

# TRANSPARENCY REPORT

## Mazars Germany

Summarised Transparency Report of

Roever Broenner Susat Mazars GmbH & Co. KG

Wirtschaftsprüfungsgesellschaft

Steuerberatungsgesellschaft

and

MAZARS GmbH & Co. KG

Wirtschaftsprüfungsgesellschaft

31 March 2017

[www.mazars.de](http://www.mazars.de)



Audit  
Tax Advisory  
Accounting & Outsourcing  
Legal Services  
Financial Advisory Services  
Consulting

 MAZARS

Roever Broenner Susat Mazars

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# INTRODUCTION

Before the Auditor Oversight Reform Act [Abschlussprüferaufsichtsstellenreformgesetz (APAREG)] came into force, accounting firms that had conducted financial statement audits for public interest entities as defined in § 319a (1) of the German Commercial Code [Handelsgesetzbuch (HGB)] in the prior calendar year had the legal duty to publish a transparency report three months after the end of the calendar year in accordance with the old version of §55c of the Act Regulating the Profession of German Public Auditors [Wirtschaftsprüferordnung (WPO)]. Section 55c WPO has been abolished since the guidelines for a transparency report as stated in Article 13 of Regulation (EU) No. 537/2014 went immediately into effect as of 17 June 2016.

Concerning the issue of when an auditor must prepare a transparency report in accordance with the EU regulation, the EU Commission is of the opinion that a transparency report in accordance with the new regulations must be published for the first time for the financial year beginning after the 16 June 2016. In adhering to this opinion, Mazars Germany shall publish a transparency report for the financial year ending on 31 August 2017 in accordance with Article 13 of Regulation (EU) No. 537/2014 at the latest by 31 December 2017.

According to the information released in Pronouncement No. 2 on 7 March 2017 by The Auditor Oversight Authority [Abschlussprüferaufsichtsstelle (APAS)], there will be no objection made to an accounting firm orienting itself to this opinion held by the EU Commission and again preparing its transparency report in accordance with the old version of § 55c WPO. In adhering to this information, we are publishing our Transparency Report 31 March 2017 in accordance with the old version of §55c WPO.

For the 2017 Transparency Report, we have used the same approach as we used in the prior year. The following entities, have been summarised into one report entitled "Mazars Germany":

Roever Broenner Susat Mazars GmbH & Co. KG Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft (hereinafter also "RBSM KG")

MAZARS GmbH & Co. KG Wirtschaftsprüfungsgesellschaft (hereinafter also "MAZARS KG").

After the merger of RBS RoeverBroennerSusat GmbH & Co. KG Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft and Mazars GmbH Wirtschaftsprüfungsgesellschaft in Germany in June 2015, the latter became a wholly owned subsidiary of RBSM KG after changing its legal form from a limited liability company to a limited partnership. Both entities have been one organisational unit since this point in time.

The worldwide Mazars Group ("Mazars" for short in the following) is an international, integrated and independent organisation offering a wide range of services in the areas of audit, accounting, and tax, legal and advisory services.

With this report we present the legal structure of the national firm of Roever Broenner Susat Mazars GmbH & Co. KG Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft and MAZARS GmbH & Co. KG Wirtschaftsprüfungsgesellschaft, and we explain our being bound internationally to the worldwide Mazars organisation. By presenting the management and supervisory structures as well as the quality control system, we show how we have put the quality standards of our profession into practice.

Hamburg and Frankfurt, 31 March 2017



Dr. Christoph Regierer  
Wirtschaftsprüfer



Pierre Zapp  
Wirtschaftsprüfer

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# 1. MAZARS AT THE INTERNATIONAL LEVEL

Mazars is an international, integrated and independent organisation offering services in audit, accounting, and tax and legal and advisory services. As of 31 August 2016, the Mazars Group had member firms in 77 countries employing approximately 17,000 persons. Our clients are largely international corporate groups, medium-sized firms and private investors as well as public entities whom we advise on all aspects of their business development. In addition, Mazars has a network of correspondent and representative offices advising our clients in a further 15 countries at the same level of quality.

Member firms are affiliated with each other through an integrated partnership. Together with the non-integrated firms, they form the Mazars network. All firms belonging to the Mazars network are subject to the quality assurance and risk management policies described in section 3 of this report.

In addition, the Mazars Group (including all integrated member firms) is one of the founding members of Praxity, an international alliance of independent audit and tax advisory firms with its legal seat in Belgium (AISBL). Praxity is represented in 103 countries. Each member firm of Praxity provides its clients with high quality audit services along with well-founded knowledge of national conditions and is obliged to perform audits at the highest quality in compliance with ethical standards. In conformity with the Praxity principle "one size does not fit all", firms may join the alliance in one of three categories: as a full member, as an associated firm or as a correspondent firm. Mazars is a full member of Praxity. Through Praxity, Mazars is able to represent its clients in an additional 21 countries.

Mazars is legally and economically independent of the other members of the Praxity alliance. Mazars is solely responsible for its engagements, and in no event is any other audit or tax advisory firm, which uses or may use the name "Praxity", responsible for our engagements. In exercising its professional duties, independently of other Praxity members and on its own responsibility, Mazars determines whether it is both professionally and economically independent of its clients. The alliance is neither a joint venture, nor a partnership, nor is it a professional network. In particular, this also applies to the relationship of the German Mazars firms to other German Praxity members. For additional information on Praxity, see [www.praxity.com](http://www.praxity.com).

## 1.1 Institutionelle und operative Integration

The Mazars organisation is composed of all member firms that have signed a cooperation agreement with Mazars Scrl, which is a Société coopérative à responsabilité limitée with its registered office in Belgium. It is a non-operating company whose sole shareholders are the partners of the member firms. The purpose of Mazars Scrl is to define the strategic objectives of the Mazars Group and to coordinate individual initiatives at the level of the member firms. In addition, Mazars Scrl is responsible for the promotion and protection of the Mazars brand worldwide.

Upon admission, each Mazars partner signs an agreement in which he may assign his shares only to parties for which Mazars Scrl has issued an approval. Ownership interests in member firms may only be in the possession of partners of Mazars Scrl.

The annual financial statements of the national firms form the basis for the preparation of the consolidated financial statements of Mazars Scrl. The financial statements are prepared in accordance with IFRS and are audited by two independent auditors in the form of a joint audit.

The consolidated financial statements as at 31 August 2016 of Mazars Scrl are published in the internet and are linked to our national internet page ([http://www.mazars.de/Home/Media&Events/Annual reports](http://www.mazars.de/Home/Media&Events/Annual%20reports)).

The integrated international partnership extends to various areas of the Mazars organisation:

- Each international engagement is performed by an international team coordinated by one partner, who is responsible for the engagement as well as for reporting to the client.
- Partners as well as the local member firms in which they are active are bound by a series of rules that serve the best possible concurrence within the Group.
- All firms in the integrated international Mazars partnership thus obligate themselves to comply with the highest quality standards in performing services for international clients.

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# 1.

## 1.2 Governance of Mazars Scrl

The **General Assembly of Partners** takes place at least once annually within six months after the preparation of the annual financial statements and is the central body of the management and decisional processes of Mazars Scrl. In the General Assembly the Mazars partners elect the executive bodies of the organisation (for a period of four years) and vote on the major strategic orientation and operational decisions of the Group as well as on the appointment of new partners and on the audited consolidated financial statements of the Group.

The **Group Executive Board (GEB)** is elected directly by the partners and is responsible for the worldwide coordination of the operational business of the Mazars organisation, in particular for organic and strategic growth projects. The GEB is under the control of the Group Governance Council (GGC), which also decides on the remuneration of GEB members. The GEB consists of up to nine members (currently nine).

At this time the GEB has the following members:

- Philippe Castagnac, Chairman des Group Executive Boards
- Hervé Hélias, Group CEO, Managing Partner of Mazars France
- Phil Verity, Managing Partner of Mazars Great Britain
- Christoph Regierer, member of the Management Board of Roever Broenner Susat Mazars in Germany
- Antonio Bover, Managing Partner of Mazars Spain
- Ton Tuinier, Managing Partner of Mazars Netherlands
- Wenxian Shi, Managing Partner of ZhongShen ZhongHuan Mazars in China
- Victor Whaba, Managing Partner of Mazars USA
- Rüdiger Lang, Partner Great Britain, Group Business Development Leader

The GEB meets semi-annually with the members of the Management Boards of the individual national firms in the Country Forum. The GEB is supported by the directors of the Global Business Units (GBU) and Global Support Units (GSU) in its daily work.

The **Group Governance Council (GGC)** exercises a general monitoring function over the management of the GEB, participates in certain operationally strategic business decisions and reports to the international General Assembly of Partners. The GGC meets at least once every four months. It is composed of between eight and sixteen members (thereof two external), who were elected by the General Assembly of Partners for a period of four years in December 2016.

At this time the GGC has the following members:

- Tim Hudson (UK): Chairman
- Thierry Blanchetier (France)
- Kathryn Byrne (USA)
- Juliette Decoux (France)
- Fabrice Demarigny (France)
- Bharat Dhawan (India)
- Denise K. Fletcher\* (USA)
- Chris Fuggle (Singapore)
- Christian de Juniac\* (France)
- Gregor Kunz (Germany)
- Michelle Olckers (South Africa)
- Liwen Zhang (China)

\* External member

The **Country Executive Committee** (in Germany the Management Board) and the leaders of the two market segments, Public Interest Entities (PIE) and Owner Managed Businesses (OMB) are responsible for the management of the respective member firm and for current operations at the local level. They are elected by the partners of the respective member firm.

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## 2. MAZARS IN GERMANY

The core of our identity is a long-term client relationship. This consistency is guaranteed by the Mazars principle that combines two strengths: first individual support for each client provided by an experienced local partner and second through our worldwide integrated partnership, which, in particular, offers audit and advisory services to companies operating internationally.

### 2.1 Legal structures and ownership relationships of Mazars Germany

#### 2.1.1 ROEVER BROENNER SUSAT MAZARS GMBH & CO. KG WIRTSCHAFTSPRÜFUNGSGESELLSCHAFT STEUERBERATUNGSGESELLSCHAFT (RBSM KG)

RBSM KG is registered in the Commercial Register Hamburg under the registration number HRA 114496. The general partner without an asset contribution is Roever Broenner Susat Mazars Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft, also with its registered office in Hamburg and registered with the Local District Court Hamburg under the registration number HRB 121920 in the Commercial Register. The shares of the limited liability company [Gesellschaft mit beschränkter Haftung (GmbH)] are held by RBSM KG.

As at 1 March 2017, RBSM KG has 62 limited partners, of whom 50 are auditors and 12 are other professionals (tax advisors and attorneys) active in the firm as defined in § 28 (4) No.1a WPO.

The amount of liability registered in the Commercial Register for all limited partners totals € 4,750 thousand. The total of the compulsory capital contributions of the limited partners is currently € 18,236 thousand.

The limited partners of RBSM KG are Managing Directors of Roever Broenner Susat Mazars Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft.

RBSM KG is managed in accordance with partnership principles. The General Assembly of Partners is the highest governing body of the firm. No partner holds more than 1.84% of the voting rights.

#### 2.1.2 MAZARS GMBH & CO. KG WIRTSCHAFTSPRÜFUNGSGESELLSCHAFT (MAZARS KG)

MAZARS KG is registered in the Commercial Register Frankfurt under the registration number HRA 48619.

The general partner without an asset contribution is MAZARS Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft, also with its registered office in Frankfurt and registered under the registration number HRB 100978 in the Commercial Register of the Local District Court Frankfurt. The shares of this limited liability company are held by Roever Broenner Susat Mazars Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft.

The sole limited partner is RBSM KG whose amount of liability and limited partner capital amounts to € 1,100 thousand.

MAZARS Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft has 20 Managing Directors (Geschäftsführer), of whom 14 are simultaneously limited partners of RBSM KG and Managing Directors (Geschäftsführer) of Roever Broenner Susat Mazars Geschäftsführungs-GmbH.

MAZARS Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft is represented by two Managing Directors (Geschäftsführer) or by one Managing Director together with an authorised representative.

#### 2.1.3 OTHER SIGNIFICANT FIRMS OF THE MAZARS GROUP IN GERMANY

Along with RBSM KG and MAZARS KG, the following firms, inter alia, belong to the German Mazars Group. These firms are subsidiaries or affiliated firms, in which individual partners of RBSM KG have direct ownership and which are associated via a non-operational profit-pooling civil law association (GbR).

- Roever Broenner Susat Mazars Rechtsanwaltsgesellschaft mbH
- Roever Broenner Susat Mazars Advisors GmbH & Co. KG
- RBS BBE GmbH Wirtschaftsprüfungsgesellschaft
- Mazars Tax GmbH Steuerberatungsgesellschaft Rechtsanwaltsgesellschaft
- MAZARS Consulting GmbH
- RB Treuhand GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft
- Dr. Steinberg & Partner GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft

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## 2.

### 2.2 Management structure and organisation

The management and representation of Mazars Germany is a matter of the partners appointed as Managing Directors (Geschäftsführer) of Roever Broenner Susat Mazars Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft and of MAZARS Geschäftsführungs-GmbH Wirtschaftsprüfungsgesellschaft. The partners elected a four-person Management Board to which management and administrative responsibilities have been transferred. Three members of the Management Board are auditors.

Currently the following partners are members of the Management Board:

- Dr. Christoph Regierer WP/StB/RA, Berlin (Speaker)
- Dierk Lemmermann WP/StB, Hamburg
- Dr. Tatjana Ellerbrock RA, Berlin
- Pierre Zapp WP/EC, Berlin

Simultaneously, Dr. Christoph Regierer is a member of the Group Executive Board (GEB) of the international Mazars organisation (see section 1.2).

The Management Board is supported and supervised in its work by the Supervisory Board. The Supervisory Board consists of three members, who are elected by the General Assembly of Partners for a term of four years.

An Evaluation Committee also comprising three members is responsible for preparing resolutions concerning partner matters for the General Assembly of Partners.

Anyone having a position on any of the three governing bodies, the Management Board, the Supervisory Board or the Evaluation Committee is excluded from serving on the other two governing bodies.

In addition, individual partners and managers are assigned specific responsibilities. This involves the management of the four service lines (Audit, Tax /Accounting & Outsourcing, Financial advisory and Legal Advisory), risk management and the management of the branch offices.

Partners furthermore delegate individual management tasks and personnel responsibilities to employees. This particularly applies to the Actuarial Department, to the IT and Process Assurance Department, as well as to the Further Education and Training Department.

All limited partners of RBSM KG are members of the General Assembly of Partners. This body meets at least four times each year and is responsible for all decisions not otherwise assigned to the Management Board.

As a rule, the General Assembly of Partners reaches decisions by a simple majority unless greater majorities are required for certain decisions. Furthermore, the annual general meetings of the respective representatives of the member firms of the German Mazars Group reach decisions within their authorised powers and duties. In addition to national professional framework conditions, the internal rules of the Charter of Association of the Mazars organisation are to be observed, and each Mazars partner has the personal duty to comply with these rules upon acceptance of membership in Mazars Scrl.

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## 3. MAZARS QUALITY ASSURANCE AND RISK MANAGEMENT POLICIES

The Group Executive Board (GEB) of the integrated Mazars partnership bears responsibility for the quality control processes including regular monitoring of its effectiveness. For this purpose, it has implemented a Quality and Risk Management Global Support Unit.

The Quality and Risk Management Global Support Unit:

- defines the quality control system and the relevant procedures, which Mazars member firms as well as all business and management units must implement in order to adhere to the standards defined. These standards are laid down in the Mazars Quality Assurance Manual and in the Risk Management Manual, both of which serve as policies for all member firms of Mazars,
- supervises the monitoring of the controls of the quality control system together with the GEB. The monitoring is organised by the International Quality Control Committee (IQCC), which is supported by internationally coordinated inspections of compliance with the International Standards on Auditing (ISA), the IFAC Code of Ethics and the International Standard on Quality Control (ISQC 1). In addition, there is an annual review of the implementation of action plans approved by the Management Board and coordinated by the Risk Management & Quality leaders of the member countries. The annual self-evaluation as well as the reporting of each country on the results of internal and external local quality assurance reports are also reviewed.

Together with the risk management partner, the national Management Board bears responsibility for establishing a quality assurance system. The objective is to promote an internal quality culture at all levels of the firm through clear, uniform and regular instructions, supplemented by initiatives that add an awareness of the quality assurance system and emphasise the importance of compliance with the statutory and professional regulations in accordance with the WPO and the Professional Code of Conduct for Public Auditors as well as in accordance with national and international standards.

The Mazars quality assurance and risk management policies are based on the standards of the International Federation of Accountants (IFAC), which are regularly updated whenever changes in European or international regulations are made.

Mazars is a member of the IFAC Forum of Firms and annually files a declaration stating that the organisation satisfies the membership criteria laid down by the Forum of Firms based on the results of the review of the quality control system.

These criteria are:

- to establish and to maintain appropriate quality control standards in conformity with International Standards on Quality Control (ISQC 1) supplemented by the relevant national quality control standards,
- to establish and to maintain policies and methods ensuring that the International Standards on Auditing (ISAs) are applied in international audits,
- to concur the policies and methods with the Code of Ethics for Professional Accountants (IESBA Code) and with national regulations.

### 3.1 Independence

#### 3.1.1 MAZARS RULES FOR ENSURING INDEPENDENCE

##### Mazars Code of Conduct for Objectivity and Independence

In order to create the foundation for a comprehensive acceptance of our values within the Group, Mazars prepared a Code of Conduct for Objectivity and Independence (CCOI), which is in accordance with the IESBA Code.

Each member of the organisation evaluates the conformity of national regulations with the rules contained in the CCOI and communicates any stricter national regulations that are then to be documented as Country-specific Provisions (CSP).

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## 3.

Professional principles are an integral part of our internal further education programmes and are available online to all partners and employees of Mazars Germany at all times.

### **Systems for guaranteeing independence**

In order to ensure independence prior to accepting an audit engagement or any another engagement requiring independence, members of Mazars are required to obtain information on the (prospective) client and its governing bodies and shareholders in order to reach a well-founded decision on submitting an offer (and accepting an engagement). A standardised email-based conflict check ensures compliance with professional independence in general as well as independence as particularly defined in § 319a and § 319b HGB. The conflict check is centrally administered, monitored and documented. National and international relationships with clients are centrally verified by specially trained employees supported by applicable databases.

Practice checklists support the identification of all statutory reasons for exclusion. Such a practice ensures that our independence is unequivocal, that the risks resulting from an engagement are extensively analysed in advance and that we can satisfy the professional and personnel requirements upon accepting an engagement.

All partners and Managing Directors of firms belonging to the Mazars Group in Germany are included in this process for professional reasons and are to declare their independence. Prior to continuing an engagement (reappointment), the auditors responsible for the client examine whether the requirements for a continuation of the engagement are still given in accordance with professional criteria supplemented by our own strict criteria.

Prior to accepting an engagement, the responsible auditor performs a risk assessment. For first-time engagements as well as for any current or prior year risk assessments higher than low, the risk assessment is to be checked by an internal quality control process. If a risk assessment is "high", the Risk Manager appoints an auditor who assumes the function of an Engagement Quality Control Reviewer while the engagement is being performed.

Other services for audit clients require prior communication, a record and confirmation of independence by Risk Management with regard to the audit client as well as approval by the partner who issues an auditor's report on the annual financial statements and/or the consolidated financial statements of the client.

All partners and professional employees of the Mazars Group Germany must submit an independence declaration annually. With regard to capital market firms, the independence requirements apply to all partners worldwide. In this regard, all partners of the Mazars organisation as well as their direct family members are prohibited from holding either a direct or indirect financial interest in any publicly listed audit clients of the organisation. Personal or family relationships between members of the audit team and a member of management of the company to be audited or with a person who holds a key function with regard to the audit are also prohibited. Finally, all member firms, as well as the partners and employees on the respective audit team, may not have a financial or business relationship with the audit client with the exception of a normal customer relationship.

All operational employees have access to a list of those clients subject to special professional requirements.

In addition, employees are to be trained in the procedures for acquiring clients and accepting engagements on a regular basis. Also consultation and escalation procedures are to be performed in technical, professional and other areas when required.

Mazars Germany has unambiguous rules for conflicts of interest. If there is any indication of a conflict of interest, either the engagement is to be rejected or appropriate safeguards are to be taken.

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## 3.

At the international level the Ethics and Acceptance Committee supervised by the Quality and Risk Management GSU Board is required to examine all potentially problematic matters presented to it as well as any deviations from the CCOI reported by the countries and to ensure that any changes in international professional standards are taken into account by the organisation.

The Quality and Risk Management GSU ensures that risk management processes exist at the national level and that they are monitored.

### **Auditor rotation**

At Mazars the duty to internally rotate auditors is adhered to for all audits of public interest companies. In compliance with Article 17 (7) of the Regulation (EU) 537/2014 and the IESBA Code of Ethics, the responsible audit partners must be changed at the latest after seven years have passed since they were appointed to any particular audit. Only after three years have passed after ending their involvement may they return on an annual financial statement audit of that particular audit client. A gradual rotation for recurring audit clients is done in agreement with the Management Board and Quality and Risk Management. Such a gradual rotation is to be done progressively and applies to all staff having management responsibilities for the audit.

### **Resolution of differences of opinion**

In the event of differences of opinion arising within an engagement team and between the responsible auditor, the Head of the Service Line is to involve competent persons for consultation and if necessary the responsible quality control person. Within the framework of our quality assurance standards and procedures, a final decision is to be made in close consultation with Risk Management as well as with representatives of the Management Board. If differences of opinion continue, professional advice is to be sought at a professional association or at another accounting firm.

### **3.1.2 DECLARATION OF THE MANAGEMENT BOARDS OF MAZARS GERMANY ON MEASURES FOR ENSURING INDEPENDENCE IN ACCORDANCE WITH ARTICLE 13 (2 G) REGULATION (EU) 537/2014 (FORMERLY REGULATED BY § 55C (1) SENTENCE 2 NO. 6 WPO OLD VERSION)**

On the basis of the measures performed, the Management Board of Mazars Germany confirms that the fulfilment of the guidelines on independence has been reviewed. No violations were reported during the course of this review.

## **3.2 Quality control system**

### **3.2.1 QUALITY CONTROL SYSTEM OVER PERFORMING ENGAGEMENTS**

The policies and procedures implemented by Mazars conform to IFAC standards on quality control: ISQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements and the revised ISA 220 Quality Control for an Audit of Financial Statements. These are documented in our Quality Assurance Manual available in electronic form to all professional employees of our organisation.

These policies and procedures are supplemented by a uniform audit methodology for members of the organisation as well as through joint training initiatives.

For a transition period before a new Mazars audit platform is implemented worldwide, two audit tools have been in use since the merger of Roever Broenner Susat and Mazars

Audits of MAZARS KG are to be documented in the audit software (AUDITsoft) used by Mazars worldwide, which enables an audit approach to be structured in compliance with current international audit standards (IFAC Clarified Standards), supplemented by national standards as well as by IDW audit standards.

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## 3.

Most audits of RBSM KG are to be performed by using the audit software CaseWare International (CaseWare), which has been supplemented by its own audit components in order to satisfy the requirements of both the IFAC and the country-specific regulations and professional standards (e.g. the requirements of IDW standards and the German Professional Code of Conduct for Public Auditors and Certified Accountants).

This audit software supports an evaluation of the accounting-related internal control system of our clients, steers the analysis of the financial statements, and provides electronic work papers for documenting audit procedures. The software ensures the entire audit engagement is performed on a workflow basis. On the whole, our electronic tools efficiently structure an appropriate and modern audit workflow. Audit procedures and results are appropriately documented. This also ensures the monitoring of the audit performance and an evaluation of the audit results.

Within the framework of our audit approach, we first perform a comprehensive analysis of the company's strategy and of the client's business processes including planning and monitoring systems. Of great significance in this regard is the accounting-related internal control system and the early risk detection system. After identifying the risk structure, an audit strategy is developed with the assistance of the audit software. The individual audit programme is appropriately prepared and the audit is performed with an adequate intensity for each transaction cycle by taking materiality thresholds into consideration.

The audit planning prepared with the assistance of the audit software is subject to review by the responsible engagement auditors and is approved by them after having made any necessary adjustments. The planning serves the audit team as a binding structure and must be performed under the direction of experienced heads of audit teams and auditors. If required, it may be adjusted during the audit as audit findings come to light.

The responsible auditor supervises the audit. Any questions the clients or the audit team may have can thus be quickly clarified. Thereafter the co-signing auditor verifies all significant audit findings and the overall results. Together with the public auditor responsible for the engagement, he presents these findings and the results to the client and its governing bodies.

To the extent that the audit involves a public interest entity (active on capital markets in the sense of § 264d HGB or of the Capital Requirements Regulation for Credit Institutions or for Insurances) or a high risk client, the audit planning and audit results shall be continuously discussed and coordinated with the Quality Reviewer assigned to the engagement. The Quality Reviewer must approve the audit planning and audit results prior to delivery of the draft report.

Technical consultation is provided for in the event of significant issues requiring clarification. Along with the specialists from the various professional departments (e.g. International Financial Accounting, Legal, IT and Process Assurance), auditors with special (industry) experience are available.

At the last stage, all audit reports are subject to a review performed by experienced employees, and at some offices such reviews may be organised in separate departments.

The archiving of our, to a large extent, electronic work papers is performed in a timely manner and takes the safeguarding of confidentiality into special consideration. Audit files containing accounting records are securely stored and archived

### **3.2.2 GLOBAL QUALITY ASSURANCE AND INTERNAL INSPECTION PROGRAMME**

Compliance with the policies and procedures of the Mazars Group is monitored through the reports of the individual countries on the results of internal and external quality control reviews as well as through regular quality control reviews by experienced auditors of the Group.

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## 3.

The quality control system includes **policies and procedures** in the following areas, which are described in detail in our Quality Assurance Manual:

- Responsibility and leadership
- Professional independence and objectivity
- Audit policies and audit methodology
- Acceptance and continuance of engagements
- Personnel development
- Engagement performance including:
  - › of engagements
  - › Technical consultation
  - › Audit documentation
  - › Quality control review of the audit engagement
- Confidentiality
- Monitoring of the quality control system
- Managing transnational engagements
- Allegations and complaints

These processes are updated regularly and take changes in international standards as well as user recommendations into consideration that serve the purpose of improving the effectiveness and appropriateness of the quality control system.

Mazars has developed an international quality control system that is binding for all affiliated firms, integrated members of the partnership and correspondent firms.

The operational management of quality control is the responsibility of the International Quality Control Committee (IQCC). This committee reports to the Group Executive Board and to the Quality and Risk Management Global Support Unit.

There are two types of internal inspections:

- a self-evaluation performed by each country with regard to its fulfilment of IFAC standards, supplemented by the results of internal and external quality control reviews and an action plan with regard to areas identified requiring improvement. In this report the so-called ReQAR (Report on Quality Assurance Review), concerns itself with aspects of audit methodology, ethics and internal quality assurance and control systems;

- the so-called IQAR review (International Quality Assurance Review) is regularly performed by licensed Mazars auditors from various countries.

Each auditor prepares an action plan by taking the results of the IQAR or the ReQAR into consideration. The action plan is presented to the Executive Committee of the respective country for approval. The partners responsible for the supervision of certain geographic zones are informed of the action plans and track their implementation with the assistance of IQCC.

Each year the firms review and evaluate their own quality control systems based on a monitoring programme, by which the appropriateness and the effectiveness of procedures are evaluated and audit engagements are monitored. Each partner is reviewed at least every three years.

Each Mazars member firm annually informs the Group, the partners and managers as well as the respective Executive Committee of the results of the internal and external quality control reviews (ReQAR/IQAR/national auditor oversight bodies and peer reviews). This reporting is prepared in sufficient detail so that any necessary adjustments and measures can be taken both at the level of the firm as well as at the level of the partner concerned.

At a minimum this summary includes:

- a description of the procedures applied and the scope of the quality control testing,
- the conclusions from reviewing the procedures and the audit engagements and
- if necessary, the action plans.

Firms that wish to be included in the Mazars partnership are initially subject to a prior technical inspection by the IQCC. The Report on Quality Assurance is included in the application and presented to the GEB as well as to the GGC for approval prior to being voted on by the partners. If required, the application is accompanied by an action plan monitored both by the IQCC as well as by the responsible partner for the respective geographic zone.

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## 3.

### 3.2.3 DECLARATION TO THE IFAC FORUM OF FIRMS ON THE EFFECTIVENESS OF THE QUALITY ASSURANCE SYSTEM

Mazars is a proper member of the IFAC Forum of Firms.

The fulfilment of obligations by the member firms of the Forum contributes to raising the standards of our international audit practice in the interests of the clients. In this spirit, Mazars has obligated itself to the following:

- adherence to appropriate quality control standards in conformity with the quality control standards issued by the IFAC International Auditing and Assurance Standards Board (IAASB) as well as to national auditing standards, performance of regular worldwide coordinated quality assurance reviews, and, to the extent possible, to taking the respective national legal framework conditions into consideration;
- implementation of procedures and methodologies based as far as possible on the ISAs issued by the IAASB for the performance of transnational audits;
- implementation of procedures and methodologies that comply with the IFAC Code of Ethics for Professional Accountants as well as with applicable national codes of ethics.

### 3.2.4 EXTERNAL QUALITY CONTROL

Audit firms performing statutory audits in accordance with § 316 HGB have the duty to report such activities to the Wirtschaftsprüferkammer (German Chamber of Public Accountants) and are subject to regular quality reviews in accordance with § 57a of the Law Regulating the Profession of German Public Auditors [Wirtschaftsprüferordnung (WPO)].

The last time the Wirtschaftsprüferkammer issued RBSM KG a Certification of Participation in the System of Quality Controls in accordance with § 57a WPO was on 17 December 2014. It is therein confirmed that our quality assurance system is in conformity with statutory requirements. RBSM KG has an extract from its professional association stating it has been registered as a financial statement auditor pursuant to § 38 No. 2f WPO. According to a resolution of the Commission for Quality Control, the next quality control review must be performed by 20 December 2020.

MAZARS KG also has an extract from its professional association stating it has been registered as a financial statement auditor pursuant to § 38 No. 2f WPO. According to a resolution of the Commission for Quality Control, the next quality control review must be performed by 22 January 2019.

### 3.2.5 QUALITY ASSURANCE SYSTEM FOR MAZARS GERMANY

The policies and procedures for quality assurance at Mazars Germany are in conformity with general and statutory requirements regarding the quality and duties of our professional activity. These are anchored in the WPO, in the Professional Code of Conduct for Public Auditors and Certified Accountants as well as in national and international standards. In particular, the requirements for quality assurance found in EQS 1 of IDW as well as in ISQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Statements and Other Assurance and Related Services Engagements as well as in the Revised ISA 220 Quality Control for an Audit of Financial Statements have been introduced into our audit practice. The safeguarding of independence in exercising the profession is of central importance to our firm, and accordingly we have dedicated a separate section to independence under section 3.1 in our Transparency Report. This also includes the declaration of the Management Board of Mazars Germany regarding the measures for protecting our independence in accordance with Article 13 (2g) Regulation (EU) 537/2014 (formerly § 55c (1) sentence 2 No. 6 WPO old version).

Of particular importance for our quality assurance are the requirements for our quality assurance system anchored in § 55b WPO and §§ 28 et seqq. of the Professional Code of Conduct for Public Auditors and Certified Accountants, as well as the regulations for external quality control in accordance with §§ 57a et seqq. WPO.

Essential elements of our quality assurance system are documented in our personnel and employee development policies as well as in our organisation and audit manuals. With regard to the special requirements placed on our Human Resources Department, we refer to more detailed information in section 5 of this report.

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## 3.

The organisational and technical manuals for audit performance are available in electronic form at all times to professional employees of our firm and the Group. The employees of Mazars Germany are obliged to conform to the documented principles therein and to the measures for quality assurance in the organisation of their professional activities and in performing individual audit engagements.

The duty to monitor quality assurance systems is based on the European Quality Standard (EQS) 1/2006, which takes the International Standard on Quality Control 1 (ISQC 1), ISA 220 and the IESBA Code of Ethics with regard to general professional duties into consideration. A central element of quality assurance in performing engagements is a review of the audit report. In our firm this practice is compulsory for statutory financial statement audits. We greatly value the importance of including independent reviewers in our audit engagements. Prior to delivery of our professional opinion, a review of all audit reports and of any other report requiring certification or voluntary certification is made by experienced employees who are not involved in the respective engagement. Along with experienced employees of our Report Department, we also make use of the technical expertise of our professionals who are not involved in the respective audit engagement. The timely completion of a review of a report is assured through drawing on report reviewers from other offices.

Internal inspection is an additional important quality control instrument within our quality assurance system. Under the direction of an experienced audit partner, we perform an internal inspection using a public auditor independent of the engagement in order to ensure compliance with our work standards and quality assurance requirements. The results of the internal inspection are communicated to the employees. In the event of findings, we take the necessary steps to ensure the short-term and long-term fulfilment of all of our professional requirements by installing appropriate training measures or by using additional tools and work aids (e.g. checklists and instructions).

### **Acceptance, continuation and early termination of engagements**

Mazars Germany has uniform rules for accepting and continuing engagements as well as for early terminations of engagements in order to reasonably ensure that when the overall risks

associated with audit engagements are considered, only those engagements are accepted or are continued that can be properly performed with regard to technical, personnel and time requirements.

These regulations are included in the Organisation Manual of our firm. Therein the responsibility for acceptance, continuation and termination of engagements is laid down. We have introduced rules providing reasonable assurance that engagements will be accepted or continued only,

- if after an analysis of the client's integrity and of the risks associated with the engagement, either there are no indications of any exceptional risks or suitable risk mitigation measures can be taken,
- where the duties under the Money Laundering Act [Geldwäschegesetz (GwG)], have been fulfilled (in particular the duty to identify in accordance with § 2 (1) GwG),
- if adequate experience and competence as well as personnel and time resources are available in order to be able to properly perform the respective engagement,
- when compliance with general professional duties, in particular the principle of independence, can be ensured.

Our process of engagement acceptance and continuation ensures that the necessary assessments as to whether the requirements listed above have been satisfied are made prior to the decision on whether to accept or to continue a particular engagement. Our procedures ensure that the proper decision is made independent of whether it concerns an existing or a new client.

Our standardised approach enquires into all significant aspects inherent to client risk.

In the event of subsequent engagements, and within the framework of the continuation process, changes in client and engagement risks are carefully assessed, and if there are any indications of changes, approval must be obtained from the national Risk Management Partner.

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## 3.

Within the framework of our formalised engagement acceptance and continuation process, it can also be ascertained if any conflicts of interest with existing clients may have arisen. The implementation of a procedure for determining independence ensures the identification of any potential conflicts of interest.

In the event of differences of opinion with the national Risk Management Partner, the final decision on engagement acceptance and, if required, the taking of any protective measures, lies at the level of the Management Board and with the Head of the Service Line. German legal and professional requirements will, in particular, be taken into consideration in reaching a decision.

Should information become known to the responsible auditor during the course of performing an engagement that would have led to a rejection of the engagement had it been known at the time of engagement acceptance, the national Risk Management Partner is to be informed without delay. Together with the responsible auditor, the Risk Management Partner decides on the necessary steps to be taken including the necessity of discontinuing the engagement. We have drafted rules in conformity with § 318 (6) and (8) HGB for an early termination of such audit engagements.

### **Comprehensive planning for all engagements**

Through our staffing schedule showing employee assignments and the auditors responsible for engagements at branch and interregional levels, an appropriate comprehensive planning for all engagements is ensured and thus satisfies the requirement that all accepted and anticipated engagements can be completed properly in a timely manner.

The nature and scope of comprehensive planning at the practice level is determined in accordance with the respective circumstances of the individual branches as well as the number, volume and degree of difficulty of the engagements to be scheduled.

### **Response to complaints and allegations**

Within the framework of our duty of care, we comply with our obligation to responsibly deal with complaints and allegations of employees, clients or third parties. We enquire into each objection communicated regardless of whether it provides for circumstances indicating a violation of statutory provisions or of technical regulations. In both employee and client circles we

seek direct and open communication that ensures appropriate treatment of any justified complaints or allegations made by employees, clients or third parties regarding observance of statutory provisions or of technical rules in exercising our profession, including rules involving internal quality assurance.

We have established structures that allow employees to present anonymous complaints to the Management Board, to a Head of a Service Line or to the Head of Human Resources. Through these structures it is possible for employees to report potential or actual violations of Regulation (EU) 537/2014 or of professional duties as well as criminal acts or administrative offences.

Findings are discussed with other public auditors as well as with the partner responsible for quality assurance and the national Risk Management Partner. As needed, the measures required are introduced that can, in principle, be extended to all areas of our practice.

### **Engagement performance**

We define the responsibility for the performance of an engagement by assigning partners and managers to a specific audit engagement and making them responsible for that engagement. The responsible auditors communicate with the client in our standardised engagement letter.

Through careful individual selection, we ensure that the responsible auditors have sufficient personal and technical experience and knowledge as well as adequate time reserves. For selecting the audit team members, we apply the same selection criteria so that the tasks assigned to them can be performed in compliance with statutory and professional requirements and proper reporting is guaranteed.

The partners, managers and the audit team assigned to an audit have specific tasks and duties: partners and managers, in particular, have supervisory duties for the completion of the engagement by the employees assigned to them, which they must fulfil in a timely manner and document in the work papers in accordance with our policies. A timely review of the work product of professional employees is the basis for addressing problems and findings arising during the performance of an engagement in a timely manner and for reaching an appropriate solution.

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## 3.

In addition, partners and managers are to ensure that audit team members are properly worked in and are equipped not only with the necessary technical knowledge but also with knowledge of the client's business and its business environment. Less experienced employees are comprehensively to be instructed in their tasks by experienced members of the audit team.

### Consultation

During the performance of an audit engagement there is an option, and in some cases a duty, for the audit team to obtain professional advice on special matters from a department or from our expert groups (e.g. IFRS Expert Group, US Desk). Our rules on professional consultation contain the requirements for starting the consultation process as well as guidelines for performing such consultations. In addition, certain circumstances are defined in which there is a duty to seek consultation.

#### **3.2.6 DECLARATION OF THE MANAGEMENT BOARD OF MAZARS GERMANY ON MEASURES FOR IMPLEMENTING THE INTERNAL QUALITY ASSURANCE SYSTEM ART. 13 (2 G) REGULATION (EU) 537/2014 (FORMERLY § 55C (1) SENT. 2 NO. 3 WPO OLD VERISON)**

The Management Board of Mazars Germany herein declares that all measures for the implementation of the internal quality assurance system have been taken and its functionality is ensured. In addition, the quality assurance system applied corresponds to statutory requirements and the rules and procedures resulting from this system have been observed. The Management Board has confirmed the actual observance of the regulations through organisational measures as well as regular inquiries, reviews and inspections, etc.

### **3.3 Our contribution to the process of professional standardisation**

We believe that the voice of our profession should be heard in the public debate on standardisation. Accordingly, Mazars is dedicated to improving financial reporting and corporate governance and to strengthening general confidence in capital markets worldwide. For example:

- Mazars participates in consultations on various issues including financial statement audits, corporate governance, financial reporting and major changes in regulations and standards of various legislatures and professional organisations, such as the European Commission, IFAC and its boards and committees, Accountancy Europe, EAIG, PCAOB, IASB;
- Mazars is directly represented in various international professional organisations such as IFAC, Accountancy Europe, ESMA, EFRAG and IASB.

Mazars Germany is represented in the following committees of the Institute of Public Auditors in Germany (IDW):

- Main Technical Committee
- Law Technical Committee
- Public Interest Entities and Administration Technical Committee
- Company Valuation and Business Technical Committee
- Information Technology Technical Committee
- Real Estate Technical Committee
- Hospital Technical Committee
- Insurance Technical Committee

In addition, our partners and employees are active in various IDW work and study groups.

## 4. CLIENTS

### 4.1 Services offered and financial information for the 2015/2016 financial year

#### 4.1.1 INTERNATIONAL SERVICES OFFERED

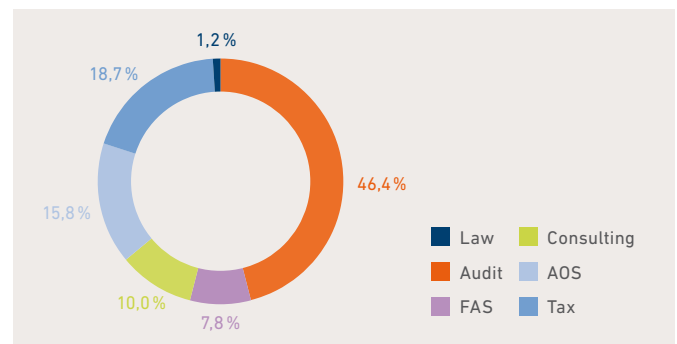
The services Mazars offers are organised in four Global Business Units, of which two are classified according to market segments and two according to Service Lines. This structure is uniform in all countries.

The four Global Business Units are:

- **GBU PIE (Public Interest Entities).** This includes statutory and voluntary financial statement audits as well as other consulting and assurance services for companies active on capital markets as defined in § 264d HGB, credit institutions operating under the Capital Requirements Regulation or insurance companies.
- **GBU OMB (Owner Managed Businesses).** This encompasses advisory and audit services for owner-managed companies of all sizes and legal forms, typically medium-sized.
- **GBU Tax.** This segment includes the entire range of tax advisory services.
- **GBU Law.** Our member firms provided legal services within the scope of the respective profession.

In addition, we are organised in a service line structure worldwide comprising the following Service Lines: Audit & Assurance, Tax, Financial Advisory (FAS), Consulting, Accounting & Outsourcing (AOS) and Law.

The worldwide reporting of sales within Mazars uses the service line structures. For the 2015/2016 financial year, sales (€ 1,360 m) were allocated as follows:



#### 4.1.2 FINANCIAL INFORMATION IN ACCORDANCE WITH § 55C (1) SENT. 3 NO. 3 WPO OLD VERSION

For the 2015/2016 financial year, sales of RBSM KG and MAZARS KG comprised the following:

Sales (in million €)	RBSM KG	MAZARS KG	Mazars Germany
Audit services	26,7	12,2	38,9
Other Assurance services	2,2	2,1	4,3
Tax advisory services	38,2	9,0	47,2
Other services	6,0	3,5	9,5
<b>Total</b>	<b>73,1</b>	<b>26,8</b>	<b>99,9</b>

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## 4.

### **4.2 List of Public Interest Entities Audited by Roever BroennerSusat Mazars GmbH & Co. KG Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft and by MAZARS GmbH & Co. KG Wirtschaftsprüfungsgesellschaft in the 2016 Calendar Year**

The following firms fulfilling the criteria for being deemed public interest entities as defined in § 319a HGB were audited by RBSM KG in the 2016 calendar year (SFS: separate financial statements, CFS: consolidated financial statements):

- aap Implantate AG, Berlin: SFS, CFS
- Aves One AG (formerly PriCon Invest AG): SFS, CFS
- Capital Funding GmbH & Co. KG, Frankfurt am Main: SFS
- co.don AG, Teltow: SFS
- DEAG Deutsche Entertainment AG: SFS, CFS
- DFS Deutsche Flugsicherung GmbH, Langen: SFS, CFS
- Klassik Radio AG, Augsburg: SFS, CFS
- United Labels AG, Münster: SFS, CFS

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# 5. HUMAN RESOURCES

## 5.1 Professional and administrative staff

### 5.1.1 EMPLOYEES IN THE INTERNATIONAL ASSOCIATION

As of 31 August 2016, approximately 17,000 persons in the countries integrated were employed at Mazars offices worldwide.

### 5.1.2 EMPLOYEES IN GERMANY

As at 1 March 2017, RBSM KG and MAZARS KG employs 1,123 employees (full-time equivalents not including trainees and students), thereof 65 are partners and 831 are professional employees. The remaining employees are serving in administration. In the other firms belonging to the Mazars Group in Germany a further 8 partners and 85 employees (full-time equivalents) are employed.

## 5.2 Information on the basis for the remuneration of partners and managers

The remuneration of partners consists of remuneration for activities performed as well as of a share of the profit in accordance with a point system. As a rule, remuneration for activities performed as well as of a share of the profit are in proportion to the partner's capital contribution to the firm's share capital.

Managers receive a fixed salary and a variable bonus. The fixed salary is measured in accordance with the qualifications and experience of the individual employee and market conditions. Variable compensation may amount to as much as 40% of total remuneration. Variable compensation is partially dependent on the profit of the Mazars Group in Germany and, in particular, takes the individual performance of the employee into consideration. Criteria such as personal commitment, professional competence, risk awareness, client acceptance and the ability to instruct, motivate and lead a team are used to evaluate the performance of the individual manager, in addition to which personal development is taken into consideration.

The total remuneration of the partners of a Mazars member firm is generally dependent on the performance of the respective member firm that contributes to the total performance of the Mazars Group.

At regular intervals the partners' shares in the profit of a national firm are allocated amongst each other based on the total performance of the respective country as well as the individual performance of the respective partner. The individual partner performance is measured by using various criteria, such as professionalism, technical competence, significance and complexity of engagements, contribution to the general development of the local firm and of the Group, degree of leadership responsibility, performance in financial management as well as commitment to the partnership. None of the criteria listed above is considered in isolation. However, the main focus lies on technical competence as well as commitment to the partnership.

## 5.3 Quality by furthering the potential of our staff

We are convinced that the quality of the services we provide to our clients and bring to the market depends on the potential of our employees. The backbone of our strategy to promote our employee potential contains the following elements:

- Our corporate culture
- Our commitment
- Our variety of talents
- Our transparent and effective evaluation system

On the basis of our common corporate values and leadership principles as well as in a fulfilling work environment, our talent management is based on three fundamental principles:

- Recruiting the most talented employees and binding them to a long-term commitment
- Developing training on technical and managerial issues (compare section 5.4 on further education and training)
- Offering attractive career opportunities, in particular international opportunities within our rapidly growing organisation

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## 5.

Our employees have goals and clear expectations for their work, and they receive feedback and conduct regular discussions regarding their performance evaluations. Our Global Talent and Performance Management Programme monitors the development of our employees in all Mazars countries. This programme supplies us with quality information on the expectations and competencies of our professional employees through which we, in return, can estimate our progress with regard to our long-term staff development objectives.

Each employee has a special role and an opportunity to significantly contribute to our success.

As an organisation operating worldwide, we know the importance of intercultural cooperation and promote the international development of our employees and managers. Employees who wish to enrich their careers through experiences in foreign countries may select from numerous exchange programmes including strategic mobility options in which qualified senior managers may be delegated to high-ranking projects for three to five years, which may entail a permanent transfer. Limited secondments are also possible through our MOVE Programme, which makes it possible for motivated and suitable senior auditors and managers to work on foreign projects for a time period between two and six months. Our short-term and long-term mobility programmes make a major contribution to ideas being exchanged between Mazars member firms and promote a worldwide development of the Mazars organisation.

### 5.4 Mazars policies on the further education and training of auditors

The internal training programme is of central strategic importance for the Group not only because of the content (transferring knowledge as well as updating specialised knowledge), but it is also a key element in communicating both professional regulations and standards as well as the requirements of professional ethics to our professional employees.

Each member firm maintains a training list in which the trainings taken by each employee and partner are recorded. This ensures that the respective employee has attended all necessary training and further education classes and that they correspond to the engagement responsibilities of the employee.

The seminar programme of each member firm contains a general education plan with which all employees at all levels must comply. The objective of the seminar programme is to develop and to deepen the knowledge of each employee in the areas of audit standards, financial accounting standards, audit techniques and engagement management.

In addition, the programme contains an industry-specific training plan for employees in certain segments, such as insurance, banking, public sector and high tech.

Professional employees who are involved in transnational financial statement audits are trained in the following areas in the national regulations of the countries in which the audit is to be performed:

- Financial accounting and auditing standards
- Coordination of group audits at multiple locations
- Standards for publicly listed firms
- Corporate governance standards
- National and international economic conditions

The internal education programme is supplemented by external seminars corresponding to the specific requirements of certain clients or to a particular economic environment.

Regular professional events make it possible to exchange knowledge about particular engagements as well as to discuss current issues.

The Mazars University of the Mazars Group was established in 2008 and pursues three objectives:

- Positioning Mazars as a major player in future markets
- Communicating Mazars values (the "Mazars Way")
- Strengthening the social responsibilities of Mazars

Mazars University coordinates the entire training programme of the Mazars Group and promotes the exchange of knowledge, of professional experience and of best practices.

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## 5.

### DECLARATION ON COMPLIANCE WITH THE PROFESSIONAL DUTY TO EDUCATE FURTHER IN GERMANY

Mazars Germany follows the German professional standards as well as the standards of IES 7. All audit partners and employees sign an annual declaration confirming that they have complied with the applicable requirements.

In addition, RBSM KG and MAZARS KG follow the provisions of § 5 of the Professional Code of Conduct for Public Auditors and Certified Accountants.

Qualified professionals not required by their profession to train further must complete a minimum of 120 hours of professional further education within a three-year period of which 60 hours must be proven. They must also complete a minimum of 20 hours of professional further education annually.

Mazars Germany has established a professional education programme that includes the organisation and execution of professional in-house and external seminars, the active participation of professional staff in significant national and international professional organisations, as well as comprehensive opportunities for attending professional events and conferences.

On the basis of the requirements described above, RBSM KG and MAZARS KG have ensured at all times that all partners and professional employees have satisfied their duty to educate themselves further in accordance with the Professional Code of Conduct for Public Auditors and Certified Accountants.

Frankfurt am Main and Hamburg, 31 March 2017

MAZARS GmbH & Co. KG  
Wirtschaftsprüfungsgesellschaft



Pierre Zapp  
Wirtschaftsprüfer



Dr. Guido Gottschalg  
Wirtschaftsprüfer

Roever Broenner Susat Mazars GmbH & Co. KG  
Wirtschaftsprüfungsgesellschaft  
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Pierre Zapp  
Wirtschaftsprüfer



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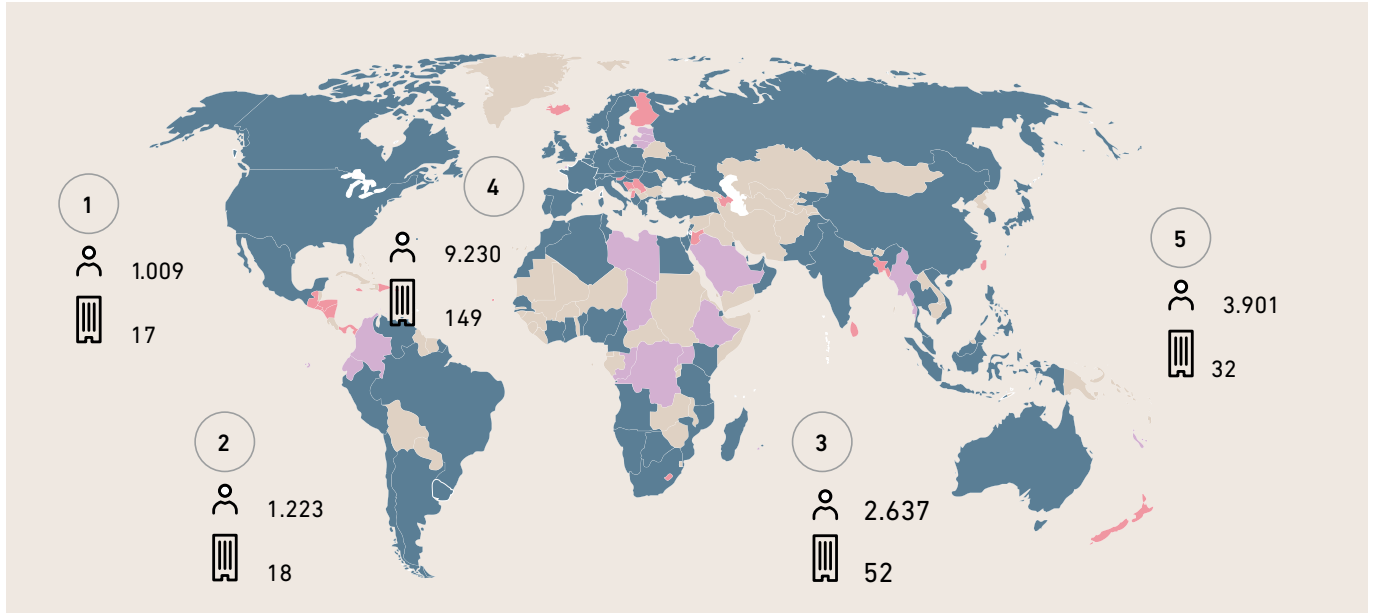
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# WORLDWIDE PRESENCE OF MAZARS



## 1 NORTH AMERICA

- Bermuda
- Canada
- United States

## 2 LATIN AMERICA & THE CARIBBEAN

- Argentina
- Brazil
- Cayman Islands
- Chile
- Colombia
- Dominican Republic
- Dutch West Indies
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Peru
- Puerto Rico
- Uruguay
- Venezuela

## 3 AFRICA & MIDDLE EAST

- Algeria
- Angola
- Bahrain
- Benin
- Botswana
- Cameroon
- Cape Verde
- Chad
- Comoros
- Congo (Democratic Republic)
- Congo (Republic)
- Djibouti
- Egypt
- Ethiopia
- Ghana
- Israel
- Ivory Coast
- Jordan
- Kenya
- Kuwait
- La Réunion
- Lebanon
- Lesotho
- Lybia
- Madagascar
- Mauritius
- Morocco
- Mozambique
- Namibia
- Nigeria
- Oman
- Palestine
- Qatar
- Rwanda
- Saudi Arabia
- Senegal
- South Africa
- Tanzania
- Tunisia
- Uganda
- United Arab Emirates

## 4 EUROPE

- Albania
- Austria
- Belgium
- Bosnia & Herzegovina
- Channel Islands
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Latvia
- Lithuania
- Luxembourg
- Malta
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Turkey
- Ukraine
- United Kingdom

## 5 ASIA PACIFIC

- Australia
- Azerbaijan
- Bangladesh
- China
- Hong Kong
- India
- Indonesia
- Japan
- Korea (Republic)
- Kyrgyzstan
- Malaysia
- Myanmar
- New Caledonia
- New Zealand
- Pakistan
- Philippines
- Singapore
- Sri Lanka
- Taiwan
- Thailand
- Vietnam

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