



Transparency Report KPMG Audit SRL

1 October 2020 – 30 September 2021

KPMG in Romania

kpmg.ro



Foreword¹

At KPMG, we inspire confidence and empower change in all we do for clients, our people and society at large. It is something our people focus on and unite around. And it is helping us to become the Clear Choice in professional services in the markets we serve and the communities we represent.

In a changing and increasingly complicated world, our role has never been more important. Audit is the foundation of the KPMG brand and is the backbone of our business. Quality remains our top priority and underpins everything we do. We have an unwavering commitment to serve the public interest by leading the profession in audit quality.

The COVID-19 pandemic has forced us all to think differently and we continue to respond to and embrace this challenge. KPMG International's guidance as well as regional and local guidance have been continually updated throughout the pandemic as other significant auditing, accounting and reporting issues have been identified.

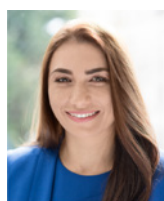
This past year we've continued to invest in our system of quality management, global and local monitoring of audit quality, and enhanced support. Apart from traditional audit training, we're also expanding access and training for innovative technology and tools for our engagement teams, such as KPMG Clara, our smart audit platform, to drive consistency, collaboration and efficiency.

All of our actions are guided by our Values. They drive our daily behaviors, guide our decisions and shape our culture. Integrity remains a core Value — we do what is right, in the right way, at the right time. We embody our Values of integrity and excellence in our commitment to quality and our new Global Quality Framework outlines how every partner and employee contributes to delivering high-quality audits.

Our people are at the heart of our business and supporting their wellbeing remains a priority through challenging times. This also means assessing the appropriate level of workloads as well as initiatives that drive efficiencies through technology.

This is what it means to work with and for KPMG. This is what makes us different. This Transparency Report offers you a clear perspective of how we do business. We open a door for you to see and understand us at a deeper level. We show to you our governance, our structure, our culture of integrity, our approach and systems of quality control, our application of the provisions of the Statutory Audit Law 162/2017 and Regulation (EU) No 537/2014 on specific requirements for statutory audit of public interest entities. Quality is what our profession is built on, and it's why KPMG is relentless in our approach to delivering it.

This Transparency Report covers the period from the last reporting date (1 October 2020) to 30 September 2021. We invite you to read on...



Ramona Jurubiță
Country Managing Partner



Cezar Furtună
Partner, Head of Audit



Tudor Grecu
Risk Management Partner

¹ Throughout this document, "KPMG", "we", "our" and "us" refers to the global organization or to one or more of the member firms of KPMG International Limited, each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. No member firm has any authority to obligate or bind KPMG International Limited or any other member firm vis-à-vis third parties, nor does KPMG International Limited have any such authority to obligate or bind any member firm.

Throughout this document, references to "Firm", "KPMG firm", "member firm" and "KPMG member firm" refer to firms which are either: members of KPMG International Limited; sublicensee firms of KPMG International Limited; or entities that are wholly or dominantly owned and controlled by an entity that is a member or a sublicensee. The overall governance structure of KPMG International Limited is provided in the 'Governance and leadership' section of the 2021 KPMG International Transparency Report.

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Living our culture and values

It's not just what we do at KPMG that matters: we also pay attention to how we do it. Our Values are our core beliefs, guiding and unifying our actions and behaviors. Shared across every level and in every country, jurisdiction and territory in which we operate, they are the foundation of our unique culture.

Fostering the right culture, starting with tone at the top

Tone at the top



KPMG global leadership, working with regional and member firm leadership, plays a critical role in establishing our commitment

to quality and the highest standards of professional excellence.

A culture based on accountability, quality, objectivity, independence, integrity and ethics is essential in an organization that carries out audits and other services on which stakeholders rely.

At KPMG Audit SRL we promote a culture in which consultation is encouraged and recognized as a strength. We communicate our commitment to clients, stakeholders, and society at large to earn the public's trust.

The KPMG Values are set out in Appendix B. Our Values lie at the heart of the way we do things. To do the right thing, the right way, at the right time. Always. They drive our daily behaviors, guide our decisions, and shape our character. They form the foundation of a resilient culture ready to meet challenge with integrity, so we never lose sight of our principal responsibility to protect the public interest. And they propel us forward — through our work and the example we set — as we inspire confidence and empower change throughout the world.

Outlined in *KPMG's Global Code of Conduct* ("the Code") are the responsibilities all KPMG personnel have to each other, the public and our clients. It shows how our Values inspire our greatest aspirations and guide all of our behaviors and actions. It defines what it means to work at and be part of KPMG, as well as our individual and collective responsibilities.

Everyone at KPMG is held accountable to behave consistently with the Code and is required to confirm their

compliance. All KPMG personnel are required to take annual training covering the Code. We are committed to holding ourselves accountable for behaving in a way that is consistent with the Code. Individuals are encouraged to speak up if they see something that makes them uncomfortable or is not in compliance with the Code, or our Values.

Moreover, everyone at KPMG is required to report any activity that could potentially be illegal or in violation of our Values, KPMG policies, applicable laws, regulations or professional standards.

To safeguard this principle of holding each other accountable, each KPMG firm is required to establish, communicate and maintain clearly defined channels to allow KPMG personnel and third parties to make inquiries about, raise concerns in relation to, provide feedback on, and notify, reportable matters, without fear of reprisal, in accordance with applicable law or regulation.

The KPMG International hotline is a further mechanism for KPMG personnel, clients and other third parties to confidentially report concerns they have relating to certain areas of activity by KPMG International, activities of KPMG firms or KPMG personnel.

All KPMG firms and personnel are prohibited from retaliating against individuals who have the courage to speak up in good faith. Retaliation is a serious violation of the Code, and any person who takes retaliatory action will be subject to their firm's disciplinary policy.

The Global People Survey provides KPMG Audit SRL leadership and KPMG Regional and International leadership with results related to upholding the KPMG Values. KPMG Audit SRL and KPMG Regional and International monitor the results and take appropriate actions to communicate and respond to any findings.

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System of quality control



Tone at the top, leadership, and a clear set of Values and conduct are essential to set the framework for quality. However, these are required to be backed up by a system of quality control that holds us accountable to meet the highest professional standards.

KPMG continues to invest significantly in audit quality across the global organization. We are building on our sound audit quality foundations, both in terms of how we manage KPMG firms and how KPMG firms execute audit engagements.

This means ongoing investment in the system of quality management, global monitoring of audit quality, enhanced support, and providing best-in class technology and tools for engagement teams.

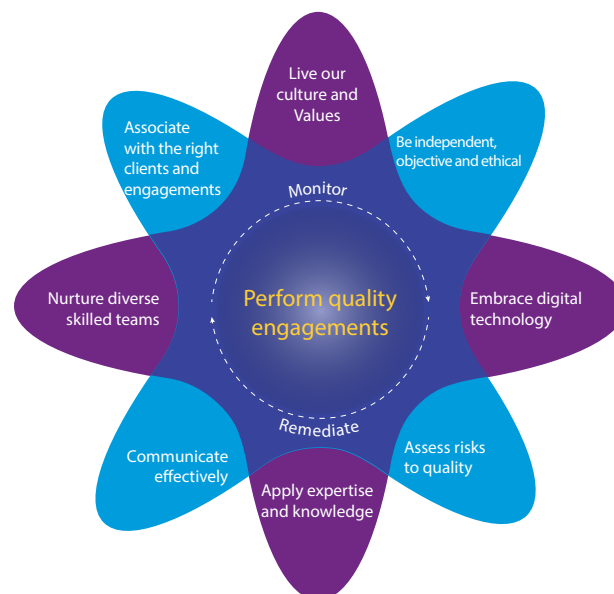
KPMG's global audit quality program supports consistent deployment of investments to enhance and drive a common approach.

A robust and consistent system of quality control is essential to delivering quality services. KPMG International has quality control policies that apply to all KPMG firms.

These are included in KPMG's Global Quality & Risk Management Manual (GQ&RM Manual), which applies to all KPMG personnel.

To adopt the new international standard on quality management (ISQM 1) which was approved by the IAASB and will be effective from December 2022, KPMG International initiated a program to redesign the network-wide requirements for member firms' systems of quality management. ISQM 1 requires each KPMG firm to design, implement and operate a system of quality management to consistently deliver quality audits, and to evaluate the effectiveness of the system on an annual basis.

As we prepare for ISQM 1, we have adopted a new Global Quality Framework to better outline how we deliver quality at KPMG, and how everyone at KPMG is accountable for its delivery. The principle of 'Perform quality engagements' sits at the core along with our commitment to continually monitor and remediate our processes as necessary.



The Global Quality Framework also meets the requirements of the current International Standards on Quality Control (ISQC 1), issued by the International Auditing and Assurance Standards Board (IAASB) and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA), which apply to professional services firms that perform audits of financial statements.

While this Transparency Report summarizes KPMG's approach to audit quality, it may also be useful for stakeholders interested in member firms' Tax & Legal and Advisory services, as many KPMG quality control procedures and processes are cross-functional and apply equally to all services offered.

Leadership responsibilities for quality and risk management



KPMG Audit SRL demonstrates commitment to quality, objectivity, independence, ethics and integrity, and communicates our focus on quality to clients, stakeholders and society. Our leadership plays a critical role in setting the right tone and leading by example — demonstrating an unwavering commitment to the highest standards of professional excellence and championing and supporting major initiatives.

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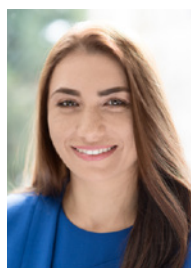


Our leadership team is committed to building a culture based on quality, objectivity, independence, integrity and ethics, demonstrated through their actions - written and video communications, presentations to teams and one-to-one discussions.

KPMG Audit SRL is required to seek input from the KPMG Central Eastern Europe (CEE) Chairperson, KPMG CEE Head of Audit or other relevant parties on the performance of certain leaders within KPMG Audit SRL whose role most closely aligns with the activities of KPMG CEE. Input is sought as part of the annual performance process and is based on an assessment of the leader's performance, which includes matters of public interest, audit quality and risk management activities.

The following individuals have leadership responsibilities for quality and risk management at KPMG Audit SRL.

Country Managing Partner - Ramona Jurubiță



In accordance with the principles in ISQC 1, our Country Managing Partner, Ramona Jurubiță and our Risk Management Partner, Tudor Grecu have assumed ultimate responsibility for KPMG Audit SRL's system of quality control.

Risk Management Partner - Tudor Grecu



In accordance with the principles in ISQC 1, our Risk Management Partner, Tudor Grecu and our Country Managing Partner, Ramona Jurubiță have assumed ultimate responsibility for KPMG Audit SRL's system of quality control.

The Risk Management Partner (RMP) is responsible for the direction and execution of risk, compliance, and quality control in KPMG Audit SRL. The RMP has a direct reporting line to the Country Managing Partner. The RMP consults also with the appointed Area Quality and Risk

Management Leader (AQRL) appointed for the KPMG CEE region who serve a regular and ongoing regional monitoring and consultation function.

The RMP is supported by a team of partners and/or directors and professionals in each of the functions.

Ethics and Independence Partner (EIP) – Bogdan Vlad



The Ethics and Independence Partner has primary responsibility for the direction and execution of ethics and independence policies and procedures in KPMG Audit SRL and reports on ethics and independence issues to the RMP.

The Audit – Function Head – Cezar Furtună



KPMG Audit SRL Head of Audit, Cezar Furtună is responsible for the effective management and control of the Audit Function. This includes:

- setting a strong tone and culture supporting audit quality through communication, engagement support and commitment to the highest standards of professional excellence, including professional skepticism, objectivity, and ethics and integrity;
- developing and implementing an audit strategy together with the Country Managing Partner, which is aligned with KPMG Audit SRL's audit quality requirements and develops the Audit firm's strategy, annual/multi-year business plan and annual budget; also agreeing implementation with the local Partners in the Audit firm;
- working with the Risk Management Partner to monitor and address audit quality and risk matters as they relate to the Audit firm;

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- working with the Country Managing Partner and the Sector Leaders to develop the strategies for the Sectors in alignment with KPMG in Romania's strategy;
- being responsible for the overall performance of KPMG Audit SRL;
- driving initiatives to achieve targets and milestones included in the business plan;
- liaising with KPMG Europe, Middle East & Africa (EMA) / KPMG in Central and Eastern Europe (CEE) audit functional leaders to implement global policies and service offerings, participate in relevant management groups and communicate relevant information with the local Partners;
- ensuring that appropriate procedures, training programs and instructions are developed for maintaining selling skills, management development, technical competence and quality control within KPMG Audit SRL

The Head of the Department of Professional Practice, Head of Audit and Risk Management Partner have regular discussions to agree actions about current and emerging audit quality issues arising from external and internal quality review processes, queries being raised by engagement teams, root cause analysis procedures and other quality matters identified from a variety of sources.

More complex issues (which might require amendments to KPMG's global audit methodology or audit tools) will be raised with the KPMG International Global Audit groups for consideration and potential development of solutions by the KPMG Global Solutions Group (KGSG) and the International Standards Group (ISG).

For more information about the KGSG and the ISG refer to section 8.1.2 of the member firm transparency report.

Clearly articulated strategy focused on quality, consistency, trust and growth

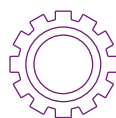
Our business



KPMG in Romania delivers Audit, Tax & Legal and Advisory services. We operate out of 5 offices and during the period 1 October 2020 - 30 September 2021 we had an average of 259 employees (partners, directors and other professional employees) in KPMG Audit SRL.

Our audit services in Romania are delivered through KPMG Audit SRL. Full details of the services offered by KPMG Audit SRL can be found on our [website](#). The current address of KPMG Audit SRL's office in Bucharest is 89A București-Ploiești Road, District 1, Bucharest, Romania.

Our strategy



Our strategy is set by the Audit Partners of KPMG Audit SRL and demonstrates a commitment to quality and trust. Our focus is to invest significantly in priorities that form part of a multi-year collective strategy implementation that is taking place across the global organization.

Defined accountabilities, roles and responsibilities, including for leadership

Legal structure and ownership from 1 October 2020



Effective 1 October 2020, KPMG Audit SRL and all other KPMG firms entered into new membership, and associated documents were signed. The key impact is that all KPMG member firms in the KPMG global organization became members of, or have other legal connections to,



KPMG International Limited, an English private company limited by guarantee. KPMG International Limited acts as the coordinating entity for the overall benefit of the KPMG member firms. It does not provide professional services to clients. Professional services to clients are exclusively provided by member firms.

Further detail of the revised legal and governance arrangements for the KPMG global organization from 1 October 2020 can be found in the section 'Governance and leadership' of the **2021 KPMG International Transparency Report**.

KPMG International Limited and the KPMG member firms are not a global partnership, single firm, multinational corporation, 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 Limited, any of its related entities or any other member firm vis-à-vis third parties, nor does KPMG International Limited or any of its related entities have any such authority to obligate or bind any member firm.

KPMG Audit SRL is part of the KPMG global organization of professional services firms providing Audit, Tax, and Advisory services to a wide variety of public and private sector organizations. The KPMG organization structure is designed to support consistency of service quality and adherence to agreed Values wherever its member firms operate.

KPMG Audit SRL is a limited liability company which as at 30 September 2021 is owned by: KPMG Romania SRL, Adela Ciucioi, Ori Efraim, Cezar Furtună, Aura Giurcăneanu, Tudor Grecu, Mikael Olsson, Richard Perrin, Raluca Soare, Daniela Strusevici, Andreea Vasilescu and Bogdan Văduva.

During the year to 30 September 2021, there was an average of 18 partners and directors in KPMG Audit SRL.

Name, ownership and legal relationships



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.

KPMG Audit SRL is locally owned and managed and 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.

Responsibilities and obligations of member firms



Pursuant to their membership agreements with KPMG International, member firms are required to comply with KPMG

International's policies, procedures 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 multi-national 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 (see section 2.1.1).

KPMG International's activities are funded by an annual payment paid to it 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 organization may be terminated if, among other things, it has not complied with the policies, procedures and regulations set by KPMG International or any of its other obligations owed to KPMG International.

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Oversight using robust governance structures

Governance structure

As at 30 September 2021 the administrators of KPMG Audit SRL are: Adela Ciucioi, Dragoș Doroș, Ori Efraim, Cezar Furtună, Aura Giurcăneanu, Tudor Grecu, Ramona Jurubiță, Horatiu Mihali, Alin Negrescu, Mikael Olsson, Richard Perrin, Mădălina Racovițan, Nicoleta Rusu, Rene Schöb, Raluca Soare, Daniela Strusevici, Bogdan Văduva, Andreea Vasilescu and Bogdan Vlad, who are also KPMG Partners.

KPMG Audit SRL has been a member of the Romanian Chamber of Financial Auditors ("CAFR") since 2001 and is authorized by ASPAAS (the Authority for Public Supervision of Statutory Audit Activity).

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Applying expertise and knowledge

We are committed to continuing to build on our technical expertise and knowledge, recognizing its fundamental role in delivering quality audits.

Methodology aligned with professional standards, laws and regulations

Consistent audit methodology and tools

Bringing consistency through our methodology



Our audit methodology, tools and guidance enable a consistent approach to planning, performing and documenting audit

procedures over key accounting processes. They are:

- globally consistent and fully compliant with the applicable standards, including International Standards on Auditing (ISA), Public Company Accounting Oversight Board (PCAOB) and the American Institute of CPAs (AICPA) and are supplemented to comply with local auditing standards and regulatory or statutory requirements by KPMG firms
- inclusive of KPMG methodology interpretations that drive consistency in areas where the applicable standards are not prescriptive in the approach to be followed
- centered on identifying risk, focusing on risks of material misstatements and the necessary audit response
- made available to all KPMG audit professionals and required to be used, where necessary
- applied even where local auditing standards may be less demanding than the ISAs
- focused on the international assurance methodology and the alignment of assurance products in response to growth of Environmental, Social and Governance (ESG reporting).

The KPMG audit methodology is set out in the KPMG Audit Manual (for use with eAuditIT) and the KPMG Audit Execution Guide (for use with the KPMG Clara workflow) and includes KPMG interpretation of how to apply ISAs, which we believe enhance audit quality.

The methodology emphasizes applying appropriate professional skepticism in the execution of audit procedures and requires compliance with relevant ethical requirements, including independence.

Enhancements to the audit methodology, guidance and tools are made regularly to maintain compliance with standards and address emerging auditing areas of focus and audit quality results (internal and external). For example, as a result of the COVID-19 pandemic, many businesses are experiencing significant financial uncertainty.

We have issued guidance to our auditors on conducting audit procedures in a remote-working environment, raising awareness of key audit risks such as going concern and impairments and valuation of assets and provided reminders of the importance of exercising professional skepticism taking appropriate actions if information is identified that is unexpected or unusual and may be indicative of potential management bias, a fraud risk or fraud.

KPMG firms may add local requirements and/or guidance to the KPMG Audit Manual and the KPMG Audit Execution Guide to comply with additional local professional, legal, or regulatory requirements.



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Deep technical expertise and knowledge Access to specialist networks



Specialist expertise is an increasingly important part of the modern audit. KPMG Audit SRL engagement teams have access to a network of KPMG specialists – either within their firm or in other KPMG firms.

These specialists receive the training they need to ensure they have the competencies, capabilities and objectivity to appropriately fulfil their role on our audits.

The need for specialists to be assigned to an audit engagement in areas such as information technology, tax, financial risk management, actuarial, forensic and valuations is considered as part of the audit engagement acceptance and continuance process, as well as during the planning and conduct of the engagement.

KPMG's commitment to audit quality during the COVID-19 pandemic



The COVID-19 pandemic has forced us all to think differently. We continue to respond to and embrace this challenge.

Since the start of the pandemic, we have maintained an online COVID-19 Financial Reporting Resource Center to assist companies and other stakeholders in understanding potential accounting and disclosure implications.

KPMG at international, regional and local levels has issued extensive guidance to assist teams in addressing the various accounting, financial reporting and audit related matters arising from the impacts of the COVID-19 pandemic, including going concern, asset impairments, valuations and related disclosures, materiality, risk assessment, group audits, inventory, subsequent events and audit evidence of communications with Those Charged With Governance.

Additionally, both at KPMG International and local level, specific guidance was issued for remote working environments which addresses how teams work together, communications with management and the design and performance of audit procedures.

KPMG's guidance has been continually updated throughout the pandemic as other significant auditing, accounting and reporting issues have been identified.

KPMG is a technology-enabled organization, with technical accounting and auditing resources, guidance and audit platforms and tools all available electronically, which greatly enabled the conversion to a remote working environment.

Enhanced communication has been increasingly important to everyone during the COVID-19 pandemic. We have leveraged our investments in technology to provide KPMG firms with regular communications, including virtual meetings to share best practices and guidance.

In addition, we have enhanced our listening strategy to include specific COVID-19 pulse surveys to allow us to hear from our people in real time and shape our response accordingly.

Quality and risk management manual



KPMG International has quality control policies that apply to all member firms. These are included in KPMG's Global Quality & Risk Management Manual (GQMMM) which applies to all KPMG personnel.

KPMG Audit SRL is required to establish and maintain a system of quality control, as well as to design quality controls and implement and test their operating effectiveness.

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Embracing digital technology

At KPMG, we are committed to serving the public interest and creating value through continuous innovation.

By leveraging leading technologies, we are transforming the audit experience for our professionals and our clients – enabling us to provide an even higher quality audit by increasing our ability to focus on the issues that matter through the data and insights it provides.

Intelligent, standards-driven audit workflow



All KPMG Audit SRL professionals are expected to adhere to KPMG International and KPMG Audit SRL policies and

procedures, including independence policies, and are provided with a range of tools and guidance to support them in meeting these expectations. The KPMG Audit SRL policies and procedures set for audit engagements incorporate the relevant requirements of accounting, auditing, ethical and quality control standards, and other relevant laws and regulations.

Evolving our audit workflow



We recognize that to deliver quality audits, we need to continually evolve and develop our technology solutions to keep pace with

today's digital world.

That is why KPMG embarked on a process of reimagining our audit platform, workflow and methodology to provide enhanced consistency and support to our audit engagement teams, deliver detailed insights to the audit, and future-proof our systems for the expected continued development of new technologies such as robotic process automation, machine learning and cognitive technologies.

The release of the KPMG Clara workflow and revised audit methodology is an important milestone in KPMG's journey to innovate, digitalize and transform the audit. It is a significant investment that underlines our commitment to audit quality, consistency and innovation.

KPMG Clara



KPMG Clara is our smart and intuitive technology platform that is driving globally consistent audit execution. As a fully

integrated, scalable, cloud-based platform, it enables the enhanced audit methodology through a data-enabled workflow.

The platform integrates new and emerging technologies, with advanced capabilities that leverage data science, audit automation, and data visualization.

The digital audit is increasingly integral to how KPMG member firms perform quality audits and interact with their clients. Policies and guidance are in place to establish and maintain appropriate processes and controls regarding the development, evaluation and testing, deployment and support of technology in our audits.

KPMG Clara is helping auditors see meaningful patterns across a business, whether conducting risk assessment, tracing transactions through a complex revenue process, or simply adding up the accounts. Examples of current capabilities include:

- enabling the analysis of account balances and journal entry data
- automating 'period on period' balances comparison and 'time series' evolution information
- enabling the analysis of sub-ledger, transactional data over certain business processes and accounts.

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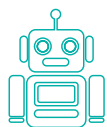
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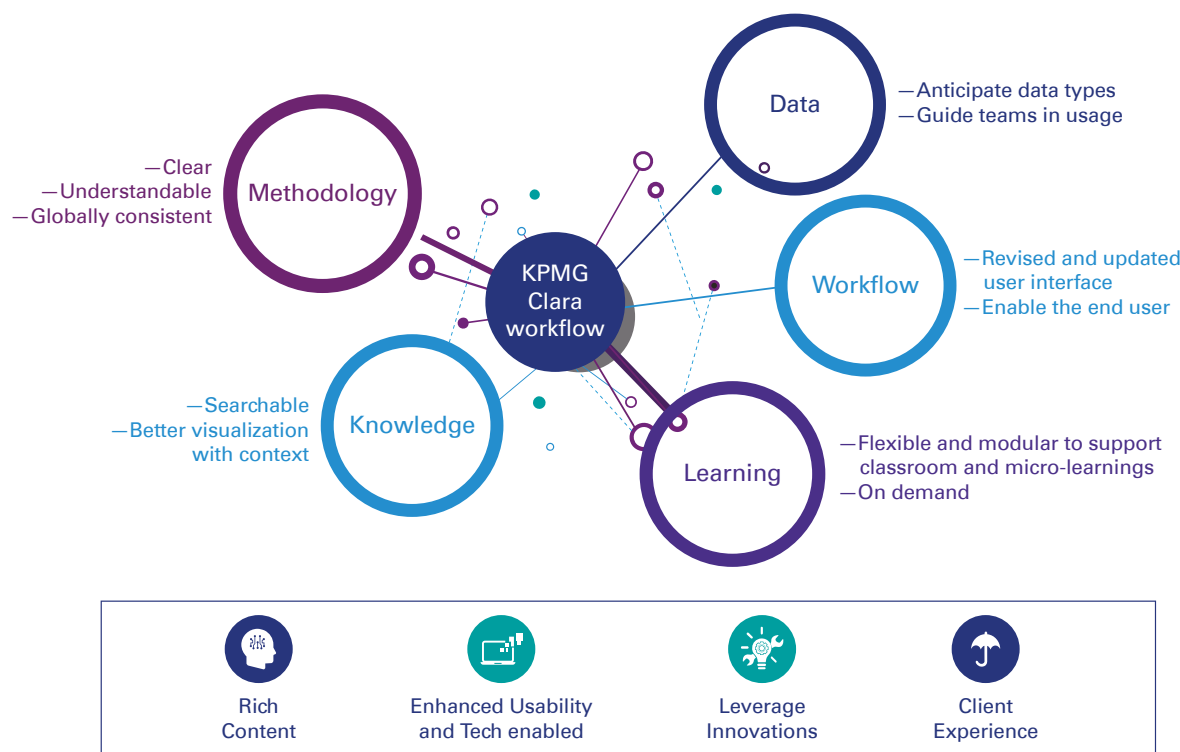


Our vision of the future



KPMG Clara was developed to be KPMG's foundational technology platform to deliver audit quality. It delivers this by being the base technology delivering new capabilities in a globally consistent way, enabling the audit workflows and a fully digital experience for our audit professionals.

The KPMG Clara platform evolves as technologies such as artificial intelligence, blockchain and cognitive capabilities transform how audits are delivered.



KPMG Clara workflow



We are replacing eAudit with a new workflow and revised audit methodology embedded into the KPMG Clara smart audit platform. Phased full deployment of KPMG Clara workflow commenced globally in 2020 with planned completion of full global transition for the 2023 fiscal period-end audits.

The web-enabled KPMG Clara workflow guides audit teams through a series of steps in a logical sequence aligned to the applicable professional auditing standards with a clear display of information, visuals, and guidance available, and with embedded advanced digital audit and project management capabilities.

The workflow and revised audit methodology are scalable – adjusting the requirements to the size and complexity of

the audit engagement. The KPMG Clara workflow significantly enhances the execution of an audit by KPMG professionals and clearly drives audit quality and global consistency.

Using data mining and tracking of relevant engagement level data indicators, the KPMG Clara workflow can also facilitate monitoring of audit execution at the engagement level.

We continue to enhance the KPMG Clara smart audit platform to accommodate accelerating security demands, integrate existing audit applications into a single platform, and develop new capabilities to digitize additional audit processes.

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Client confidentiality, information security, and data privacy



The importance of maintaining client confidentiality is emphasized through a variety of mechanisms including the KPMG

Global Code of Conduct.

We have policies on information security, confidentiality, personal information and data privacy. We have a 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, regulations, and professional standards.

We provide training on confidentiality, information protection and data privacy requirements to all KPMG Audit SRL personnel annually.



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Nurturing diverse skilled teams

Our people make the real difference and are instrumental in shaping the future of audit at KPMG. We put quality and integrity at the core of our audit practice. Our auditors have diverse skills and capabilities to address complex problems.

Recruiting appropriately qualified and skilled people, including specialists, with diversity of perspective and experience



One of the key drivers of quality is ensuring that KPMG professionals have the appropriate skills and experience, motivation and purpose, to deliver high quality audits. This requires the right recruitment, development, reward, promotion, retention and assignment of professionals.

Recruitment



KPMG Audit SRL has invested in understanding how we can attract the talent we need across the organization in the future. This requires the right recruitment, development, reward, promotion and assignment of professionals. This includes building an extraordinary people experience for all current and prospective partners/directors and employees.

Our recruitment strategy is focused on drawing entry-level talent from a broad talent base, including working with established universities, colleges and business schools, helping build relationships with a younger, diverse talent pool at an early age.

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

These leverage fair and job-related criteria to ensure that candidates possess the appropriate skills and experience to perform competently, and are suitable and best placed

for their roles.

Where individuals are recruited as directors or partners, a formal independence discussion is conducted with them by the Ethics and Independence Partner or a delegate.

KPMG Audit SRL does not accept any confidential information belonging to the candidate's former firm/employer.

Inclusion, Diversity & Equity programs



KPMG Audit SRL is committed to building a diverse and equitable firm that is inclusive to all.

Inclusion, diversity and equity (IDE) is core to our very existence – helping us build great teams with diverse views that represent the world we live in. It leads to better decision making, drives greater creativity and innovation, and encourages us to stand up, live our Values, and do what is right.

We recognize our firms' global position working with clients around the world affords us a privileged place. With that comes an opportunity and responsibility to achieve more and push for a fairer, more equitable society.

Our KPMG Global Inclusion, Diversity & Equity Collective Action Plan outlines the actions that are necessary to advance inclusion, diversity and equity at KPMG Audit SRL and across all KPMG firms.

For more about Inclusion & Diversity at KPMG read [here](#).

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Reward and Promotion

Reward



KPMG Audit SRL has compensation and promotion policies that are informed by market data, clear, simple, fair and linked to the performance review process.

This helps our partners/directors and employees understand what is expected of them, and what they can expect to receive in return. Reward decisions are based on consideration of both individual and firm performance.

The extent to which our people feel their performance has been reflected in their reward is measured through the annual Global People Survey, with action plans developed as required

Promotion



The results of performance evaluations directly affect the promotion and remuneration of partners/directors and employees and, in some cases, their continued association with KPMG.

Assigning an appropriately qualified team



KPMG Audit SRL has procedures in place to assign engagement partners/directors and other professionals to a specific engagement on the basis of their skill sets, relevant professional and industry experience, and the nature of the assignment or engagement.

The Audit Function head is responsible for the partner/director assignment process. Key considerations include partner/director experience and capacity - based on an annual partner/director portfolio review - to perform the engagement taking into account the size, 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/directors are required to be satisfied that their engagement teams have appropriate

competencies, training and capabilities, including time, to perform audit engagements in accordance with our audit methodology, professional standards, and applicable legal and regulatory requirements. This may include involving specialists from our own firm, other KPMG member firms or external experts.

When considering the appropriate competence and capabilities expected of the engagement team as a whole, the engagement leader'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 Audit SRL's quality control policies and procedures
- Quality Performance Review (QPR) results and results of regulatory inspections.

Investing in data centric skills – including data mining, analysis and visualization



KPMG is strategically investing in our talent pipeline by partnering with world-class institutions to sustain our strong leadership, while also looking forward to cultivating the skills and capabilities that will be needed in the future.

We are recruiting and training professionals who specialize in software, cloud capabilities and artificial intelligence and who can bring leading technology capabilities to our smart audit platform. We are bringing together the right people with the right skills and the right technology to perform exceptional audits.

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Focused learning and development of technical expertise, professional acumen and leadership skills

Commitment to technical excellence and quality service delivery



All KPMG Audit SRL professionals are provided with the technical training and support they need to perform their roles.

This includes access to internal specialists and the professional practice department for consultation. Where the right resource is not available within KPMG Audit SRL, the firm accesses a network of highly skilled KPMG professionals in other KPMG firms.

At the same time, audit policies require all KPMG audit professionals to have the appropriate knowledge and experience for their assigned engagements.

Lifetime learning strategy

Formal training



Annual training priorities for development and delivery are identified by the Audit Learning and Development steering groups at global, regional and, where applicable, KPMG firm level.

Mandatory learning requirements for audit professionals across the KPMG organization are established annually. Training is delivered using a blend of learning approaches and performance support.

Mentoring and on the job training



Learning is not confined to a single approach — rich learning experiences are available when needed through coaching and

just-in-time learning, available at the click of a mouse and aligned with job specific role profiles and learning paths.

Mentoring and on-the-job experience play key roles in developing the personal qualities important for a successful career in auditing, including professional judgment, technical excellence and instinct.

During the pandemic we coached our teams on how to continue to work effectively as a team, providing appropriate support and oversight within teams.

The coaching and oversight was critical for maintaining audit quality, ensuring continuous development of individuals and supporting wellbeing.

We support a coaching culture throughout KPMG as part of enabling KPMG professionals to achieve their full potential and instill that every team member is responsible for building the capacity of the team, coaching other team members and sharing experiences.

Licensing requirements



All KPMG Audit SRLs authorized financial auditors are required to comply with applicable professional license rules and

satisfy the Continuing Professional Development requirements 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: IFRS and Romanian GAAP.

Recognizing quality

Personal development



KPMG Audit SRLs approach to performance development, 'Open Performance Development', is built around the Everyone a

Leader performance principles, and includes:

- Global role profiles (including role profiles specific to audit quality accountabilities and responsibilities);
- a goal library (including audit quality content); and
- standardized review forms (with provision for audit quality ratings).

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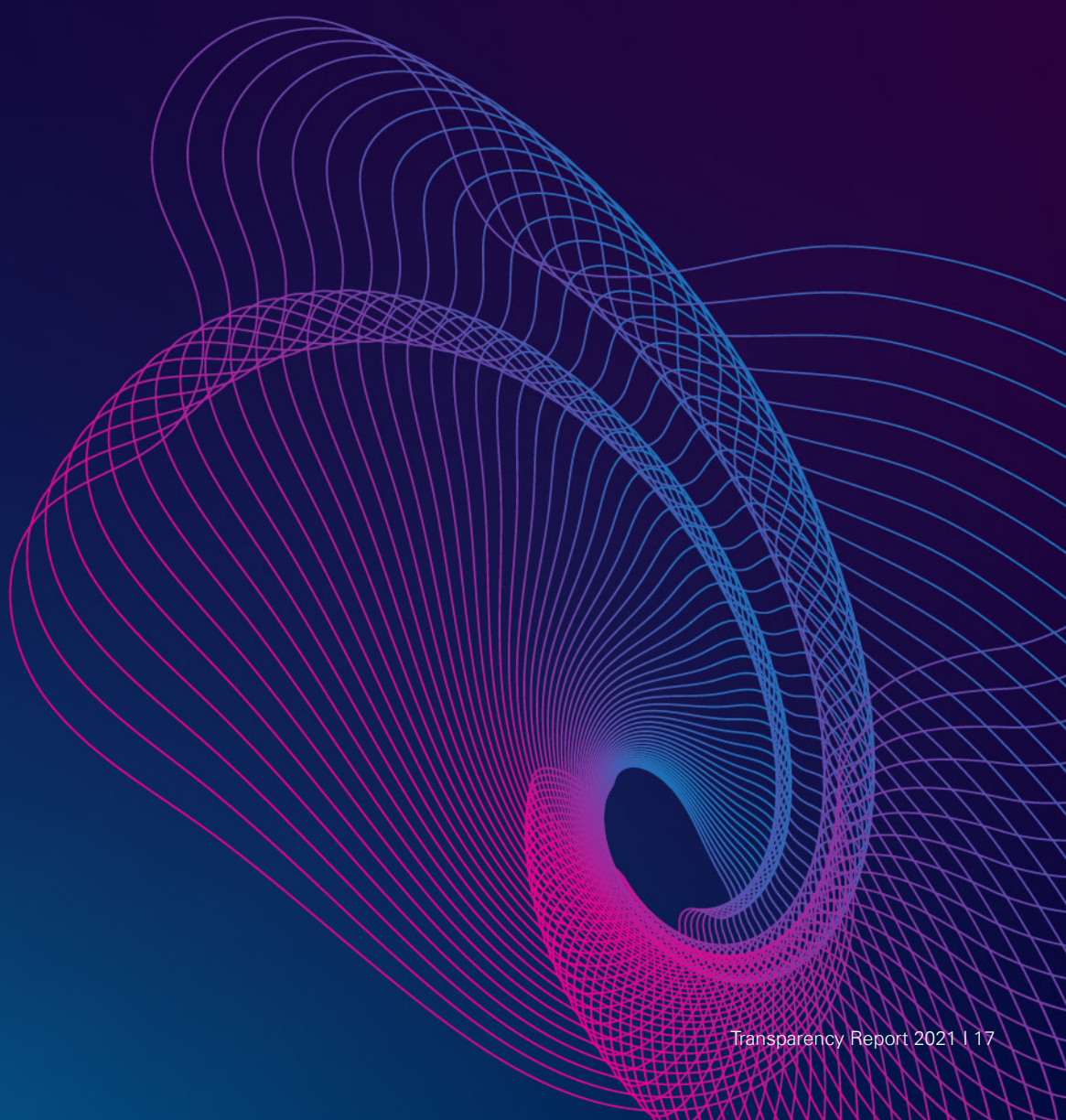
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Open Performance Development is linked to the KPMG Values and designed to articulate what is required for success — both individually and collectively. We know that by being clear and consistent about the behaviors we expect and rewarding those who demonstrate them, we will continue to drive a relentless focus on audit quality.

At the same time, KPMG is driving a shift in our performance-driven culture, supported by and enacted through leading technology that allows us to embed audit quality into the assessment of performance and the decisions around reward as well as drive consistency across the global organization.

KPMG Audit SRL considers quality and compliance metrics in assessing the overall evaluation, promotion and remuneration of partners and directors. Also, KPMG Audit SRL considers quality and compliance metrics in assessing the overall evaluation and promotion for managers. These evaluations are conducted by performance managers and partners/directors who are in a position to assess performance.



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Associating with the right clients and engagements

Rigorous global, regional and local client and engagement acceptance and continuance policies are vital to being able to provide high-quality professional services.

Following the client and engagement acceptance and continuance policies



KPMG's client and engagement acceptance and continuance policies and processes are designed to identify and evaluate potential risks prior to accepting or continuing a client relationship or performing a specific engagement.

KPMG firms are required to evaluate whether to accept or continue a client relationship or perform a specific engagement. Where client/engagement acceptance (or continuance) decisions pose significant risks, additional approvals are required.

Accepting appropriate clients and engagements

Client evaluation



KPMG Audit SRL undertakes an evaluation of every prospective client. This involves obtaining sufficient information about the prospective client, its key management and significant beneficial owners and then properly analyzing the information to be able to make an informed acceptance decision.

This evaluation includes an assessment of the client's risk profile and obtaining background information on the client, its key management, directors and owners. If necessary, we obtain additional information required to satisfy our local legal and regulatory requirements.

Engagement evaluation



Each prospective engagement is also evaluated to identify potential risks in relation to the engagement. A range of factors are considered as part of this evaluation, including potential independence and conflict of interest issues (using Sentinel™, KPMG's conflicts and independence checking system), intended purpose and use of engagement deliverables, public perception, whether the services would be unethical or inconsistent with our Values, as well as factors specific to the type of engagement. For audit services, these include the competence of the client's financial management team and the skills and experience of KPMG professionals assigned to staff the engagement. The evaluation is made in consultation with other senior KPMG Audit SRL 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 business, financial and personal relationships.

Similar independence evaluations are performed when an existing audit client becomes a public interest entity or additional independence restrictions apply following a change in the circumstances of the client.

Depending on the overall risk assessment of the prospective client and engagement, additional safeguards

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may be introduced to help mitigate the identified risks. Any potential independence or conflict of interest issues are required to be documented and resolved prior to acceptance.

A prospective client or engagement will be declined if a potential independence or conflict issue cannot be resolved satisfactorily in accordance with professional standards and our policies, or if there are other quality and risk issues that cannot be appropriately mitigated.

Continuance process



KPMG Audit SRL undertakes an annual re-evaluation of all its audit clients. The re-evaluation identifies any issues in relation

to continuing association and any mitigating procedures that need to be put in place (this may include the assignment of additional professionals such as an Engagement Quality Control (EQC) reviewer or the need to involve additional specialists on the audit).

Recurring or long running non-audit engagements are also subject to periodic re-evaluation. In addition, clients and engagements are required to be re-evaluated if there is an indication that there may be a change to the risk profile, and as part of the continuous independence evaluation process, engagement teams are required to identify if there have been any changes to previously identified threats or if there are new threats to independence.

The threats are then evaluated and, if not at an acceptable level, are eliminated or appropriate safeguards are applied to reduce the threats to an acceptable level.

Withdrawal process



Where KPMG Audit SRL comes to a preliminary conclusion that indicates that we should withdraw from an engagement or client relationship, we consult internally and identify any required legal, professional and regulatory responsibilities. We also communicate as necessary with those charged with governance and any other appropriate authority.

Managed portfolio of clients



KPMG Audit SRL's leadership appoints engagement partners/directors who have the appropriate competence, capabilities, time and authority to perform their role for each engagement. They review each audit partner'/director's client portfolio in individual communications with the audit partner/director.

The reviews consider the industry, nature and risk of the client portfolio as a whole along with the competence, capabilities and capacity of the partner/director and wider team to deliver a quality audit for every client.

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Being independent and ethical

Auditor independence is a cornerstone of international professional standards and regulatory requirements.

Acting with integrity and living our Values



KPMG International's detailed independence policies and procedures incorporate the IESBA Code of Ethics. These are set out in

KPMG's GQMMM, which applies to all KPMG firms.

Automated tools, which are required to be used for every prospective engagement to identify potential independence and conflict of interest issues, facilitate compliance with these requirements.

Also, the Partner-in-Charge of the Global Independence Group is supported by a core team of specialists to help ensure that robust and consistent independence policies and procedures are in place at KPMG firms, and that tools are available to help the firms and their personnel to comply with these requirements.

These policies are supplemented by other policies and processes to ensure compliance with the standards issued by Authority for Public Supervision of Statutory Audit Activity ("ASPAAS") and other relevant regulatory bodies. These policies and processes cover areas such as firm independence (covering, for example, treasury and procurement functions), personal independence, firm financial relationships, employment relationships, partner rotation and approval of audit and non-audit services.

KPMG Audit SRL has a designated Ethics and Independence Partner (EIP) who has primary responsibility for the direction and execution of ethics and independence policies and procedures in KPMG Audit SRL. The EIP is responsible for communicating and implementing KPMG International policies and procedures and ensuring that local independence policies and procedures are established and effectively implemented when they are more stringent than the KPMG International requirements. The EIP fulfils this responsibility through:

- implementing/monitoring the ethics and independence quality control process and structure within the Audit firm;
- approving/appointing partners responsible for ethics and independence within the firm;
- overseeing the processes related to the evaluation of specific independence threats in connection with clients and prospective clients;
- participating in the development and delivery of training materials;
- implementing procedures to address non-compliance; and
- overseeing the disciplinary process for ethics and independence matters.

Amendments to KPMG International's ethics and independence policies are included in regular quality and risk communications with all KPMG firms. KPMG firms are required to implement changes as specified in the communications, and this is checked through the internal monitoring programs.

KPMG Audit SRL partners/directors and employees are required to consult with the EIP on certain matters as defined in the GQMMM. The EIP may also be required to consult with the Global Independence Group, depending upon the facts and circumstances.

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Maintaining an objective, independent and ethical mindset, in line with our code of conduct and policies

Personal financial independence



KPMG International policies require that KPMG firms and KPMG professionals are free from prohibited financial interests in, and prohibited financial relationships with,

KPMG firm assurance and audit clients (by definition, 'audit client' includes its related entities or affiliates), their management, directors, and, where required, significant owners. All KPMG partners — irrespective of their firm or function — are generally prohibited from owning securities of any audit client of any KPMG firm.

KPMG firms use a web-based independence compliance system (KICS) to assist KPMG professionals in complying with personal independence investment policies. This system contains an inventory of publicly available investments and provides a tracking mechanism for required users to report acquisitions and disposals of their financial interests.

The system facilitates monitoring by identifying and reporting impermissible investments and other non-compliant activity (i.e., late reporting of an investment acquisition).

All partners/directors and manager grade or above client-facing employees are required to use the KICS system prior to entering into an investment to identify whether they are permitted to do so.

They are also required to maintain a record of all of their investments in publicly traded entities in KICS, which automatically notifies them if any investment subsequently becomes restricted. Newly restricted investments are required to be disposed of within five business days of the notification.

KPMG monitors partner and manager compliance with this requirement as part of our program of independence compliance audits of professionals.

The Global Independence Group provides guidance and required procedures relating to the audit and inspection by KPMG firms of personal compliance with KPMG's independence policies. This includes sample criteria including the minimum number of professionals to be audited annually.

Employment relationships



Any KPMG Audit SRL professional providing services to an audit client irrespective of function is required to notify the firm EIP if they intend to enter into employment

negotiations with that audit client. For partners/directors, this requirement extends to any audit client of any KPMG firm that is a public interest entity.

Former members of the audit team or former partners/directors of KPMG Audit SRL are prohibited from joining an audit client in certain roles unless they have disengaged from all significant connections to KPMG Audit SRL, including payments which are not fixed and predetermined and/or would be material to KPMG Audit SRL and ceased participating in KPMG Audit SRL business and professional activities.

Key audit partners/directors and members of the chain of command for an audit client that is a public interest entity are subject to time restrictions (referred to as 'cooling-off' periods) that preclude them from joining that client in certain roles until a defined period of time has passed. An assurance team member is also required to notify the EIP when they enter into employment negotiations with the assurance client during the course of the engagement.

Former assurance team members or former partners/directors of KPMG Audit SRL who join an assurance client in certain roles cannot continue to participate in KPMG Audit SRL's business or professional activities.

We communicate and monitor requirements in relation to employment and partnership of KPMG Audit SRL professionals by audit and assurance clients.

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Firm financial independence



KPMG firms are required to also be free from prohibited interests in, and prohibited relationships with, audit clients, their management, directors and, where required, significant owners.

In common with other KPMG firms, KPMG Audit SRL uses KICS to record its own direct and material indirect investments in listed entities and funds (or similar investment vehicles) as well as in non-listed entities or funds. This includes investments held in associated pension and employee benefit plans.

Additionally, KPMG Audit SRL is required to record in KICS all borrowing and capital financing relationships, as well as custodial, trust and brokerage accounts that hold member firm assets.

On an annual basis, KPMG Audit SRL confirms compliance with independence requirements as part of the Risk Compliance Program.

Business relationships/ suppliers



KPMG Audit SRL has policies and procedures in place that are designed to ensure its business relationships with audit and assurance clients are maintained in accordance with the IESBA Code of Ethics and other applicable independence requirements, such as those promulgated by the SEC.

Independence clearance process



In addition to the standard acceptance evaluation performed for every engagement, which includes an evaluation of independence, KPMG Audit SRL follows specific procedures to identify and evaluate threats to independence related to prospective audit clients that are public interest entities; these procedures, also referred to as the independence clearance process, are required to be completed prior to accepting an audit engagement for these entities.

Independence training and confirmations



All KPMG Audit SRL partners/directors and client service professionals, as well as certain other individuals, are required to complete independence training that is appropriate to their grade and function upon joining KPMG Audit SRL and on an annual basis thereafter.

New partners/directors and client facing employees who are required to complete this training are required to do so by the earlier of (a) thirty days after joining KPMG Audit SRL or (b) before providing any services to, or becoming a member of the chain of command for, any audit client.

We also provide all partners/directors and employees with annual training on:

- the Global Code of Conduct; and
- bribery and compliance with laws, regulations, and professional standards.

New partners/directors and employees are required to complete this training within three months of joining KPMG Audit SRL. Also, all partners/directors and employees are required to sign, upon joining KPMG Audit SRL and thereafter, an annual confirmation stating that they have remained in compliance with applicable ethics and independence policies.

Non-audit services



All KPMG firms are required, at a minimum, to comply with the IESBA Code of Ethics and applicable laws and regulations related to the scope of services that can be provided to audit clients. Furthermore, KPMG global independence policies prohibit KPMG firm audit partners/directors from being evaluated on, or compensated based on, their success in selling non-assurance services to their audit clients.

In addition to identifying potential conflicts of interest, Sentinel™ facilitates compliance with independence requirements. Certain information on all prospective engagements, including detailed service descriptions, deliverables and estimated fees are required to be entered into Sentinel™ as part of the engagement acceptance process.

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When the engagement is for an audit client, an evaluation of potential independence threats and safeguards is also required to be included in the Sentinel™ submission.

Lead audit engagement partners/directors (LAEPs) are required to maintain group structures for their publicly traded and certain other audit clients including their related entities or affiliates in Sentinel™. They are also responsible for identifying and evaluating any independence threats that may arise from the provision of a proposed non-audit service and the safeguards available to address those threats.

For entities for which group structures are maintained, Sentinel enables LAEPs to review and request revision, approve, or deny, any proposed service for those entities worldwide. For approved proposed services, Sentinel designates a timeframe during which the approval remains valid. Upon expiration of the established timeframe, the services are required to be complete or be re-evaluated for permissibility; otherwise, the services are required to be exited.

KPMG Audit SRL is required to establish and maintain a process to review and approve all new and modified services that are developed by KPMG Audit SRL. KPMG Audit SRL's EIP is involved in the review of potential independence issues related to these new or modified services.

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 KPMG firm expressing the audit opinion. These policies require firms to consult with their Area Quality & Risk Management Leader where it is expected that total fees from an audit client will exceed 10 percent of the annual fee income of the member firm for two consecutive years.

In addition, if 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, these policies further require that:

- This be disclosed to those charged with governance at the audit client; and
- A partner from another KPMG member firm be appointed as the engagement quality control (EQC) reviewer.

No audit client accounted for more than 10 percent of the total fees received by KPMG Audit SRL over the last two years.

Resolving conflicts of interest



Conflicts of interest can arise in situations where KPMG Audit SRL partners/directors or employees have a personal connection with the client which may interfere, or be

perceived to interfere, with their ability to remain objective, or where they are personally in possession of confidential information relating to another party to a transaction.

Consultation with the Risk Management Partner (RMP) or the Ethics and Independence Partner (EIP) is required in these situations.

KPMG International policies are also in place to prohibit KPMG partners/directors and staff personnel from offering or accepting inducements, including gifts and hospitality to or from audit clients, unless the value is trivial and inconsequential, is not prohibited by relevant law or regulation and is not deemed to have been offered with the intent to improperly influence the behavior of the recipient or which would cast doubt on the individual's or the member firm's integrity, independence, objectivity or judgment.

All KPMG firms and personnel are responsible for identifying and managing conflicts of interest, which are circumstances or situations that have or may be perceived to have an impact on a firm's and/or its partners'/ directors' or employees' ability to be objective or otherwise act without bias.

All KPMG firms are required to use Sentinel™ for potential conflict identification so that these can be addressed in accordance with legal and professional requirements.

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KPMG Audit SRL has risk management staff who are responsible for reviewing any identified potential conflict and working with the affected member firms to resolve the conflict, the outcome of which is required to be documented.

Escalation and dispute resolution procedures are in place for situations in which agreement cannot be reached on how to manage a conflict. If a potential conflict issue cannot be appropriately mitigated, the engagement is declined or terminated.

Independence breaches



All KPMG Audit SRL personnel are required to report an independence breach as soon as they become aware of it to the EIP. In the event of failure to comply with our independence policies, whether identified in the compliance review, self-declared or otherwise, professionals are subject to an independence disciplinary policy.

All breaches of independence requirements of the IESBA Code or other external independence requirements are required to be reported to those charged with governance as soon as possible except where alternative timing for less significant breaches has been agreed to with those charged with governance.

KPMG Audit SRL has a documented and communicated disciplinary policy in relation to breaches of independence policies, which incorporates incremental sanctions reflecting the seriousness of any violations that are further factored into our promotion and remuneration decisions and, in the case of engagement leaders and managers, are reflected in their individual quality and risk metrics.

Partner/director and firm rotation

Partner/director rotation



KPMG International partner/director rotation policies are consistent with the requirements of the IESBA Code of Ethics and require all member firms to comply with any stricter local applicable rotation requirements.

KPMG Audit SRL partners/directors are subject to periodic rotation of their responsibilities for audit clients under applicable laws, regulations, independence rules and KPMG International policy. These requirements place limits on the number of consecutive years that partners/directors in certain roles may provide audit services to a particular client, followed by a 'time-out' period during which time these partners/directors may not:

- participate in the audit;
- provide quality control for the audit;
- consult with the engagement team or the client regarding technical or industry-specific issues;
- in any way influence the outcome of the audit;
- lead or coordinate professional services at the client;
- oversee the relationship of the firm with the audit client; or
- have any other significant or frequent interaction with senior management or those charged with governance at the client

KPMG Audit SRL monitors the rotation of audit engagement leaders (such as the engagement partner/director, and any other key roles, such as the Key Audit Partner and the Engagement Quality Control Reviewer and any other key audit partner/director roles, where there is a rotation requirement) and develops transition plans to enable allocation of partners/directors with the necessary competence and capability to deliver a consistent quality of service to clients.

The rotation rules applicable for partners/directors are:

- For public interest entities: the lead audit engagement partner/director/ the engagement quality control reviewer rotate after 7 years with a cooling off period of 3 years.
- For non-public interest entities: the lead audit engagement partner/ director/ the engagement quality control reviewer rotate after 10 years with a cooling off period of 2 years.

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Firm rotation



KPMG Audit SRL can act as an auditor for:

a) A maximum period of 5 (extendable up to maximum 7 years under certain circumstances) for public interest entities as defined in Financial Supervision Authority ("FSA") Norm 13/2019 with related amendments; KPMG Audit SRL may not act as statutory auditor for such clients for 2 years thereafter (referred to as the 'cooling off period'); EU Regulation 537/2014 specific firm rotation rules also apply for these entities (refer to point b) below)

b) Other public interest entities outside the scope of FSA Norm 13/2019 with related amendments – for a period of maximum 10 years, which can be extended to 20 years when the selection procedure is won in accordance with EU Regulation 537/2014; KPMG Audit SRL may not act as statutory auditor for such clients for 4 years thereafter (referred to as the 'cooling off period').

KPMG Audit SRL has implemented a process to monitor audit firm rotation.

Zero tolerance of bribery and corruption



Compliance with laws, regulations and standards is a key aspect for everyone at KPMG Audit SRL. We have 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. KPMG International requires KPMG firms to have appropriate internal controls in place to mitigate the risk of involvement in bribery by the firm and its partners/directors and employees.

All KPMG firm partners/directors and employees are required to take training covering compliance with laws, regulations and professional standards relating to anti-bribery and corruption, including the reporting of suspected or actual non-compliance.

Further information on KPMG International anti-bribery and corruption policies can be found on the ***anti-bribery and corruption site***.

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Performing quality engagements

How an audit is conducted is as important as the result. KPMG Audit SRL partners/directors and employees are expected to demonstrate certain key behaviors and follow certain policies and procedures in the performance of effective and efficient audits.

Consulting where necessary Encouraging a culture of consultation



KPMG encourages a strong culture of consultation that supports engagement teams at KPMG firms throughout their

decision-making processes and is a fundamental contributor to audit quality. KPMG Audit SRL promotes a culture in which consultation is recognized as a strength and that encourages all KPMG professionals to consult on difficult or contentious matters.

To help with this, firms are required to 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. In addition, the GQRMM includes mandatory consultation requirements on certain matters.

Technical consultation and global resources



Technical accounting and auditing support is available to member firms through the Global Audit Methodology Group (GAMG), KPMG Global Solutions Group (KGSG), the ISG and the PCAOB Standards Group (PSG).

Global Audit Methodology Group (GAMG)

KPMG's audit methodology is developed and maintained by the Global Audit Methodology Group (GAMG). The GAMG develops our audit methodology based on the requirements of the applicable auditing standards – International Standards on Auditing, PCAOB and AICPA.

KPMG Global Solutions Group (KGSG)

The KGSG is responsible for the envisioning, development and deployment of global audit solutions, including new technology and automation innovations.

The KGSG and GAMG work collaboratively to support member firms through collaboration, innovation and technology. We have made significant investments in our audit methodology and tools with the core focus of improving audit quality, global consistency and standardization.

With locations in each of the three KPMG regions (Americas, EMA and ASPAC), the KGSG and GAMG teams comprise professionals with backgrounds in audit, IT, data science, mathematics, statistics, and more from around the world, who bring diverse experiences and innovative ways of thinking to further evolve KPMG's audit capabilities.

International Standards Group (ISG)

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

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PCAOB Standards Group (PSG)

The PCAOB Standards Group (PSG) comprises a dedicated group of professionals with backgrounds in PCAOB auditing standards who promote consistency of interpretation of PCAOB auditing standards in KPMG firms' audits of non-US components of US companies and of foreign private issuers and non-US components of SEC issuers, as defined by SEC regulations.

The PSG also provides input into the development of training for auditors who work on PCAOB audit engagements and, where practicable, facilitates delivery of such training.

Member firm professional practice resource

Member firms provide consultation support on auditing and technical accounting matters to their audit professionals through professional practice resources (referred to as the Department of Professional Practice or DPP). On top of the technical support provided by the local DPP, we also have access to the regional CEE DPP to address auditing and accounting matters both from the perspective of international standards and the perspective of local standards.

Based on certain criteria and the underlying subject matter, the review is performed by the local DPP only or by both the local and CEE DPPs. The DPP also assists engagement teams where there are differences of opinion either within teams or with the EQC reviewer.

Unresolved differences are required to follow a prescribed escalation protocol for final resolution. KPMG's International Standards Group and PCAOB Standards Group are also available for consultation support when required.

Critically assessing audit evidence, using professional judgement and skepticism



On all KPMG audits, the nature and extent of the audit evidence we gather is responsive to the assessed risks. We consider all audit evidence obtained during the course of the audit including contradictory or inconsistent audit evidence. Each team

member is required to exercise professional judgement and maintain professional skepticism throughout the audit engagements. Professional skepticism involves a questioning mind and alertness to contradictions or inconsistencies in the audit evidence. Professional judgement encompasses the need to be aware of and alert to biases that may pose threats to good judgements.

Direct, coach, supervise and review

Embedding ongoing mentoring, supervision and review

To invest in the building of skills and capabilities of KPMG professionals, KPMG Audit SRL promotes a continuous learning environment and supports a coaching culture. Ongoing mentoring, 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 that arise during the audit and modifying the planned approach appropriately
- identifying matters for consultation with more experienced team members during the engagement.

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

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Engagement quality control (EQC) reviewers



The EQC review is an important part of KPMG's framework for quality. An EQC reviewer is required to be appointed for 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.

An EQC review provides reasonable assurance that the team has appropriately identified significant risks, including fraud risks, and has designed and executed audit procedures to address them.

EQC reviewers are required to meet training and experience criteria to perform a quality control review for a particular engagement.

Reviewers are independent of the engagement team and audit client and have the appropriate experience and knowledge to perform an objective review of the more critical decisions and judgments made by the engagement team and the appropriateness of the financial statements.

The audit is completed only when the EQC reviewer is satisfied that all significant questions raised have been resolved, though the engagement partner is ultimately responsible for the resolution of accounting and auditing matters.

We are continually seeking to strengthen and improve the role that the EQC review plays in member firm audits and have taken a number of actions to reinforce this, including issuing best practice guidance, incorporating specific review requirements into our audit workflow, and developing policies relating to recognition, nomination and development of EQC reviewers.

Appropriately support and document conclusions

Reporting



Auditing standards, Law 162/2017 and EU Regulation 537/2014 largely dictate the format and content of the auditors' report that includes an opinion on the fair presentation of the client's financial statements in all material respects. Experienced engagement partners/directors form all audit opinions based on the audit performed.

In preparing auditors' reports, engagement partners/directors have access to extensive reporting guidance and technical support through consultations with our DPP and/or Risk Management Partner, when required, especially where there are significant matters to be reported to users of the auditors' report (e.g. a modification to the opinion or through the inclusion of an 'emphasis of matter' or 'other matter' paragraph, as well as key audit matters to be communicated).

Engagement documentation



KPMG Audit SRL audit documentation is completed and assembled according to the timeline established by the firm policy and auditing standards, and we have implemented administrative, technical and physical safeguards to protect the confidentiality and integrity of client and firm information.

KPMG International recently adopted policies to apply to all KPMG firms to reduce the time period allowed to assemble audit documentation, which is significantly less (and hence more stringent) than that set by the applicable auditing standards.

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Assessing risks to quality

Through the Global Audit Quality Council and the Global Quality & Risk Management Steering Group (GORMSG), KPMG International reviews the results of the quality monitoring programs, reviews firm root causes and planned remedial actions and develops additional global remediation actions as required.

Global remediation actions address culture and behavior across the global organization and aim to drive consistent engagement team performance within KPMG firms.

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Communicating effectively

We recognize that another important contributor to upholding audit quality is to obtain and act upon feedback from key stakeholders.

Providing insights, and maintaining open and honest two-way communication



At KPMG Audit SRL we stress the importance of keeping those charged with governance informed of issues arising throughout the audit through guidance and supporting resources.

We achieve this through a combination of reports and presentations, attendance at audit committee or board meetings, and, when appropriate, ongoing discussions with management and members of the audit committee.

The role of audit committees is key in supporting quality auditing by overseeing the relationship between company and auditor and challenging what auditors do and how they do it.

IFRS Standards Institute



KPMG Audit SRL gains insight and has access to thought leadership about the evolving global financial and sustainability reporting frameworks from information and resources provided by KPMG's Global IFRS Standards Institute.

Conduct and follow-up on the Global People Survey (GPS)



Only with engaged, talented people can KPMG deliver audits in line with our audit quality expectations. Annually KPMG Audit SRL personnel are invited to participate in KPMG's Global People Survey (GPS) to share their perception about their experience of working for KPMG. The GPS provides a

measure of our people's engagement and insights into areas driving engagement. Results can be analyzed by several factors, for example functional or geographic area, grade and gender to provide additional focus for action. Through the GPS, KPMG Audit SRL gains additional insight on how we are faring on categories known to impact employee engagement.

We also cover areas of focus which are directly relevant to audit quality; the survey includes specific audit quality related questions that all individuals who participated in an audit in the previous 12 months are asked to respond to, giving us a particular data set for audit quality related matters.

The survey also provides KPMG Audit SRL leadership and KPMG International leadership with results related to quality and risk behaviors, audit quality, upholding the KPMG Values, employee and partner attitudes to quality, leadership and tone at the top.

KPMG Audit SRL participates in the GPS, monitors results and takes appropriate actions to communicate and respond to the findings of the survey. The results of the GPS are also aggregated for the entire global organization and are presented to the Global Board each year and appropriate follow-up actions agreed.

Audit specific analysis of GPS results is also undertaken, with a particular focus on audit quality. Results and key themes are presented to the Global Audit Steering Group on an annual basis for consideration of appropriate remedial action, if needed.

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Monitoring and remediation

Integrated quality monitoring and compliance programs enable KPMG firms to identify quality deficiencies, to perform root cause analysis and develop, implement and report remedial action plans, both in respect of individual audit engagements and the overall system of quality control.

Rigorously monitor and measure quality at the local and global level

Commitment to continuous improvement



KPMG commits to continually improve the quality, consistency and efficiency of KPMG firm audits. The quality monitoring and compliance programs are globally consistent in their approach across all member firms, including the nature and extent of testing and reporting. KPMG Audit SRL compares the results of its internal monitoring programs with the results of those of any external inspection programs and take appropriate action.

Internal monitoring and compliance programs



KPMG Audit SRL monitoring programs are created by KPMG International and applied across KPMG firms. The programs evaluate both:

- engagement performance in compliance with the applicable standards, applicable laws and regulations, and KPMG International key policies and procedures; and
- KPMG Audit SRL compliance with KPMG International key policies and procedures and the relevance, adequacy and effective operation of key quality control policies and procedures.

Our internal monitoring programs also contribute to the assessment of whether our system of quality control has been appropriately designed, effectively implemented, and operates effectively. These include Quality Performance

Reviews (QPR) and Risk Compliance Programs (RCP), which are conducted annually across the Audit, Tax and Advisory functions.

The results and lessons from the integrated monitoring programs are communicated internally and appropriate action is taken at local, regional and global levels.

Audit Quality Performance Reviews (QPRs)



The Audit QPR program assesses engagement level performance and identifies opportunities to improve engagement quality.

Risk-based approach

Each engagement leader is reviewed at least once in a three-year cycle. A risk-based approach is used to select engagements.

KPMG Audit SRL conducts the annual QPR program in accordance with KPMG International QPR instructions. The reviews are performed at KPMG Audit SRL level and are monitored regionally and globally. Firm Audit QPR reviews are overseen by a senior experienced lead reviewer independent from the firm.

Reviewer selection, preparation and process

There are robust criteria for selection of reviewers. Review teams include senior experienced lead reviewers that are independent of the firm under review.

Training is provided to review teams and others overseeing the process, with a focus on topics of concern identified by audit oversight regulators and the need to be as rigorous as external reviewers.

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Evaluations from Audit QPR

Consistent criteria are used to determine engagement ratings and member firm Audit practice evaluations. Audit engagements selected for review are rated as 'Satisfactory', 'Performance Improvement Needed' or 'Unsatisfactory'.

Reporting

Findings from the QPR program are disseminated to firm 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/directors (LAEPs) are notified of unsatisfactory ratings on their respective cross-border engagements.

Additionally, LAEPs of parent companies/head offices are notified where a subsidiary/affiliate of their client group is audited by a member firm where significant quality issues have been identified during the QPR.

Risk Compliance Program (RCP)



KPMG International develops and maintains quality control policies and processes that apply to all KPMG firms. These policies and processes, and their related procedures, include the requirements of ISQC 1. During the annual RCP, we perform a robust assessment program consisting of documentation of quality controls and procedures, related compliance testing and reporting of exceptions, action plans and conclusions.

The objectives of the RCP are to:

- document, assess and monitor the extent of compliance of KPMG Audit SRL's system of quality control with Global Quality & Risk Management (GQ&RM) policies and key legal and regulatory requirements; and
- provide the basis for KPMG Audit SRL to evaluate that the firm and its personnel comply with relevant professional standards and applicable legal and regulatory requirements.

Where deficiencies are identified, we are required to develop appropriate action plans and then monitor the status of each action item.

Global Quality & Compliance Review (GQ&CR) program

Each KPMG firm is subject to a GQ&CR conducted by KPMG International's GQ&CR team, independent of the member firm, at various intervals based on identified risk criteria.

The GQ&CR team performing the review is independent of the firm and is objective and knowledgeable of GQ&RM policies.

GQ&CRs assess compliance with selected KPMG International policies and procedures and share best practices among member firms. The GQ&CR provides an independent assessment of:

- a firm's commitment to quality and risk management (tone at the top) and the extent to which its overall structure, governance and financing support and reinforce this commitment;
- a firm's compliance with KPMGI policies and procedures; and
- the robustness with which the member firm performs its own compliance program (RCP).

KPMG Audit SRL develops action plans to respond to all GQ&CR findings that indicate improvement is required and agrees these with the GQ&CR team. Our progress on action plans is monitored by the GQ&CR central team.

Results are reported to the GQ&RM Steering Group and, where necessary, to appropriate KPMG International and regional leadership.

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Area Quality & Risk Management Leaders



The Global Head of Quality, Risk and Regulatory appoints Area Quality & Risk Management Leaders (ARLs) who serve a

regular and ongoing monitoring function to assess the effectiveness of a member firm's efforts and processes to identify, manage and report significant risks that have the potential to damage the KPMG brand.

Significant activities of the ARL, including member firm issues identified and related member firm response/remediation, are reported to the GO&RM leadership.

Obtain, evaluate and act on stakeholder feedback

Regulators



Currently ASPAAS is the audit oversight body in charge of quality assurance inspections for statutory audit engagements. CAFR is the professional body in charge of quality assurance inspections for non-statutory audit engagements.

Previously, the Romanian Chamber of Financial Auditors carried out independent quality assurance inspections for a number of years. The most recent quality assurance inspection of our firm carried out by the Romanian Chamber of Financial Auditors took place in November 2014 and we received an „A” rating.

KPMG International has regular two-way communication with the International Forum of Independent Audit Regulators (IFIAR), principally through its Global Audit Quality Working Group (GAQ WG), to discuss thematic audit quality issues along with targeted strategies for improvement.

We value the open, honest and transparent dialogue that IFIAR facilitates on global audit quality issues. Every KPMG firm is expected to maintain professional and respectful relationships with regulators, including proactively engaging, responding to questions in a timely manner and taking appropriate remedial actions.

Client feedback



We proactively seek feedback from clients through in-person conversations and third-party surveys to monitor their satisfaction with services delivered. We endeavor to take action on this feedback and make dynamic changes at both the engagement level and firm level to meet clients' needs.

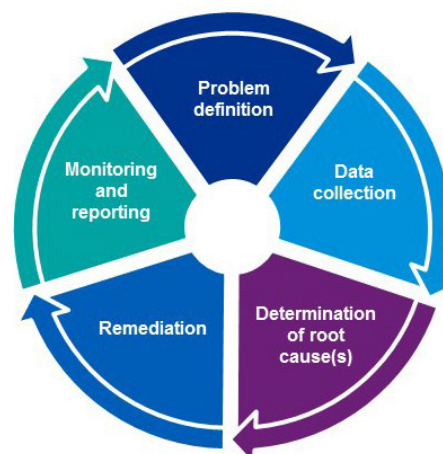
Perform root cause analysis



KPMG Audit SRL conducts Root Cause Analysis (RCA) in respect of audit quality issues. RCA training based on our Global RCA 5 Step Principles was attended by those individuals at KPMG Audit SRL who will be performing RCA or directing those performing RCA.

The training provides a common platform for advancing the practices and skills associated with resourcing, planning and conducting RCA.

The Global RCA 5 Step Principles are as follows:



It is the responsibility of all KPMG firms to perform RCA and thereby identify and subsequently develop appropriate remediation plans for the audit quality issues identified. KPMG Audit SRL's Head of Audit is responsible for audit quality including the remediation of audit quality issues. The firm's Risk Management Partner monitors the implementation of the remediation plan(s).

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Financial Information

The total turnover for KPMG Audit SRL for the financial year ended 30 September 2021 was RON 92,9 million. The total turnover of KPMG Audit SRL can be divided into the following categories:

- revenues from the statutory audit of annual and consolidated financial statements of public interest entities and entities belonging to a group of undertakings whose parent undertaking is a public interest entity: RON 20,9 million
- revenues from the statutory audit of annual and consolidated financial statements of other entities: RON 29,5 million
- revenues from permitted non-audit services to entities that are audited by the audit firm: RON 26,9 million
- revenues from non-audit services to other entities: RON 15,6 million

Partner remuneration

All professionals, including partners/ directors, undergo annual goalsetting and performance evaluations. Each partner/director is evaluated on his or her attainment of agreed-upon goals, set for each partner/director on a number of matters relevant to their role.

Our firm has partner/ director compensation policies that are clear, simple, and linked to the performance evaluation process. These compensation policies do not permit audit partners/ directors to be compensated for the sale of non-audit services to their audit clients.

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Legal structure



On 1 October 2020, KPMG Audit SRL and all other KPMG firms entered into new membership and associated documents were signed. The key impact is that all KPMG member firms in the KPMG global organization became members of, or have other legal connections to, KPMG International Limited, an English private company limited by guarantee.

Since 1 October 2020, KPMG International Limited has been the coordinating entity for the overall benefit of the KPMG member firms. It does not provide professional services to clients. Professional services to clients are exclusively provided by member firms.

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.

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

This includes being professionally and financially stable; having an ownership, governance and management structure that ensures continuity and stability and long-term success; and being able to comply with policies issued by KPMG International, adopt global strategies, share resources (incoming and outgoing), service multi-national clients, manage risk, and deploy global methodologies and tools.

KPMG International Limited and the KPMG member firms are not a global partnership, single firm, multinational corporation, 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 Limited, any of its related entities or any other member firm vis-à-vis third parties, nor does KPMG International Limited or any of its related entities have any such authority to obligate or bind any member firm.

Further detail on the revised legal and governance arrangements for the KPMG global organization from 1 October 2020 can be found in the section 'Governance and leadership' of the **2021 KPMG International Transparency Report**.

The name of each audit firm that is a member of the organization and the EU/EEA countries in which each firm is qualified as a statutory auditor or has its registered office, central administration or principal place of business are available [here](#).

Total turnover achieved by EU/EEA audit firms resulting from the statutory audit of annual and consolidated financial statements²:

Aggregated revenues generated by KPMG firms, from EU and EEA Member States resulting from the statutory audit of annual and consolidated financial statements was 2.05 billion euros during the year ended 30 September 2021.

The EU/EEA aggregated statutory audit revenue figures are presented to the best extent currently calculable and translated at the average exchange rate prevailing in the 12 months ended 30 September 2021.

²The financial information set forth represents combined information of the separate KPMG firms from EU and EEA Member States that perform professional services for clients. The information is combined here solely for presentation purposes. KPMG International performs no services for clients nor, concomitantly, generates any client revenue.

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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 multi-national clients, manage risk, and deploy global methodologies and tools.

Each KPMG firm takes responsibility for its management and the quality of its work. Member firms commit to a common set of KPMG Values (as set out in the Appendices to this document).

KPMG International's activities are funded by amounts paid by member firms. The basis for calculating such amounts is approved by the KPMG International Global Board and consistently applied to the firms.

A firm's status as a KPMG member firm and its participation in the KPMG global organization may be terminated if, among other things, it has not complied with the policies set by KPMG International or any of its other obligations owed to KPMG International.

Professional Indemnity Insurance



Insurance cover is maintained in respect of professional negligence claims. The cover provides territorial coverage on a local and worldwide basis.

Governance structure

The key governance and management bodies of KPMG International are the Global Council, the Global Board, and the Global Management Team. Further details of KPMG International's governance structure can be found in the **2021 KPMG International Transparency Report**.

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Statement by the Administrators of KPMG Audit SRL 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 Audit SRL 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 Administrators of KPMG Audit SRL have 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 section 11.1.2 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 administrators of KPMG Audit SRL confirm with a reasonable level of assurance that the systems of quality control within our firm have operated effectively in the year to 30 September 2021.

Further, the administrators of KPMG Audit SRL confirm that an internal review of independence compliance within our firm has been conducted in the year to 30 September 2021.

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Appendix 1

Public Interest Entities

The list of public interest entity audit clients for which KPMG Audit SRL has signed a statutory audit opinion in the year ended 30 September 2021 is given below. The definition of public interest for this purpose is that given under the provisions of Law 162/2017 and Law 82/1991 republished.

- Access Financial Services - IFN SA
- Agricovert Credit IFN SA
- AGRICOVERT HOLDING SA
- Asigurarea Romaneasca Asirom - Vienna Insurance Group SA
- Banca Comerciala Intesa Sanpaolo Romania SA
- Banca Transilvania SA
- BCR ASIGURARI DE VIATA VIENNA INSURANCE GROUP SA
- BT Asset Management SAI S.A
- BT Capital Partners SA
- BT Direct IFN SA
- BT Microfinantare IFN S.A.
- BT LEASING TRANSILVANIA IFN SA
- BT Pensii Societate de Administrare a Fondurilor de Pensii Facultative SA
- CEC Bank SA
- DEUTSCHE LEASING ROMANIA IFN SA
- EVERGENT INVESTMENTS SA
- Fondul deschis de investitii BT Agro
- Fondul deschis de investitii BT Index Austria ATX
- Fondul deschis de investitii BT Clasic
- Fondul deschis de investitii BT Euro Clasic
- Fondul deschis de investitii BT Dolar Fix
- Fondul deschis de investitii BT Energy
- Fondul deschis de investitii BT Euro Fix
- Fondul deschis de investitii BT Fix
- Fondul deschis de investitii BT Maxim
- Fondul deschis de investitii BT Obligatiuni
- Fondul deschis de investitii BT Euro Obligatiuni
- Fondul deschis de investitii BT Real estate
- Fondul deschis de investitii BT Index Romania ROTX
- Fondul deschis de investitii BT Technology
- Fondul inchis de investitii BT Invest
- Fondul inchis de investitii BT Invest I
- Fondul de pensii facultative Pensia Mea
- Garanti Bank SA
- HIDROELECTRICA SA
- IFN NEXT CAPITAL FINANCE SA
- Libra Internet Bank SA
- Mecanica Ceahlau SA
- Mercedes-Benz Leasing IFN SA
- Mogo IFN SA
- MOTORACTIVE IFN SA
- NN Asigurari de Viata SA
- NN Asigurari SA
- NN Pensii Societate de Administrare a unui Fond de Pensii
- Administrat Privat SA
- Omniasig Vienna Insurance Group SA
- Orange Money IFN SA
- PATRIA BANK SA
- PATRIA CREDIT INSTITUTIE FINANCIARA NEBANCARA SA
- ProCredit Bank SA
- RALFI IFN SA
- RCI LEASING ROMANIA IFN SA
- Rocapital IFN SA
- SAI Muntenia Invest SA
- SIGNAL IDUNA ASIGURARE REASIGURARE SA
- SOCIETATEA DE INVESTITII FINANCIARE MUNTENIA SA
- Vitas Institutie Financiara Nebancara SA
- Viva Credit IFN SA

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Associating with the right clients and engagements

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Communicating effectively

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Statement by the Administrators of KPMG Audit SRL



Appendix 2

The KPMG Values

Our Values represent what we believe in, and what's important to us as an organization. They guide our behaviors day-to-day, informing how we act, the decisions we make, and how we work with each other, our clients, companies that we audit, and all our stakeholders. Our Values are:

Integrity

We do what is right.

Excellence

We never stop learning and improving.

Courage

We think and act boldly.

Together

We respect each other and draw strength from our differences.

For Better

We do what matters.

Our Values express our firm's long-standing core beliefs, and in 2020 the language was updated to make them bolder, simpler, and more memorable to help each of us bring them to life every day.



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