tasks and provides a forum for open discussion. Among other things, the Council approves the Firm's strategy, annual business plan, budget and financial statements and elects the Firm's Managing partner, Heads of functions and members of the Executive Committee and elects 6 additional partners to the management board.

The Management Board

The Management Board is the principal governance and oversight body of KPMG Hazem Hassan. The key responsibilities of the Management Board include:

- approving strategy for final approval of the Council,
- setting the policies for the implementation of the Firm's strategy and business plan
- Overseeing management of KPMG Hazem Hassan,
- approving policies and regulations.

The Management Board consists of 11 members chaired by Hazem Hassan. The board consists of six Executive Committee members and additional five partners elected by the Council. The constitution of the Board is as determined by the Council. The Board meets from time to time to undertake certain statutory duties for KPMG Egypt (including approving the annual accounts and the transparency report). The Board met seven times in the year to 31 December 2015.

Full details of those charged with governance for KPMG Egypt, including their biographies and attendance at meetings are set out in Appendix A.2.

In addition, the Executive Committee is another main body that deals with key aspects of governance within the firm that reports into the Board.

Details about the role, responsibilities and composition is set out below.

The Executive Committee

The Executive Committee is responsible for recommending policies to the Board and developing the business plan within the overall strategy set by the Board, together with its subsequent implementation.

It deals with operational matters affecting the firm (including operating and financial performance, budgets, new business proposals, marketing, technology development, recruitment, retention and general remuneration).

The Executive Committee oversees the reporting of the following committees:

- Audit Steering Committee;
- Tax Steering Committee;
- Advisory Steering Committee;
- Quality & Risk Management Steering Committee
- The Compensation and Nomination Committee
- Infrastructure departments
- Industries Steering Groups

The Compensation and Nomination Committee

This Committee is responsible for determining the Compensation and Nomination of the managing partner and making recommendations on policies for partners' Compensation and Nomination. It also sets the pay allocation for the individual partner based on the agreed policy by the board.

As part of its activities, the Executive Committee receives and considers a report from the Head of Quality & Risk management on (i) the approach to ensuring that quality issues are appropriately considered in partner counseling and (ii) whether or not there are any quality concerns about specific partners.

Further information regarding partner Compensation and Nomination is set out in the "Partner Compensation and Nomination" section.

The Quality & Risk Management Committee

The principal role of the Quality & Risk Management Committee is to provide oversight of quality & risk management matters across the firm. As part of its role it oversees that a culture of quality and integrity is maintained within the firm and, where required, it will act as a sounding board to the Risk Management Partner on the policies and procedures relating to professional risk management, ethics and independence, quality control and compliance. The Committee also considers the impact of the key findings from our compliance quality monitoring programs and the adequacy of proposed remedial actions.





System of quality control

Overview

A robust and consistent system of quality control is an essential requirement in performing high quality services.

Our firm implements international policies of quality control that apply to all member firms.

These policies & procedures are based on the International Standard on Quality Control 1 (ISQC 1) issued by the International Auditing and Assurance Standards Board (IAASB), and on the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA). Both of these are relevant to firms that perform statutory audits and other assurance and related services engagements.

KPMG Hazem Hassan adopts a system of quality controls that are designed to address rules and standards issued by the Egyptian Financial Supervisory Authority (EFSA) and other relevant regulators as well as applicable legal and other requirements of law No.133 of 1951 and its amendments by law 457 of 1954 in addition to those stipulated by companies law 159 of 1981.

At engagement level, risk management and quality control are ultimately the responsibility of each and every partner and employee. This responsibility requires them to understand and adhere to our firm's policies and associated procedures in carrying out their day-to-day activities. These policies reflect individual quality control elements to help our partners and employees act with integrity and objectivity, perform their work with diligence, and comply with applicable laws, regulations and professional standards.

While many KPMG quality control processes are cross-functional, and apply equally to tax and advisory work, the remainder of this section focuses on what we do to enable the delivery quality audits. In this section we therefore focus on our system of audit quality control.

At KPMG audit quality is not just about reaching the right opinion, but how we reach that opinion. It is about the processes, thought, and integrity behind the audit report. KPMG views the outcome of a quality audit as the delivery of an appropriate and independent opinion in compliance with the auditing standards.

This means, above all, being independent and, compliant with relevant legal and professional requirements.

To help all audit professionals concentrate on the fundamental skills and behaviors required to deliver an appropriate and independent opinion, we have developed our global audit methodology (see "Audit Methodology and Tools" section for further information on our methodology). We also have our Audit Quality Framework. Our Framework introduces a common language that is used by all KPMG member firms to describe what we believe drives audit quality, and to highlight how every audit professional at KPMG contributes to the delivery of audit quality.

Our Audit Quality Framework identifies seven drivers of audit quality:

- Tone at the top
- Association with the right clients
- Clear standards and robust audit tools
- Recruitment, development and
- assignment of appropriately qualified personnel
- Commitment to technical excellence and quality service delivery
- Performance of effective and efficient audits
- Commitment to continuous improvement

Tone at the top sits at the core of the Audit Quality Framework's seven drivers of audit quality and helps ensure that the right behaviors permeate across our entire network. All of the other drivers are presented within a virtuous circle because each driver is intended to reinforce the others. Each of the seven key drivers is described in more detail in the following sections of this report.

Tone at the top – the foundation of audit quality

Tone at the top is a term used to describe an organization’s general ethical climate, as established by its leadership. KPMG and its leadership use “tone at the top” to indicate its commitment to quality, ethics and integrity.

KPMG’s focus on quality

KPMG’s tone at the top provides a clear focus on quality through:

- culture, values, and code of conduct - clearly stated and demonstrated in the way we work
- focused and well-articulated strategy - incorporating quality at all levels
- standard set by our leadership
- governance structure and clear lines of responsibility for quality- skilled and experienced people in the right positions to influence the quality agenda.



Integrity is a critical characteristic that stakeholders expect and rely on. It is also the key KPMG Core Value – Above all, we act with Integrity.

This commitment underlies our values-based compliance culture where individuals are encouraged to raise their concerns when they see behaviors or actions that are inconsistent with our values or professional responsibilities.

Culture, values and Code of Conduct

Our firm is committed to doing the right thing in the right way for our people, our clients and the capital markets we serve. We have clearly stated values and a Code of Conduct against which an expected level of performance and behavior is understood. Our values also help shape the culture of our firm by creating a sense of shared identity. Our final, and key, value is that ‘above all we act with integrity’. For us integrity means constantly striving to uphold the highest professional standards in our work, providing sound good quality advice to our clients and rigorously maintaining our independence. Our values, which have been explicitly codified now for a number of years, are embedded into our working practices. For example, they are reflected in the performance appraisal process that our people follow and adherence to these values is also considered as part of the process for more senior promotions (including promotion to partner).

Our firm’s Code of Conduct is based upon the KPMG International Global Code of Conduct. The Code of Conduct defines the standards of ethical conduct that are expected from the firm and its personnel. It sets out KPMG’s ethical principles and helps partners and employees to understand and uphold those principles. The Code of Conduct addresses standards to ensure compliance with local laws, policies, and professional standards, as well as resources available for consultation and assistance.

The Code of Conduct requires that all of our people have to:

- comply with all applicable laws, regulations and KPMG policies;
- report any illegal acts whether committed by KPMG personnel, clients or other third parties;
- report breaches of risk management policies by KPMG firms or people; uphold the highest levels of client confidentiality; and
- Not offer, promise, make, solicit or accept bribes (whether directly or through an intermediary).

Our Code also incorporates our core values and addresses the commitments that we make as well as the responsibilities of our personnel at all levels across the firm. Our core values are:

Value	Description
We lead by example.	At all levels we act in a way that exemplifies what we expect of each other and our clients.
We work together.	We bring out the best in each other and create strong and successful working relationships.
We respect the individual.	We respect people for who they are and for their knowledge, skills and experience as individuals and team members.
We seek the facts and provide insight.	By challenging assumptions and pursuing facts, we strengthen our reputation to provide insight as trusted and objective business advisers.
We are open and honest in our communication.	We share information, insight and advice frequently and constructively and manage tough situations with courage and candor.
We are committed to our communities.	We act as responsible corporate citizens by broadening our skills, experience and perspectives through work in our communities and protecting the environment .
Above all, we act with integrity.	We are constantly striving to uphold the highest professional standards, provide sound advice and rigorously maintain our independence.

We understand that trustworthiness is a critical characteristic that clients expect and rely upon. This commitment underlies our values-based compliance culture where individuals are encouraged to raise their concerns when they see behaviors or actions that are inconsistent with our values or professional responsibilities.

A KPMG International hotline is available for KPMG personnel, clients, and other parties to confidentially report concerns they have relating to certain areas of activity by KPMG International itself, those who work for KPMG International, or the senior leadership of a KPMG member firm.

We operate a whistle-blowing hotline which is available for our personnel to confidentially report concerns they have relating to how others are behaving (both internally and externally). Our people can raise matters anonymously and without fear of retaliation.

Matters reported to the hotline are investigated and reported ultimately to the firm's Risk Management Steering Committee that reports to the firm's managing partner. This report covers matters reported to the hotlines, how the investigations were conducted, findings from the investigations and the implications for our policies and procedures.

Tone at the top sits at the core of the Audit Quality Framework and ensures the right behaviors permeate our entire network.

Our governance structure and leadership responsibilities for quality

Our governance structure is set out in detail in the "Our structure and governance " section and those within leadership who have a responsibility for quality are described in the "Leadership responsibilities for quality and risk management" section below .

Leadership responsibilities for quality and risk management

While we stress that all professionals are responsible for quality and risk management the following individuals have leadership responsibilities.

Managing partner

In accordance with the principles in ISQC 1, our managing partner Hatem Montasser (who is also a member of the management board) has assumed ultimate responsibility for KPMG Hazem Hassan's system of quality control. Details of some of the measures that he and the rest of the Board have taken to ensure that a culture of quality prevails within KPMG Hazem Hassan are set out in the "System Of Quality Control " section.

National Risk Management Partner

Operational responsibility for the system of quality control, risk management and compliance in KPMG Hazem Hassan has been delegated to Mohamed Tarek, National Risk Management Partner who is responsible for setting overall professional risk management and quality control policies and monitoring compliance for the firm. He has a direct reporting line to the managing partner. The fact that the role is a governance position, and seniority of the reporting lines, underlines the importance that the firm places on risk and quality issues. The National Risk Management Partner is supported by a team of partners and professionals in each of the functions.

The Audit, Tax and Advisory functions – Function Heads

The three heads of the client service functions (Audit, Tax and Advisory) are accountable to the managing partner for the quality of service delivered in their respective functions. Between them, they determine the operation of the risk management, quality assurance and monitoring procedures for their specific functions within the framework set by The National Risk Management Partner. These procedures make it clear that at the engagement level , risk management and quality control is ultimately the responsibility of all professionals.

Association with the right clients

Acceptance and continuance of clients and engagements

Rigorous client and engagement acceptance and continuance policies and processes are vital to our ability to provide high-quality professional services and to protect KPMG's reputation and support its brand.

Accordingly, KPMG International has established policies and procedures which all member firms have implemented in order to decide whether to accept or continue a client relationship, and whether to perform a specific engagement for that client.

With every potential new client, the partner responsible for the relationship conducts an evaluation of the client's principals, business and other service-related matters. This evaluation includes completion of a standard questionnaire that assesses the risk profile.

Prospective client and engagement evaluation process

Before accepting a client, we undertake an evaluation of the prospective client.

This involves an assessment of its principals, its business, and other service related matters.

This also involves background checks on the prospective client, its key management and significant beneficial owners.

A key focus is on the integrity of management at a prospective client and the evaluation considers breaches of law and regulation, anti-bribery and corruption and human rights among the factors to consider. A second partner, as well as the evaluating partner, approves the prospective client evaluation.

Where the client is considered to be 'high risk' the Risk Management Partner or their delegate is involved in approving the evaluation.

Each prospective engagement is also evaluated. The prospective engagement partner evaluates a prospective engagement in consultation with other senior personnel and review by quality and risk management leadership as required. A range of factors is considered as part of this evaluation including potential independence and conflict of interest issues (using Sentinel™ our global conflicts and independence checking system) as well as a range of factors specific to the type of engagement, including for audit services, the competence of the client's financial management team and the skills and experience of personnel assigned to staff the engagement.

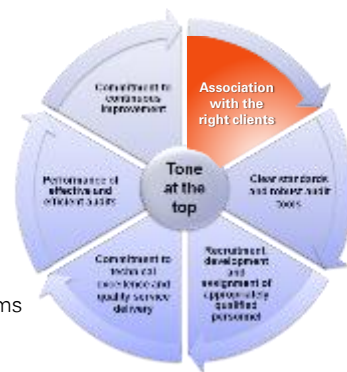
These evaluations include an assessment of a number of external factors that have the potential to impact on the quality of our audits such as the adequacy of the internal governance processes at the client, the robustness of their financial systems and controls, the reputation of the client and the integrity of its owners.

Where issues are noted, then these are appropriately considered as part of the audit planning process and where they are very significant may affect our ongoing association with the client. The evaluation is made in consultation with other senior member firm personnel and includes review by quality and risk management leadership as required.

Where audit services are to be provided for the first time, the prospective engagement team is required to perform additional independence evaluation procedures including a review of any non-audit services provided to the client and of other relevant relationships.

Any potential independence or conflict of interest issues are documented and resolved prior to acceptance. Depending on the overall risk assessment of the prospective client and engagement additional safeguards may be introduced to help mitigate the identified risks.

We will decline a prospective client or engagement if a potential independence or conflict issue cannot be resolved satisfactorily in accordance with professional and firm standards, or there are other quality and risk issues that cannot be appropriately mitigated. The Non audit services and Conflicts of interest " sections provide more information on our independence and conflict checking policies.



Continuance process

An annual re-evaluation of all audit clients and audit engagements is undertaken. In addition, clients are re-evaluated earlier if there is an indication that there may be a change in their risk profile. Recurring or long running engagements are also subject to reevaluation.

This re-evaluation serves two purposes. Firstly, we will decline to act for any client where they are unable to deliver to our expected level of quality or if they considered that it would not be appropriate to continue to be associated with the client. More commonly, we use the re-evaluation process to consider whether or not any additional risk management or quality control procedures need to be put in place for the next engagement (this may include the assignment of additional professionals or the need to involve additional specialists on the audit).

Client portfolio management

Our leadership appoints engagement partners that have the appropriate competence, capabilities, time and authority to perform the role for each engagement.

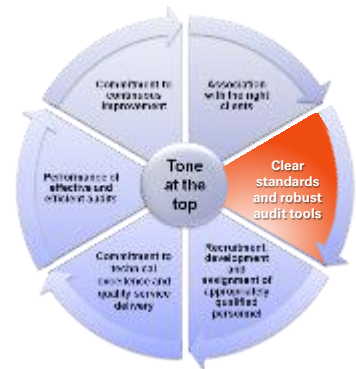
Our firm is organized into specialized industry groups and the Managing Partner assigns engagements to groups in accordance with the nature of the client industry and other requirements for reporting including accreditation requirements.

The head of functions ensures that the partners assigned to the engagements possess the appropriate capabilities, time availability, competencies and adequate recourse to perform the engagement by considering all these issues. Each partner’s client portfolio is regularly reviewed to ensure that they have sufficient time to manage the portfolio and to ensure that the risks are being appropriately managed.

Clear standards and robust audit tools

Professional practice, risk management and quality control are the responsibilities of every KPMG professional.

Our professionals are expected to adhere to KPMG policies and procedures (including independence policies), and are provided with a range of tools to support them in meeting these expectations. The policies and procedures set for audit incorporate the relevant requirements of accounting, auditing, ethics, and quality control standards, and other relevant laws and regulations.



Audit methodology and tools

We dedicate significant resources to keeping our standards and tools complete and up to date. Our global audit methodology, developed by the Global Service Centre (GSC), is based on the requirements of International Standards on Auditing (ISAs). The methodology is set out in the in KPMG International's KPMG Audit Manual (KAM) and includes additional requirements that go beyond the ISAs, and which KPMG believes enhance the quality of our audits. KPMG member firms may add local requirements and/or guidance in KAM to comply with additional professional, legal or regulatory requirements.

The audit process is structured to require significant involvement and leadership from the audit engagement partner/ director. They are responsible for ensuring that the engagement is appropriately planned; that all significant risks are identified; and that appropriate judgments and conclusions have been reached. This will involve leading the planning meetings; reviewing key audit documentation, especially audit work papers that cover significant risks and key audit judgments; and being responsible for the final audit report.

Our audit methodology is supported by eAudit, KPMG international 's electronic audit tool, which provides auditors worldwide with the methodology, guidance, and industry knowledge needed to perform efficient, high-quality audits.

eAudit's activity-based workflow provides engagement teams with ready access to relevant information at the right time throughout the audit, thereby enhancing efficiency and delivering value to stakeholders. The key activities within the eAudit workflow are:

Engagement setup

- Perform engagement acceptance and scoping
- Determine team selection and timetable

Risk assessment

- understand the entity
- identify and assess risks
- plan for involvement of KPMG specialists and external experts, internal audit, service organizations and other auditors as required;
- evaluate design and implementation of relevant controls
- conduct risk assessment and planning discussion
- determine audit strategy and planned audit approach

Testing

- test operating effectiveness of selected controls
- plan and perform substantive procedures

Completion

- update risk assessment
- perform completion procedures, including overall review of financial statements
- perform overall evaluation, including evaluation of significant findings and issues
- communicate with those charged with governance (e.g., the audit committee); and
- form the audit opinion

KAM contains, among other things, procedures intended to identify and assess the risk of material misstatement and procedures to respond to those assessed risks. Our methodology encourages engagement teams to exercise professional skepticism in all aspects of planning and performing an audit. The methodology encourages use of specialists when appropriate and also requires involvement of relevant specialists in the core audit engagement team when certain criteria are met.

KAM includes the implementation of quality control procedures at the engagement level that provides us with reasonable assurance that our engagements comply with the relevant professional, legal, regulatory, and KPMG requirements.

The policies and procedures set out in KAM are specific to audits and supplement the policies and procedures set out in the Global Quality Risk Management Manual (GQ&RMM) that is applicable to all KPMG member firms, functions and personnel.

Overview

Member firms and KPMG professionals are required to comply with independence standards that meet or exceed those set out in the IESBA Code of Ethics together with those of other applicable regulatory bodies (which may include those of a foreign jurisdiction where those requirements apply extraterritorially). These policies and processes cover areas such as personal independence, firm financial independence, business relationships, post-employment relationships, partner rotation, and approval of audit and non-audit services.

KPMG Hazem Hassan has a designated Ethics and Independence Partner (EIP) supported by a core team of specialists to help ensure that we implement robust and consistent independence policies and procedures. Ethics and independence policies are communicated through local alerts and an annual training program. If applicable, amendments to the ethics and independence policies in the course of the year are communicated through the use of e-mail practice alerts and incorporated in regular risk and quality communications. All our ethics and independence policies are available on our local website, moreover an online version of the global manual is maintained on an up-to-date basis.

To help ensure ethical conduct, including integrity and independence, our firm, and its personnel, must be free from prohibited financial interests in, and prohibited relationships with, the network's audit clients, their management, directors, and significant owners.

Matters arising are factored into promotion and compensation decisions and, in the case of partners and managers, are reflected in their individual quality and risk metrics.

Personal independence

KPMG International policy extends the IESBA Code of Ethics restrictions on ownership of audit client securities to every member firm partner in respect of any audit client of any member firm.

Our professionals are responsible for making appropriate inquiries to ensure that they do not have any personal financial, business or family interests that are restricted for independence purposes. In common with other member firms of KPMG International, we use a web-based independence tracking system to assist our professionals in their compliance with personal independence investment policies.

This system contains an inventory of publicly available investment products. Partners and client facing managers are required to use this system prior to entering into an investment to identify whether they are able to do so.

They are also required to maintain a record of all of their investments in the system, which automatically notifies them if their investments subsequently become restricted. We monitor partner and manager compliance with this requirement as part of a program of independence compliance audits of a sample of professionals. [In 2015 [15] of our people were subject to these audits (this included [7] of our partners that represents approximately [10%]).]

Any professional providing services to an audit client is also required to notify the EIP if he or she intends to enter into employment negotiations with that audit client.

Firm financial independence

KPMG Hazem Hassan maintains a record of its investments (made for example through pension and retirement plans and treasury activities) in the Web-based independence tracking system. This record is monitored through our compliance process.

Business relationships/suppliers

We have policies and procedures in place that are designed to ensure that business relationships are maintained in accordance with the IESBA Code of Ethics and Financial Supervisory Authority (EFSA) requirements. Detailed guidance is maintained covering, business alliances and joint working arrangements, procurement relationships, and marketing and public affairs activities. Consultation with our ethics and independence professionals is required in any case of uncertainty to ensure that no relationship is entered into with an audit client or its management which is not permitted for independence purposes. Compliance with these policies and procedures is reviewed periodically.

Independence training and confirmations

We provide all relevant personnel with annual independence training appropriate to their grade and Function, and provides all new personnel with relevant training when they join.

All personnel are required to sign an independence confirmation upon joining the firm.

Thereafter, professionals are required to provide an annual confirmation that they have remained in compliance with applicable ethics and independence policies throughout the period. This confirmation is used to evidence the individual's compliance with and understanding of our independence policies.

Audit partner rotation

Partners are subject to periodic rotation of their responsibilities for audit clients under applicable laws, regulations, and independence rules. These limit the number of years that partners in certain roles may provide audit services to an audit client. KPMG International rotation policies are consistent with the IESBA Code of Ethics and require our firm to comply with any stricter applicable rotation requirements.

We monitor the rotation of audit engagement leaders (and any other key roles where there is a rotation requirement) and have transition plans to enable thus to allocate partners with the necessary competence and capability to deliver a consistent quality of service to clients. The rotation monitoring is subject to compliance testing.

Non-audit services

We have policies and procedures as to the scope of services that can be provided to audit clients which are consistent with both IESBA principles, and applicable laws and regulations. These require consideration by the audit engagement partner of whether the proposed services are permitted under the relevant regulatory regime and, if applicable, of the threats arising from the provision of non-audit services and the safeguards available to address those threats.

Additionally, KPMG international policies require the lead audit engagement partner to evaluate the threats arising from the provision of non audit services and the safeguards available to address those threats.

KPMG International's proprietary system, Sentinel TM, facilitates compliance with these policies. Lead audit engagement partners are required to maintain group structures for their publicly traded and certain other audit clients and their affiliates in the system. Every engagement entered into by a KPMG member Firm is required to be included in the system prior to starting work. The system enables lead audit engagement partners for entities for which group structures are maintained to review and approve, or deny, any proposed service for those entities worldwide.

In accordance with applicable auditor independence rules, none of our audit partners are compensated on their success in selling non-audit services to their audit clients.

Fee dependency

KPMG International's policies recognize that self-interest or intimidation threats may arise when the total fees from an audit client represent a large proportion of the total fees of the operating firm expressing the audit opinion. In particular, KPMG International's policies require that in the event that the total fees from a public interest entity audit client and its related entities were to represent more than 10 percent of the total fees received by a particular member firm for two consecutive years, a senior partner from another operating firm would be appointed as the engagement quality control (EQC) reviewer. Also, this would be disclosed to those charged with governance at the audit client. No audit client accounted for more than 10 percent of the total fees received by our firm over the last two years.

Conflicts of interest

Conflicts of interest may prevent our firm from accepting or continuing an engagement. The Sentinel™ system is also used to identify and manage potential conflicts of interest within and across member firms. Any potential conflict issues identified are resolved in consultation with other parties as applicable, and the outcome is documented. An escalation procedure exists in the case of dispute between member firms. If a potential conflict issue cannot be resolved, the engagement is declined or terminated. It may be necessary to apply specific procedures to manage the potential for a conflict of interest to arise or be perceived to arise so that the confidentiality of all clients' affairs is maintained. Such procedures may, for example, include establishing formal dividers between engagement teams serving different clients and making arrangements to monitor the operation of such dividers.

Any potential conflict matters that raise important points of principle for our firm are referred to our E&I partner for resolution; in cases of difficulty a panel of partners may be convened to resolve the matter.

Breaches of independence policy

In the event of failure to comply with the firm's independence policies, whether identified in the compliance review, self-declared or otherwise, professionals are subject to an independence disciplinary policy. Matters arising are factored into promotion and compensation decisions and, in the case of engagement leaders and managers, are reflected in their individual quality and risk metrics. The disciplinary policy is communicated to all professionals and applies to all breaches of independence rules, incorporating incremental sanctions reflecting the seriousness of any violations. Any breaches of auditor independence regulations are reported to those charged with governance at the audit client, on the basis agreed with them.

Compliance with laws, regulations, and anti-bribery and corruption

Compliance with laws, regulation and standards is a key aspect for all KPMG personnel. In particular, KPMG has zero tolerance of bribery and corruption.

We prohibit involvement in any type of bribery — even if such conduct is legal or permitted under applicable law or local practice. We also do not tolerate bribery by third-parties, including by our clients, suppliers or public officials.

Accordingly, Training covering compliance with laws (including those relating to anti-bribery and corruption), regulations and professional standards, and the KPMG Code of Conduct is required to be completed by client facing professionals at a minimum of once every two years, with new hires completing such training within three months of joining the firm. In addition, certain non-client-facing personnel who work in finance, procurement or sales and marketing departments, and who are at the manager level and above, are required to participate in anti-bribery training.

Recruitment, development and assignment of appropriately qualified people

One of the key drivers of quality is ensuring the successful recruitment, development and assignment of professionals with the skills and experience appropriate to entity subject to audit.

We monitor quality incidents for the purposes of partner assignments and also for the purposes of partner evaluation, promotion and remuneration.

Recruitment

All candidates for professional positions have to submit an application and are employed following a variety of selection processes, which may include application screening, competency-based interviews, psychometric and qualification/ reference checks.

Upon joining, KPMG Hazem Hassan, new personnel are required to participate in a comprehensive on-boarding program, which includes training in areas such as ethics and independence.

This also includes ensuring that any issues of independence or conflicts of interest are addressed before the individual can commence as a partner or employee with the firm.

Personal development

It is important that all professionals have the necessary business and leadership skills to be able to perform quality work in addition to technical skills (see “Technical Training” section).

In relation to audit we provide opportunities for professionals to develop the skills, behaviors and personal qualities that form the foundations of a successful career in auditing. Courses are available to enhance personal effectiveness and develop technical, leadership and business skills. We further develop our personnel for high performance through coaching and mentoring on the job, stretch assignments, and country rotational and global mobility opportunities.

In the Audit function the technical training is mandatory and is delivered through annual courses, eLearning and briefings that reinforce the need for quality throughout our audits. The training also includes tests that are required to be completed by all audit professionals.

If the pass mark is not achieved, the test needs to be completed again. The completion of the training and the tests is monitored rigorously to ensure compliance. The contents of the courses are regularly reviewed and updated to reflect the ongoing technical competency needs of the professionals and the feedback received from course participants.

In addition to structured training, there is a coaching culture that encourages consultation, on-the-job training and mentoring.

Evaluation, compensation and promotion

All professionals, including partners, undergo annual goal-setting and performance reviews. Each professional is evaluated on his or her attainment of agreed-upon goals, demonstration of the KPMG global behaviors (one of which is ‘Delivers Quality’), for his or her level, and adherence to the KPMG values, technical capabilities and market knowledge. Skills/behaviors evaluated include quality focus and professionalism, technical knowledge, accountability, business and strategic focus, leading and developing people, continuous learning, and relationship building and their ability to sell services (although audit partners are not permitted to have goals relating to, or be rewarded for, selling non-audit services to their audit clients).

These evaluations are conducted by performance managers and partners who are in a position to assess their performance and award a performance rating. Performance ratings are awarded following a robust calibration process to effectively address rating inconsistencies and ensure fairness in the rating process.

This is achieved through our global performance management process, which is supported by a web-based application.

The result of the annual performance evaluation directly affects the compensation of our professionals and in some cases their continued association with KPMG.



Compensation and promotion

We have has compensation and promotion policies that are clear, simple, and linked to the performance evaluation process, which for partners includes the achievement of key audit quality and compliance metrics. so that our partners and employees know what is expected of them and what they can expect to receive in return. Our policies do not allow audit partners to be compensated for the sale of non-audit services to their audit clients.

Partner admissions

Our process for admission to partnership is rigorous and thorough, involving appropriate members of leadership.

Our criteria for admission to the partnership are consistent with our commitment to professionalism and integrity, quality and being an employer of choice. These are strongly aligned to KPMG's behavioral capabilities and are based on consistent principles to help achieve quality of hire in our partner admissions.

All recommendations for admission to membership of KPMG Hazem Hassan need to be approved by the firm's council.

Assignment of personnel

We have procedures in place to assign both the engagement partners and professionals to a specific engagement by evaluating their skill sets, and relevant professional and industry experience.

Our firm is organized into specialized industry groups and the Managing Partner assigns engagements to groups in accordance with the nature of the client industry and other requirements for reporting including accreditation requirements, and the nature of the assignment or engagement.

Function heads are responsible for the partner assignment process. Key considerations include partner experience, accreditation, and capacity, based on an annual partner portfolio review, to perform the engagement in view of the size, the complexity and risk profile of the engagement and the type of support to be provided (i.e., the engagement team composition and specialist involvement).

Audit engagement partners are required to be satisfied that their engagement teams have appropriate competencies and capabilities, including time, to perform audit engagements in accordance with KAM, professional standards and applicable legal and regulatory requirements.

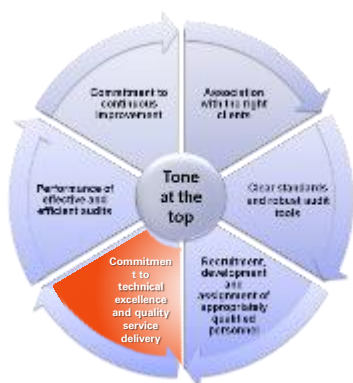
This may include involving KPMG's local and global specialists.

When considering the appropriate competence and capabilities expected of the engagement team as a whole, the engagement partner's considerations may include the following:

- an understanding of, and practical experience with, audit engagements of a similar nature and complexity through appropriate training and participation
- an understanding of professional standards and legal and regulatory requirements
- appropriate technical skills, including those related to relevant information technology and specialized areas of accounting or auditing
- knowledge of relevant industries in which the client operates
- ability to apply professional judgment
- an understanding of KPMG's quality control policies and procedures.

As an additional control in Audit (where the services are of more of a recurring nature than across much of the rest of our business), our Heads of Audit and Quality & Risk together perform an annual review of the portfolio of all of our audit engagement partners.

The purpose of this portfolio review is to look at the complexity and risk of each audit and then to consider whether or not taken as a whole the specific engagement partner has the appropriate time and the right support to enable them to perform a high quality audit for each client in their portfolio.



Commitment to technical excellence and quality service delivery

We provide all professionals with the technical training and support they need, including access to networks of specialists and professional practice departments (DPP) or equivalent which are made up of senior professionals with extensive experience in audit, reporting and risk management, either to provide resources to the engagement team or for consultation.

At the same time we use our audit accreditation and licensing policies to require professionals to have the appropriate knowledge and experience for their assigned engagements. Our structure enables our engagement teams to apply their business understanding and industry knowledge to deliver valued insights and to maintain audit quality.

Professional training

In addition to personal development discussed at in the in the section above, our policies require all professionals to maintain their technical competence and to comply with applicable regulatory and professional development requirements.

Audit Learning and Development steering groups at the global, regional and, where applicable, local levels identify annual technical training priorities for development and delivery using a blend of classroom, e-learning and virtual classroom. Audit Learning and Development teams work with subject experts and leaders from the GSC, the International Standards Group (ISG) and DPP as appropriate to ensure the training is of the highest quality, relevant to performance on the job and is delivered on a timely basis.

Accreditation and licensing

All KPMG professionals are required to comply with applicable professional license rules in the jurisdiction where they practice.

We are responsible for ensuring that audit professionals working on engagements have appropriate audit, accounting and industry knowledge and experience in the local predominant financial reporting framework.

In addition, we have specific accreditation requirements for partners and managers working on IFRS engagements, US Generally Accepted Accounting Practice engagements, US Generally Accepted Auditing Standards engagements, and SEC engagements performed outside of the US. These require that the partner, manager, and EQC reviewer have sufficient training and experience in the relevant reporting framework.

Accreditation and licensing (Cont.)

We require that all Audit professionals maintain accreditation with their professional bodies and satisfy the Continuing Professional Development requirements of such bodies (at a minimum, professionals comply with the requirements of both the Egyptian Society of Accountants and Auditors and the Accountants and Auditors Registry. Our policies and procedures are designed to ensure that those individuals that require a license to undertake their work are appropriately licensed.

Access to specialist networks

Our engagement teams have access to a network of local and global specialists in KPMG member firms. Engagement partners are responsible for ensuring that their engagement teams have the appropriate resources and skills.

The need for specialists (e.g. Information Technology, Tax, Treasury, Pensions, Forensic, Valuation) to be assigned to a specific audit engagement is considered as part of the audit engagement acceptance and continuance process.

Consultation

Internal consultation is a fundamental contributor to quality and is mandated in certain circumstances and always encouraged.

To assist audit engagement professionals in addressing difficult or contentious matters, we have established protocols for consultation and documentation of significant accounting and auditing matters, including procedures to facilitate resolution of differences of opinion on engagement issues.

We provide appropriate consultation support to audit engagement professionals through professional practice resources that include the Audit technical committee.

Across our firm, the Role of Audit technical committee is crucial in terms of the support that it provides to the Audit Function. It provides technical guidance to client service professionals on specific engagement related matters, develops and disseminates specific topic related guidance on emerging local technical and professional issues and disseminates international guidance on IFRS and ISAs.

Consultation with a team member at a higher level of responsibility than either of the differing parties usually resolves such differences. In other circumstances, the matter may be elevated through the chain of responsibility for resolution by technical specialists. In exceptional circumstances, a matter may be referred to the Head of Audit, Head of Audit technical committee, Head of Quality and Risk (or appropriate nationally qualified delegates) or ultimately the national senior partner (or appropriate nationally qualified delegates).

Technical support is available to us through the International Standards Group (ISG) as well as U.S. Capital Markets Group for work on SEC foreign registrants.

The ISG works with Global IFRS and ISA topic teams with geographic representation from around the world to promote consistency of interpretation of IFRS between member firms, identify emerging issues and develop global guidance on a timely basis.

The ISG has a network of contacts and holds regular calls both in relation to auditing and IFRS to update country professional practice representatives.

Developing business understanding and industry knowledge

A key part of engagement quality is having a detailed understanding of the client's business and industry.

For significant industries global audit sector leads are appointed to support the development of relevant industry information to audit professionals.

A key element of this industry information is the provision of industry knowledge within eAudit. This knowledge comprises examples of industry audit procedures and other information (such as typical risks and accounting processes). In addition, industry overviews are available which provide general and business information in respect of particular industries as well as a summary of the industry knowledge provided in eAudit.

Performance of effective and efficient audits

KPMG Audit Process

As set out in the "Clear Standards and Robust Audit Tools" section above, our audit workflow is enabled in eAudit. The key behaviors that our auditors apply throughout the audit process to deliver high quality audits are:

- timely partner and manager involvement
- critical assessment of audit evidence
- exercise of professional judgment and professional skepticism
- ongoing mentoring and on the job coaching, supervision and review
- appropriately supported and documented conclusions
- if relevant, appropriate involvement of the EQC reviewer
- reporting;
- insightful, open and honest two-way communication with those charged with governance
- client confidentiality, information security and data privacy.



Timely partner and manager involvement

To help identify and respond to the significant audit risks applicable to each audit, the engagement team requires an understanding of the client's business, its financial position and the environment in which it operates.

The engagement partner is responsible for the overall quality of the audit engagement and therefore for the direction, supervision and performance of the engagement.

The engagement partner is a key participant in the planning meetings, reviews key audit documentation – in particular documentation relating to significant matters arising during the audit and conclusions reached – and is responsible for the final audit opinion. The engagement manager assists the partner in meeting these responsibilities and in the day- to -day liaison with the client and team.

Involvement and leadership from the engagement partner early in the audit process helps set the appropriate scope and tone for the audit and helps the engagement team obtain maximum benefit from the partner's experience and skill. Timely involvement of the engagement partner at other stages of the engagement allows the engagement partner to identify and appropriately address matters significant to the engagement, including critical areas of judgment, and significant risks

Critical assessment of audit evidence with emphasis on professional skepticism

We consider all audit evidence obtained during the course of the audit, including consideration of contradictory or inconsistent audit evidence.

The nature and extent of the audit evidence we gather is responsive to the assessed risks. We recognize that audit evidence obtained from external sources tends to be more persuasive.

The analysis of the audit evidence requires each of our team members to exercise professional judgment and maintain professional skepticism to obtain sufficient appropriate audit evidence.

Professional skepticism involves a questioning mind and alertness to Contradictions or inconsistencies in audit evidence. Professional skepticism features prominently throughout auditing standards and receives significant focus from regulators. Our Audit Quality Framework emphasizes the importance of maintaining an attitude of professional skepticism throughout the audit.

We have developed a professional judgment process that provides audit professionals with a structured approach to making judgments, Our professional judgment process has professional skepticism at its heart . It recognizes the need to be alert to biases which may pose threats to good judgment, to consider alternatives , to critically assess audit evidence by challenging management's assumptions and following up contradictory or inconsistent information and to document rationale for conclusions reached on a timely basis as a means of testing their completeness and appropriateness.

Ongoing mentoring and on the job coaching, supervision and review

We understand that skills build over time and through exposure to different experiences. To invest in the building of skills and capabilities of our professionals, without compromising on quality, we use a continuous learning environment. We support a coaching culture throughout KPMG as part of enabling personnel to achieve their full potential.

- Ongoing mentoring and on the job coaching and supervision during an audit involves :
- engagement partner participation in planning discussions
- tracking the progress of the audit engagement
- considering the competence and capabilities of the individual members of the engagement team, including whether they have sufficient time to carry out their work, whether they understand their instructions, and whether the work is being carried out in accordance with the planned approach to the engagement

- helping engagement team members address any significant matters arising during the audit, and modifying the planned approach appropriately; and
- identifying matters for consultation with more experienced team members during the engagement.

A key part of effective mentoring, coaching, and supervision is timely review of the work performed so that significant matters are promptly identified, discussed and addressed.

Appropriately supported and documented conclusions

Audit documentation records the audit procedures performed, evidence obtained and conclusions reached on significant matters on each audit engagement. Our policies require review of documentation by more experienced engagement team members.

Our methodology recognizes that documentation prepared on a timely basis helps to enhance the quality of the audit and facilitates the effective review and evaluation of the audit evidence obtained and conclusions reached before our report is finalized. Teams are required to assemble a complete and final set of audit documentation for retention within an appropriate time period, which is ordinarily not more than 60 calendar days from the date of the audit report but may be more restrictive under certain applicable regulations.

The key principle that engagement team members are required to consider is whether an experienced auditor, having no previous connection with the engagement, reviewing the audit documentation sometime in the future will understand the nature, timing, and extent of audit procedures performed to comply with the ISAs; applicable legal and regulatory requirements, the results of the procedures performed, and the audit evidence obtained; significant findings and issues arising during the audit, and actions taken to address them (including additional audit evidence obtained); the basis for the conclusions

Appropriately supported and documented conclusions (cont.)

reached, and significant professional judgments made in reaching those conclusions.

We have a formal document retention policy in accordance with the applicable laws and regulation that governs the period we retain audit documentation and other client-specific records.

Appropriate involvement of the EQC Engagement Quality Control reviewer (EQC review)

Engagement Quality Control EQC reviewers have appropriate experience and knowledge to perform an objective review of the decisions and judgments made by the engagement team.

They are experienced audit professionals who are independent of the engagement team. They offer an objective review of the more critical and judgmental elements of the audit.

An EQC reviewer is required to be appointed for the audits, including any related review(s) of interim financial information, of all listed entities, non-listed entities with a high public profile, engagements that require an EQC review under applicable laws or regulations, and other engagements as designated by the risk management partner or country head of audit. Before the date of auditor's report, these individuals review:

- selected audit documentation and client communications
- the appropriateness of the financial statements and related disclosures
- the significant judgments the engagement team made and the conclusions it reached with respect to the audit.

The audit is completed only when the EQC reviewer is satisfied that all significant questions raised have been resolved.

We are continually seeking to strengthen and improve the role that the EQC review plays in audits, as this is a fundamental part of the system of audit quality control. In recent years we have taken a number of actions to reinforce this, including:

- issuing leading practice guidance focusing on reviewer competencies and capabilities and on ongoing support provided to EQC reviewers
- incorporating specific procedures in eAuditIT to facilitate effective reviews

Also ensuring that the role performed by EQCRs is taken into account when performing the Partner Portfolio Review process to ensure adequacy of time and appropriate skill set for the role and reallocation if needed; and assessing, as part of our Quality Performance Reviews, the work performed by the EQCR and the adequacy of involvement including discussion with the EQC Reviewer.

implementing policies relating to recognition, nomination and development of EQC reviewers, as well as monitoring and assessing the nature, timing and extent of their involvement.

Reporting

Auditing standards and the regulations of the Egyptian Financial Supervisory Authority (EFSA) and the Central Bank of Egypt largely dictate the format and content of the audit report that includes an opinion on the fair presentation of the client's financial statements in all material respects. Experienced engagement partners arrive at all audit opinions, after involvement in and review of the work performed by the audit team.

Reporting (cont.)

In preparing audit reports, engagement partners have access to extensive reporting guidance and technical support to audit through consultations with Audit technical committee.

We provide extensive reporting guidance and technical support to audit partners through consultations with Audit technical committee, in preparing audit reports, where there are significant matters to be reported to users of the audit report, either as a qualification to the audit report or through the inclusion of an emphasis of matter paragraph.

Insightful, open and honest two-way communication with those charged with governance

Two-way communication with those charged with governance at our clients is key to audit quality. Often the audit committee will be the group identified as those charged with governance. We stress the importance of keeping those charged with governance informed of issues arising throughout the audit and of understanding their views. We achieve this through a combination of reports and presentations, attendance at audit committee or board meetings, and ongoing discussions with members of the audit committee.

We deliver insights such as our assessment of the appropriateness of significant accounting practices including accounting policies, accounting estimates and financial statement disclosures, significant deficiencies in the design and operation of financial reporting systems and controls when such deficiencies come to our attention during the course of the audit, and any uncorrected misstatements.

We share our industry experience to encourage discussion and debate with those charged with governance.

Focus on effectiveness of group audits

Our audit methodology covers the conduct of group audits in detail. We stress the importance of effective two-way communication between the group engagement team and the component Auditors, which is a key to audit quality.

The group audit engagement partner is required to evaluate the competence of component auditors, whether or not they are KPMG member firms, as part of the engagement acceptance process.

Our audit methodology incorporates the heightened attention being given to key risk areas for group audits, for example emerging markets and business environments that may be subject to heightened fraud risks.

Consistent approaches, methodology and tools are used across the KPMG network. We provide lead audit engagement partners with information on component auditors within the KPMG network to help them evaluate their competence and capabilities including, where appropriate, the results of relevant inspection results.

Lead audit engagement partners may review component auditor engagement documentation in person or obtain electronic access.

eAudit includes guidance and functionality based on revised ISA 600 for group audit engagement and heightened attention currently being given to key risk areas for group audits, for example, emerging markets and business environments that may be subject to heightened fraud risk.

Training for partners and managers in 2015 reinforced key principles and requirements about the responsibility of the group auditor for the work undertaken by component auditors.

Client confidentiality, information security and data privacy

The importance of maintaining client confidentiality is emphasized through a variety of mechanisms including the Code of Conduct, training, and the annual affidavit/confirmation process, that all of our professionals are required to complete.

We have a formal document retention policy concerning the retention period for audit documentation and other records relevant to an engagement in accordance with the relevant IESBA requirements as well as other applicable laws, standards and regulations.

We have clear policies on information security that cover a wide range of areas. Data Privacy policies are in place governing the handling of personal information, and associated training is required for all KPMG personnel.

Commitment to continuous improvement

We focus on ensuring our work continues to meet the needs of participants in the capital markets. To achieve this goal, we employ a broad range of mechanisms to monitor our performance, respond to feedback and understand our opportunities for continuous improvement.

Additionally, we have processes in place to proactively identify emerging risks and to identify opportunities to improve quality and provide insights.

Monitoring
Internal monitoring

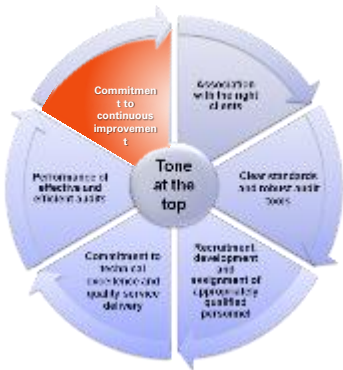
KPMG International has an integrated monitoring program that covers all member firms to assess the relevance, adequacy, and effective operation of key quality control policies and procedures. This monitoring addresses both engagement delivery and KPMG International policies and procedures.

The results and lessons from the programs are communicated within each member firm, and the overall results and lessons from the programs are considered and appropriate action taken at regional and global levels. Our internal monitoring program also contributes to the assessment of whether our system of quality control has been appropriately designed, effectively implemented, and operates effectively.

Our monitoring procedures involve ongoing consideration of:

- compliance with KPMG International policies and procedures
- the effectiveness of training and other professional development activities
- compliance with applicable laws and regulations and member firms’ standards, policies, and procedures.

We use two formal inspection programs conducted annually across the Audit, Tax, and Advisory functions, the Quality Performance Review (QPR) Program and the Risk Compliance Program (RCP). Both programs are developed and administered by KPMG International.



Additionally all member firms are covered once in a three-year cycle by cross functional Global Compliance Reviews (GCRs) performed by reviewers in the Global Compliance Group who are independent of the member firm and report to Global Quality & Risk Management.

These programs are designed by KPMG International and participation in them is a condition of ongoing membership of the KPMG network.

Quality Performance Reviews (QPRs)

The international QPR Program is the cornerstone of our efforts to monitor engagement quality and one of our primary means of ensuring that member firms are collectively and consistently meeting KPMG International's requirements and applicable professional standards.

The QPR Program assesses engagement level performance in the Audit, Tax, and Advisory functions and identifies opportunities to improve engagement quality.

All engagement partners are generally subject to selection for review at least once in a three year cycle. The reviews are tailored to the relevant function, performed at a member firm level, generally overseen by a senior experienced lead reviewer independent from the member firm, and are monitored regionally and globally. We perform a root cause analysis for pervasive issues.

Remedial action plans for all significant deficiencies noted are required at an engagement and member firm level. We disseminate our findings from the QPR program to our professionals through written communications, internal training tools, and periodic partner, manager and staff meetings. These areas are also emphasized in subsequent inspection programs to gauge the extent of continuous improvement.

Lead audit engagement partners are notified of less than satisfactory engagement ratings on their respective cross-border engagements and/or global audit accounts and subsidiaries. Additionally lead audit engagement partners of global audit accounts are notified where a subsidiary of their client group is audited by a member firm where quality issues have been identified during the Audit QPR.

For the 2015 our QP program did not identify any issues considered to have a material effect on the conduct of our professional services (including statutory audit services).

Risk Compliance Program (RCP)

The RCP is a member firm's annual self-assessment program. The objectives of the RCP are to monitor, assess, and document member firm-wide compliance with the system of quality control established through KPMG International's quality and risk management policies and applicable legal and regulatory requirements as they relate to the delivery of professional services. The program is overseen and monitored regionally as well as globally.

Global Compliance Review (GCR) programs

GCRs are performed by reviewers independent of the member firm who report to Global Quality & Risk Management and are led by the Global Compliance Group and are carried out once in a three-year cycle. These reviews focus on significant governance, risk management, independence and finance processes (including an assessment of the robustness of the firm's RCP). In the event that a GCR identifies issues that require immediate or near-term attention, a follow-up review will be performed as appropriate.

All three programs require action plans to address identified issues, with time lines, to be developed by the member firm, and these actions to improve performance are followed up at the regional and global level to ensure that the actions address the identified issues with the objective of continuous improvement.

External monitoring

In Egypt the Egyptian Financial Supervisory Authority (EFSA) has been established to carry out independence inspections for the coming years. The firm has not yet been reviewed.

KPMG Hazem Hassan is also registered with the UK Professional Oversight Board "FRC" as a third country auditor (registration number EG 2014). The FRC has been provided with details of the firm's quality controls as a part of the registration requirements. The firm also completes an annual questionnaire to update our data for the FRC.

Client feedback

In addition to internal and external monitoring of quality, we operate a formal program where we actively solicit feedback from management and those charged with governance on the quality of specific services that we have provided to them. The feedback that we receive from this program is formally considered centrally and by the individual client service teams to ensure that we continually learn and improve the levels of client service that we deliver. Any urgent actions arising from client feedback are followed up by the engagement partner to ensure that concerns on quality are dealt with on a timely basis.

Monitoring of complaints

We have procedures in place for monitoring and addressing complaints received relating to the quality of our work. These procedures are detailed on our operating firms' websites as well as in our general terms of business.

Interaction with regulators

At an international level KPMG International has regular two way communication with the International Forum of Independent Audit Regulators (IFIAR) to discuss audit quality findings and actions taken to address such issues at a network level.





Financial information

Although there is no local legislation that requires disclosure of financial information that shows the importance of statutory audit work to the overall results, we prepared such data to give a ‘transparent’ view to comply with the European Union (EU) 8th Company Law Directive.

The financial information represents information on our all operations that are: Audit, Tax and Advisory. Certain Advisory services are provided through separate legal entities in most cases to comply with local laws requirements.

Total firm revenues can be analyzed on the following basis:

	2015 EGP	2014 EGP
Audit services	160,410,780	139,055,041
Non-audit services	80,876,203	72,376,929
Total	241,286,983	211,431,970





Partner remuneration

Partner remuneration

Partners are remunerated out of the distributable profits of the firm (such profits being determined by the KPMG Hazem Hassan management Board) and are personally responsible for funding pensions and most other benefits. The final allocation of profits to partners is made by the executive committee after assessing each partner's contribution for the year. The [KPMG Hazem Hassan] Board's Compensation and Nomination Committee] (comprising partners of the Board) approves this process and oversees its application.

There are two elements to partner remuneration:

- base component – a proportion of the firm's budgeted profits are allocated to members as base component; this is effectively member salary. The amount of base component reflects the role and seniority of each partner. In the year to 31 December 2015, the total base component was approximately 50% of the profits allocated to individual members (2014: 50%); and
- profit related performance component – rewards performance in the year by each partner against individual objectives previously agreed and the overall profits of their part of the firm and the firm as a whole. Our policies for this variable element of partner remuneration take into account a number of factors including quality of work, excellence in client service, growth in revenue and profitability, leadership and living the values of the firm. Audit partners are not permitted to have objectives related to, or receive any remuneration from, selling non-audit services to their audit clients. In addition, a part of their performance-related component is based on an assessment of their ability to deliver audit quality.

Drawings

During the year, members working within KPMG Hazem Hassan received monthly drawings, and from time to time, additional profit distributions. The level and timing of the additional distributions are decided by the executive committee taking into account cash requirements for operating and investing activities. All such drawings and profit distributions to members represent payments on account of current year profits and are reclaimable from members until profits have been allocated.

Any over-distribution of profits during the year is also recoverable from members.



Network arrangements

Network arrangements

Legal Structure

The independent member firms of the network are affiliated with KPMG International, a Swiss cooperative which is a legal entity formed under Swiss law.

KPMG International carries on business activities for the overall benefit of the KPMG network of member firms but does not provide professional services to clients. Professional services to clients are exclusively provided by its member firms. The structure is designed to support consistency of service quality and adherence to agreed values wherever in the world the member firms operate.

One of the main purposes of KPMG International is to facilitate the provision by member firms of high quality Audit, Tax, Advisory services to their clients.

For example, KPMG International establishes, and facilitates the implementation and maintenance of, uniform policies and standards of work and conduct by member firms and protects and enhances the use of the KPMG name and brand.

KPMG International is an entity which is legally separate from each member firm. KPMG International and the member firms are not a global partnership, joint venture or partnership with each other.

No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to oblige or bind any member firm.

Responsibilities and obligations of member firms

Under agreements with KPMG International, member firms are required to comply with KPMG International's policies and regulations including quality standards governing how they operate and how they provide services to clients to compete effectively.

This includes having a firm structure that ensures continuity and stability and being able to adopt global strategies, share resources (incoming and outgoing), service multinational clients, manage risk, and deploy global methodologies and tools. Each member firm takes responsibility for its management and the quality of its work.

Member firms commit to a common set of KPMG values.

KPMG International's activities are funded by amounts paid by member firms. The basis for calculating such amounts is approved by the Global Board and consistently applied to the member firms. A firm's status as a KPMG member firm and its participation in the KPMG network may be terminated if, among other things, it has not complied with the policies and regulations set by KPMG International or any of its other obligations owed to KPMG International.

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This represents combined information of the separate KPMG Member firms that perform professional services for clients. It is combined solely for presentation purposes.

Professional Indemnity Insurance

A substantial level of insurance cover is maintained in respect of professional negligence claims. The cover provides a territorial coverage on a worldwide basis and is principally written through a captive insurer that is available to all KPMG member firms.

Governance structure

The key governance and management bodies of KPMG International are the Global Council, the Global Board, and the Global Management Team.

The Global Council focuses on high-level governance tasks and provides a forum for open discussion and communication among member firms. It performs functions equivalent to a shareholders' meeting (albeit that KPMG International has no share capital and, therefore, only has members, not shareholders).

Among other things, the Global Council elects the chairman for a term of up to four years (renewable once) and also approves the appointment of Global Board members. It includes representation from 58 member firms that are "members" of KPMG International as a matter of Swiss law. Sub-licensees are generally indirectly represented by a member.

The Global Board is the principal governance and oversight body of KPMG International. The key responsibilities of the Board include approving strategy, protecting and enhancing the KPMG brand, overseeing management of KPMG International, and approving policies and regulations. It also admits member firms and ratifies the global Chairman's appointment of the global deputy chairman and members of the Global Management Team.

The Global Board includes the global chairman, the global deputy chairman, the chairman of each of the three regions (the Americas; Asia Pacific (ASPAC); and Europe, the Middle East, and Africa (EMA)) and a number of senior partners of member firms. It is led by the global chairman who is supported by the Executive Committee, consisting of the global chairman, the global deputy chairman, the chairman of each of the regions and currently four other senior partners of member firms.

One of the other Global Board members is elected as the lead director by these Global Board members who are not also members of the Executive Committee of the Global Board ("nonexecutive" members). A key role of the lead director is to act as liaison between the global chairman and the "nonexecutive" Global Board members. The list of Global Board members, as at 1 October 2015 is available in the International Annual Review.

The Global Board is supported in its oversight and governance responsibilities by several other committees, including a Governance Committee; an Operations Committee, and Investments Committee, a Quality and Risk Management Committee, and a Professional Indemnity Insurance Committee. The lead director nominates the chairs and members of certain Global Board committees for approval by the Global Board.

The Global Board has delegated certain responsibilities to the Global Management Team. These responsibilities include developing global strategy by working together with the Executive Committee. The Global Management Team also supports the member firms in their execution of the global strategy and is responsible for holding them accountable for commitments. It is led by the global deputy chairman, and includes the global chairman, the global chief operations officer, global function and infrastructure heads and the general counsel. The list of Global Management Team members, as at 1 October 2015, is available in the International Annual Review.

The Global Steering Groups are responsible for supporting and driving the execution of the strategy and business plan in their respective areas and act under oversight of the Global Management Team. The role of the Global Quality & Risk Management Steering Group is outlined in more detail in the KPMG International Transparency Report.



Governance structure (Cont.)

Each member firm is part of one of three regions (the Americas, ASPAC, and (EMA). Each region has a Regional Board comprising a regional chairman, regional chief operating or executive officer, representation from any sub-regions, and other members as appropriate.

Each Regional Board focuses specifically on the needs of member firms within their region and assists in implementation of KPMG International's policies and processes within the region.

Further details about KPMG International including the governance arrangements, can be found in its Transparency Report, which is available at:

https://portal.ema.kworld.kpmg.com/grm/GRM_Document%20Library/2015-international-transparency-report.pdf

Area Quality & Risk Management Leaders

KPMG International has a network of Area Quality & Risk Management Leaders (ARLs), reporting to the Global Vice Chair – Quality, Risk and Regulatory. The ARLs are members of the Global Quality & Risk Management Steering Group and each ARL performs a monitoring function over a group of member firms. Their role is to enhance the KPMG network's ability to proactively monitor quality and risk management across member firms.







Statement by the Board of KPMG Hazem Hassan on the effectiveness of quality controls and independence

The measures and procedures that serve as the basis for the system of quality control for KPMG Hazem Hassan outlined in this report aim to provide a reasonable degree of assurance that the statutory audits carried out by our firm comply with the applicable laws and regulations. Because of its inherent limitations, the system of quality controls is not intended to provide absolute assurance that non-compliance with relevant laws and regulations would be prevented or detected.


The Board of KPMG Hazem Hassan has considered:

- the design and operation of the quality control systems as described in this report
- the findings from the various compliance programs operated by our firm (including the KPMG International Review Programs as described in the "Monitoring" section and our local compliance monitoring programs); and
- findings from regulatory inspections and subsequent follow up and/or remedial actions.

Taking all of this evidence together, the Board of KPMG Hazem Hassan confirms with a reasonable level of assurance that the systems of quality control within our firm have operated effectively in the year to 30 December 2015 .

Further, the Board of KPMG Hazem Hassan confirms that an internal review of independence compliance within our firm has been conducted in the year to 30 December 2015 .

Cairo, March 2016
Hatem Montasser





Appendices

A.1 Key Legal Entities and areas of operation

Name of Entity	Legal Structure	Regulatory Status	Nature of Business	Area of Operation
Hazem Hassan (Public Accountants and Consultants) Owned by the local partners	Partnership	Egyptian Financial Supervisory Authority (EFSA) / Ministry of Finance (MOF)	Audit, Tax, Advisory, Payroll, Corporate Secretarial, Legal: , Temporary Resourcing (Seconded Employees), Training	MESA / Egypt
Hazem Hassan Human Resources Ltd. – not active 100% owned by KPMG Hazem Hassan Public Accountants and Consultants.	Limited Liability Company	None	Executive Recruiting: Recruitment (Human Resources).	MESA / Egypt
KPMG Hazem Hassan IT Systems Implementation (S.A.E.) – not active 100% owned by KPMG Hazem Hassan Public Accountants and Consultants.	Joint Stock Company	None	IT Consulting	MESA / Egypt
KPMG Hazem Hassan Consulting (S.A.E.) – not active 100% owned by KPMG Hazem Hassan Public Accountants and Consultants.	Joint Stock Company	None	Advisory: Corporate Finance, Actuarial, Compensation or Benefit Consulting: No actuarial services., IT Consulting	MESA / Egypt
KPMG Hazem Hassan Consulting for Securities (S.A.E.) 100% owned by KPMG Hazem Hassan Public Accountants and Consultants.	Joint Stock Company	None	Advisory: Corporate Finance: Valuation services	MESA / Egypt



A. 2 Details of those charged with governance at KPMG Hazem Hassan

Hazem Hassan Chairman



With over 40 years in the public practice, Hazem Hassan has tremendous experience in Audit, Tax and Advisory work. He is the President of the Egyptian Society of Accountants and Auditors, General Secretary and Board Member of the Egyptian Center for Economic Studies (Egypt Think Tank), Board Member of The Egyptian Institute of Directors, Chairman of the British Egyptian Business Association “BEBA”, Chairman of the Confederation of Egyptian European Business Associations “CEEBA”, Member of the Board and Council of FCM (Federation Experts Comptables Mediterraneens) in Rome. He was also the Chairman of The Audit Committee of The International Monetary Fund (IMF) in Washington, Board Member of the Central Bank of Egypt , and Board Member of The Capital Market Authority , Member of the Board and The Executive Committee of KPMG International, President of FCM (Federation des Experts Comptables Mediterraneens) in Rome, Chairman of the Board of Trustees of The Investment Authority and Free Zones, Board Member of Egypt’s New Cities Authority.

Hatem Montasser Managing Partner



Hatem is the firm managing partner, with and extensive thirty years working for KPMG Hazem Hassan. Hatem in his capacity as managing partner for the firm he has the responsibility of being the client relationship partner for large groups and clients with vast experience in managing sophisticated engagements. He is a Fellow of the Egyptian Society of Accountants and Auditors (ESAA).

Mohamed Alaam Senior Partner - Tax



Allam has served in the field of taxation for more than 30 years and specializes in providing consultations to international clients as well as key local clients. Specializes in taxation, companies & Business Law.

A. 2 Details of those charged with governance at KPMG Hazem Hassan (Cont.)



Ehab Abouelmagd **Partner – Head of Audit / Non Financial Institutions**

The 20 years of experience in this specialized industry gives a lot of support to the performance of the engagement. Ehab has provided audit and accounting services to those clients in addition to special engagements such as due diligence.

Ehab has excellent experience in Egyptian accounting standards, in addition to he is IFRS accredited and has good experience in US GAAP and Sox requirements.



Aziz Maher **Partner – Head of Audit / Banks and Financial Institutions**

Aziz has over than 25 years of experience specialized in banking and financial institutions audits. With the last 10 years in the capacity of a “Financial Services Partner”. He has served in a senior capacity in providing audit and advisory services including Transactions and Restructuring and securitization transaction to a number of financial services clients. He works with large-scale institutions and clients, at both national and group level, in the analysis and improvement of accounting standards, governance frameworks and controls. He is a Member of the American Institute of Certified Public Accountants (AICPA), Fellow of the Egyptian Society of Accountants and Auditors (ESAA) and Certified auditor signatory on listed companies - accredited by the EFSA & CBE.



Ahmed Nabil El-Ashkar **Partner - Head of Deal Advisory**

Ahmed has over 15 years of professional experience and is the Partner responsible for the Transaction Services (TS) practice at KPMG Egypt since 2013. Prior to joining the TS practice in 2005, Ahmed was enrolled in KPMG audit function since 2000 and used to provide assurance services for major banks, funds, investment companies and manufacturers. Ahmed is a Certified Public Accountant - Colorado State, USA, member of the American Institute of Certified Public Accountants (AICPA) and Member of the American Institute of Internal Auditors (CIA)



Ahmed Raafat **Partner**

Ahmed has extensive experience for 17 years in different industries. He has provided audit, consulting and transaction services to a variety of clients specially in the oil & gas sector. Ahmed is a member of the Energy & Natural Resources Committee of Egyptian practice and Fellow of the American Institute of Certified Public Accountants (CPA)-USA.

A. 2 Details of those charged with governance at KPMG Hazem Hassan (Cont.)



Samy Abdel Hafeez
Partner

Samy has been working for KPMG for twenty years. He is currently the partner in charge for a number of International clients and Key national clients working in a variety of business segments such as; communications, industrial markets, and consumer markets. Samy also participated in carrying out major transaction service assignments including Public Offering and Due Diligence Assistance. He is also a Fellow of the Egyptian Society of Accountants and Auditors (ESAA) and Member of Egyptian Accounting Standards Board.



Mohamed Tarek
Partner

Mohamed has been working for the biggest international professional firms for more than twenty two years. Mohamed's experience in auditing covers a variety of international and major local clients working in different business segments such as; Energy, industrial, communications, financial institutions, and consumer markets. He is also the partner in charge for the professional risk management and independence department in the firm. Mohamed participated in carrying out major transaction service assignments including Due Diligence Assistance and other advisory engagements . He is also a Fellow of the American Institute of Certified Public Accountants (CPA.)



Ahmed Helmy
Partner

Ahmed has more than 22 years experience providing audit services and has significant experience in serving clients in his sector. He is member of the American Institute of Certified Public Accountants (CPA)-USA, Member of the Egyptian Society of Accountants and Auditors (ESAA) and a Certified Fraud Examiner



Hassan Basyouni
Partner

Hassan has been working for KPMG for more than 20 years . He is a Fellow of the American Institute of Certified Public Accountants- USA & the Egyptian Society of Accountants and Auditors.

A. 2 Details of those charged with governance at KPMG Hazem Hassan (Cont.)



Aly Helmy
Partner

Aly has been working for KPMG for 23 years. He is currently the partner in charge for Global, International and Key national clients working in a variety of business segments such as; industrial markets, and consumer markets. He is Fellow of the American Institute of Certified Public Accountants (CPA) and Fellow of the Egyptian Society of Accountants and Auditors (FESAA).

A. 2 Details of those charged with governance at KPMG Hazem Hassan (Cont.)

Number of meetings attended during the year ended 31 December 2015

Board Member	No. meetings available	No. attended
Hazem Hassan	7	7
Hatem Montasser	7	7
Ehab Abouelmagd	7	7
Aziz Maher	7	7
Mohamed Alaam	7	7
Ahmed El Ashkar	7	7
Mohamed Tarek	7	7
Samy Abdelhafiz	7	7
Ali Helmy	7	7
Ahmed Helmy	7	7
Ahmed Raafat	7	7
Hassan Basyoni	7	7

A. 3 Public Interest Entities

The list of public interest entity audit clients for which KPMG Hazem Hassan has signed an audit opinion in the year ended 31 December 2015 is given below. In the absence of specific definition by local law the definition of public interest entities for this purpose are listed entities as defined by the IESBA Code of Ethics (an entity whose shares, stock or debt are quoted or listed on a recognized stock exchange, or are marketed under the regulations of a recognized stock exchange or other equivalent body) together with entities regulated by the following local regulatory bodies where enhanced independence requirements are required:

The Egyptian Financial Supervisory Authority (EFSA) is a public Authority, having a legal status, established in accordance with law 10 of the year 2009 responsible for supervising and regulating non-banking financial markets and instruments,

I. Central Bank of Egypt (CBE) , supervising the banking sector.



A. 3 Public Interest Entities

The Bank of Nova Scotia
Acrow Misr for Metallic Scaffolding & Formwork Co
Al Baraka Bank Staff Fund
Al Baraka Investment Fund
Al Ezz ceramics and porcelain company
Al- Tawfeek Leasing Company
Alexandria Matual Fund
Allianz Insurance
Allianz Life assurance
Arab organization for Industries
Arab African International Bank "AAIB"
Arab African International Bank Accumulated Interest Mutual Fund (juman)
Arab African International Bank Mutual Fund"Shield"
Arab African International Fixed Income Fund Gozoor
Arab African International Leasing
Arab African International Mortgage Finance
Arab Banking Corporation Egyptian Pound Cash Mutual Fund - Mazaya
Arab Banking Corporation Egyptian Pound Cumulative
Arab Investment Bank
ASAS Forty Seventh Egypt For Real Estate Development
Asec Company for Mining (ASCOM) S.A.E
Assiut Bussiness Men Association
association of friend of the national cancer free initiative
Bank Audi Monetary Market Fund
Bank Audi Sae
Bank misr - Cash mutual fund- EGP
Bank misr - Cash mutual fund- EURO
Bank misr - Cash mutual fund- US.Doller
Bank of Alexandria
Bank of Alexandria Fixed Income Fund
Barclays Bank - Egypt
Bavarian- Contact Car Trading
Belton Gems Equity Fund limited
Bupa Egypt Insurance Company
Cairo Poultry Company
Capital for real estate investments
CENTRE FOR ENVIRONMENT &DEVELOPMENT FOR ARAB
Chamber of Food Industries-CFI.
Childrens Cancer hospital Foundation
CI Assets Management
CI Capital Holding

A. 3 Public Interest Entities (Cont.)

CI Capital Investment Banking
Citi bank
Coface For Information , Economic Consultants and Services (Coface Egypt)
Commercial International Brokerage Company(CIBC)
CONCORD PORTFOLIO MANAGEMENT CO.
Consulting Services Microfinancing (Mashroey)
Contact - Egyptian International Motors
Contact Auto Credit
Contact consulting Services
Corplease
Credit Agricol fourth Mutual Fund
Credit Agricol second Mutual Fund
Credit Agricol Third Mutual Fund
Credit Agricole Bank Egypt
Credit Agricole Mutual Fund - Egypt
Credit Suiss Representative Office
Delta life Insurance
Delta Insurance
Development mutual fund
DINERS CLUB SERVICES EGYPT S.A.E.
Drive Auto Trade
Drive Finance
Dynamic Securities Trading
Egypt Kuwait Holding Co. – S.A.E
Egyptian Abroad for Investment Co.
Egyptian Association for Hypertension
Egyptian Banks Co. For Technological Advancement
Egyptian Business Association
Egyptian co For International Taristic Prajects
Egyptian Company for Mobile Services – Mobinil
Egyptian Fertilizers Company
Egyptian financial and industrial Co.
Egyptian German Company for Pumps (RUHRPUMPEN Egypt)
Egyptian Resorts company
Egyptian Saudi Insurance House
Egyptian Society For Diabetes Care (Sukar Mazboot)
Egyptians CO. for housing development & reconstruction
El Ahly for Development And Investment Company
El Ezz Dekhiela steel - Alexandria
El Hag And El Omra Fund
el rowad touriism co (pioneers)
El Sewedy Electric
El Sheikh El Hosary Society for Religious and Social Services
El Taamir Mortgage Finance
Ezdhar mutual fund

A. 3 Public Interest Entities (Cont.)

Ezz El Arab / Contact Financial
Ezz steel Company
Federation of Egyptian Banks
Forty Seven Offices Building
GB Auto S.A.E
GB Capital
GB Lease Finance
Haram For Tourism
HC Brokerage
HC Securities & Investment
Housing & Development Bank
HSBC Bank - Egypt (S.A.E.)
HSBC first Mutual Fund
I the egyptian
ICON
INTEGRATED DIAGNOSTICS HOLDINGS plc
JOINT ARAB INVESTMENT CORP.
Juhyna food industries
Julius Baer Advisory
Lecico Egypt Co.
Libano swiss Takaful Egypt
Magdi Yacoub Foundation
Misr Iran Development Bank
Misr Iran Development Bank Mutual Fund
Misr Iran Development Bank Mutual Fund(second)
Misr Refrigeration and Air Conditioning Co. (Miraco)
Mothers Association
National Bank of Abu Dhabi
National Bank of Greece-Cairo Branch
NATIONAL COMPANY FOR MAIZE PRODUCTS
National Navigation Employees Care Fund
OCI NV
OCL
Onyx Holding for financial investments
Oracon Construction Industries SAE

A. 3 Public Interest Entities (Cont.)

ORIX Leasing Egypt
Owners` Union Of Project First Residence
Professional Development Foundation
Royal Insurance - Egypt
Rubex For Plastic Manufacturing Co.
Sakan Finance
Sarwa - Securitization
Sarwa Asset Management
Sarwa Capital
Saudi Egyptian Company for Investment and Finance
Sawa Payment System
Sawiris Foundation for Environmental Development
Sawiris Foundation for social development
Six of October for Development and Investment Company "SODIC"
SME Fund
Social Solidarity Fund
Staff Social Insurance Fund of Misr Iran Development bank
Star for Car Installation
Suez Canal Bank's Seconed Equity Fund - Al Agial
Swiss Egyptian Business Association
Telecom Egypt Company
The Egyptian Association for competitor
Toki Marine Egypt Family Takaful
Toki Marine Egypt General Takaful
Torism Fund
United Bank
Universal Holding Company

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.