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### ingoshack every letter matters

#### **CODE OF BUSINESS ETHICS**

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#### Letter from the CEO

Dear Colleagues and Partners,

This Code of Business Ethics has been specifically developed to channel all the positive values and universal rights into our workplace setting. Not only does this document help us to conduct our business responsibly and maintain trust and credibility with our clients, partners, franchisees, and other stakeholders, but also assures creating an inclusive work environment for all employees.

I expect each one of our employees and contracted parties to read this Code of Business Ethics with prudence, and pay due diligence to ensure our operations are in line with the principles, instructions, and guidelines hereof.

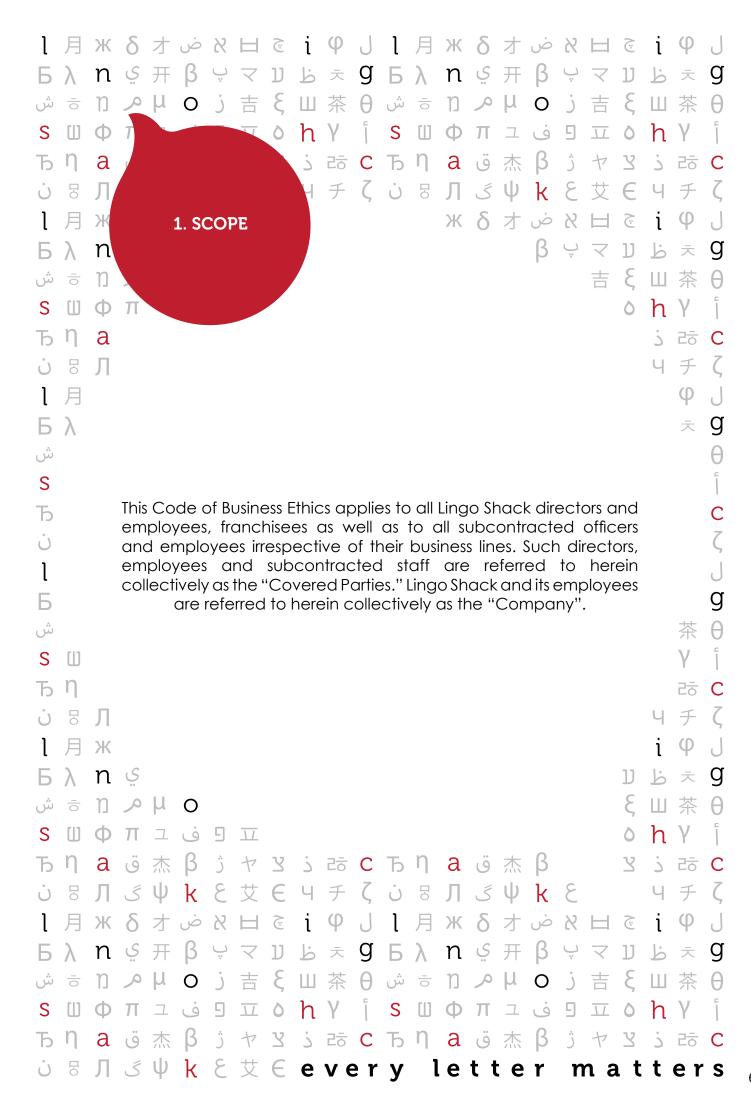
This is a reference document to guide our business conduct and lay down the foundation of our business. It takes responsibility and discipline to be a true Lingo Shack[er]. So, make us proud.

#### **Ayman Odat**

Founder and CEO

# every letter matters





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          The Company is proud of the values with which it conducts
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          business. It has and will continue to uphold the highest levels of
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          business ethics and personal integrity in all types of transactions
          and interactions. To this end, this Code of Business Ethics shall (i)
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          emphasise the Company's commitment to ethics and compliance
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          with all applicable laws; (ii) set forth the basic standards of ethical
          and legal behaviour; (iii) provide reporting mechanisms for known
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          or suspected ethical or legal violations; and (iv) help in preventing
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                           and detecting wrongdoing.
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          Given the variety and complexity of ethical questions that may
          arise in the Company's course of business, this Code of Business
          Ethics serves only as a rough guide. Confronted with ethically
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          ambiguous situations, the Covered Parties should remember the
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          Company's commitment to the highest ethical standards and seek
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          advice from supervisors, managers, or other appropriate personnel
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          to ensure that all actions they take on behalf of the Company
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                            honour this commitment.
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          This document is intended to remind us that we are accountable
          and should act responsibly; because every action we do matters.
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          Covered Parties are prohibited from availing of any opportunities
          that are discovered through the use of corporate property,
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          information, or position without the consent of the Top Management
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                               of the Company.
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          No Covered Party may use corporate property, information,
          or position for improper personal gain and no employee may
          compete with the Company directly or indirectly. Covered Parties
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          owe a duty to the Company to advance its legitimate interests
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Covered Parties shall behave honestly and ethically at all times and with all people. They shall act in good faith, with due care, and shall 4 engage only in fair and open competition, by treating competitors, suppliers, customers, and colleagues ethically. Stealing proprietary information, possessing trade secret information that was obtained without the owner's consent, or inducing such disclosures by past or present employees of other companies is prohibited. No Covered Party should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair practice.

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The purpose of business entertainment and gifts in a commercial setting is to create good will and sound working relationships, not to gain unfair advantage with customers. No gift or entertainment should ever be offered or accepted by a Covered Party or any family member of a Covered Party unless it (1) is consistent with customary business practices, (2) is not excessive in value, (3) cannot be construed as a bribe or payoff and (4) does not violate any laws or regulations. The offer or acceptance of cash gifts by any Covered Party is prohibited. Covered Parties should discuss with their unpervisors, managers, or other appropriate personnel any gifts or proposed gifts which they think may be inappropriate.

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          Covered Parties must maintain the confidentiality of confidential
          information entrusted to them, except when laws or regulations
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          require disclosure. Confidential information includes all non-public
          information that might be of use to competitors or harmful to the
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          Company or its customers if disclosed. It also includes information
          that suppliers and customers have entrusted to the Company. The
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          obligation to preserve confidential information continues even
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         Obeying the law, both in letter and in spirit, is the foundation on
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         which the Company's ethical standards are built. In conducting
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         the business of the Company, the Covered Parties shall comply
         with all applicable laws, rules, and regulations at all levels in the
         country in which the branch of the Company has its registered
                                   office.
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          The Company strives to the best of its ability to comply with the
          United Nations Guiding Principles on Business and Human Rights
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          (UNGPs). The Company adopts a "zero tolerance" policy towards
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          any staff or person who violates any of the basic human rights or
                    does not comply with this Code of Ethics.
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          It is the responsibility of every staff to keep the workplace free of
          discrimination and racism. Failing to follow this provision may result
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