



# ANNUAL REPORT 2015/2016

33,000 EMERGENCIES RESPONDED TO IN 2016



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# ABBREVIATIONS



# ABBREVIATIONS



A&E	Accident and Emergency
ACLS	Advanced Cardiac Life Support
ATLS	Advanced Trauma Life Support
BLS	Basic Life Support
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
EAS	Emergency Aid System
GPS	Global Positioning System
IFRC	International Federation of Red Cross and Red Crescent Societies
KRCS	Kenya Red Cross Society
MPDS	Medical Priority Dispatch System
NHIF	National Hospital Insurance Fund
PHTLS	Pre-hospital Trauma Life Support
PSV	Public Service Vehicle
QI	Quality Improvement
QIM	Quality Improvement Management
QMS	Quality Management System
SMEs	Small And Medium Enterprises
WTO	World Trade Organization





# OUR VALUE STATEMENTS

## Our Mission

We work with our communities and partners to respond to medical and trauma emergencies through the provision of accessible, responsive and quality pre-hospital care to save lives. Our patients will receive prompt and appropriate emergency medical pre-hospital care from properly trained and certified professionals.

## Our Vision

A regionally recognised leader for responsive, superior-quality emergency medical and trauma response services.

A photograph of paramedics in red shirts and white gloves loading a patient onto a stretcher and into the back of a white ambulance. The scene is outdoors on a dirt road. A large red rectangle is overlaid on the left side of the image, and a white-bordered box containing text is centered over the ambulance. The ambulance has 'EMS' and 'PARAMEDIC' printed on its side.

## Our Core Values

**TEAMWORK:** We recognise our long-standing roots in our community and integrate career and volunteer services. As the first line of intervention in the continuum of care during emergencies, we know and respect everyone's role and responsibility. We collaborate to achieve our goals.

**INTEGRITY:** We are honest and reliable, our actions and decisions are guided by our professionalism, transparency and respect for others. We are accountable to the people we serve- our community, each other and to our authorities.

**PROFESSIONAL EXCELLENCE:** We provide the highest level of compassionate services at all times. We demonstrate quality and ethical behavior in our work and act in the best interest of the people we serve. We treat people with dignity and consideration.



## HISTORY OF E-PLUS

The E-Plus concept was born out of a tragedy in 2006, when a senior employee of KRCS was involved in an accident...

Emergency Plus Medical Services (E-Plus) was founded on 23rd March 2010. It is a commercial company that is fully owned by the Kenya Red Cross Society (KRCS), with the mandate to provide ambulance and pre-hospital care services.

The E-Plus concept was born out of a tragedy in 2006, when a senior employee of KRCS was involved in an accident in the upper Eastern Region of Isiolo County. At the time, KRCS had an excellent medical insurance cover for its staff that included ground and air evacuation. Sadly, when the medical insurer was informed about the accident they were unable to evacuate the injured staff member due to time constraint, lack of ambulance evacuation services in Isiolo County, and logistical challenges related to air evacuation. The only option left was to use a KRCS vehicle that though equipped with a siren was not an ambulance and therefore not equipped to evacuate the injured personnel. This single event triggered the idea of establishing a Basic Life Support (BLS)





ambulance. It took three years to make the idea a reality.

In 2009, with the help of the International Federation of Red Cross and Red Crescent Societies (IFRC), the design for a BLS ambulance, adhering to global standards, became a reality. A section of the KRCS senior management team was involved in the process of its design and development. In 2010, the BLS ambulance service was launched with the purchase of five state-of-the-art (equipped to international standards) ambulances thus making E-Plus the largest privately owned ambulance service provider in Kenya.

Presently, E-Plus boasts a fleet of 128 state-of-the-art ambulances and in its seven years of existence, the company has been providing pre-hospital medical care and transportation to patients with illnesses and injuries. These services are provided on a commercial basis as well as under Corporate Social Responsibility (CSR), in fulfilment of the mission and mandate of KRCS.

In February 2016, E-plus launched air evacuation services and has since then carried out several air evacuations across the country.

E-Plus has continued to endear itself to Kenyans due to its superior equipment, highly qualified personnel, and fast response to all emergencies. Membership fee is affordable and the clientele includes; families, individuals, learning institutions, hospitals, oil prospectors, transportation companies, banks, and small and medium enterprises (SMEs) among others.

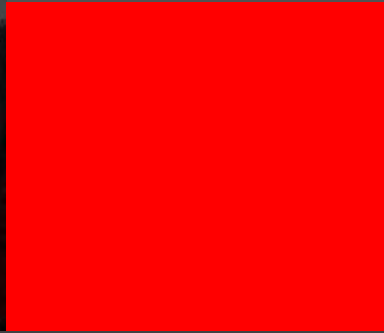
Its network of strategically located ambulance bases spread out across the country has enabled E-Plus to carry out timely rescues of victims of road accidents, collapsed buildings, bomb blasts, grenade attacks, fires, mudslides, tribal clashes, riots and other natural or man-made calamities countrywide. E-Plus is now the preferred emergency ambulance rescue service provider in Kenya.



E-Plus boasts a fleet of **128**  
state-of-the-art ambulances







# BOARD OF DIRECTORS



Dr Abbas G. Gullet (MBS)  
Founder and Chairman

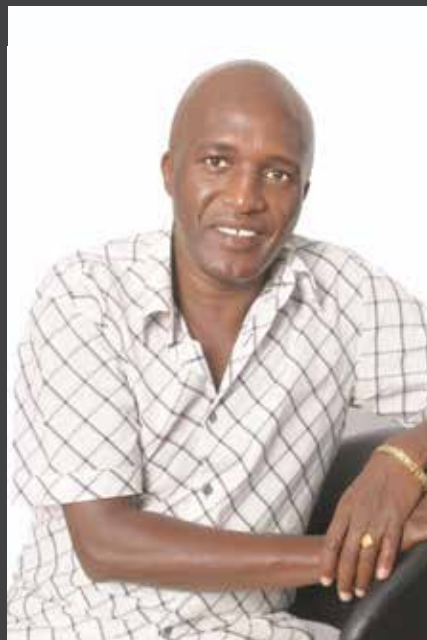


Mrs Susan Ng'ong'a  
Managing Director, Ex Officio

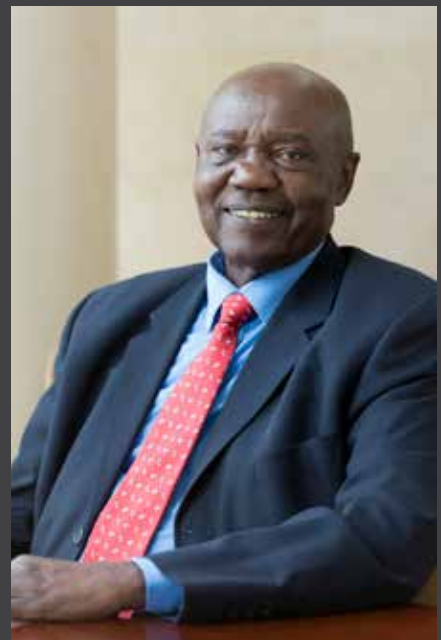




Ms Mary Maingi  
Board Member



Mr Peter Mungai  
Board Member



Mr Paul Gondi  
Board Member

# STATEMENT FROM THE CHAIRMAN



Our hard work and exemplary service through 2016 earned us the Super Brand status, an award that ... will motivate us to do even better...

Since the establishment of the Emergency Plus Medical Services Company (E-Plus) and myself as its chairperson, my priority has been towards steering the board to fulfill its mandate and ensuring excellence within the management and its respective teams. This commitment remains alive and has led to the consistent delivery of quality services and accolades from our stakeholders and the general public.

The success of E-Plus is a result of the cordial and smooth working relationship between the board and the management towards fulfilling our mission. As a board, we have ensured competence and professionalism of the highest caliber, qualities that continue to enhance our service delivery and growth as witnessed in our revenue growth since 2013.

The Board continues to provide direction and ensure proper use of resources, implementation of good governance and ensure best practice in the day to day running of E-Plus as highlighted in the report.

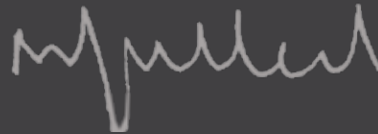
Over the years, we have left an indelible mark in the manner that E-Plus serves humanity and delivers services. In 2016, E-Plus delivered as per its mandate and set targets while shining in the public limelight for its commitment to service. I take pride in the colossal change and hope that we have brought in the lives of those that we attend to during road accidents, collapsed buildings, bomb blasts, grenade attacks, fires, mudslides, tribal clashes, riots, among many other emergency needs.

Our hard work and exemplary service through 2016 earned us the Super Brand status, an award that we are not only proud of, but one that will motivate us

to do even better as we keep up with the ever-rising demand for effective emergency services. We look forward to expanding our wings in every area of our work, establishing strategic partnerships and extending our services across our current borders.

E-Plus remains grateful for the trust that the public has shown in us and the unending support from stakeholders, members, the general public and everyone who uses our services. We cannot stand and succeed on our own. Our success is your success, and we humbly ask for your continued support.

We wish to guarantee a helping hand to everyone through our pre-hospital care services and ambulance network that covers every corner of the country and is manned by highly trained paramedic teams.



**Dr Abbas Gullet**  
**Founder and Chairman, E-Plus**

# STATEMENT FROM THE MANAGING DIRECTOR



My promise is to ensure that we support those in need of our services...

The rise in demand for emergency medical services in Kenya has seen E-Plus increase the range of services offered and their personnel to best serve our target populations across the country. Over the years, we have managed to prove ourselves and earn the trust of our clients and the general public due to our quality and timely ambulance and pre-hospital care services.

Looking back to seven years ago when we launched our services with only five ambulances, and fast-forwarding to the current fleet of 128 ambulances and air evacuation services, all equipped with state-of-the-art equipment, professional and experienced staff, there is no doubt that we have made commendable strides since 2010 that has seen us achieve the prestigious Super Brand status in 2016/2017.

Through these years, E-Plus has experienced a tremendous growth in revenue, from KShs 227.7 million in 2013 to KShs 445.21 million in 2014 (95%), KShs 616.61 million in 2015 (38%) and KShs 566.06 million in 2016 recording an 8% decline. This drop in the 2016 revenue was due to two reasons; the exit of the National Police Service from the NHIF



contract in October 2016 causing a loss of KShs 17.5 million; and the exit of Kisii County towards the end of year 2015 causing a loss of KShs 67 million in revenue per annum. Our staff capacity has equally grown from 47 in 2010 and 2011, to 54 in 2012, 80 in 2013, 229 in 2014, 278 in 2015, and 273 in 2016.

Among the key achievements in 2016 was the introduction of Air Evacuation Services where we have thus far managed to conduct 19 air evacuations for delicate medical cases for further management and from areas where the facilities available could not manage the critical conditions due to lack of specialists and special care management facilities.

Our commitment to the company's mission which mandates us to provide accessible, responsive and quality pre-hospital care on commercial and Corporate Social Responsibility basis has made us the 'people's choice' due to our exemplary performance in serving populations.

In the past, we managed to contribute to the establishment of the first paramedic school in East and Central Africa; we seconded four employees who received full training (intensive Trainer of Trainers Paramedic course) in Magen David Adom in Israel for six months. We continue to offer emergency ground rescue services to National Hospital Insurance Fund (NHIF) for civil servants and disciplined forces members across the country, and have also expanded the same to a section of the vulnerable NHIF members; and; continued to offer ambulance support to five county governments. We have further taken lead and remain the preferred emergency medical services provider of choice during state events such as the visit to Kenya by the former President of the United States of America, Barack Obama, the visit by His Holiness, Pope Francis, visiting African Heads of States, the

10th World Trade Organization (WTO) Ministerial Conference and the IAAF World Championships 2017 amongst others.

More achievements were attained in 2016, building on past successes. They include; our investment in rolling out our Quality Improvement Management (QIM); training and continuing professional development for staff to enhance service delivery; electronic data management and sharing; and enhanced use of technology at our Emergency Operation Center to ease public communication with the center and swiftly respond to emergency cases, saving time and resources.

We look forward to expanding our air services to reach more people in the urban and rural settings. My promise is to ensure that we support those in need of our services as and when required.

It is against this backdrop that the Emergency Plus Medical Services, commonly referred to as E-Plus, has evolved into a respected and outstanding Super Brand due to its excellence in emergency medical services. We have further commenced the steps towards achieving ISO certification all aimed at strengthening our brand as the people's choice.

This annual report provides detailed information on our history, services, achievements and future plans as we continue to serve the nation and grow our wings.



**Mrs. Susan Ng'ong'a**  
**Managing Director, E-Plus**

# SUMMARY OF PRIORITIES AND ACHIEVEMENTS

E-Plus is uniquely placed as the statewide emergency health responder to engage, partner and respond to the health needs of a diverse population.

The company has more than 270 highly skilled frontline health professionals who, coupled with over 80,000 community volunteers and other key health and emergency service partners, play a critical role in the provision of emergency health care to Kenyans in need.

E-Plus appreciates that greater engagement and participation by consumers and the community in their own health care decisions, and in the shape and delivery of health care services more broadly, improves people's experiences of care and ultimately their outcomes.

## Priorities in 2015

- Expansion of the provision of ambulance service to all National Hospital Insurance Fund (NHIF) members

...more than **270**  
highly skilled frontline  
health professionals



- Operationalising the air evacuation services
- Launch of the E+ (E-Plus) premier product targeted at insurance companies for air and ground evacuation services.
- Increase of products and services offered to include, medical escorts, provision of nurse practitioner-led clinic services, and medical taxi services.
- Expansion of working agreements with county governments.
- Expansion of working agreements with more oil and gas exploration companies.
- Continued partnership with National Transport and Safety Authority (NTSA) and Public Service Vehicle (PSV) owners following the revised NTSA Act, 2012 that requires PSV owners to subscribe to an Accident and Emergency (A&E) Aid system.
- Strategically expand presence countrywide in line with the market demands.
- Partner with the automobile industry and supermarkets on sale of first aid kits.

Responded to  
**25,636**  
emergencies in the  
six counties



## Key Achievements in 2015

- Contributed to the establishment of the first paramedic school in East and Central Africa by paramedics who had attended a paramedics training of trainers (ToT) course in Israel.
- Launched the E+ (E-Plus) premier product that focusses on partnership with insurance companies in the provision of ground and air ambulance services.
- E-Plus was the only ambulance provider accredited to provide standby ambulances when the President of the United States of America, Barack Obama, visited Kenya in July 2015. This included providing an ambulance as part of the US President's convoy.
- Participated in the provision of emergency medical services during the visit to Kenya by His Holiness, Pope Francis in November 2015. E-Plus was selected as the ambulance of choice for the Pope in the advent of any medical emergency, thus being part of the Pope's convoy during the entire three-day visit. In addition, E-Plus also provided over 20 ambulances, both ALS and BLS, and covered all the events graced by His Holiness, Pope Francis during this period.
- Provided standby ambulances for the 10th World Trade Organization (WTO) Ministerial Conference held in Nairobi from 15th to 18th December 2015. This was the first meeting of its kind to be held in Africa.
- Renewed partnership with NHIF for provision of Emergency Road Rescue Services for 226,000 civil servants and members of the disciplined forces, plus four beneficiaries totaling 906,000 members.
- Renewed partnership with the six counties (Kisii, Kakamega, Bomet, Garissa, Mandera and Narok) for provision of ambulance services by 46 ambulances.
- Partnered with NTSA and PSV owners to subscribe 799 PSVs to provide Emergency Aid System (EAS) as per the revised NTSA Act, 2012.





- Responded to 8,781 emergencies in all regions (excluding the six counties).
- Responded to 25,636 emergencies in the six counties.
- The leading diagnoses in all the six counties were medical with 8,714 cases, followed by neurological with 7,034 cases. The others were, maternity with 6,036 cases, trauma with 2,642 cases and cardiology with 1,210 cases.
- The number of standby ambulance services for events coverage across the country was 533.
- Thirty staff members were trained in pre- hospital courses (BLS, ACLS and ATLS).



## Priorities in 2016

- Development of the first strategic plan (2016-2020) for E-Plus.
- Development and implementation of the quality improvement (QI) plan in pursuit of ISO certification in 2017.
- Expansion of the provision of ambulance service to all NHIF members.
- Expansion of E-Plus products and services to include; home-based care, medical taxis, and medical escorts.
- Construction of a staff lounge and sluice room as part of the implementation of the company's infection control policy.
- Expand working agreements with county governments.
- Expand working agreements with more oil and gas exploration companies.
- Continue partnering with NTSA and PSV owners to encourage more subscriptions in accordance with the revised NTSA Act, 2012.
- Strategically expand presence countrywide in line with the market demands.
- Partner with automobile industry and supermarkets on sale of first aid kits.

# EDUCATION AND TRAINING

E-Plus personnel undergo continuous medical training through ongoing medical education sessions, advanced cardiac life support (ACLS) courses, pre-hospital trauma life support (PHTLS) courses and basic life support (BLS) courses. This is to ensure that the medical personnel are equipped with up-to-date knowledge and skills to handle any emergencies that they encounter.

## EMERGENCY MEDICAL DISPATCH CENTRE

The Emergency Plus Medical Services Dispatch Center began by receiving approximately four calls a day in 2010, but over the last seven years, there has been a significant growth in the number of calls received in a day, ranging from 300 to 700 calls.

To efficiently and effectively respond to medical emergencies, we embraced the Medical Priority Dispatch System (MPDS), which is a way of categorising and prioritising emergency incidents. This system helps differentiate the nature of sickness or injury, accords a quicker response to the more critical patients, and thus enhances the quality of emergency ambulance services. By providing speedier response to patients in critical or life-threatening conditions, we can make effective use of the valuable ambulance resources, and enable people in greater need to receive timely pre-hospital medical treatment at the scene and during emergency transport to a hospital.

E-Plus has adopted a response time target of 15 minutes for all emergency calls since 2010, with the performance pledge of achieving the target in 90% of the calls. The response time performance achieved in the past three years (2013, 2014 and 2015) was 92.8%, 94.2% and 95% respectively.

Medical dispatching  
centre that operates  
24/7

# FLEET MONITORING

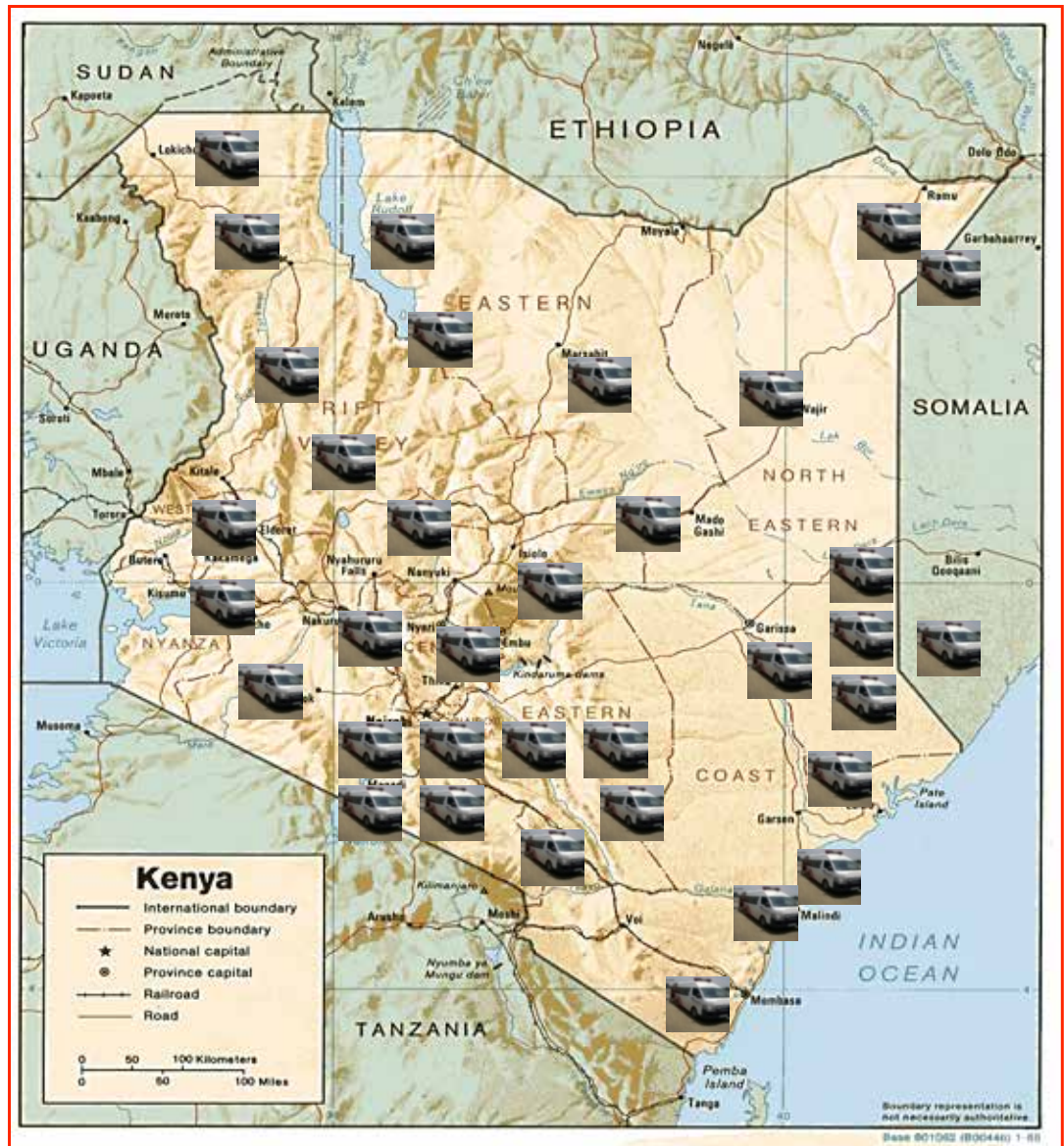
Ambulance movement and location is monitored through the global positioning system (GPS) zone control. This system allows the dispatcher to visualise the location of all ambulances time, the status of the engine, the speed, and fuel levels.





# GEOGRAPHIC COVERAGE

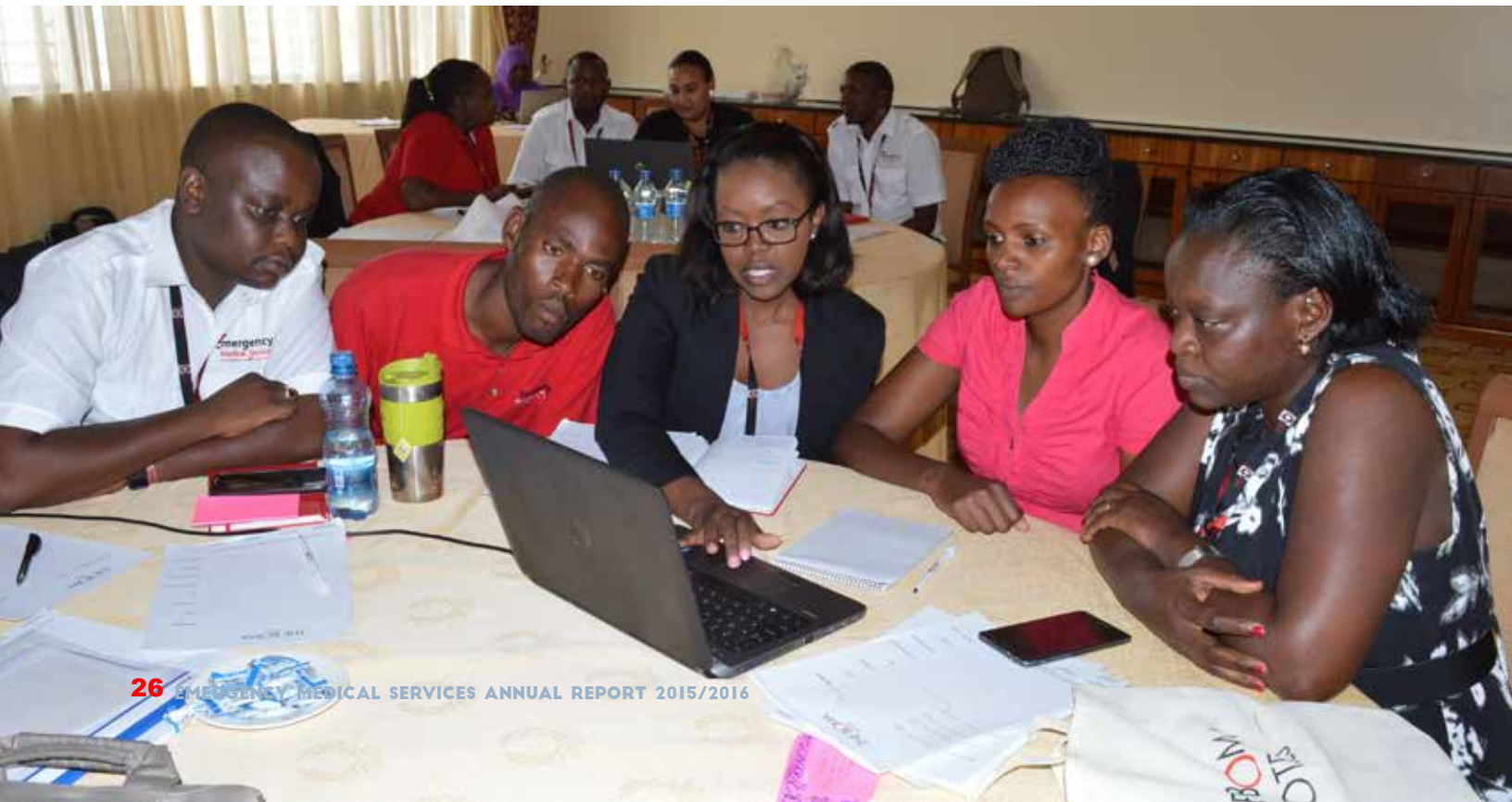
E-Plus ambulances are strategically placed with access and proximity to areas with higher demand.



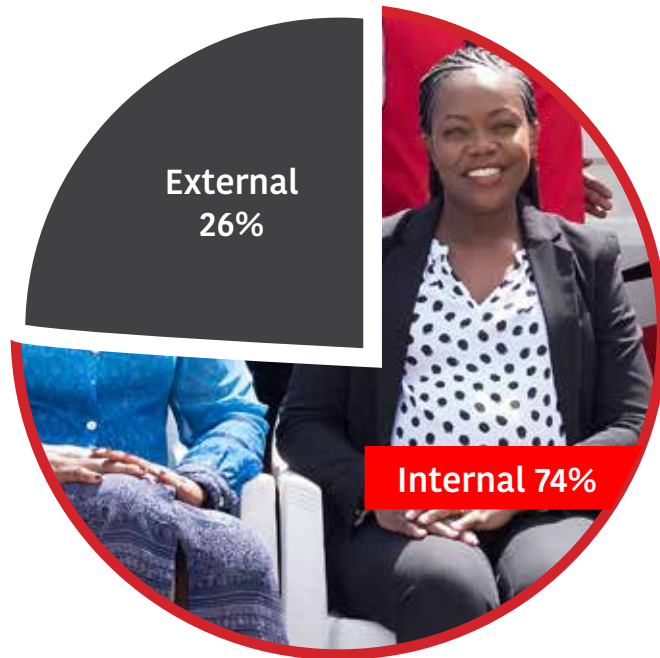
# OPERATING STATISTICS

## 2016 Ambulance Statistics

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
BMT	274	304	334	306	269	300	292	302	268	292	276	248	3,465
KK	656	461	696	660	701	650	696	653	499	618	625	319	7,234
GSA	–	68	174	152	151	125	143	102	106	86	124	109	1,340
MNDR	117	120	125	118	81	79	96	112	98	113	120	103	1,282
NRK	381	378	428	370	371	384	408	415	409	373	453	224	4,594
NHIF	55	75	68	63	76	47	57	57	57	56	44	51	706
NRB	407	430	434	351	298	330	332	357	337	297	246	228	4,047
RGN	154	121	157	123	120	100	117	112	101	80	102	88	1,375
DDB	257	134	178	225	180	216	280	218	232	157	114	95	2,286



## County Total Calls 2016



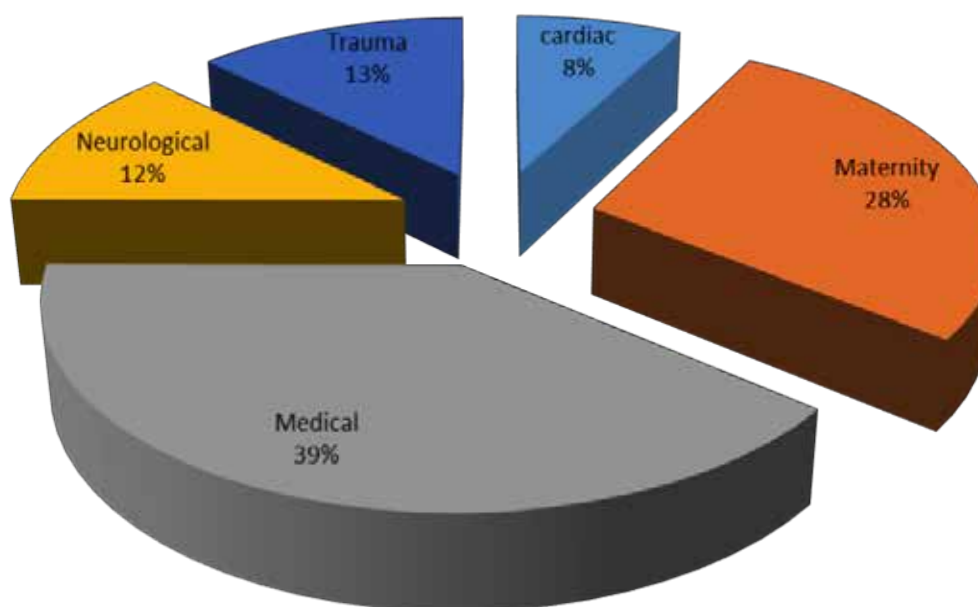
## Day vs Night as a % of Total Calls



# 2016 DIAGNOSIS PROFILE STATISTICS

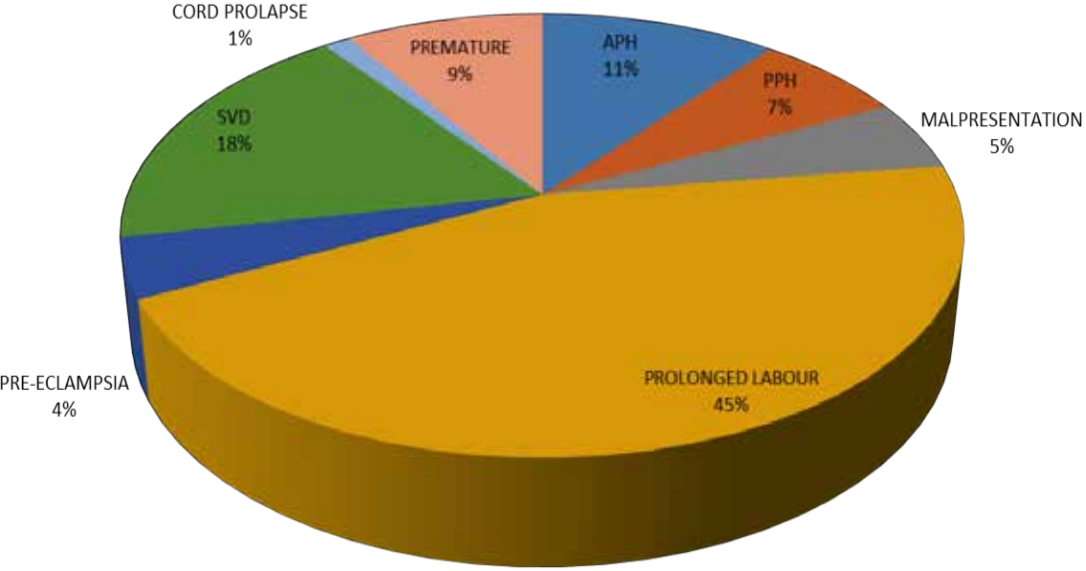
COUNTY	CARDIAC	OBSTETRICS	MEDICAL	NEUROLOGICAL	TRAUMA	TOTAL
BOMET	301	659	1656	497	353	3466
GARISSA	116	271	523	104	152	1166
KAKAMEGA	590	2315	2441	790	779	6915
MANDERA	60	469	468	100	186	1283
NAROK	233	1101	1816	502	718	4370
<b>TOTAL</b>	<b>1300</b>	<b>4815</b>	<b>6904</b>	<b>1993</b>	<b>2188</b>	<b>17,200</b>

## Diagnosis Profile





# Maternity Cases Break Down



# 2016 AIR AMBULANCE STATISTICS

Patient Location	Diagnosis	Destination
Eldoret	Deep Venous Thrombosis	Nairobi
Mandera	Trauma – Mass Casualty Incident	Nairobi
Maralal	Gunshot wounds	Nairobi
Mombasa	Myocardial infarction	Nairobi
Kisumu	Stroke	Nairobi
Marsabit	Trauma	Nairobi
Garissa (3 evacuations)	Trauma	Nairobi
Kisii	Stroke	Nairobi
Mandera (2 evacuations)	Gunshot wound	Nairobi
Kisumu	Chronic Kidney Disease/Heart failure	Nairobi
Wajir	Abdominal stab wound	Nairobi



## 2. PRODUCTS AND SERVICES

As a commercial entity, E-Plus has expanded its products and services beyond the provision of quality pre-hospital care and sale of first aid kits to include home-based care, medical taxis and medical escorts. The final objective is to provide all-round care for our patients.

The proceeds generated by the company are ploughed back into sustaining the operations and to the KRCS disaster kitty.

### a. Air Ambulance

The air ambulance service commenced in Feb 2016 and 14 air evacuations have been conducted in a timely and professional manner.

### b. E-PLUS Membership Subscription

**Family/Individual Membership:** this cover provides a 24/7 ambulance membership for a family in towns where E-Plus has ambulances countrywide. The maximum number of family members covered is six (principle, spouse and 4 children) and the benefits include:

- 24/7 medical helpline
- Unlimited emergency ambulance services
- Treatment and stabilisation on site
- Transfer to a hospital within 30 km radius

### c. Event coverage

E-Plus prides itself as having enough capacity (ambulance vehicles, personnel and equipment) to handle multiple events. E-Plus covers a wide range of events and activities from symposia and conferences for government and private companies, to weddings. They also cover sporting events such as, marathons, polo, rugby, football, Safari Rally, motocross, cycling and mountain climbing.

### d. First Aid Kits

A variety of first aid kits are available at affordable prices, ranging from personal kits for individual use, car kits for small cars and vans, occupational kits for factories and places of work, and universal kits for homes and offices.



of daily living (ADLs), and/or assistance with activities to maintain health such as taking medications, and accompanying patients for physician reviews.

## f. Medical Taxi

This is a non-emergency medical transportation for stable patients who are scheduled for routine hospital visits, reviews or medical procedures. The service is available within a 30km radius.

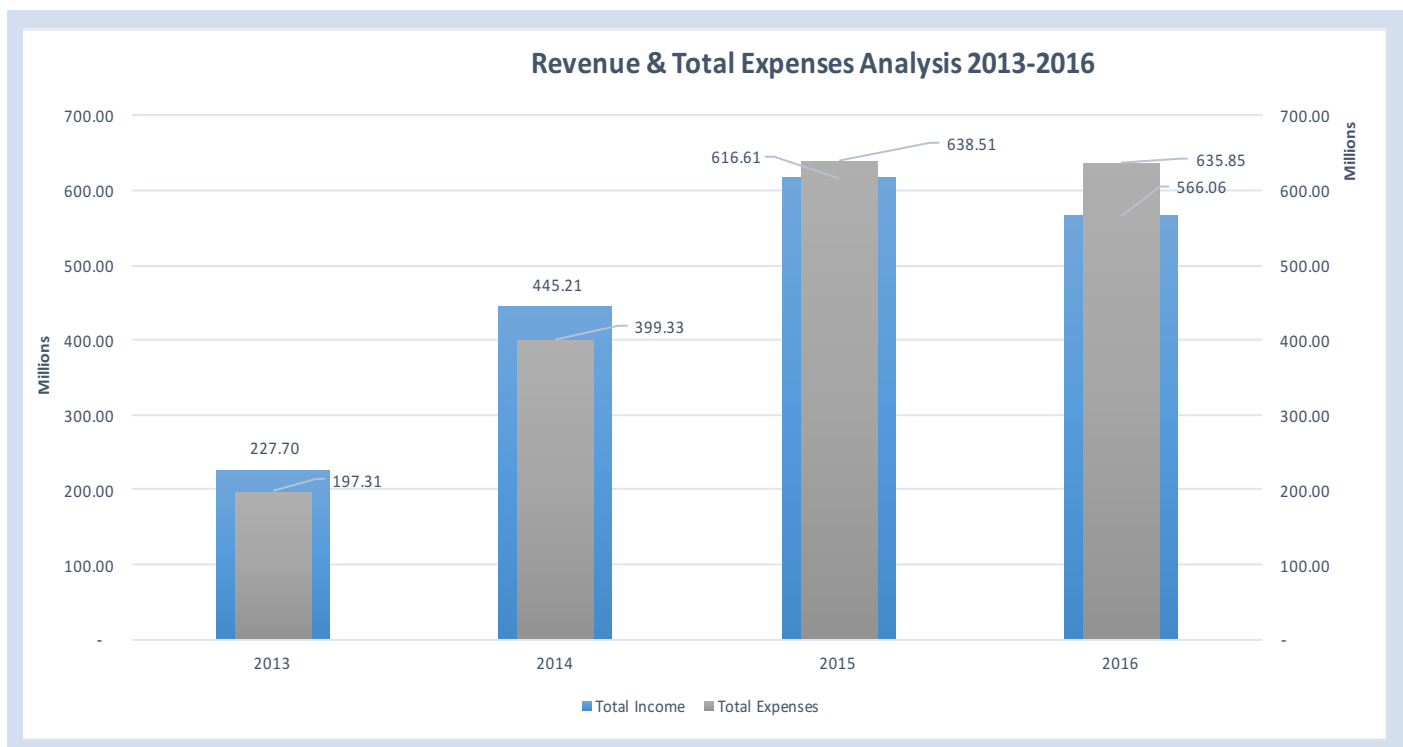
## g. Medical Escort

This is a non-emergency medical service provided by E-Plus on commercial aircrafts for patients requiring medical professionals to accompany them during the flight. The trained medical personnel will offer appropriate medical treatment that includes oxygen supplementation, basic medication, monitoring, and resuscitation where necessary.

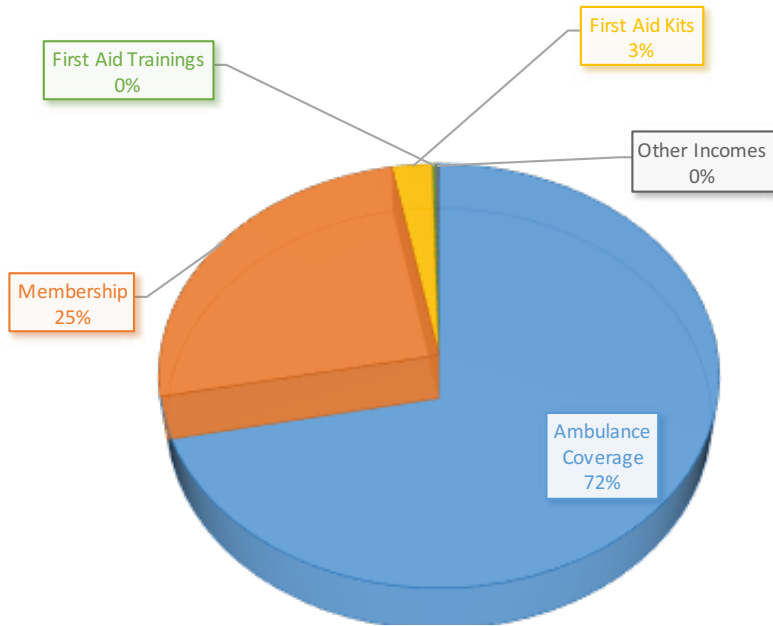




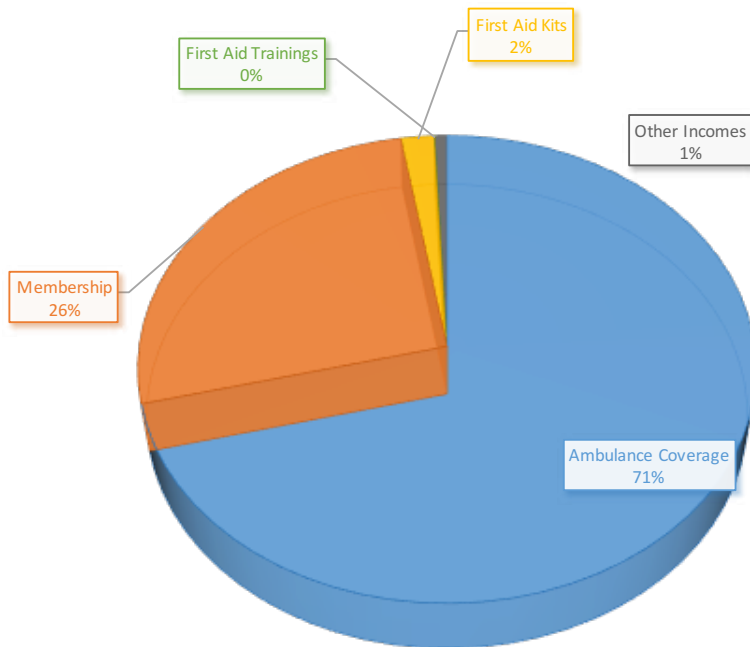
# 3. FINANCIAL HIGHLIGHTS



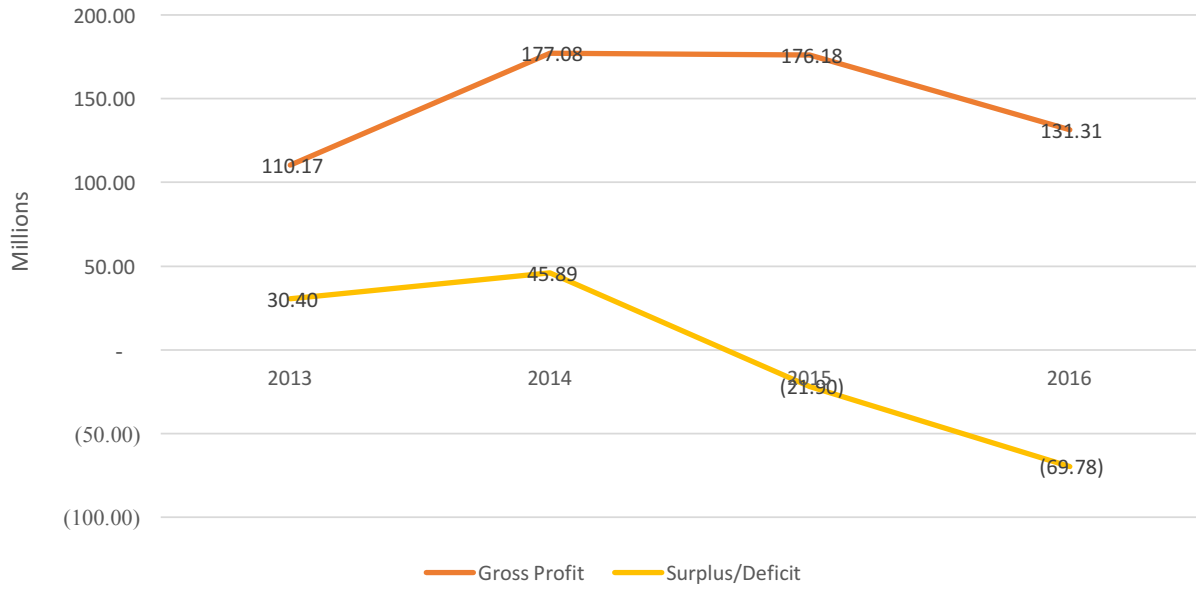
## REVENUE MIX 2015



## REVENUE MIX 2016



### Gross profit vs Suplus/Deficit 2013-2016



...tremendous growth in revenue, from KShs 227.7 million in 2013 to KShs 445.21 million in 2014 (95%), KShs 616.61 in 2015 (38%)

Through the years E-Plus has experienced a tremendous growth in revenue, from KShs 227.7 million in 2013 to KShs 445.21 million in 2014 (95%), KShs 616.61 in 2015 (38%) and KShs 566.06 in 2016 recording an 8% decline. This drop in the 2016 revenue was due to two reasons; the exit of the National Police Service from the NHIF contract in October 2016 causing a loss of KShs 17.5 million; and the exit of Kisii County towards the end of year 2015 causing a loss of KShs 67 million in revenue per annum.

## 4. CORPORATE SOCIAL RESPONSIBILITY (CSR)

As part of fulfilment of the KRCS mandate of alleviating human suffering, E-Plus has responded to several emergencies and mass casualty incidents that occur on a daily basis as a corporate social responsibility.





**FINANCIALS**



**EMERGENCY PLUS MEDICAL  
SERVICES LIMITED**  
(A COMPANY LIMITED BY  
GUARANTEE)

ANNUAL REPORT AND FINANCIAL  
STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2016



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**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## **COMPANY INFORMATION**

BOARD OF DIRECTORS	: Dr. Abbas Gullet : Ms. Mary Maingi : Mrs. Gina Din Kariuki (Resigned on 09 September 2016) : Mrs. Caroline Elizabeth Armstrong (16 September 2016) : Mr. Duncan Kabui (Resigned on 16 September 2016) : Mrs. Carol Musyoka (Resigned on 16 June 2014) : Mr. Paul Edward Odhiambo Gondi (Appointed on 06 December 2016) : Mr. Patrick Mwangi Mungai (Appointed on 06 December 2016)
REGISTERED OFFICE AND PRINCIPAL PLACE OF BUSINESS	: L.R. No. 209/10203 : Red Cross Road, off Popo Road : P.O. Box 40712, 00100 : NAIROBI
INDEPENDENT AUDITOR	: PKF Kenya : Certified Public Accountants : P.O. Box 14077, 00800 : NAIROBI
COMPANY SECRETARY	: Victoria Nthenya Muya : Certified Public Secretary : P.O. Box 28896, 00100 : NAIROBI
PRINCIPAL BANKERS	: National Bank of Kenya Limited : NAIROBI
PARENT	: Kenya Red Cross Society : KENYA

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## REPORT OF THE DIRECTORS

In accordance with Section 42 of the Sixth Schedule of the Kenyan Companies Act, 2015, Transitional and Savings Provisions, this report has been prepared in accordance with Section 157 of the repealed Companies Act, as if that repeal had not taken effect.

### PRINCIPAL ACTIVITIES

The principal activity of the company is provision of pre-hospital medical care and transportation of patients with illnesses and injuries on a commercial basis as well as under corporate social responsibility.

### RESULTS

2016	2015
Shs	Shs
(69,781,005)	(21,899,783)
6,772,630	(446,004)
<u>(63,008,375)</u>	<u>(22,345,787)</u>

### DIVIDEND

The Directors do not recommend the payment of a dividend for the year (2015: Nil).

### DIRECTORS

The Directors who held office during the year and to the date of this report are shown on page 1.

### INDEPENDENT AUDITOR

The company's independent auditor, PKF Kenya, has indicated willingness to continue in office in accordance with the Kenyan Companies Act, 2015.

BY ORDER OF THE BOARD

  
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DIRECTOR

NAIROBI

12th June\_ 2017

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## **STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The Kenyan Companies Act, 2015 requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for that year. It also requires the Directors to ensure that the company keeps proper accounting records that are sufficient to show and explain the transactions of the company; that disclose, with reasonable accuracy, the financial position of the company and that enable them to prepare financial statements of the company that comply with the International Financial Reporting Standards and the requirements of the Kenyan Companies Act, 2015. The Directors are also responsible for safeguarding the assets of the company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors accept responsibility for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standards and in the manner required by the Kenyan Companies Act, 2015. They also accept responsibility for:

- i. Designing, implementing and maintaining such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- ii. Selecting and applying appropriate accounting policies; and
- iii. Making accounting estimates and judgements that are reasonable in the circumstances.

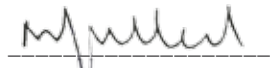
The Directors are of the opinion that the financial statements give a true and fair view of the financial position of the company as at 31 December 2016 and of the company's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Kenyan Companies Act, 2015.


In preparing these financial statements the Directors have assessed the company's ability to continue as a going concern. Nothing has come to the attention of the Directors to indicate that the company will not remain a going concern for at least the next twelve months from the date of this statement.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

The Directors acknowledge that the independent audit of the financial statements does not relieve them of their responsibilities. So far as each of the Directors is aware, there is no relevant audit information which the auditor is unaware of, and each of the Directors has taken all the steps that ought to have been taken in order to become aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Board of Directors on 12th June \_ 2017 signed on its behalf by:

  
\_\_\_\_\_  
DIRECTOR

  
\_\_\_\_\_  
DIRECTOR

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

# **REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF EMERGENCY PLUS MEDICAL SERVICES LIMITED**

## **Opinion**

We have audited the financial statements of Emergency Plus Medical Services Limited set out on pages 7 to 27, which comprise the statement of financial position as at 31 December 2016, statement of profit or loss, statement of changes in equity, statement of cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Emergency Plus Medical Services Limited as at 31 December 2016, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the Kenyan Companies Act, 2015.

## **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Kenya, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Other information**

The directors are responsible for the other information. The other information comprises the report of the directors and the schedule of other expenditure but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

**REPORT OF THE INDEPENDENT AUDITOR TO  
THE MEMBERS OF EMERGENCY PLUS MEDICAL  
SERVICES LIMITED (CONTINUED)**

**Responsibilities of directors for the financial statements**

The directors are responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRSs and the requirements of the Kenyan Companies Act, 2015, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

**REPORT OF THE INDEPENDENT AUDITOR TO  
THE MEMBERS OF EMERGENCY PLUS MEDICAL  
SERVICES LIMITED (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate are to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
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**REPORT OF THE INDEPENDENT AUDITOR TO  
THE MEMBERS OF EMERGENCY PLUS MEDICAL  
SERVICES LIMITED (CONTINUED)**

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
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**REPORT OF THE INDEPENDENT AUDITOR TO  
THE MEMBERS OF EMERGENCY PLUS MEDICAL  
SERVICES LIMITED (CONTINUED)**

**Report on other legal requirements**

As required by the Kenyan Companies Act, 2015 we report to you, based on our audit, that:

- (i) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- (ii) in our opinion proper books of account have been kept by the company, so far as appears from our examination of those books; and
- (iii) the company's statement of financial position and statement of profit or loss are in agreement with the books of account.

The engagement partner responsible for the audit resulting in this report of the independent auditor is CPA Salim Alibhai - P/No. 2151. auditor is CPA Salim Alibhai - P/No. 2151. auditor is CPA Salim Alibhai - P/No. 2151. auditor is CPA Salim Alibhai - P/No. 2151.

**Certified Public Accountants**  
**NAIROBI**



22nd June - 2017

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## STATEMENT OF PROFIT OR LOSS

	Notes	2016 Shs	2015 Shs
Revenue	2	558,956,664	613,975,974
Cost of sales		(434,759,159)	(440,428,947)
Gross profit		124,197,505	173,547,027
Other operating income	3	7,079,811	2,629,661
Selling and marketing expenses		(7,560,304)	(16,930,048)
Administrative expenses		(128,204,266)	(133,332,408)
Other operating expenses		(22,089,573)	(21,735,227)
Operating (loss)/profit	4	(26,576,827)	4,179,005
Finance costs	6	(43,204,178)	(26,078,788)
(Loss) before tax		(69,781,005)	(21,899,783)
Tax	7	6,772,630	(446,004)
(Loss) for the year		(63,008,375)	(22,345,787)

The notes on pages 56 to 58 form an integral part of these financial statements.

Report of the independent auditor - pages 46 to 50.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**


## STATEMENT OF FINANCIAL POSITION


		As at 31 December	
	Notes	2016 Shs	2015 Shs
<b>CAPITAL EMPLOYED</b>			
Shareholders fund		161,761,575	161,761,575
Accumulated losses		(172,987,060)	(109,978,685)
Shareholders' deficit		(11,225,485)	51,782,890
<b>Non-current liabilities</b>			
Borrowings	8	184,768,929	239,756,093
		184,768,929	239,756,093
		173,543,444	291,538,983
<b>REPRESENTED BY</b>			
<b>Non current assets</b>			
Deferred tax	9	26,061,800	19,289,170
Property and equipment	10	99,222,583	108,868,892
		125,284,383	128,158,062
<b>Current assets</b>			
Inventories	11	8,142,104	8,796,743
Trade and other receivables	12	456,979,499	417,296,216
Cash and cash equivalents	13	1,161,906	78,119,467
		466,283,509	504,212,426

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
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**STATEMENT OF FINANCIAL POSITION**  
**(CONTINUED)**

Current liabilities			
Trade and other payables	14	271,741,288	176,379,531
Deferred income	15	75,096,734	117,237,041
Borrowings	8	71,186,426	47,214,933
		418,024,448	340,831,505
Net current asset		48,259,061	163,380,921
		173,543,444	291,538,983

  
 \_\_\_\_\_  
 DIRECTOR

  
 \_\_\_\_\_  
 DIRECTOR

The notes on pages 56 to 58 form an integral part of these financial statements.

Report of the independent auditor - pages 46 to 50.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## STATEMENT OF CHANGES IN FUNDS

	Shareholders' fund Shs	Accumulated losses Shs	Total Shs
Year ended 31 December 2015			
At start of year	161,761,575	(87,632,898)	74,128,677
(Loss) for the year	<u>-</u>	<u>-22,345,787</u>	<u>-22,345,787</u>
At end of year	<u><u>161,761,575</u></u>	<u><u>(109,978,685)</u></u>	<u><u>51,782,890</u></u>
Year ended 31 December 2016			
At start of year	161,761,575	(109,978,685)	51,782,890
(Loss) for the year	<u>-</u>	<u>(63,008,375)</u>	<u>(63,008,375)</u>

The notes on pages 56 to 58 form an integral part of these financial statements.

Report of the independent auditor - pages 46 to 50.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## STATEMENT OF CASH FLOWS

	Notes	2016 Shs	2015 Shs
<b>Operating activities</b>			
Cash from/(used in) operations	16	3,341,870	(184,523,558)
Interest paid		(43,200,836)	(19,865,024)
Net cash (used in) operating activities		(39,858,966)	(204,388,582)
<b>Investing activities</b>			
Purchase of property and equipment	10	(6,079,582)	(53,349,052)
Net cash (used in) investing activities		(6,079,582)	(53,349,052)
<b>Financing activities</b>			
Net movement in borrowings		(45,877,102)	286,971,026
Net cash (used in)/from financing activities		(45,877,102)	286,971,026
(Decrease)/increase in cash and cash equivalents		(91,815,650)	29,233,392
<b>Movement in cash and cash equivalents</b>			
At start of year		78,119,467	55,099,839
(Decrease)/increase		(91,815,650)	29,233,392
Effect of exchange rate changes		(3,342)	(6,213,764)

The notes on pages 56 to 58 form an integral part of these financial statements.

Report of the independent auditor - pages 46 to 50.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## **NOTES**

### **1. SIGNIFICANT ACCOUNTING POLICIES**

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

#### **a) Basis of preparation**

The financial statements have been prepared under the historical cost convention, except as explained in the accounting policy below and are in accordance with International Financial Reporting Standards (IFRS). The historical cost convention is generally based on the fair value of the consideration given in exchange of assets. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the company takes into account the characteristics of the asset or liability if market participants would take those characteristics into when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

These financial statements comply with the requirements of the Kenyan Companies Act, 2015. The statement of profit or loss represent the profit and loss account referred to in the Act. The statement of financial position represents the balance sheet referred to in the Act.

#### **Going concern**

The financial performance of the company is set out in the report of the directors and in the statement of profit or loss. The financial position of the company is set out in the statement of financial position.

Disclosures in respect of risk management are set out in note 18.

Based on the financial performance and position of the company and its risk management policies, the directors are of the opinion that the company is well placed to continue in business for the foreseeable future and as a result the financial statements are prepared on a going concern basis.



**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2016**

## **NOTES (CONTINUED)**

### **New and amended standards adopted by the company**

A number of new and revised Standards and Interpretations have been adopted in the current year. Their adoption has had no material impact on the amounts reported in these financial statements.

### **New standards, amendments and interpretations issued but not effective**

At the date of authorisation of these financial statements the following Standards and Interpretations which have not been applied in these financial statements were in issue but not yet effective for the year presented:

-Amendments issued in January 2016 to IAS 7 ‘Statement of Cash Flows’ to improve information provided about an entity’s changes in liabilities from financing activities through disclosure (as applicable) of: (i) changes from financing cash flows; (ii) changes from obtaining cash flows; (iii) the effect of changes in foreign exchange rates; (iv) changes in fair value; and (v) other charges. These amendments are effective for annual periods beginning on or after 1 January 2017.

- Amendments issued in January 2017 to IAS 12 ‘Income Taxes’ that are effective for annual periods beginning on or after 1 January 2017 clarify that unrealised losses on debt instruments that are carried at fair value give rise to a deductible temporary difference on which deferred tax arises where they are carried as cost for tax purposes.

- Amendments issued in June 2016 to IFRS 2 ‘Share - based Payment’ which are effective for annual periods beginning on or after 1 January 2018 clarify the effects of vesting conditions on cash settled schemes, treatment of net settled schemes and modifications for equity settled schemes.

-IFRS 9 ‘Financial Instruments’(Issued in July 2014) will replace IAS 39 and will be effective for annual periods beginning on or after 1 January 2018.It contains requirements for the classification and measurement of financial assets and financial liabilities, impairment, hedge accounting and de-recognition.

-IFRS 9 requires all recognised financial assets to be subsequently measured at amortised cost or fair value (through profit or loss or through comprehensive income), depending on their classification by reference to the business model within which they are held and their contractual cash flow characteristics.

In respect of financial liabilities, the most significant effect of IFRS 9 where the fair value option is taken will be in respect of the amount of change in fair value of a financial liability designated as at fair value through profit or loss that is attributable to changes in the credit risk of that liability is recognised in other comprehensive income (rather than in profit or loss), unless this creates an accounting mismatch.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
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## **NOTES (CONTINUED)**

In respect of impairment of financial assets, IFRS 9 introduces an “expected credit loss” model based on the concept of providing for expected losses at inception of a contract.

In respect of hedge accounting, IFRS 9 introduces a substantial overhaul allowing financial statements to better reflect how risk management activities are undertaken when hedging financial and non-financial risks.

-IFRS 15 ‘Revenue from Contracts with Customers’ (issued in May 2014) effective for annual periods beginning on or after 1 January 2018, replaces IAS 11 ‘Construction Contracts’, IAS 18 ‘Revenue’ and their interpretations (SIC-31 and IFRIC 13, 15 and 18). It establishes a single and comprehensive framework for revenue recognition based on a five-step model to be applied to all contracts with customers, enhanced disclosures, and new or improved guidance.

- IFRS 16 ‘Leases’ (issued in January 2016) effective for annual periods beginning on or after 1 January 2019, replaces IAS 17 ‘Leases’, IFRIC 4 ‘Determining whether an Arrangement Contains a Lease’ and their interpretations (SIC-15 and SIC-27). IFRS 16 establishes principles for the recognition, measurement, presentation and disclosure of leases, with the objective of ensuring that lessees and lessors provide relevant information that faithfully represents those transactions.

- IFRS 17 ‘Insurance Contracts’ (issued May 2017) effective for annual periods beginning on or after 1 January 2021 establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts.

The directors expect that the future adoption of IFRS 9, IFRS 15 and IFRS 16 may have a material impact on the amounts reported. However, it is not practicable to provide a reliable estimate of the effects of the above until a detailed review has been completed. The directors do not expect that adoption of the other Standards and Interpretations will have a material impact on the financial statements in future periods. The entity plans to apply the changes above from their effective dates noted above.



**FINANCIALS**



**EMERGENCY PLUS MEDICAL  
SERVICES LIMITED**

(A COMPANY LIMITED BY  
GUARANTEE)

ANNUAL REPORT AND FINANCIAL  
STATEMENTS

FOR THE YEAR ENDED  
31 DECEMBER 2015

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**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2015**

## COMPANY INFORMATION

BOARD OF DIRECTORS : Mrs. Gina Din Kariuki  
: Dr. Abbas Gullet  
: Ms Mary Maingi  
: Mr. Caroline Elizabeth Armstrong  
: Mr. Duncan Kabui  
: Mr. Carol Musyoka

REGISTERED OFFICE AND : L.R. No. 209/10203  
PRINCIPAL PLACE OF BUSINESS : Red Cross Road, off Popo Road  
: P.O. Box 40712, 00500  
: NAIROBI

INDEPENDENT AUDITOR : PKF Kenya  
: Certified Public Accountants  
: P.O. Box 14077, 00800  
: NAIROBI

COMPANY SECRETARIES : Africa Registrars  
: Certified Public Secretaries  
: P.O. Box 1243, 00100  
: NAIROBI

PRINCIPAL BANKERS : National Bank of Kenya Limited  
: NAIROBI

PARENT : Kenya Red Cross Society



**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2015**

## REPORT OF THE DIRECTORS

The Directors submit their report and the audited financial statements for the year ended 31 December 2015, which disclose the state of affairs of the company.

In accordance with Section 42 of the Sixth Schedule of the Kenyan Companies Act, 2015, Transitional and Savings Provisions, this report has been prepared in accordance with Section 157 of the repealed Companies Act, as if that repeal had not taken effect.

### PRINCIPAL ACTIVITIES

The principal activity of the company is provision of pre-hospital medical care and transportation of patients with illnesses and injuries on a commercial basis as well as under corporate social responsibility.

### RESULTS

	2015 Shs	2014 Shs
(Loss)/profit before tax	(21,899,783)	26,142,743
Tax	(446,004)	19,735,174
(Loss)/profit for the year	<u>(22,345,787)</u>	<u>45,877,917</u>

### DIVIDEND

The Directors do not recommend the payment of a dividend for the year (2014: Nil).

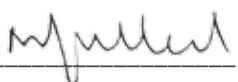
### DIRECTORS

The Directors who held office during the year and to the date of this report are shown on page 1.

### INDEPENDENT AUDITOR

PKF Kenya was appointed during the year and continues in accordance with the Kenyan Companies Act, 2015.

### BY ORDER OF THE BOARD

  
 \_\_\_\_\_

**DIRECTOR**

**NAIROBI**

**21st April-2017**

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2015**

## **STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The Kenyan Companies Act, 2015 requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for that year. It also requires the Directors to ensure that the company keeps proper accounting records that are sufficient to show and explain the transactions of the company; that disclose, with reasonable accuracy, the financial position of the company and that enable them to prepare financial statements of the company that comply with the International Financial Reporting Standards and the requirements of the Kenyan Companies Act, 2015.

The Directors are also responsible for safeguarding the assets of the company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors accept responsibility for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standards and in the manner required by the Kenyan Companies Act, 2015. They also accept responsibility for:

- i. Designing, implementing and maintaining such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;  
Selecting and applying appropriate accounting policies; and
- ii.
- iii. Making accounting estimates and judgements that are reasonable in the circumstances.

The Directors are of the opinion that the financial statements give a true and fair view of the financial position of the company as at 31 December 2015 and of the company's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act, 2015.

In preparing these financial statements the Directors have assessed the company's ability to continue as a going concern. Nothing has come to the attention of the Directors to indicate that the company will not remain a going concern for at least the next twelve months from the date of this statement.

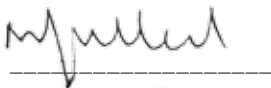
The Directors acknowledge that the independent audit of the financial statements does not relieve them of their responsibilities.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2015**

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**  
**(CONTINUED)**

So far as each of the Directors is aware, there is no relevant audit information which the auditor is unaware of, and each of the Directors has taken all the steps that ought to have been taken in order to become aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Board of Directors on 21st April\_ 2017 signed on its behalf by:



DIRECTOR



DIRECTOR

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2015**

# **REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF EMERGENCY PLUS MEDICAL SERVICES LIMITED**

## **Report on the audit of the financial statements**

We have audited the accompanying financial statements of Emergency Plus Medical Services Limited set out on pages 6 to 27 which comprise the statement of financial position as at 31 December 2015, the statement of profit or loss and other comprehensive income, the statement of changes in funds and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

## **Directors' responsibility for the financial statements**

The Directors are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and the Companies Act and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## **Auditor's responsibility**

Our responsibility is to express an independent opinion on these financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risk of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the accompanying financial statements give a true and fair view of the company's financial position of Emergency Plus Medical Services Limited as at 31 December 2015 and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Kenyan Companies Act.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2015**

**REPORT OF THE INDEPENDENT AUDITOR TO  
THE MEMBERS OF EMERGENCY PLUS MEDICAL  
SERVICES LIMITED (CONTINUED)**

**Report on other legal requirements**

As required by the Kenyan Companies Act, 2015 we report to you, based on our audit, that:

- (i) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- (ii) in our opinion proper books of account have been kept by the company, so far as appears from our examination of those books; and
- (iii) the company's statement of financial position and statement of profit or loss are in agreement with the books of account.



Certified Public Accountants

NAIROBI

3rd May-2017

The engagement partner responsible for the audit resulting in this independent auditor's report is CPA Salim Alibhai - P/No. 2151.  
312/17

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
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## STATEMENT OF PROFIT OR LOSS

	Notes	2015 Shs	2014 Shs
Revenue	2	613,975,974	422,707,807
Cost of sales		(440,428,947)	(268,129,302)
Gross profit		173,547,027	154,578,505
Other operating income	3	2,629,661	2,768,862
Selling and marketing expenses		(16,930,048)	(8,103,710)
Administrative expenses		(133,332,408)	(108,135,879)
Other operating expenses		(21,735,227)	(13,764,475)
Operating profit	4	4,179,005	27,343,303
Finance costs	6	(26,078,788)	(1,200,560)
(Loss)/profit before tax		(21,899,783)	26,142,743
Tax charge	7	(446,004)	19,735,174
(Loss)/profit for the year		<u>(22,345,787)</u>	<u>45,877,917</u>

The notes on pages 10 to 27 form an integral part of these financial statements.  
Report of the independent auditor - pages 4 and 5.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
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## STATEMENT OF FINANCIAL POSITION

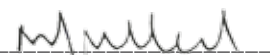
		As at 31 December	
		2015	2014
		Shs	Shs
CAPITAL EMPLOYED	Notes		
Shareholders fund		161,761,575	161,761,575
Accumulated losses		(109,978,685)	(87,632,898)
Shareholders' fund		51,782,890	74,128,677
Non-current liabilities			
Borrowings	8	239,756,093	-
		239,756,093	-
		291,538,983	74,128,677
REPRESENTED BY			
Non current assets			
Deferred tax	9	19,289,170	19,735,174
Property and equipment	10	108,868,892	68,784,861
		128,158,062	88,520,035
Current assets			
Inventories	11	8,796,743	2,173,356
Trade and other receivables	12	417,296,216	84,568,362
Cash and cash equivalents	13	78,119,467	55,099,839

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
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**STATEMENT OF FINANCIAL POSITION**  
**(CONTINUED)**

		504,212,426	141,841,557
Current liabilities			
Trade and other payables	14	176,379,531	148,576,143
Deferred income	15	117,237,041	7,656,772
Borrowings	8	47,214,933	-
		340,831,505	156,232,915
Net current asset/(liabilities)		163,380,921	(14,391,358)
		291,538,983	74,128,677

The financial statements on pages 6 to 27 were approved and authorised for issue by the Board of Directors on 21st April\_ 2017 and were signed on its behalf by :

  
 DIRECTOR

  
 DIRECTOR

The notes on pages 10 to 27 form an integral part of these financial statements.  
 Report of the independent auditor - pages 4 and 5.



**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
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## STATEMENT OF CHANGES IN FUNDS

	Shareholders' fund Shs	Accumulated losses Shs	Total Shs
Year ended 31 December 2014			
At start of year	161,761,575	(133,510,815)	28,250,760
Profit for the year	-	45,877,917	45,877,917
At end of year	<u>161,761,575</u>	<u>(87,632,898)</u>	<u>74,128,677</u>
Year ended 31 December 2015			
At start of year	161,761,575	(87,632,898)	74,128,677
(Loss) for the year	-	(22,345,787)	(22,345,787)
At end of year	<u><u>161,761,575</u></u>	<u><u>(109,978,685)</u></u>	<u><u>51,782,890</u></u>

The notes on pages 10 to 27 form an integral part of these financial statements.  
Report of the independent auditor - pages 4 to 6.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
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**31 DECEMBER 2015**

## STATEMENT OF CASH FLOWS

	Notes	2015 Shs	2014 Shs
<b>Operating activities</b>			
Cash (used in)/from operations	16	(184,523,558)	77,811,737
Interest paid		(19,865,024)	-
Net cash (used in)/from operating activities		(204,388,582)	77,811,737
<b>Investing activities</b>			
Purchase of property and equipment	10	(53,349,052)	(21,501,120)
Proceeds from disposal of property and equipment		-	80,000
Net cash (used in) investing activities		(53,349,052)	(21,421,120)
<b>Financing activities</b>			
Net movement in borrowings		286,971,026	-
Net cash from financing activities		286,971,026	-
Increase in cash and cash equivalents		29,233,392	56,390,617
<b>Movement in cash and cash equivalents</b>			
At start of year		55,099,839	(90,218)
Increase		29,233,392	56,390,617
Effect of exchange rate changes		(6,213,764)	(1,200,560)
At end of year	13	78,119,467	55,099,839

The notes on pages 10 to 27 form an integral part of these financial statements.  
Report of the independent auditor - pages 4 and 5.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED**  
**31 DECEMBER 2015**

## **NOTES**

### **1. SIGNIFICANT ACCOUNTING POLICIES**

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

#### **a) Basis of preparation**

The financial statements have been prepared under the historical cost convention, except as explained in the accounting policy below and are in accordance with International Financial Reporting Standards (IFRS). The historical cost convention is generally based on the fair value of the consideration given in exchange of assets. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the company takes into account the characteristics of the asset or liability if market participants would take those characteristics into when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

#### **Going concern**

The financial performance of the company is set out in the report of the directors and in the statement of profit or loss. The financial position of the company is set out in the statement of financial position.

Disclosures in respect of risk management are set out in note 18. Based on the financial performance and position of the company and its risk management policies, the directors are of the opinion that the company is well placed to continue in business for the foreseeable future and as a result the financial statements are prepared on a going concern basis.

These financial statements comply with the requirements of the Kenyan Companies Act, 2015. The statement of profit or loss represent the profit and loss account referred to in the Act. The statement of financial position represents the balance sheet referred to in the Act.

#### **New and amended standards adopted by the company**

A number of new and revised Standards and Interpretations have been adopted in the current year.

Their adoption has had no material impact on the amounts reported in these financial statements.

**EMERGENCY PLUS MEDICAL SERVICES LIMITED**  
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## **NOTES (CONTINUED)**

### **New standards, amendments and interpretations issued but not effective**

At the date of authorisation of these financial statements the following Standards and Interpretations which have not been applied in these financial statements were in issue but not yet effective for the year presented:

- Amendments issued in December 2014 to IAS 1 'Presentation of Financial Statements' which will be effective for annual accounting periods beginning on or after 1 January 2016 clarify guidance on materiality and aggregation, the presentation of subtotals, the structure of financial statements and the disclosure of accounting policies.
- Amendments issued in June 2014 to IAS 16 'Property, Plant and Equipment' and IAS 41 'Agriculture' which will be effective for annual periods beginning on or after 1 January 2016 define bearer plants and include them within IAS 16's scope while the produce growing on bearer plants remain within the scope of IAS 41.
- Amendments issued in May 2014 to IAS 16 and IAS 38 'Intangible Assets' which will be effective for annual periods beginning on or after 1 January 2016 add guidance and clarify that the use of revenue-based methods to calculate the depreciation of an asset is not appropriate; however, this presumption can be rebutted in certain limited circumstances.
- Amendment (Annual improvements to IFRSs 2012-2014 Cycle, issued in September 2014) to IAS 19 'Employee Benefits' which will be effective for annual periods beginning on after 1 January 2016, clarifies that the high quality corporate bonds used in estimating the discount rate for post-employment benefits should be denominated in the same currency as the benefits to be paid.
- Amendments issued in August 2014 to IAS 27 'Separate Financial Statements' which will be effective for annual periods beginning on or after 1 January 2016 reinstate the equity method option to account for investments in subsidiaries, joint venture and associates in separate financial statements.
- Amendment (Annual Improvements to IFRSs 2012-2014 Cycle, issued in September 2014) to IFRS 5 'Non-current Assets Held for Sale and Discontinued Operations' which will be effective for annual periods beginning on or after 1 January 2016 adds specific guidance when an entity reclassifies an asset (or group) from held for sale to held for distribution to owners, or vice versa, and for cases where held-for-distribution accounting is discontinued.
- Amendment (Annual Improvements to IFRSs 2012-2014 Cycle, issued in September 2014) to IFRS 7 'Financial Instruments: Disclosures' which will be effective for annual periods beginning on or after 1 January 2016, adds guidance to clarify whether a servicing contract is continuing involvement in a transferred asset.

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## **NOTES (CONTINUED)**

- IFRS 9 'Financial Instruments' (Issued in July 2014) will replace IAS 39 and will be effective for annual periods beginning on or after 1 January 2018. It contains requirements for the classification and measurement of financial assets and financial liabilities, impairment, hedge accounting and de-recognition.

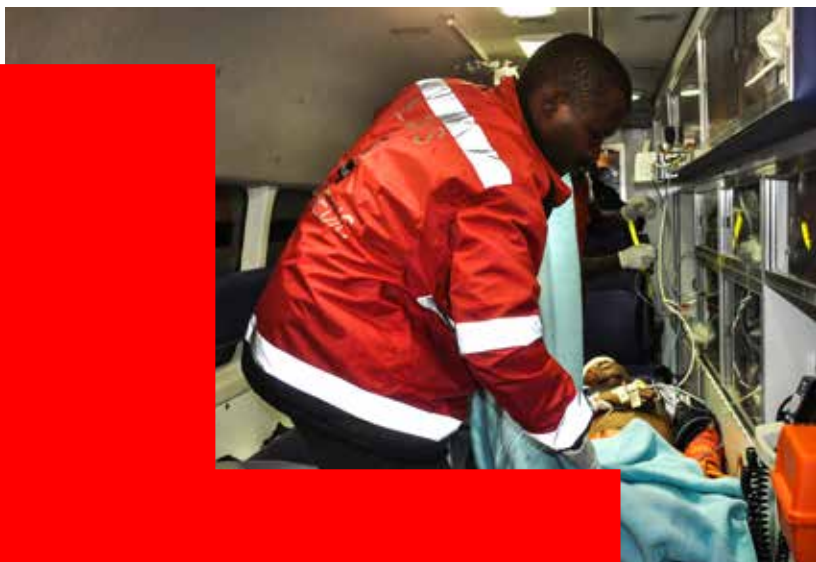
IFRS 9 requires all recognised financial assets to be subsequently measured at amortised cost or fair value (through profit or loss or through comprehensive income), depending on their classification by reference to the business model within which they are held and their contractual cash flow characteristics.

In respect of financial liabilities, the most significant effect of IFRS 9 where the fair value option is taken will be in respect of the amount of change in fair value of a financial liability designated as at fair value through profit or loss that is attributable to changes in the credit risk of that liability is recognised in other comprehensive income (rather than in profit or loss), unless this creates an accounting mismatch.

In respect of impairment of financial assets, IFRS 9 introduces an "expected credit loss" model based on the concept of providing for expected losses at inception of a contract.







**E-PLUS MEDICAL SERVICES**

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