



# Transparency Report 2019

January 2020

*This report contains 31 pages*

KPMG Limited  
in Vietnam

[kpmg.com.vn](https://kpmg.com.vn)

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# Foreword

We are pleased to present the 2019 Transparency Report for KPMG Limited, covering our financial year to 30 September 2019. In the report, we take the opportunity to provide stakeholders with a description of KPMG's audit quality initiatives and how we are:

- building public trust and inspiring confidence in capital markets, by bringing to life our commitment to quality, ethics and integrity through our culture and values
- ensuring that our people are extraordinary, by nurturing talent, creating high-performing teams and deploying talented staff globally to help deliver insights and innovative ideas
- driving a relentless focus on quality and excellence in our engagements and providing valued insights, so that clients see a difference in us
- driving continuous improvement and getting to the root cause of quality issues.

Audit quality, supported by our methodologies and processes, is at the heart of our culture of integrity and our drive for continuous improvement.

We trust that you find this report useful in understanding how we manage our firm to ensure that we deliver quality services and in particular quality audits. We fully expect that this report will also provide the opportunity for feedback from our stakeholders and we would welcome your views on how we can improve the quality of the information presented herein in future years.

## Warrick Cleine

Chairman and Chief Executive Officer





# Who We Are

## 2.1 Our Business

KPMG Limited ("the firm") is a professional services firm that delivers audit, assurance and related services. We work closely with other KPMG member firms in Vietnam, including KPMG Tax and Advisory Limited and KPMG Legal Limited, which offer tax, advisory and legal services. We operate out of four offices across Vietnam and had an average of 769 partners and employees in the year to 30 September 2019 (2018: 702 partners and employees).

Full details of the services offered by KPMG member firms in Vietnam can be found on our [website](#).

## 2.2 Our Strategy

The strategy for our firm is set by the Partners 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 our entire global network. Our partners have determined that our overall ambition remains to be the Clear Choice for clients who require professional services in Vietnam.

We have determined that a commitment to quality is one of the most important priorities in our strategy. We recognize that if we do not get the quality of our service and deliverables right then each and every one of the other objectives in our business plan may be jeopardized. Each of the priorities in our strategy is underpinned by an enabling program to look at how we continually reinforce the importance of quality across our practice.

# Our Structure & Governance

## 3.1 Legal Structure

### ***Legal structure & ownership***

KPMG Limited is affiliated with KPMG International Cooperative ("KPMG International"). KPMG International is a Swiss cooperative which is a legal entity formed under Swiss law. It is the entity with which all the member firms of the KPMG network are affiliated. Further details about KPMG International and its business activities, including our relationship with it, are available in Appendix 1 to the 'Governance and leadership' section of the [KPMG International Transparency Report](#).

KPMG Limited is part of a global network 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 Limited is a limited liability company incorporated under the Enterprise Law of the Socialist Republic of Vietnam (Vietnam). It is wholly owned by KPMG Vietnam and Cambodia Limited, a company incorporated in the Cayman Islands. KPMG Vietnam and Cambodia Limited is a member firm of KPMG International.

During the year to 30 September 2019, there was an average of 17 partners in KPMG Limited (2018: 16 partners).

## 3.2 Name, Ownership & 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.

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

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

## 3.3 Responsibilities & 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 4.1).

KPMG International's activities are funded by a levy 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 network 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.

## 3.4 Governance Structure

KPMG Limited applies high standards of corporate governance.

### ***The Chairman and Chief Executive Officer (CEO)***

The Chairman and CEO is responsible for chairing meetings of Partners, acting as chief spokesman for the firm, liaising with major clients, mentoring Partners, and ensuring Partners are contributing positively to the development, growth and technical excellence of KPMG. In addition he is also responsible for all aspects of management and implementation of the firm's strategy. This includes recommending the appointment of leaders such as Senior Partners in each office, and taking responsibility for areas such as Sales & Markets, Brand & Innovation, People,



Performance and Culture, Human Resources, Legal, Finance and Administration and Information Technology.

The Chairman and CEO is elected on a 5 year term basis based on a majority vote by the Participating Partners (partners who are members of the firm's partnership agreement), and in this capacity, may act on all matters on behalf of the firm.

### ***The Executive Committee (ExCo)***

Under our governance framework, the Chairman and CEO is required to appoint an ExCo. Members of the ExCo act in an advisory capacity to the Chairman and CEO on strategic matters in relation to the firm as a whole.

In addition the ExCo is to provide strategic leadership inputs, development and implementation of business plans, prioritization and allocation of investment and resources, and managing the risk profile of KPMG in Vietnam.

Members of the ExCo currently includes Functional heads, Geographic Senior Partners, Strategic workstream leads, and the Quality & Risk Management Partner.

### ***Management Group***

In addition to the ExCo, the Chairman and CEO is supported by a number of members of Senior Management who together comprise the firm's Operations Committee (OPSCO). The OPSCO is responsible for implementing firm policies as promulgated by the Chairman and CEO, developing strategies and tactical and operational plans to support such policies and for the sound operations of the firm. In addition, the OPSCO is also responsible for coordination and guidance of all Infrastructure Departments and Teams including maintenance of budgetary spend, defining and realizing benefits, and ultimately ensuring efficiency right across the firm.

The firm's current OPSCO includes: Chief Financial Officer/ Chief Information Officer/Head of Administration, Head of Markets and Head of People.



# System of Quality Control

## Overview

Tone at the top, leadership, and a clear set of values and conduct are essential to set the framework for quality. However, these must be backed up by a system of quality control that ensures our performance meets the highest professional standards.

To help all audit professionals concentrate on the fundamental skills and behaviors required to deliver a quality audit, KPMG has developed the Audit Quality Framework, based on International Standards on Quality Control (ISQC 1), issued by the International Auditing and Assurance Standards Board (IAASB) and on the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which apply to professional services firms that perform audits of financial statements. KPMG International has quality control policies that apply to all member firms. These are included in KPMG's Global Quality & Risk Management Manual (Global Q&RM Manual) which applies to all KPMG partners and employees. KPMG Limited is required to establish and maintain a system of quality control and design, implement, and test the operating effectiveness of quality controls.

KPMG Limited is required to implement KPMG International policies and procedures and also adopts additional policies and procedures that are designed

to address rules and standards issued by the Ministry of Finance of Vietnam, the State Securities Commission of Vietnam (SSC), the State Bank of Vietnam (SBV) and the Vietnam Association of Certified Public Accountants as well as applicable legal and regulatory requirements.

Quality control and risk management are the responsibility of all KPMG Limited partners and employees. This responsibility includes the need to understand and adhere to firm policies and associated procedures in carrying out their day-to-day activities. The system of quality control applies to all KPMG partners and employees wherever they are based.

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

## Audit Quality Framework

At KPMG Limited audit quality is not just about reaching the right opinion, but how that opinion is reached. It is about the processes, thought, and integrity behind the auditors' report. The outcome of a quality audit is the delivery of an appropriate and independent opinion in compliance with relevant professional standards and applicable legal and regulatory requirements.

To help all audit professionals concentrate on the fundamental skills and behaviors required to deliver a quality audit, KPMG International has developed the Audit Quality Framework.

KPMG's audit quality framework introduces a common language that is used by all KPMG firms to describe what drives audit quality and to help highlight to their audit professionals how they contribute to its delivery.

'Tone at the top' sits at the core of the Audit Quality Framework's seven drivers of audit quality and helps ensure that the right behaviors permeate all KPMG firms. All of the other drivers create a virtuous circle because each driver is intended to reinforce the others. Each of the seven drivers is described in more detail in the following sections of this report.

## 4.1 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 quality, integrity and ethics is essential in an organization that carries out audits and other services on which stakeholders and investors rely.

At KPMG Limited we promote a culture in which consultation is encouraged and recognized as a strength.

Tone at the top means that the firm leadership demonstrates commitment to quality, ethics and integrity and communicates its commitment to clients, stakeholders, and society at large to earn public trust.

The KPMG values are set out in Appendix 4.



### KPMG Global Code of Conduct

KPMG's commitment to integrity and quality is enshrined in the KPMG values that lie at the heart of the way we do things. They define KPMG's diverse and inclusive culture and our commitment to the right personal and professional conduct emphasizing that, above all, KPMG people act with integrity. The KPMG values are communicated clearly to all people and are embedded into member firms' people processes — induction, performance development and reward.

Building on the KPMG values is the [KPMG Global Code of Conduct](#). Member firms, including KPMG Limited are required to adopt, as a minimum standard, the Global Code of Conduct.

The KPMG Code of Conduct lays out the expectations of ethical behavior for all partners and employees at KPMG and is built on the foundation of the KPMG values. The KPMG Code of Conduct emphasizes that each partner and employee is personally responsible for following the legal, professional, and ethical standards that apply to

his or her job function and level of responsibility. The KPMG Code of Conduct sets out our commitments and includes provisions that require KPMG partners and employees, in summary to:

- comply with all applicable laws, regulations, professional standards and firm policies
- work with the right clients and third parties
- focus on quality
- maintain our objectivity and independence
- not tolerate any illegal or unethical acts, committed within the firm, by clients or suppliers, or public officials with whom we deal
- protect information
- compete fairly
- help our people to be extraordinary
- be responsible corporate citizens
- build public trust.

All KPMG Limited partners and employees are required to:

- comply with the Global Code of Conduct and confirm their compliance with the Code of Conduct, and
- complete training covering the Code.

Individuals are encouraged to speak up when they see something that makes them uncomfortable or that is inconsistent with the KPMG values. Moreover, everyone at KPMG is responsible for reporting, and is required to report, any activity that could potentially be illegal or in violation of the KPMG values, KPMG policies, applicable laws, regulations or professional standards.

We have procedures and established channels of communication so that our people can report ethical and quality issues. Retaliation is prohibited against individuals who 'raise their hand' and speak up in good faith.

In addition, the [KPMG International hotline](#) is a mechanism for all KPMG partners, employees, clients and other third parties to confidentially report concerns they have relating to certain areas of activity by KPMG International itself, activities of KPMG member firms or the senior leadership or employees of a KPMG member firm.

At KPMG Limited, we regularly monitor the extent to which our people feel that the firm lives the KPMG values through the Global People Survey (refer to section 4.5.6).



## 4.2 Leadership Responsibilities for Quality & Risk Management

KPMG Limited demonstrates commitment to quality, 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.

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

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

### **The Chairman & CEO**

In accordance with the principles in ISQC 1, our Chairman and CEO has assumed ultimate responsibility for the firm's system of quality control. Details of some of the measures that he and the rest of the Partners have taken to ensure that a culture of quality prevails within the firm are set out in section 4.6.

### **The Quality & Risk Management Partner (Q&RMP)**

Operational responsibility for the system of quality control, risk management and compliance in KPMG Limited has been delegated to the firm's Quality & Risk Management Partner (Q&RMP) who is responsible for setting overall professional risk management and quality control policies and monitoring compliance for KPMG Limited. The Q&RMP consults with the appointed Area Quality and Risk Management Leader.

The seniority of the Quality & Risk Management Partner underlines the importance that the firm places on risk and quality issues. The Q&RMP is supported by a team of partners and professionals in each of the functions.

### **The Ethics & Independence Partner (EIP)**

The Ethics and Independence Partner (EIP) has primary responsibility for the direction and execution of ethics and independence policies and procedures in KPMG Limited.

### **The Head of Audit**

The Head of Audit is accountable to the Chairman and CEO for the quality of service delivered in his function. He determines the operation of the risk management, quality assurance and monitoring procedures for the audit function within the framework set by the firm's Quality & Risk Management Partner. These procedures make it clear that at the engagement level, risk management and quality control is ultimately the responsibility of all professionals in the firm.

The firm's Head of Audit is responsible for leading a sustainable high-quality Audit practice that is attractive to KPMG partners and employees. This includes:

- setting the right 'tone at the top' by demonstrating an unwavering commitment to the highest standards of professional excellence, including scepticism, objectivity, and independence
- developing and implementing strategies to monitor and maintain knowledge and skills required of partners and employees to fulfil their professional responsibilities
- working with the Quality & Risk Management Partner to monitor and address audit quality and risk matters as they relate to the Audit practice,

including an annual evaluation of activities considered to be key to audit quality.

### **Audit Leadership Team**

The Audit Leadership Team of KPMG Limited met monthly and these meetings included regular discussions 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. These were debated, other observations collected from client-facing teams were considered and actions agreed. Typically, most of these actions are short term, in which case they are developed and communicated through the regular technical briefings issued to the whole Audit function of the firm and also, if considered of sufficient magnitude, included in the next mandatory training.

For more complex issues (which might require amendments to KPMG's global audit methodology or audit tools) these 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 4.6.4.

### **Audit Quality Council**

In addition to these regular meetings, our Audit Quality Council, which comprise of the Head of Audit, the Head of Professional Practice and the Audit Quality Partner, considered matters relating to maintaining and improving audit quality. The Audit Quality Council meet regularly and considered the detailed findings (and related actions) from external regulatory reviews, the internal Quality Performance Review program and other quality control programs, as



well as papers on a range of issues designed to allow us to challenge ourselves in various aspects of audit quality and improvement.

#### ***Investing in continuous improvement***

KPMG globally continues to invest significantly in audit quality across the Global Organization. KPMG is building on its sound audit quality foundations, both in terms of how it manages the firms and audit engagements.

This means significant ongoing investment in KPMG's system of quality management, global monitoring of audit quality, the professionals and enhanced support, technology and tools for engagement teams.

KPMG global audit quality program ensures consistent deployment of investments to enhance and support a common approach

### **4.3 Association with the Right Clients**

#### **4.3.1 Acceptance & Continuance of Clients & Engagements**

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

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

#### **4.3.2 Client & Engagement Acceptance Process**

##### ***Client evaluation***

KPMG Limited 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 completion of a questionnaire to assess the client's risk profile and obtaining background information on the client, its key management, directors and owners. In addition, we obtain additional information required to satisfy our local legal and/or 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, 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 partners and employees assigned to staff the engagement. The evaluation is made in consultation with other senior KPMG Limited partners 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 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 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.

#### **4.3.3 Continuance Process**

KPMG Limited 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 in their 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.

#### 4.3.4 Withdrawal Process

Where KPMG Limited obtains information that indicates that we should withdraw from an engagement or from a 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.

#### 4.3.5 Client Portfolio Management

KPMG Limited leadership appoints engagement partners who have the appropriate competence, capabilities time and authority to perform the role for each engagement.

We review each audit partner's client portfolio at least annually in individual discussions with the audit partner. 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 to deliver a quality audit for every client.

### 4.4 Clear Standards & Robust Audit Tools

All KPMG Limited professionals are expected to adhere to KPMG International and KPMG Limited 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 Limited 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.

#### 4.4.1 Our Approach to Audit

KPMG has been investing significantly in evolving the network Global Organization's audit capabilities and will continue to do so in the coming years including a new global electronic audit workflow delivered through KPMG Clara platform – KPMG's smart, modular audit platform – capable of continually integrating new and emerging technologies, with advanced capabilities embedded that leverage data, automation, and visualization. Data & Analytics (D&A) is integral to the way how KPMG member firms obtain audit evidence and interact with clients in the digital era.

KPMG's high-quality audit process will continue to include:

- **timely partner and manager involvement** throughout the engagement
- **access to the right knowledge** including involvement of specialists, training and experience requirements and relevant industry expertise
- **critical assessment of all audit evidence obtained during the audit**, exercising appropriate professional judgment
- **ongoing mentoring, supervision and review** of the engagement team managing and documenting the audit.

##### 4.4.1.1 Consistent Audit Methodology & Tools

The KPMG audit methodology, developed by the KPMG Global Solutions Group (KGSG) is based on the requirements of the International Standards on Auditing (ISAs) as well as the auditing standards of PCAOB and AICPA. The KPMG audit methodology is

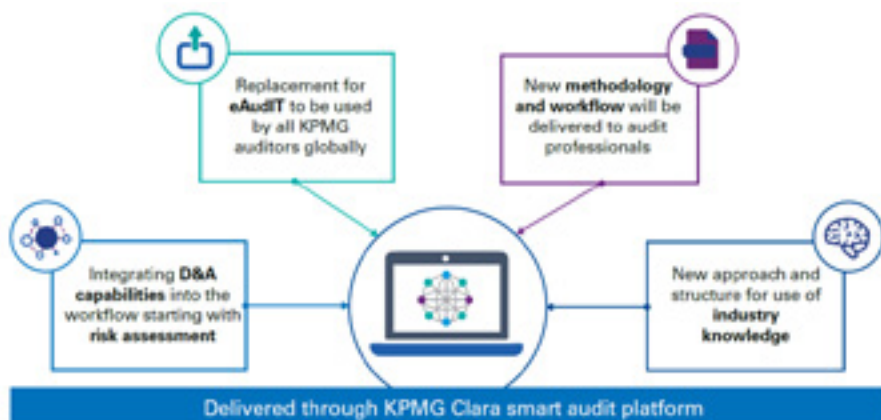
set out in KPMG Audit Manual (KAM) and includes additional requirements that go beyond the ISAs, which KPMG International believes enhance the quality of the audit. The methodology emphasizes applying appropriate professional skepticism in the execution of audit procedures and requires compliance with relevant ethical requirements, including independence. Enhancements to the audit methodology, guidance and tools are made regularly to be in compliance with standards, emerging auditing areas of focus and audit quality results (internal and external). Key topics include risk identification, assessment and response accounting estimates, group audits and audit sampling.

KPMG member firms may add local requirements and/or guidance in KAM to comply with additional professional, legal or regulatory requirements.

KAM contains examples and guidance for, among other things, procedures intended to identify and assess the risk of material misstatement and procedures to respond to those assessed risks.

The KPMG audit workflow is enabled through eAudit, an activity-based workflow and electronic audit file used by all KPMG member firms. eAudit is KPMG's audit documentation workflow that allows professionals to complete high quality and consistent audits. eAudit integrates KPMG's audit methodology, guidance and industry knowledge, and the tools needed to execute and document the audit work performed.

eAudit can be "scaled" to present the relevant requirements and guidance, depending on the nature of the entity to be audited and in accordance with professional standards and applicable legal and regulatory requirements. It provides direct access to KPMG's audit guidance,



professional standards and documentation templates. Significant investments are underway to revise and enhance the KPMG audit methodology and workflow tool, with the deployment of KPMG Clara workflow which was piloted in 2018, planned for initial deployment globally in 2019, and full deployment beginning in 2020.

#### **KPMG Clara, KPMG Clara Workflow and Audit Data & Analytics (D&A)**

KPMG International is making significant investments to improve audit quality, drive consistency in execution of audits and strengthen both the member firm and global monitoring of engagements.

#### **KPMG Clara**

The global launch of KPMG Clara created a smart audit platform that brings together KPMG's audit Data & Analytics (D&A) capabilities, innovative new technologies, collaboration capabilities and audit workflow.

#### **KPMG Clara workflow**

Building on the launch of KPMG Clara in 2017, KPMG International is creating a new workflow tool that will be used by KPMG member firm audit teams to execute and document KPMG audits. It will be intuitive, user-friendly and modern. The new system will genuinely be a workflow – guiding audit teams through a series of steps

in a logical sequence aligned to the auditing standards, with a clear display of information and visuals, knowledge and guidance available at the moment of need, and with embedded advanced data and analytics (D&A) capabilities. The workflow and methodology will also be scalable – adjusting the requirements to the size and complexity of the audit engagement. This globally-driven project will significantly overhaul and redesign the execution of an audit by KPMG professionals and drive improvements in audit quality. KPMG Clara workflow incorporates the development of monitoring capabilities (e.g. data mining) at the engagement level for use by member firms. The KPMG Clara workflow was piloted in 2018, with initial deployment globally in 2019 and full deployment beginning in 2020. The predecessor audit workflow tool, eAudit, is expected to be decommissioned in the 2021 fiscal year.

#### **Audit data & analytics (D&A)**

KPMG's audit, powered by D&A is designed to:

- **enhance audit quality;** by providing a deeper understanding of data populations, giving focus to higher risk transactions

- **be secure;** by restricting access to data both in transit and within KPMG's IT environments and
- **be transparent;** by facilitating detailed analysis to uncover the reasons behind, and root causes of, outliers and anomalies and provide increased visibility into higher risk transactions and process areas.

D&A tools and routines are built on principles and professional standards underlying an audit and do not relieve auditors of their responsibilities.

### **4.4.2 Independence, Integrity, Ethics & Objectivity**

#### **4.4.2.1 Overview**

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

KPMG International has detailed independence policies and procedures, incorporating the requirements of the IESBA Code of Ethics. These are set out in KPMG's Global Quality & Risk Management Manual, which applies to all KPMG member firms and KPMG partners and employees. Automated tools, which must be used for every prospective engagement to identify potential independence and conflict of interest issues, facilitate compliance with these requirements.

These policies are supplemented by other processes to ensure compliance with the standards issued by the Ministry of Finance and other relevant regulators in Vietnam such as the SSC or the SBV.

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 member firms, and that tools are available to help the firms and their partners and employees to comply with these requirements.

The firm has a designated EIP who has primary responsibility for the direction and execution of ethics and independence policies and procedures in KPMG Limited. The EIP is responsible for communicating and implementing KPMG global policies and procedures and ensuring that local policies and procedures are established and effectively implemented when they are more stringent than the global requirements. The EIP fulfills this responsibility through:

- implementing/monitoring the ethics and independence quality control process and structure within the 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
- monitoring compliance with policies
- 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 in the course of the year are included in regular quality and risk communications with member firms. Member firms are required to implement changes as specified in the communications,

and this is checked through the internal monitoring programs.

The firm partners and employees are required to consult with the EIP on certain matters as defined in the Global Q&RM Manual. The EIP may also be required to consult with the Global Independence Group, depending upon the facts and circumstances.

#### 4.4.2.2 Personal Financial Independence

KPMG International policies require that KPMG member firms and KPMG professionals are free from prohibited financial interests in, and prohibited financial relationships with, KPMG member 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 member firm and function – are generally prohibited from owning securities of any audit client of any member firm.

KPMG member firms use a web-based independence compliance system (KICS) to assist our 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 and all manager grade and 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 must 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 a sample of professionals. The Global Independence Group provides guidance and suggested procedures relating to the audit and inspection by KPMG member firms of personal compliance with KPMG's independence policies. This includes sample criteria including the minimum number of professionals to be audited annually.

#### 4.4.2.3 Employment Relationships

Any KPMG Limited professional providing services to an audit client irrespective of function is required to notify our EIP if they intend to enter into employment negotiations with that audit client. For partners, this requirement extends to any audit client of any KPMG member firm that is a public interest entity.

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

Key audit partners 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.

We communicate and monitor requirements in relation to employment of the firm professionals by audit clients.



#### 4.4.2.4 Firm Financial Independence

KPMG member firms must 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 member firms, the firm 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 pension, and employee benefit plans.

Additionally, KPMG Limited 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 Limited confirms compliance with independence requirements as part of the Risk Compliance Program.

#### 4.4.2.5 Business Relationships/Suppliers

The firm has policies and procedures in place that are designed to ensure its business relationships with audit clients are maintained in accordance with the IESBA Code of Ethics and other applicable independence requirements, such as those promulgated by the US Securities and Exchange Commission (SEC).

These include establishing and maintaining a process to evaluate potential third-party arrangements (for example business alliances and joint working arrangements) with particular regard to whether they have a bearing on auditor independence.

All prospective business relationships are evaluated to assess association risks and to identify potential auditor independence and conflicts of

interest issues. A relationship involving a third-party service provider - that a member firm will use to assist with client engagements or other purposes - is also required to be evaluated to determine whether the third party has the competence to provide the relevant services. The individuals providing the services are required to confirm they understand and will comply with applicable ethics and independence requirements, and they are also required to complete ethics training. Third parties providing services to audit or assurance clients are required to complete independence training.

#### 4.4.2.6 Independence Clearance Process

KPMG Limited 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', must be completed prior to accepting an audit engagement for these entities.

#### 4.4.2.7 Independence Training & Confirmations

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

New partners and client facing employees who are required to complete this training must do so by the earlier of (a) thirty days after joining the firm or (b) before providing any services to, or becoming a member of the chain of command for, any audit client (by definition, "audit client" includes its related entities or affiliates).

We also provide all partners and employees with biennial training on:

- the Global Code of Conduct and ethical behavior, including KPMG's anti-bribery policies, compliance with laws, regulations, and professional standards and
- reporting suspected or actual non-compliance with laws, regulations, professional standards, KPMG and KPMG's policies.

New partners and employees are required to complete this training within three months of joining KPMG Limited.

All KPMG partners and employees are required to sign, upon joining KPMG Limited and thereafter, an annual confirmation stating that they have remained in compliance with applicable ethics and independence policies throughout the year.

#### 4.4.2.8 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. KPMG Limited is required to establish and maintain a process to review and approve all new and modified services that are developed by the firm. The firm EIP is involved in the review of potential independence issues.

In addition to identifying potential conflicts of interest, Sentinel™, facilitates compliance with these policies. Certain information on all prospective engagements, including service descriptions and fees must be entered into Sentinel™ as part of the engagement acceptance process. When the engagement is for an audit client, an evaluation of potential threats and safeguards is also required to be included in the Sentinel™ submission. Lead audit engagement partners are required to: maintain group structures for their publicly traded and certain other audit clients as





well as their related entities or affiliates in Sentinel™ and 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.

#### 4.4.2.9 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 member firm expressing the audit opinion. These policies require KPMG member firms to consult with their Area Q&RM 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 the event that the total fees from a public interest entity audit client and its related entities were to represent more than 10 percent of the total fees received by a particular member firm for two consecutive years, these policies further require that:

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

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

#### 4.4.2.10 Resolving Conflicts of Interest

Conflicts of interest can arise in situations where KPMG Limited partners 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 Q&RMP or the EIP is required in these situations.

KPMG International policies are also in place to prohibit KPMG partners and staff from accepting gifts and hospitality 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 audit team member or the member firm. KPMG partners and staff are also precluded from offering inducements, including gifts and entertainment, which are made or perceived to be made 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 member 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 member firm and/or its partner or employees in their ability to be objective or otherwise act without bias.

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

KPMG Limited has risk management resources who are responsible for reviewing any identified potential conflict and working with the affected member firms to resolve the conflict, the outcome of which must 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.

#### 4.4.2.11 Independence Breaches

All KPMG Limited partners and employees 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 rules must 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.

The firm has a documented and communicated disciplinary policy in relation to breaches of independence policies incorporating incremental sanctions reflecting the seriousness of any violations.

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

#### 4.4.2.12 Compliance With Laws, Regulations & Anti-Bribery & Corruption

Compliance with laws, regulations and standards is a key aspect for everyone at KPMG Limited. In particular, 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.



Further information on KPMG International anti-bribery and corruption policies can be found on the [anti-bribery and corruption site](#).

#### 4.4.2.13 Partner Rotation

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

The firm partners 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 in certain roles may provide audit services to a client, followed by a 'time-out' period during which time these partners 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 Limited monitors the rotation of audit engagement leaders (and any other key roles, such as the Key Audit Partner and Engagement Quality Control Reviewer, where there is a rotation requirement) and develops transition plans to

enable allocation of partners with the necessary competence and capability to deliver a consistent quality of service to clients.

The firm also monitors the rotation of the practicing auditors to ensure our compliance with the auditor rotation requirement in Vietnam.

### 4.5 Recruitment, Development & Assignment of Appropriately Qualified People

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

#### 4.5.1 Recruitment

KPMG Limited is committed to building an extraordinary people experience for all KPMG partners and employees and prospective partners 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, but also working with secondary schools, helping build relationships with a younger, diverse talent pool at an early age.

The firm also recruits significant numbers at an experienced hire and partner level.

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

characteristics to perform competently, are suitable and best placed for their roles.

KPMG Limited recruited over 169 new graduates in the year ended 30 September 2019 (2018: approximately 180).

Where individuals are recruited for senior grades, a formal independence discussion is conducted with them by the Ethics and Independence Partner or a delegate. KPMG Limited does not accept any confidential information belonging to the candidate's former firm/employer.

#### 4.5.2 Personal Development

KPMG Limited has launched a new approach to performance development built around the *Everyone a Leader* performance principles, *Open Performance Development*, which includes:

- global role profiles
- a goal library and
- standardized review forms.

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 behavior we're looking for, and rewarding those who role model these behaviors, we will enhance our ability to achieve quality. We have articulated this through our performance principles of seeking growth, inspiring trust and delivering impact.

At the same time, we are driving a shift in our performance-driven culture, supported by and enacted through leading technology that allow us to embed audit quality to the assessment of performance and the decisions around reward as well as drive consistency across the Global Organization.



KPMG Limited monitors quality and compliance incidents and maintains quality and compliance metrics in assessing the overall evaluation, promotion and remuneration of partners and directors. These evaluations are conducted by performance managers and partners who are in a position to assess performance.

A culture of continuous improvement is encouraged to drive feedback, both positive and developmental, from both junior and senior colleagues, as well as peers. In our performance development approach feedback can be sought and received through two mechanisms, informal feedback, which should be regular and owned by the individual for their own development and growth, and formal feedback through an engagement review form. The engagement review form specifically requests feedback on quality and is required quarterly, and inputs into performance evaluations. Partners and certain professionals are also required to be evaluated on key quality and compliance metrics. KPMG Limited monitors quality incidents and maintains quality and compliance metrics for the purpose of partner assignments and also for the purposes of partner evaluation, promotion and remuneration.

In relation to Audit, opportunities are provided for professionals to develop the skills, behaviors and personal qualities that form the foundations of a successful career in auditing. Courses are available to enhance personal effectiveness and develop technical, leadership and business skills.

### 4.5.3 Inclusion & Diversity Programs

The firm works hard to foster an inclusive culture. Being inclusive enables us to bring together successful teams with the broadest range of skills, experiences and perspectives.

Our leadership and management teams also need to reflect the diversity within our firm and the diversity of our clients. We believe that the established KPMG Global Inclusion and Diversity strategy provides the framework to drive the actions that are necessary to promote inclusive leadership at KPMG Limited and across all KPMG member firms. More information about the way we empower our people to be themselves and respect others can be found on our [website on Inclusion & Diversity](#).

### 4.5.4 Reward & Promotion

KPMG Limited's policy prohibits audit partners from being evaluated on or compensated based on their success in selling non-assurance services to audit clients.

#### **Reward and promotion**

KPMG has compensation and promotion policies that are informed by market data, clear, simple, and linked to the performance review process. This helps our partners and employees know what is expected of them, and what they can expect to receive in return. The connection between performance and reward is achieved through calibration meetings where relative performance across a peer group is discussed and used to inform reward decisions.

Reward decisions are based on consideration of both individual and organizational (member firm) performance.

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

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

### **Partner admission**

The KPMG Limited process for admission to partnership is rigorous and thorough, involving appropriate members of leadership. Our criteria for admission to the KPMG partnership are consistent with our commitment to professionalism and integrity, quality, and being an employer of choice.

### 4.5.5 Assignment of Professionals

The firm has procedures in place to assign both engagement partners 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.

Function heads are responsible for the partner assignment process. Key considerations include partner experience and capacity - based on an annual partner 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 are required to be satisfied that their engagement teams have appropriate competencies, training and capabilities, including time, to perform audit engagements in accordance with KAM, 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 partner's considerations may include the following:

- an understanding of, and practical experience with, audit engagements of a similar nature and complexity through

- appropriate training and participation
- an understanding of professional standards and legal and regulatory requirements
- appropriate technical skills, including those related to relevant information technology and specialized areas of accounting or auditing
- knowledge of relevant industries in which the client operates
- ability to apply professional judgment
- an understanding of the firm's quality control policies and procedures
- Quality Performance Review (QPR) results and results of regulatory inspections.

#### 4.5.6 Insights from Our People – Global People Survey (GPS)

Annually the firm invites all our people to participate in an independent Global People Survey to share their perception about their experience working for KPMG. The GPS provides an overall measure of our people's engagement through an Engagement Index (EI) as well as insights into areas driving engagement which may be strengths or opportunities. Results can be analyzed by functional or geographic area, grade, role, gender to provide additional focus for action. Additional insight is provided on how we are faring on categories known to impact engagement.

The survey also specifically provides KPMG Limited leadership and KPMG global 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 Limited 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.

### 4.6 Commitment to Technical Excellence & Quality Service Delivery

All the firm professionals are provided with the technical training and support they need to perform their roles. This includes access to internal specialists and Department of Professional Practice (DPP), either to provide resources to the engagement team or for consultation. Where the right resource is not available within KPMG Limited, access is provided to a network of highly skilled KPMG professionals in other KPMG member firms.

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

#### 4.6.1 Lifetime Learning Strategy

##### *Formal training*

Annual training priorities for development and delivery are identified by the Audit Learning and Development steering groups at a global level, a regional level and, where applicable, at a local level. Training is delivered using a blend of classroom, digital learning and performance support to assist auditors on the job.

##### *Mentoring and on the job training*

Learning is not confined to the classroom — 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. All classroom courses are reinforced with appropriate performance support to assist auditors on the job.

### 4.6.2 Licensing & Mandatory Requirements for IFRS & U.S. GAAP Engagements

#### *Licensing*

All KPMG professionals are required to comply with applicable professional licence rules and satisfy the Continuing Professional Development (CPD) requirements in the jurisdiction where they practice. KPMG Limited policies and procedures are designed to facilitate compliance with licence requirements. 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.

#### *Mandatory requirements – IFRS and U.S. GAAP engagements*

In addition, KPMG has specific requirements for partners, managers and EQC reviewers working on IFRS engagements in countries where IFRS is not the predominant financial reporting framework.

Similar policies apply to engagements performed outside the U.S. to report on financial statements or financial information prepared in accordance with U.S. GAAP and/or audited in accordance with U.S. auditing standards, including reporting on the effectiveness of the entity's internal control over financial reporting (ICOFR). These require that at a minimum, all partners, managers, engagement in-charges and EQC reviewer assigned to the engagement have completed relevant training and that the engagement team, collectively, has





sufficient experience to perform the engagement or has implemented appropriate safeguards to address any shortfalls.

#### 4.6.3 Access to Specialist Networks

The firm engagement teams have access to a network of local KPMG specialists as well as specialists in other KPMG member firms.

Specialists who are members of an audit team and have overall responsibility for specialist involvement on an audit engagement have the competencies, capabilities and objectivity to appropriately fulfill their role. Training on audit concepts is provided to these specialists.

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

#### 4.6.4 Culture of Consultation

KPMG encourages a strong culture of consultation that supports member firm teams throughout their decision-making processes and is a fundamental contributor to audit quality. KPMG Limited 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 assist audit engagement professionals in addressing difficult or contentious matters, protocols have been established 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 Global Q&RM Manual includes mandatory consultation requirements where certain matters are identified such as concerns over client integrity.

Appropriate consultation support is provided to audit engagement professionals through our professional practice resources that include a DPP or equivalent, which is made up of senior professionals with extensive experience of audit, reporting and risk management.

#### **Technical consultation and global resources**

Technical auditing and accounting support is available to all member firms and their professionals through the KPMG Global Solutions Group (KGSG) (formally referred to as the Global Service Centre (GSC) and the ISG as well as the US Capital Markets Group for SEC foreign registrants.

#### **KPMG Global Solutions Group (KGSG)**

The KGSG's mission is to drive success for KPMG's global network of Audit practices through collaboration, innovation and technology. The KGSG develops, maintains and deploys KPMG's audit methodology and technology-based tools used by KPMG audit professionals to facilitate effective and efficient audits. With three global locations, one in each region, the KGSG Audit team is made up of 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 and ISA topic teams with geographic representation from around the world to promote consistency of interpretation of IFRS and auditing requirements between member firms, identify emerging issues and develop global guidance on a timely basis.

#### **Member firm professional practice resource**

Appropriate consultation support on auditing and technical accounting matters is provided to audit engagement professionals through our professional practice resources (referred to as Department of Professional Practice or DPP). DPP also assists engagement teams where there are differences of opinion either within teams or with the EQC reviewer. Unresolved differences are required to be escalated to senior partners for final resolution. The ISG is also available for consultation when required.

#### 4.6.5 Developing Business Understanding & Industry Knowledge

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

For significant industries, global audit sector leads are appointed to support the development of relevant industry information, which is made available to audit professionals through the KPMG audit workflow. This knowledge comprises examples of industry audit procedures and other information (such as typical risks and accounting processes). In addition industry overviews are available that provide general and business information in respect of particular industries as well as a summary of the industry knowledge provided in the KPMG audit workflow.

#### 4.7 Performance of Effective & Efficient Audits

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

#### 4.7.1 Ongoing Mentoring, Supervision & Review

We understand that skills build over time and through exposure to different experiences. To invest in the building of skills and capabilities of KPMG professionals, without compromising on quality, the firm 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.

##### 4.7.1.1 Timely Involvement of Engagement Quality Control (EQC) Reviewers

EQC reviewers are independent of the engagement team 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 EQC 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 Quality & Risk Management Partner or country Head of Audit.

Although the engagement partner is ultimately responsible for the resolution of financial reporting and auditing matters, the EQC reviewer must be satisfied that all significant questions raised have been resolved before an audit can be considered complete.

The firm is continually seeking to strengthen and improve the role that the EQC reviewer plays in audits, as this is a fundamental part of the system of audit quality control.

##### 4.7.1.2 Reporting

Auditing standards and applicable legislation or regulation 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 form all audit opinions based on the audit performed.

In preparing auditors' reports, engagement partners have access to extensive reporting guidance and technical support through consultations with our DPP, 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).

##### 4.7.1.3 Insightful, Open & Honest Two-way Communication

Two-way communication with those charged with governance, often identified as the supervisory board (which assumes supervisory functions as to the management and operation of the company by the board of directors and general director or CEO), is key to audit quality and is a key aspect of reporting and service delivery.

At KPMG Limited we stress the importance of keeping those charged with governance informed of issues arising throughout the audit and the need to listen to and understand their views. We achieve this through a combination of reports and presentations, attendance at supervisory board or board meetings, and, when appropriate, ongoing informal discussions with management and members of the supervisory board.

##### Audit Committee Institute

In recognition of the demanding and important role that Audit Committees play for the capital markets and also of the challenges that they face in meeting their responsibilities, the [Audit Committee Institute](#) (ACI) aims to help audit committee members enhance their commitment and ability to implement effective audit committee processes. The ACI operates in more than 40 countries across the globe and provides audit committee members with authoritative guidance (such as the [ACI Audit Committee Handbook](#)) on matters of interest to Audit Committees; updates on issues like European Union (EU) audit reform, changes to accounting standards and other matters of interest to Audit Committees (such as cyber security and corporate culture); and



the opportunity to network with their peers during an extensive program of technical updates and awareness seminars.

The ACI's offerings cover the array of challenges facing Audit Committees and businesses today — from risk management and emerging technologies to strategy and global compliance.

#### **IFRS Institute**

KPMG's Global IFRS Institute provides information and resources to help the firm, executives, management, stakeholders and government representatives gain insight and access thought leadership about the evolving global financial reporting framework.

#### **4.7.2 Client Confidentiality, Information Security & Data Privacy**

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

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

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

### **4.8 Commitment to Continuous Improvement**

KPMG commits to continually improve the quality, consistency and efficiency of KPMG audits. Integrated quality monitoring and compliance programs enable member 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.

The quality monitoring and compliance programs (see section 4.8.1 for details) are globally administered and consistent in their approach across all member firms, including the nature and extent of testing and reporting. KPMG Limited compares the results of its internal monitoring programs with the results of those of any external inspection programs and takes appropriate action.

#### **4.8.1 Internal Monitoring & Compliance Programs**

KPMG Limited monitoring programs evaluate both:

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

Our internal monitoring programs also contributes 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 and
- Across functional Global Compliance review (GCR) program which is conducted at least every three years.

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

##### *Risk-based approach*

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

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

### 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 member 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 are notified of less than satisfactory engagement (defined as 'Performance Improvement Needed' or 'Unsatisfactory') ratings on their respective cross-border engagements. Additionally, lead audit engagement partners 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 member 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 the KPMG Limited system of quality control with Global

Quality & Risk Management policies and key legal and regulatory requirements relating to the delivery of professional services and

- provide the basis for the firm 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 monitor the status of each action item.

### Global Compliance Review (GCR) program

Each member firm is subject to a GCR conducted by KPMG International's GCR team, independent of the member firm, at least once in a 3 year cycle.

The GCR team performing the reviews is independent of the KPMG member firm and is objective and knowledgeable of Global Quality and Risk Management policies. GCRs assess compliance with selected KPMG International policies and procedures and share best practices among member firms. The GCR provides an independent assessment of:

- a member 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 member firm's compliance with KPMG International policies and procedures and
- the robustness with which the member firm performs its own compliance program (RCP).

KPMG Limited develops action plans to respond to all GCR findings and agree these with the GCR team. Our progress on action

plans is monitored by the GCR central team. Results are reported to the Global Quality & Risk Management Steering Group and, where necessary, to appropriate KPMG International and regional leadership, to ensure timely remedial actions are taken by the member firm.

### Root Cause Analysis (RCA)

The firm performs root cause analysis to identify and address audit quality issues in order to prevent them from recurring and help identify good practices as part of continuous improvement. In 2018, RCA training based on our Global RCA 5 Step Principles was attended by those individuals at KPMG Limited 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 member firms to perform RCA and thereby identify and subsequently develop appropriate remediation plans for the audit quality issues identified.

The firm's Head of Audit is responsible for the development and implementation of action plans as a result of RCA, including identification of solution owners. Our Quality & Risk





Management Partner monitors their implementation.

## 4.8.2 Recommendations for Improvements

At a global level, through the Global Audit Quality Steering Group (GAQSC) and the Global Quality & Risk Management Steering Group, KPMG International reviews the results of the quality monitoring programs, analyzes member firm root causes and action plans and develops additional global actions as required.

Global remediation plans developed by KPMG International are aimed at changing culture and behavior across the Global Organization and at driving consistent engagement team performance within KPMG member firms. The remediation plans have been implemented through the development of global training, tools and guidance to drive consistency, ensure the fundamental are right and that best practice is shared across the Global Organization.

## 4.8.3 External Feedback & Dialogue

### 4.8.3.1 Regulators

In Vietnam the Vietnam Association of Certified Accountants has been carrying out independent inspections for a number of years.

The firm is registered with the State Securities Commission of Vietnam (SSC). The SSC inspected the firm from 24 August 2017 to 30 August 2017.

The firm is also registered with the UK Financial Reporting Council (FRC). The FRC inspected the firm from 17 July 2018 to 24 July 2018.

None of the external inspections have identified any issues that have a material impact on the conduct of our statutory audit business.

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

### 4.8.3.2 Client Feedback

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

### 4.8.3.3 Monitoring of Complaints

We have procedures in place for monitoring and addressing complaints received relating to the quality of our work.

# Financial Information

Revenues are reported gross, inclusive of expenses incurred in the performance of audits and include:

- 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
- Revenues from permitted non-audit services to entities that are audited by the statutory auditor or the audit firm
- Revenues from non-audit services to other entities.
- Revenues from the statutory audit of annual and consolidated financial statements of other entities

Gross revenues include amounts paid to other KPMG member firms who have assisted in the performance of statutory audits, also including any KPMG member firms located outside of the EU/ European Economic Area (EEA).

Financial information for the year ended 30 September 2019:

	30 September 2019 VND billion
Revenue from statutory audits of audit clients listed in the EU	3
Revenue from statutory audits of other entities	468
Revenue from non-audit services for audit clients listed in the EU	-
Revenue from non-audit services to other clients	35
<b>Total</b>	<b>506</b>

# Partner Remuneration

Partner remuneration is composed primarily of a pre-determined portion, which is based, in part, on the seniority and experience of each Partner. Retirement allowance will be paid to Partners who have been a Participating Partner in the firm for at least 10 years with conditions specified in the Partner Remuneration policy.

There are four elements to partner remuneration:

- a. A fixed sum – shall be determined by the Chairman and CEO from time to time
- b. Seniority – the seniority pool shall comprise the Partner Remuneration Pool minus the total fixed sum, multiplied by 30%. The seniority points for each Participating Partner are specified in the resolution of Participating Partners and one additional point will be awarded on the last day of each financial year
- c. Responsibility – the responsibility pool shall comprise the Partner Remuneration Pool minus the total fixed sum, multiplied by 30%. The apportion to individuals shall be at the discretion of the Chairman and CEO based on responsibilities to client service, engagements, projects, management or leadership roles. Provisional allocations of incomes may be made to individual at commencement of and during the fiscal year subject to the final reconciliation pursuant to the overall size of the pool
- d. Performance - the performance pool shall comprise the Partner Remuneration Pool minus the total fixed sum, multiplied by 40%. The apportion to individuals shall be at the discretion of the Chairman and CEO based on the performance during the fiscal year.

# Network Arrangements

## 7.1 Legal Structure

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

KPMG International carries on business activities for the overall benefit of the KPMG network of member firms but does not provide professional services to clients. Professional services to clients are exclusively provided by member firms.

One of the main purposes of KPMG International is to facilitate the provision by member firms of high-quality Audit, Tax, and Advisory services to their clients. For example, KPMG International establishes, and facilitates the implementation and maintenance of uniform policies, standards of work and conduct by member firms, and protects and enhances the use of the KPMG name and brand.

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

authority to obligate or bind any member firm.

The name of each audit firm that is a member of the network and the EU/EEA countries in which each network member firm is qualified as a statutory auditor or has its registered office, central administration or principal place of business can be found [in our List of KPMG audit entities located in EU & EEA](#).

More information about the KPMG network can be found in the [KPMG Global Review](#).

Aggregated revenues generated by KPMG audit firms, from EU and EEA Member States resulting from the statutory audit of annual and consolidated financial statements was EUR 2.9 billion during the year ending 30th September 2019. 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 30th September 2019\*.

*\*The financial information set forth represents combined information of the separate KPMG member 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.*

## 7.2 Responsibilities & 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 member 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 Global Board and consistently applied to the member firms. A firm's status as a KPMG member firm and its participation in the KPMG network may be terminated if, among other things, it has not complied with the policies and regulations set by KPMG International or any of its other obligations owed to KPMG International.

## 7.3 Professional Indemnity Insurance

A substantial level of insurance cover is maintained in respect of professional negligence claims. The cover provides a territorial coverage on a worldwide basis and is





principally written through a captive insurer that is available to all KPMG member firms.

## 7.4 Governance Structure

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

### Global Council

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

Among other things, the Global Council elects the Global Chairman and also approves the appointment of Global Board members. It includes representation from 59 member firms that are "members" of KPMG International as a matter of Swiss law. Sublicensees are generally indirectly represented by a member.

### Global Board

The Global Board is the principal governance and oversight body of KPMG International. The key responsibilities of the Global Board include approving strategy, protecting and enhancing the KPMG brand, overseeing management of KPMG International, and approving policies and regulations. It also admits member firms.

The Global Board includes the Global Chairman, the Chairman of each of the three regions (the Americas; Asia Pacific (ASPAC); and Europe, the Middle East, and Africa (EMA)) and a number of senior partners of member firms.

It is led by the Global Chairman,

who is supported by the Executive Committee, consisting of the Global Chairman, the Chairman of each of the regions and currently three other senior partners of member firms. The list of Global Board members, as of October 2019 is available in the [KPMG Global Review](#).

One of the other Global Board members is elected as the lead director by those Global Board members who are not also members of the Executive Committee of the Global Board ("non-executive" members). A key role of the lead director is to act as liaison between the Global Chairman and the "non-executive" Global Board members.

### Global Management Team

The Global Board has delegated certain responsibilities to the Global Management Team. These responsibilities include developing global strategy by working together with the Executive Committee. The Global Management Team also supports the member firms in their execution of the global strategy and is responsible for holding them accountable for commitments.

It is led by the Global Chairman and includes the Global Chief Operating Officer, Global Chief Administrative Officer, global function and infrastructure heads, and the General Counsel.

The list of Global Management Team members as of October 2019 is available in the [KPMG Global Review](#).

### Global Steering Groups

The Global Steering Groups represent the function and infrastructure groups of KPMG International and are the main driving groups of the organization. They act under delegated authority from the Global Board and oversight by the Global Management Team, in particular the Global Audit Steering

Group, Global Audit Quality Steering Committee and Global Quality Risk Management Steering Group work closely with regional and member firm leadership to:

- establish and communicate appropriate audit and quality/ risk management policies
- enable effective and efficient risk processes to promote audit quality
- proactively identify and mitigate critical risks to the network.

The roles of the Global Audit Steering Group and the Global Quality & Risk Management Steering Group are detailed in section 'Government and leadership' to the [KPMG International Transparency Report](#).

Each member firm is part of one of three regions (the Americas, ASPAC, and EMA). Each region has a Regional Board comprising a regional chairman, regional chief operating officer, representation from any sub-regions, and other members as appropriate. Each Regional Board focuses specifically on the needs of member firms within their region and assists in the implementation of KPMG International's policies and processes within the region.

Further details about KPMG International including the governance arrangements, can be found in section 'Government and leadership' of the [KPMG International Transparency Report](#).



## 7.5 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 and consultation 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 Global Quality & Risk Management (GQ&RM) leadership.

The objectives of the ARL role are to:

- assist GQ&RM leadership in the monitoring of member firms' quality and risk activities
- work with GQ&RM leadership and the International Office of General Counsel (IOGC) when significant brand and legal risk issues occur to assist in ensuring that matters are properly handled and
- assist in monitoring the effectiveness of member firm remediation of significant issues, including identification of the root cause(s) of serious quality incidents.



# Statement by the Chairman & CEO of KPMG Limited on the Effectiveness of Quality Controls & Independence

The measures and procedures that serve as the basis for the system of quality control for KPMG Limited 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 Chairman and CEO of the firm has considered:

- the design and operation of the quality control systems as described in this report
- the findings from the various compliance programs operated by our firm (including the KPMG International Review Programs as described in section 4.8.1 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 Chairman and CEO of the firm confirms with a reasonable level of assurance that the systems of quality control within our firm have operated effectively in the year to 30 September 2019.

Further, the Chairman and CEO of the firm confirms that an internal review of independence compliance within our firm has been conducted in the year to 30 September 2019.

Hanoi, 22 January 2020

**Warrick Cleine**

# Appendix 1

## Key Legal Entities & Areas of Operation

Name of Entity	Legal Structure	Area of Operation	Regulatory Status	Nature of Business
KPMG Limited	KPMG Limited is a limited liability company incorporated in Vietnam and wholly owned by KPMG Vietnam and Cambodia Limited, a company incorporated in the Cayman Islands. KPMG Vietnam and Cambodia Limited is a member firm of KPMG International.	Limited liability company	Professional firm	Audit, Tax and Advisory



# Appendix 2

## Details of those charged with Governance at KPMG Limited



### Warrick Cleine

Warrick is the Chairman and Chief Executive Officer. He has been a partner with KPMG for 19 years.



### Kwang Puay Chong

Kwang Puay is the Head of Audit. He has been a partner with KPMG for 15 years.

# Appendix 3

## Public Interest Entities in the EU

The list of public interest entity audit clients for which KPMG Limited has signed an audit opinion in the year ended 30 September 2019 is given below.

Entity Name	Country
<b><i>Audit clients that are listed in the EU</i></b>	
Vietnam Debt Fund SPC	Ireland / Cayman Islands
Vietnam Enterprise Investments Ltd	United Kingdom / Cayman Islands
Vietnam Property Fund Limited	Ireland / Cayman Islands

# Appendix 4

## KPMG's Values

KPMG people work together to deliver value to clients. We believe strongly in a common set of shared values which guide our behavior when dealing with both clients and each other:

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

[kpmg.com/socialmedia](https://kpmg.com/socialmedia)

