



CORPORATE GOVERNANCE REPORT 2020



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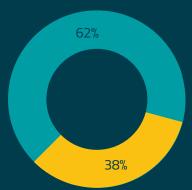
With an aim to make quality healthcare services widely available and accessible across the country, CHG has been committed to taking a lead in the development of Egypt's healthcare industry since its establishment. As Egypt's leading private hospital group, CHG has established itself as part of the community in which it does business. The Group is comprised of seven leading hospitals in the Greater Cairo Area with decades long worth of success: Cleopatra Hospital, Cairo Specialized Hospital, Nile Badrawi Hospital, Al Shorouk Hospital, Queens Hospital, El Katib Hospital, and Bedaya IVF Hospital offering a full array of general and emergency healthcare services. The Group also operates two polyclinics located in strategic regions of East and West Cairo. Over the last five years, the Group has revolutionized the Egyptian healthcare industry by bringing forth integrated healthcare solutions to a growing number of patients across an expanding geographical footprint, while simultaneously introducing, for the first time in Egypt, a 360-degree approach to the running of day-to-day operations at its hospitals.



Over the past year, CHG has also expanded its operations via strategic partnerships. The Group signed a Business Transfer Agreement (BTA) to transfer the assets and operations of Bedaya for Medical Services, Egypt's leading Assisted Reproductive Technology (ART) and fertility centre led by Dr. Ismail Aboul Foutouh, to a joint venture between the two parties. The transaction not only sees CHG add yet another service to its already wide-ranging roster, but also gain access to a scalable platform from which to further grow our presence in this fast-growing segment. Additionally, CHG also signed an agreement for the formation of a joint venture with Egypt's EFS Facilities Services (EFS) to create the Egyptian Healthcare Facilities Services (EHFS) company, the country's largest healthcare-dedicated facility management business. Accordingly, CHG will outsource its noncore hospitality functions including security, cleaning, laundry, kitchen, and maintenance to EHFS. The formation of a new entity to oversee the Group's hospitality functions is set to drive significant improvements in the quality of the services while further streamlining all aspects of CHG's day-to-day operations.

The Group leverages its position as a market leader in the sector to improve the quality and accessibility of healthcare in Egypt not only through its standard operations, but also by building strategies and establishing key partnerships to develop the sector. At the same time, CHG has built long-lasting partnerships with both state and private institutions to assist other hospitals meet these same standards, in line with its strategy to institutionalize the sector and ensure that first-class healthcare and highly trained medical practitioners are accessible across the country.





# Cleopatra Hospitals Company's Shareholder Structure

- Free Float
- Care Healthcare limited (Malta)

# Care Healthcare Limited's DFI Shareholders

- DEG: The German Investment and Development Corporation, is a subsidiary of KFW, aiming at promoting business initiative in developing and emerging market countries as a contribution to sustainable growth and improved living conditions of the local population
- EBRD: An international financial institution, which uses investment as a tool to build market economies, supporting the development in 30 countries from central Europe to central Asia
- Proparco: A Development Financial Institution partly owned by Agence Française de Développement (AFD), which promotes private investment in developing countries to reach the Millennium Development Goals



# Statement of top 5 shareholders as of Dec 31, 2020

Name (as per MCDR)	Ownership	Country
Care Healthcare	38%	Malta
Wasatch Capital	7%	United States of America
Norges Bank	5%	Norway
VanEck	3%	United States of America
Franklin Templeton	2%	United States of America

# Statement of transactions by the board members, spouses and children for 2020

No Transactions on CLHO shares by Board Members, their spouses or their children were made during 2020.

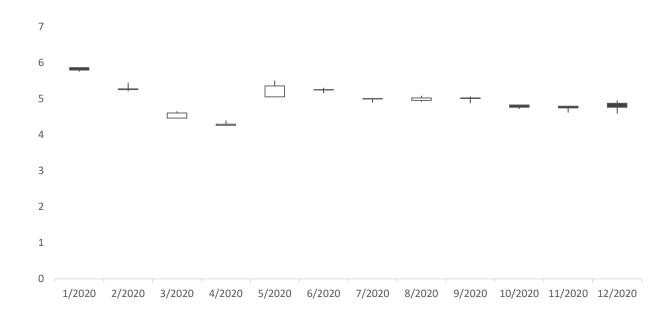
Above data presented as per official MCDR register and may not reflect aggregate accounts & funds under that may be owned or managed by the same beneficial owner or Investment Advisor

# Shareholding Structure





# Cleopatra Hospitals Company (CLHO) Share price performance in 2020 (EGP)

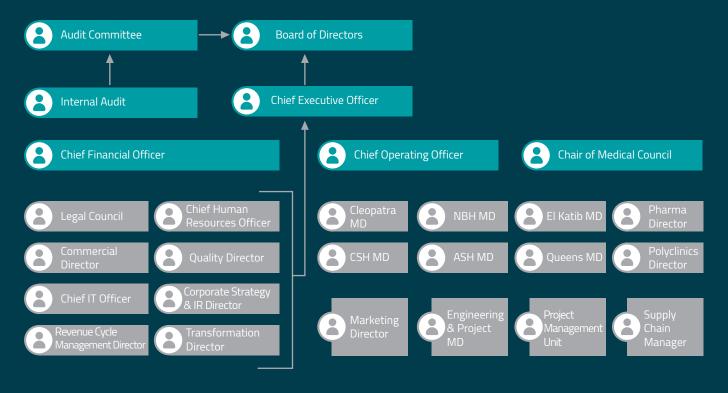


# Comparative performance of share price vs EGX index chart



# Share Price Performance







Over the course of the past 5 years, CHG has been on a mission to institutionalize the healthcare sector in Egypt, being a key initiative, which helped CHG stand out from other private hospital groups in the country. In order to do so, a solid and dependable organizational structure had to be formed, for the Group to be able to deliver widely accessible new concepts of top-class healthcare services across an extensive geographical footprint. Accordingly, CHG has created a central management team that focuses on setting the overall strategy of the Group, as well as centralized back-office functions. Currently, The Group's corporate office has a clear organizational matrix which allows for a smooth and efficient decision-making process.

# **Building the foundation**

CHG continues to attract the most qualified and experienced talent across both its medical and non-medical departments, bringing diverse skill sets with decades of experience into healthcare management. When necessary, CHG introduces new business functions to oversee various aspects of the business as the Group continues to grow.





# Introduction:

# Corporate Governance in Cleopatra Hospitals Group

Corporate governance is a set of practices and processes that direct and control a company's operations, whilst balancing the interests of all stakeholders, including shareholders, senior management, employees, and patients. Ultimately, governance is a cornerstone of the Group's long-term success and value creation.

At Cleopatra Hospitals Group, our daily operations impact millions of Egyptians' lives across the nation. Accordingly, Corporate Governance warrants that our patients are receiving the best care possible. To deliver this promise, CHG's governance framework must, and always will be transparent, in addition to promoting integrity and ethics, and consistently complying with international best practices.



With a total of eleven board directors, including five independent members, our Board of Directors encompasses backgrounds in different industries including pharmaceutical, engineering, medical, finance, and economics. Their experience brings forth a unique and diverse blend of expertise that contribute to effective decision making, organizational efficiency, and operations that are ethical, sustainable, and profitable. The Group's Board of Directors provides the necessary oversight and combination of expertise to thoroughly oversee the Group's corporate governance framework. The Board also safeguards that the Group is constantly being driven by transparent purpose and intention, best serving all stakeholders through their three integral committees: The Audit Committee, Remuneration Committee, and the Clinical Quality and Safety Committee.

# **Anti-Bribery and Anti-Corruption policies**

- CHG has a zero-tolerance approach when it comes to bribery and corruption, with a clear anti-bribery and anti-corruption policy effectively in place for all stakeholders to abide by
- CHG follows all applicable local laws, as well as stringent international agendas in order to ensure that no facilitation or bribery take place, in any of their forms.

#### **No Referral Fees**

- CHG does not pay any referral fees or kickbacks to physicians, instead, the Group developed a Doctor Sales team aiming to revolutionize the sector in Egypt with regards to this aspect of the business
- The sales team works on the improvement of hospital services for to the physicians, as well as maintains close communication with them, accordingly, cultivating loyalty and engagement with CHG.

#### **Medical Council**

CHG's group-wide medical council's main responsibilities fall into the following:

- Ensure that our medical team is providing the best medical care for their patients possible.
- keep CHG at the forefront of medical research and technology, across all possible healthcare services that could be introduced to the market.



#### Non-Executive Board Members











#### **Executive Board Members**



#### **Independent Board Members**











### **Board Committees**

- Audit Committee: recommends the financial statements to the Board, and matters such as internal and external audits, financial and non-financial risk
- Remuneration committee: determines and recommends to the Board matters regarding the framework for senior management remuneration
- Clinical quality and safety committee: monitors non-financial risks, including clinical performance, health and safety and facilities.

#### **Board of Directors**

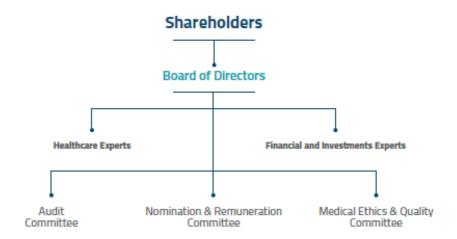
Cleopatra Hospitals Group's Board of Directors is structured such that the members are of diverse age, gender, backgrounds, and qualifications, as shown below. Comprised of 11 seats, 3 members are experts in the healthcare sector and 5 possess relevant financial expertise. Whilst there are 10 members who serve as non-executive directors, 5 are independent.

# **Board of Directors Responsibilities**

As the highest governing authority, the CHG Board has a variety of responsibilities, including the following:

- Meeting regularly while retaining hands-on control over the company and monitoring its management
- Demonstrating full commitment to CHG, including fully protecting the interests of the company and its stakeholders
- Participating actively in Board meetings and in the company's activities when needed, including examining topics based on priority and ensuring that significant action is taken
- Evaluating the performance of the current Board, its directors, and its committees
- Assessing and selecting new Board members
- Providing regular oversight and advice on the monitoring and compensation of upper management
- Ensuring the existence of an agile, resilient, and adaptable succession plan
- Employing the most competent CEO, in an objective manner
- Decision-making when it comes to any reports or disputes
- Reviewing and approving CHG's strategic plans and their implementation
- Reviewing and approving CHG's financial and operational plans
- Monitoring operational, financial, and legal performance against strategic plans
- Reviewing and approving CHG's financial control and reporting methods
- Preparing and approving annual reports and financial statements
- Reviewing and approving annual investment budgets and any major operations of a financial nature
- Ensuring that CHG meets ethical standards and is legally compliant
- Monitoring the integrity of activities and relationships between shareholders, staff, and external parties

#### **Board of Directors: Structure**



#### Role of the Chairman

The Chairman's primary responsibility mainly lies in the management of the board, ensuring its effectiveness from every perspective within the company, as per the members' mandated roles. The roles of the Chairman at CHG include:

- Establishing and organizing the composition of the Board
- Outlining the responsibilities of the Board, its members, and senior management
- Planning effective Board Committee meetings
- Evaluating the efficiency of the Board and ensuring its effectiveness

# **Role of the Independent Directors**

Cleopatra Hospitals Group's Independent Directors have non-executive roles but are known for their accountability, integrity, achievements, and experience. Our Independent Directors add to our Board through their ability to think strategically, balance the interests of stakeholders, and contribute to the financial aspects of the Group. The Independent Members are responsible for the implementation of corporate strategies, ensuring that the activities of CHG are compliant legally, and protecting the rights of all shareholders/stakeholders.

Our Independent Directors play a large role in the CHG Board Committees, specifically the Audit Committee. These members are a crucial element in the audit process of CHG; they inspect the company's financial statements and work closely with our auditors.



# **Board of Directors: Internal Organizational Structure**

**Board Committees and their roles** 

The Board of Directors is comprised of three committees, each with specific tasks and responsibilities, as shown below:

#### **Audit Committee**

The Audit Committee consists of 3 non-executive members, and 2 of which are Independent members. The committee assists the Board in its supervision of financial statements and disclosures and ensures that the financial statements adhere to the auditor and EFSA's recommendations.

The Audit Committee has a variety of financial, operational, and legal responsibilities, some of which include:

- Reviewing the effectiveness of the Internal Audit function
- Reviewing the reports of the Internal Auditor, including financial and non-financial issues, remedial procedures and means of controlling the risks faced by the CHG
- Reviewing the significant investigations conducted by the Internal Auditor and management's responses to Internal Auditor reports relating to such investigations
- Reviewing annual and quarterly financial statements and other financial information provided to the Board and shareholders, including its recommendation
- Reviewing the financial system employed at CHG and providing recommendations for improvement, ensuring that it fairly represents the situation, and that no false data is reported
- Submitting reports to the Board of Directors on all matters that fall within its scope of work
- Reviewing and reporting to the Board on the adequacy of structure, responsibilities, staffing, resources and functioning of the Company's internal auditing department, including an annual evaluation of the performance and qualifications of the head of the department.

# **Medical Ethics & Quality Committee**

The Medical Ethics & Quality Committee's role is to supervise the development and execution of the Group's quality control programs. The committee monitors the performance indicators and accordingly provides recommendations for the development strategy of the Group's services. The Medical Ethics & Quality Committee consists of 3 members, 2 of which are independent non-executive members.

The Medical Ethics & Quality Committee holds several roles with a wide range of responsibilities, but most notably the following:

- Overseeing compliance with the rules of conduct, standards and policies that guide the company
- Creating guidelines for various circumstances involving conflict resolution
- Ensuring the Group operates in an environment of accountability
- Taking disciplinary action regarding any ethical violations
- Reviewing CHG's company ethics and recommending improvements/changes
- Overseeing the results of patient service efforts in order to ensure employees are following process guidelines
- Monitoring and evaluating care services to confirm they are of utmost quality.





#### **Nominations and Remuneration Committee**

The Nominations and Remuneration committee provides recommendations regarding the remuneration of senior management, as well as reviews the Group's bonus schemes and develops the employment succession plan. The committee is comprised of 4 members which include the Chairman, 2 non-executive directors, and 1 independent non-executive member.

The Nomination and Remuneration Committee plays an excessive role in attracting and retaining caliber. The role of the committee includes:

- Retaining an appropriate structure, size and balance of skills to support the strategic objectives and values of CHG
- Recommending a framework of remuneration for the Independent Directors and key executives of CHG
- Covering all aspects of remuneration, including fees, salaries, allowances, bonuses, options, and benefits-in-kind
- Reviewing the ongoing appropriateness and relevance of the remuneration policy for each executive.





#### Ahmed Adel Badreldin - Chairman of the Board

Mr. Badreldin was Head of MENA at Large Cap Private Equity where he managed their investment portfolio in the Middle East and North Africa. He previously worked at Barclays Capital PLC for eight years, where he climbed the corporate ladder until reaching Senior Director of Leveraged Finance, in addition to serving as an Executive Officer at Baker Hughes Incorporated. Mr. Badreldin possesses over 15 years' experience in investment banking and consulting with a strong skillset in credit analysis, investment, and structuring in both debt and equity. He also holds comprehensive and broad experience in a variety of industries and sectors including industrial and basic materials, telecommunications, retail, services, and energy. Mr. Badreldin holds an MBA from the Cranfield School of Management and a BSc in Mechanical Engineering, Industrial Management, and Business Administration from the American University in Cairo

#### **Dr. Ahmed Ezz El-Din -** Chief Executive Officer

Dr. Ezz El-Din brings over 36 years of healthcare experience to the Group and a deep insight into the healthcare businesses in Egypt. Prior to assuming his role as the Group's CEO, Dr. Ezz El-Din was the Director of Government Affairs & Policy – Middle East, North Africa & Pakistan at Johnson & Johnson Medical, where he also held the position of Managing Director for Egypt & Libya at Johnson & Johnson Medical. Prior to that, Dr. Ezz El-Din also held key positions at GSK, including Sales & Commercial Director at GSK Egypt and Sudan Country Manager, and holds over 18 years of global experience with MSD under his belt. Dr. Ezz El-Din holds a bachelor's degree in Pharmaceutical Science from Cairo University.

#### Dr. Mohamed Awad Tag El Din - Independent Non-Executive Director

Dr. Tag El Din was the Egyptian Minister of Health from March 2002 to December 2005. Prior to that, he was the President and Vice President of Ain Shams University for one and four years, respectively. He holds a bachelor's degree in Medicine, two diplomas in Internal Medicine and Pulmonology Diseases, and a PhD from Ain Shams University. He is also a Professor and Consultant of Pulmonology.

#### Nabil Walid Kamhawi - Independent Non-Executive Director

Mr. Kamhawi has over 40 years of consulting, audit and advisory experience in Europe and the Middle East in a wide range of industries. He was the Managing Partner of Ernst & Young in Egypt following its integration with Arthur Andersen, where he was Managing Partner. Mr. Kamhawi holds a bachelor's degree in Commerce (Accounting) from Ain Shams University and is a member of the Institute of Chartered Accountants in England and Wales.

#### Omar Atef Kinawy - Independent Non-Executive Director

Mr. Kinawy joined the Group in 2015. Prior to that, he was the former Deputy Head of the Egyptian General Intelligence and graduated from the Egyptian Military College in 1968.

#### Omar Ezz Al Arab - Non-Executive Director

Mr. Ezz Al Arab has over 10 years of private equity and investment banking experience in Europe and the Middle East in sectors such as oil and gas, healthcare, education and fast-moving consumer goods. Prior to joining Abraaj in 2009, Mr. Ezz Al Arab worked at JP Morgan in London as part of the Mergers & Acquisitions team in the Natural Resources Group, where he advised on more than USD 15 billion worth of transactions. Mr. Ezz Al Arab holds a Bachelor of Arts degree in Law and Business from the University of Warwick, UK.

#### Samia El Baroudy - Non-Executive Director

Mrs. El Baroudy brings global experience to the private equity sector through her membership of an investment team that oversees investments across a variety of sectors in Egypt, including the healthcare sector. She has held direct responsibility for several portfolio companies including Integrated Diagnostics Holdings, OMS, ECCO and North Africa Hospital Holdings Group (NAHHG). Currently, Mrs. El Baroudy is part of a team that is responsible for setting up the largest hospital platform in North Africa. Prior to joining the private equity sector, she was a Consultant at Booz & Co. She holds a master's degree in Management Science & Engineering and a bachelor's degree in Economics, both from Stanford University.

# Tarek Kabil - Independent Non-Executive Director

Mr. Tarek Kabil is the former Minister of Trade and Industry for Egypt from 2015-2018. He brings over 40 years of global professional experience across a variety of sectors including Government, Private Equity, and FMCGs across US, Asia, Middle East, and Africa. He has led several international organizations including serving as President and CEO of PepsiCo Middle East and Africa. Currently, Mr. Tarek Kabil serves as the CEO and Chairman of Business Solutions Consulting Group, as well as a board member and advisor in different sectors such as FMCG, Banking, and Education

#### Dr. Manal Abdel Razek - Independent Non-Executive Director

Dr. Abdel Razek joined CHG's Board of Directors in April 2020. She brings forth 23 years of experience in the public sector, having served in the Egyptian government as Deputy Minister of Foreign Trade and Deputy Minister of Finance for nine years, and as a member of the Shura Consultative Council appointed by the President for seven years. Dr. Abdel Razek obtained her Bachelor of Science with Honours in Mass Communication in 1986 from Cairo University. She subsequently obtained her Master of Arts in Public Administration from the American University in Cairo in 2000. In June 2001, she earned the Frank G. Wisner Award in recognition of her outstanding master's thesis. She then obtained her Ph.D. dissertation in Public Administration with Highest Honours from the Faculty of Economics and Political Science from Cairo University in 2008. Dr. Abdel Razek is also the Executive Chairwoman of New City Housing & Development, formerly Orascom Housing Communities, which is a position she has held since June 2018.

#### **Mohamed Roushdy -** Non-Executive Director

Mr. Roushdy joined CHG's Board of Directors in April 2020. He also currently serves as the President of Amoun Group Middle East. Mr. Roushdy brings over 39 years of experience in the Pharmaceutical sector, having held the positions of Chairman and CEO of Amoun Pharmaceuticals Egypt from December 2012 until December 2017. Prior to joining Amoun, he was CEO of Pfizer Middle East, a position which saw him oversee operations across 14 countries. Mr. Roushdy holds a master's degree in Pharmacology and a bachelor's degree in Business Administration.

#### **Dr. Sherif El Kholy -** Non-Executive Director

Dr. El Kholy joined CHG's Board of Directors in April 2020. Currently a Partner at Actis, a role held since 20014, Dr. El Kholy has played various deal leadership, execution, investment management and exit roles across North Africa in Edita Food Industries, Emerging Markets Knowledge Holdings, El-Rashidi El-Mizan, Mo'men Group, Orascom Telecom Algeria, as well as leading Lekela Power's push into Egypt. Dr. El Kholy holds a Ph.D. in Economics and a Master of Science in Finance and Economic Development, both from the University of London.



# Board of Directors: Committees allocations within the Board of Directors

	Audit Committee	Medical Ethics & Quality Committee	Nominations and Remuneration Committee
Ahmed Badreldin Chairman			■ Chairman
Dr. Ahmed Ezeldin CEO		•	
Dr. Sherif El Kholy			•
Omar Ezz Al Arab			•
Mohamed Roushdy		•	
Samia El Baroudy	•		
Nabil Walid Kamhawi	■ Chairman		•
Dr. Mohamed Tag El Din		■ Chairman	
Dr. Manal Hussein Abdel Razek			
Omar Kinawy			
Tarek Kabil	•		

# **Board Meetings in 2020**

Cleopatra Hospitals Group holds Board Meeting as often as required, whereby they met 6 times in 2020. During the board meetings, all committees prepare detailed reports to present for the full board's reviewal. Six Board meetings took place in 2020, on the following dates:

Dates of Board of Directors Meetings (CHC) in 2020

11-03-2020	
18-06-2020	
03-09-2020	
08-09-2020	
19-11-2020	
25-12-2020	

### **Board of Directors - Remuneration**

# Total Sum Remuneration to Board of Directors - By Year

	Allowance	Bonus	Total	
2016	580,000	420,000	1,000,000	
2017	1,100,000	1,035,000	2,135,000	
2018	1,450,000	1,707,750	3,157,750	
2019	4,390,000	3,615,000	8,005,000	
2020	3,765,000	3,615,000	7,380,000	

# **Board Committees Meetings**

#### **Audit Committee:**

The Committee shall meet as often as necessary, but not less than four times a year. The Committee shall maintain minutes of all meetings documenting its activities and recommendations to the Board. In 2020, the committee convened a total of 13 times.

#### **Medical Ethics & Quality Committee:**

The Committee shall meet at least two times annually and more frequently as necessary or appropriate. The Committee shall maintain minutes of all meetings documenting its activities and recommendations to the Board. The committee convened 4 times in 2020.

#### **Nominations and Remuneration Committee:**

The Committee shall meet at least once a year and more frequently as necessary or appropriate. The Committee shall maintain minutes of all meetings documenting its activities and recommendations to the Board. Two meetings were held in 2020.

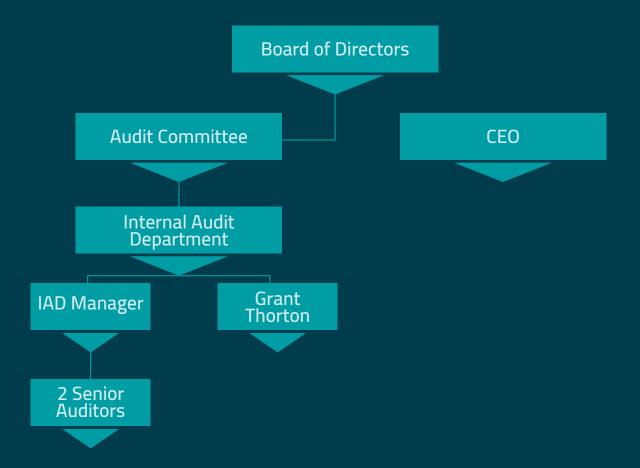
# Board members' attendance – by committees

	Board Meetings	Audit Committee	Medical Ethics & Quality Committee	Nominations and Remuneration Committee
Ahmed Badreldin Chairman	6/6			2/2
Dr. Ahmed Ezeldin CEO	6/6		3/4	
Dr. Sherif El Kholy	5/6			
Omar Ezz Al Arab	6/6			2/2
Mohamed Roushdy	4/6		0/4	
Samia El Baroudy	6/6	13/13		
Nabil Walid Kamhawi	6/6	9/13		2/2
Dr. Mohamed Tag El Din	6/6		4/4	
Dr. Manal Hussein Abdel Razek	5/6			
Omar Kinawy	6/6			
Tarek Kabil	6/6	9/13		





# **Internal Audit Department - Structure**



# Internal Audit Department - Role and Responsibility

The IAD covers several auditing disciplines within CHG. Its focus is on financial, governance, risk assessment, forensic and information systems auditing. Responsibilities include the following:

- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals, and whether operations or programs are being carried out as planned
- Evaluating the quality of performance of external auditors and the degree of coordination with internal audit
- Performing consulting and advisory services related to governance, risk management and control
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board
- Evaluating specific operations at the request of the Board, Audit Committee or management, as appropriate
- Developing a flexible annual audit plan using appropriate risk-based methodology, including any risks or control concerns identified by management and submitting to the Audit Committee for review and approval, as well as periodic updates.

#### Internal Audit - Process

The Head of Internal Audit / Third party IA Provider will submit to Audit Committee, senior management and the Board an internal audit plan for review.

- The internal audit plan will consist of a work schedule as well as budget and resource requirements for the next fiscal/calendar year.
- The Head of Internal Audit / Third party IA Provider will communicate the impact of resource limitations and significant interim changes to senior management and the Audit Committee.



- The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of Senior Management, Audit Committee and the Board.
- The Head of Internal Audit / Third party IA Provider will review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls after obtaining the needed approvals.
- Any significant deviation from the approved internal audit plan will be communicated to senior management and the Audit Committee through periodic activity reports.

#### **Auditors**

Cleopatra Hospitals Group has appointed PricewaterhouseCoopers (PwC) to audit its finances since its inception, to assess the company's compliance with financial controls and regulations through the testing of financial statements, and the examination and analysis of all records, reports, and documentation.

PwC works closely with the Audit Committee, which is informed and briefed with the findings and works of the audit through regular meetings. The Audit Committee is also responsible for assessing the work of the auditors and ensuring its abidance with the law and regulations.

Auditing fees paid to PricewaterhouseCoopers as Cleopatra Hospitals Group auditors for are shown below for the years 2017, 2018, 2019, and 2020:

	CHG	СНС	CSH	NBH	ASH	QHC	CHG MS	CHG Pharma	кнс	CHG For Hospitals
2017	123,200	44,000	26,400	26,400	26,400	-	-	-	-	-
2018	123,200	44,000	26,400	26,400	26,400	-	-	-	-	-
2019	192,500	44,000	26,400	26,400	26,400	16,500	13,200	13,200	26,400	-
2020	200,750	44,000	26,400	26,400	26,400	16,500	13,200	13,200	26,400	8,250



#### **SHAREHOLDER INFORMATION**

EGX: CLHO.CA Listed: June 2016

Snares Outstanding: 1.6 billior

#### **INVESTOR RELATIONS CONTAC TS**

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